



Strategic Plan 2016-2020*

Joint Research Centre

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

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Introductory note

"With the goal of delivering in 2016 a simplified and more focused performance framework, the Strategic Plan (SP) and the Management Plan (MP) replace the former Management Plans and represent new cornerstones for the Commission's performance framework embedded into the overall Strategic Planning and Programming cycle (SPP cycle)". (Instructions for the Strategic Plan 2016-2020 and Management Plan 2016)

- *The Strategic Plan (SP), giving a multi-annual perspective, focuses on the longer term objectives and outputs covering the upcoming 5 years (2016-2020). This document presents the Commission wide General Objectives (CGO), reflecting the Juncker priorities. DGs have to identify which CGO they contribute to and describe in the SP, how they want to contribute to the achievement of the relevant CGO over the given time horizon.*
- *The Management Plan (MP), giving an annual perspective, focuses on the resources, activities and outputs planned for the coming year (2016).*

The JRC Strategic Plan presents the selected Commission general objectives and the JRC multi-annual specific objectives and associated impact and result indicators.

The JRC Management Plan defines the activities planned for the coming year in relation to these multi-annual objectives, as well as the corresponding outputs and output indicators.

PART 1. Strategic vision for 2016-2020

A. Mission statement

"As the science and knowledge service of the Commission our mission is to support EU policies with independent evidence throughout the whole policy cycle".

DG JRC has updated its mission in line with the renewed emphasis on its horizontal character reflected in the mission letter from President Juncker to Commissioner Navracsics inviting him "to progressively develop its role as a service supporting all Commission services with its knowledge and its expertise". The new mission is part of the long-term comprehensive strategy for the development of DG JRC which has been prepared during 2015.

B. Operating context

Community research, i.e. the Horizon 2020 and the Euratom Research and Training programme are split into direct and indirect research, The JRC is active in both types, i.e. direct and indirect research. While all direct research activities under the framework programmes are pursued by the Commission in the establishments of the JRC, indirect research is conducted in research centres in general – including the JRC -, universities or undertakings, with financial support from the Commission.

Since 1999, the JRC has had an explicit science for policy support mission. While both direct and indirect research activities have vital roles in supporting EU policy, direct research carried out by the JRC has a distinctive role in support to policy, because the JRC: operates independently of national, private and other interests; makes its documented knowledge freely available; ensures continuity in support to policy, rather than for a limited period of a grant or contract; is able to respond more quickly to new priorities and changing policy support demands than indirect research tools or contracts.

Until 2014 the JRC reported to the successive Commissioners responsible for Research. In the formation of the current Commission, President Juncker detached the JRC from the research policy portfolio and emphasised the horizontal character of this in-house scientific service by transferring the responsibility to the Commissioner for Education, Culture, Youth & Sport who also has responsibility for another part of Horizon2020, the European Institute of Innovation and Technology. In his mission letter to Commissioner Navracsics, the President highlighted that the JRC supports all Commission services with its knowledge and expertise, sharing its result to a wide public.

Types of Commission's interventions: The high-level duties behind the JRC's direct actions are to provide support to EU policies at the relevant stages of the policy cycle¹, while the Euratom Treaty gives the JRC a mandate to carry out a Community² nuclear research and training programme³. Today's activities and the JRC's budget are set out in two programmes of Horizon 2020, the Specific Programme implementing Horizon 2020 for non-nuclear direct research (under the Treaty on the Functioning of the European Union), and the Euratom Research and Training programme (under the Euratom Treaty).

Management mode, organisational structure, governance and management: The JRC differs from the typical Commission Directorate General where it concerns:

- Financial resources: In addition to its funding through the EU budget the JRC has income through work under contract (to the amount of an additional ~15% of the institutional budget).
- Governance: The JRC works with a Board of Governors⁴ made up of national representatives.
- Geographical spread: The research infrastructures and staff of JRC are spread over several sites in different Member States.

¹ Council Decision 74/2013 relating to Horizon 2020 and covering the JRC non-nuclear direct actions

² "Community" is here the European Atomic Energy Community (Euratom)

³ Council regulation 1314/2013 and covering the JRC nuclear direct actions under the Euratom Programme for Research and Training

⁴ [96/282/Euratom: Commission Decision of 10 April 1996 on the reorganization of the Joint Research Centre](#)

Scientific directorates are spread over five Member States: Belgium (Geel), Germany (Karlsruhe), Italy (Ispra), Spain (Seville) and The Netherlands (Petten) with specific competences in different areas of research to provide science-based policy support. The two horizontal directorates for “Policy Support Coordination” and for “Resources”, both with offices in Brussels and Ispra, support the scientific directorates, and the third horizontal directorate focuses on “Ispra Site Management” and keeps a JRC-wide view of its infrastructure and buildings.

In view of its core business, the JRC uses the quality management system standard ISO 9001 as the framework of its Integrated Management System (IMS) to help deliver consistent and high-quality technical and operational results and ensure compliance with the Commission’s Internal Control Standards. Moreover, ISO 9001 certification is complemented with accreditation to other quality standards such as ISO/IEC 17025, ISO/IEC 17043 and ISO Guide 34, all of which contribute to the JRC being recognised as a reliable provider of scientific and technical support. The IMS is not simply about quality, however, but also embraces the environment and occupational health & safety disciplines with certification or registration to EMAS, ISO 14001 and BS OHSAS 18001 (to be substituted by ISO 45001) since the consolidation of common requirements in different management system standards raises the potential for increasing the JRC’s effectiveness and efficiency.

Inherent to this quality approach, the JRC is also committed to maintaining a high level of safety and security on its premises.

Following recommendations from earlier evaluations the JRC has gradually developed corporate values aiming to operate to the highest standards regarding the society as a whole, its customers and its own staff. The draft JRC strategy 2030 identifies as values “accountability, inclusiveness, openness and innovation”. Just before the start of FP7 the JRC made a special effort to promote a high standard of integrity in its work by adopting guidelines⁵ that should help the JRC “to provide support and advice that is objective, sound in logic and based on scientific evidence”.

Stakeholders: In line with its science for policy support mission, the most important beneficiary of the JRC's support is the other services of the European Commission. In order to fulfil its mission the JRC is also deeply rooted in the scientific community where it taps on the support of many partner organisations.

The stakeholders, partners and beneficiaries of the JRC include: (i) EU Institutions and agencies, (ii) Member States, Candidate Countries and Associated Countries, (iii) international organisations, (iv) partner organisations from public and private sectors across Europe and the world.

⁵ CA(06)55, “JRC Robust Science for Policy Making: A guideline towards integrity and veracity in scientific support and advice”, endorsed by the Management and the Board of Governors of the JRC

C. Strategy

JRC strategy

In the course of 2015, the JRC has carried out an inclusive and participatory process, developing a long-term strategy for how the organisation should evolve in the next 15 years. The need for a new strategy for DG JRC derives from the changing context in which the Commission operates and the need for DG JRC to evolve to be able to provide the best possible support in this dynamic environment. In addition, the expert panel for the ex-post evaluation of DG JRC Direct Actions in FP7 also recommended in their final report that DG JRC develops a long-term strategy before the mid-term review of Horizon 2020 in 2017.

This is a comprehensive strategy tackling all dimensions of DG JRC. It on the one hand addresses the societal challenges and policy requirements, and on the other hand it outlines upcoming scientific developments where DG JRC should play a role. By so doing the strategy will both facilitate the reshaping of DG JRC's way of working and provide the right context to undertake a careful assessment and to develop a long term perspective associated with building up or reconverting scientific competences and infrastructures to cover new and upcoming developments.

The strategy sets out a new vision for the JRC, and defines a set of values and principles to underpin that vision. It also outlines how DG JRC will become more flexible and responsive and will help to break down silos.

The strategy determines that DG JRC will take on work where it can add value. It will base its activities around 10 interlinked groups of policies (priority nexus) which create connections between different areas and encourage cross-silo thinking and multi-disciplinary approaches. In addition all work of DG JRC will aim to contribute to three broad dimensions, namely fairness, competitiveness and resilience. Taken together the 10 nexus and the 3 dimensions are a flexible framework for long-term planning, allowing DG JRC to build capacities across a range of areas so that it can flexibly respond to the priorities of President Juncker.

Ensuring added value and the tackling of the 10 nexus and the 3 dimensions will be achieved through the annual Work Programme which is structured according to the ten priorities of President Juncker. Decisions on the Work Programme are taken by the senior management based on a set of criteria for ex-ante review of the proposed activities. Such collective review has already been undertaken for the Work Programme 2016 – 2017 and it also identified some medium to long-term challenges. The set of prioritisation criteria have been endorsed by the Secretariat General and shared with the policy DGs.

DG JRC will continue to produce policy relevant knowledge which is its core business. It will continue to work in partnership with policy DGs, and will further focus on the Commission's political priorities. DG JRC will ensure that the different policy perspectives are taken into account at an early stage of the definition of its work by bringing together all services with a stake in a policy file. DG JRC will rigorously screen its activities not only for scientific quality but also for potential policy impact.

DG JRC is complementing its knowledge production with management of knowledge and competences. This initiative stems from the efficiency screening of Vice-President Georgieva and from the recommendations of the Group of Directors-General led by W. Deffaa. Knowledge management includes inter alia, collating and analysing knowledge from other sources and communicating it to policy makers in a systematic and digestible manner. In certain areas, Knowledge Centres will be created. These will be virtual entities, bringing together expertise and knowledge from different locations and putting together information about the status and findings of the latest scientific evidence in the area. In addition, DG JRC will create Competence Centres which will bring together all in-house expertise on analytical tools that could be applied in any policy area. Furthermore, all knowledge produced and managed by DG JRC will be retrievable not only thematically, but also geographically (at national and regional level).

In addition, in the context of the strategy development a number of processes have been launched in different domains of organisational change including aspects regarding values, organisation of scientific policy support, horizontal services, infrastructures, human resources and financial resources. The objective is to make DG JRC a more people-centric, leaner and more efficient organisation.

EU added value

Horizon 2020 has been designed to maximise Union added value and impact, focusing on objectives that cannot be efficiently realised by Member States acting alone. The programme will strengthen the overall research and innovation framework, coordinate Member States' research efforts and implement cross-border research collaboration, thereby avoiding duplication, creating critical mass in key areas and ensuring public financing is used in an optimal way.

The direct actions of the JRC (i.e. implementing Horizon 2020 specific objective 17 and Euratom Research and Training Programme specific objectives 9-13) provide added value because of their unique European dimension, as e.g. independence from Member States' and private interests. The Joint Research Centre provides independent customer driven scientific and technological support for the formulation, development, implementation and monitoring of Community policies and addressing nine of the ten European Commission political priorities.

The JRC's direct beneficiaries of scientific support are the policy Directorate Generals, which design, implement, monitor and evaluate with the JRC's support better science based and science informed European policies.

In doing this, the JRC delivers European added value through:

- coordination gains (e.g. EU-wide coordination of scientific facilitation of a stakeholder consultation process in the context of the Industrial Emissions Directive or in enabling European-wide crisis centre coordination);
- legal certainty by e.g. developing reference materials and measurements and standards for food and feed safety, the environment and health;
- training for Member States enforcement laboratories;
- providing technical support to Candidate Countries;
- encouraging trust of the citizen in the legislator e.g. GMO testing of imported foodstuffs; developing safe and secure approaches for nuclear waste; supporting nuclear safeguards; providing knowledge for the public regarding radio-activity in the environment.

Besides the EU added value deriving from direct support to European policy makers, the JRC produces added value also for the European Union by supporting international organisations e.g. the Organisation for Economic Co-operation and Development (OECD), the World Bank, the International Atomic Energy Agency (IAEA) and International Standards Organization (ISO)

Hence, impact from policy support is distributed over the full range of JRC customers, beneficiaries and partners as displayed in Figure C-4 below. In line with the JRC's mission most of the impacts happen within or through the Commission. Impact at the level of other customers or stakeholders is in relation to Commission policies. This confirms a close link between JRC work and EU policies.

With some 1600 policy support deliverables and some 350 policy support impacts since the start of Horizon 2020, the JRC has made an important contribution to the progress of the Union's strategy, by helping Commission services to base their policy making on a robust scientific evidence base.

By combining such evaluation information with resource information, the Commission's performance criteria and senior management requirements are satisfied.

Intervention logic

The following paragraphs describe the intervention logic and the associated logical model linking policy needs, legal bases as well as resources, outputs and impacts. This rationale is also depicted in the logical model in Figure C-1.

Commission services address societal needs, and the JRC supports the Commission to put its actions on a sound scientific footing. The implementing specifications are formulated in the current legal bases:

- In line with the stipulations of specific objective 17 of Horizon 2020, the JRC provides demand-driven scientific and technical support to Union policies, while flexibly responding to new policy demands.
- Moreover, in line with the stipulations of the Euratom Research and Training Programme (specific objectives 9-13) the JRC has the objective to improve nuclear safety, security and radiation protection, and to contribute to the long-term decarbonisation of the energy system in a safe, efficient and secure way.

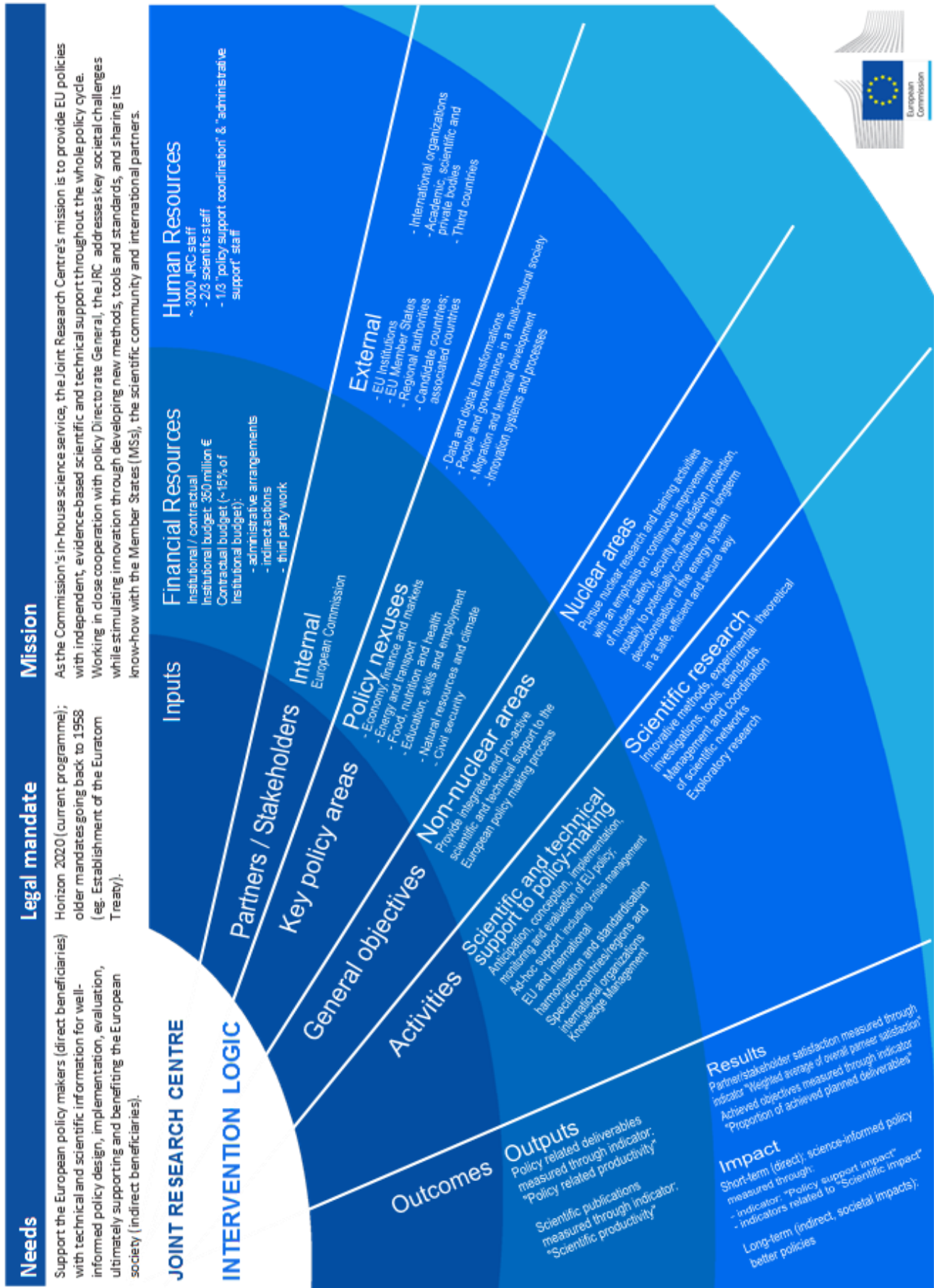


Figure C-1: Logical model outlining JRC's intervention logic

The JRC work programme implements the above-mentioned H2020/ Euratom Research and Training Programme objectives. The orientations of support are embodied in the JRC's multi-annual work programme 2016-17 (MAWP 2016-17), which is implemented as described in the more compact Key Orientations document (KO). The KOs result from an extensive consultation process with policy DGs and other stakeholders, an approach that maximises the transparency of JRC's scientific policy support, and which aims at further enhancing its utility and impact. Most importantly, this process ensures the KOs match the Commission's priorities.

The JRC also continues its scientific support to EU policy makers related to legal and/or contractual obligations. Moreover, the JRC stands ready to respond to urgent and emerging requests for scientific and technical support. Finally, the JRC will explore new areas of competence in order to be ready to address future policy needs.

The JRC's Work Programme 2016-2017 is the third under Horizon 2020, and has a rolling two-year timeframe. Fundamental to this approach is ensuring the integration of multi- and inter-disciplinary competences resulting in synergies across the JRC.

As one of the Commission services working across all policy areas, DG JRC supports integrated way of working by identifying synergies and trade-offs between policies.

The nature of JRC policy support: For planning, monitoring and evaluation purposes, the JRC formalised different categories for its variety of output as in Table C-1 below. JRC scientists record their outputs in a corporate data base (PUBSY, the content of which is available to both the Commission and the public), allowing data retrieval and statistical analysis. Figure C-2 below displays the distribution of the policy related outputs by category.

Table C-1. Categories of policy related outputs

Categories of policy-support	
Science for policy reports	JRC contributions to policy documents
JRC Technical reports	JRC contributions to standards
Reference material	Validated methods, reference methods and measurements
Technical systems	Datasets
Scientific information systems and databases	Training

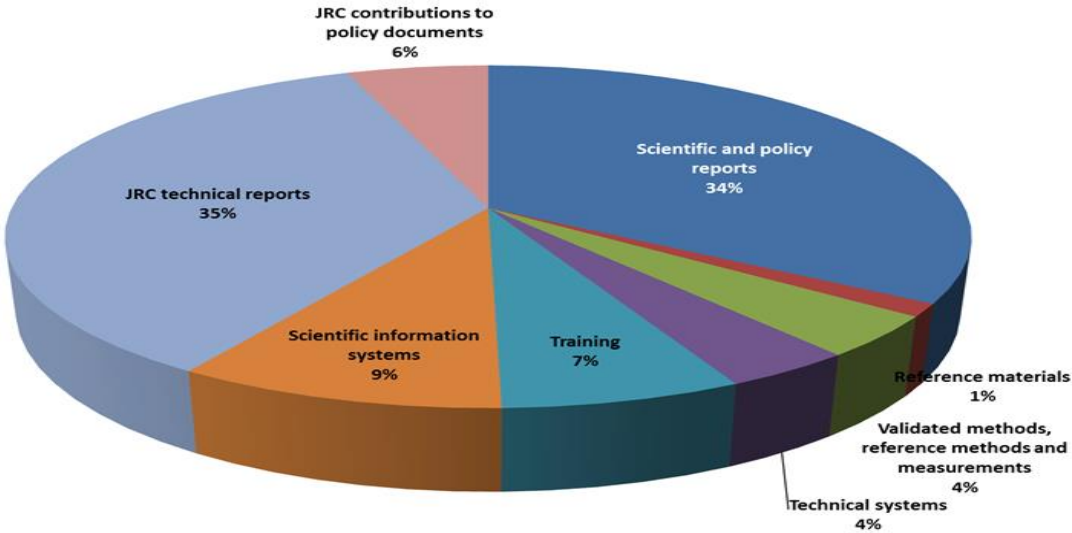


Figure C-2. Distribution of policy related outputs⁶

⁶ The label of category "scientific and policy reports" was changed in June 2015 (new label: "science-for-policy reports"). Moreover, two new categories were introduced in June 2015: "JRC contributions to standards" and "Datasets".

Transforming policy support into policy impact: Policy makers are found to use JRC-research within some months of delivery, unlike academic research, where uptake and impact usually take much longer. For reporting, monitoring and evaluation purpose these impacts are divided in five categories as in Figure C-3.

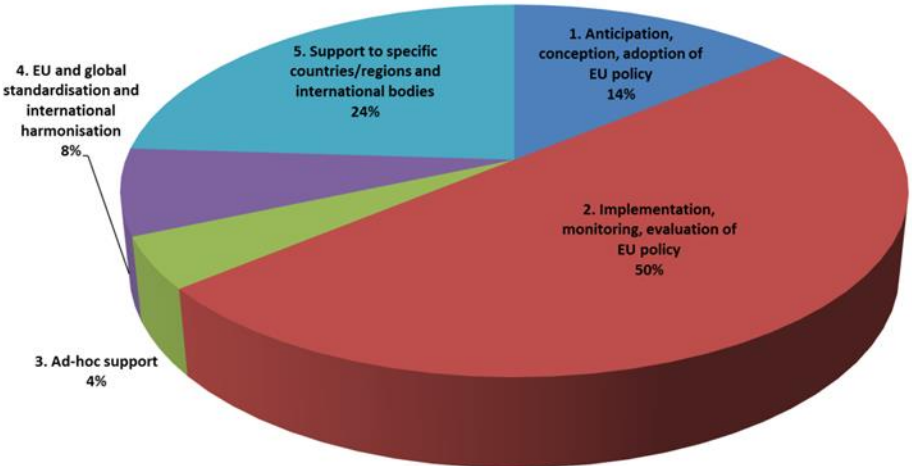


Figure C-3. Impacts from JRC policy related outputs divided in five categories

The JRC’s systematic registration of all deliverables and evaluation of the generated impact make it possible to link output and impact information in order to verify productivity from the different categories of policy related outputs (cf. Table C-1) and for science (e.g. peer-reviewed publications, scientific reports). This information gives insight in (i) how JRC activities have an impact on the conception, development, implementation and monitoring of policies, and (ii) how the impact is distributed over EU-institutional, national, international or private customers.

Policy-support impact: the recipients: Impact from policy support is distributed over the full range of JRC beneficiaries and partners as displayed in Figure C-4 below. In line with the JRC’s mission, most of the impacts happen within or through the Commission. Impact at the level of other stakeholders is in relation to Commission policies.

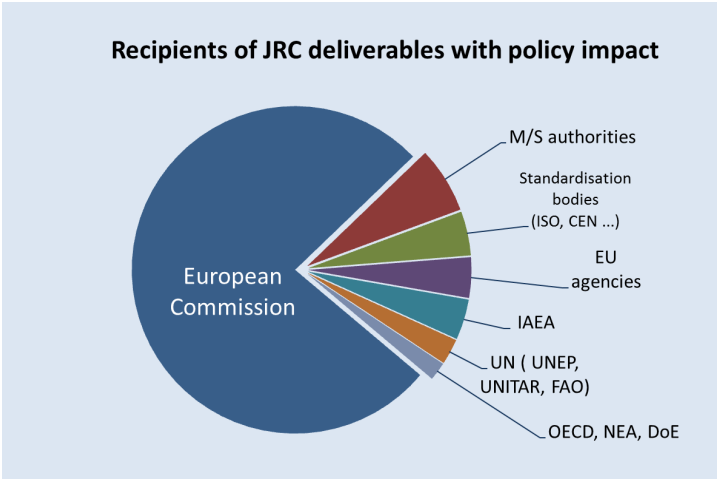


Figure C-4. JRC scientific support beneficiaries (based on FP7 long term analysis)

External Factors

The JRC’s contribution to policy making and its wider societal impact might be affected by changes in the external environment, i.e. unexpected changes in the political and societal context.

The achievement of the JRC’s main organisational objectives depends strongly on detecting and/or anticipating such external factors.

Achievement of general and specific objectives

The JRC Strategic Plan 2016-2020 as well as its Management Plan 2016 focus JRC activities on the new Commission's strategic policy priorities based on the ten priorities of the Commission President's Agenda for Jobs, Growth, Fairness and Democratic Change, as well as the Commission Work Programme 2016. Henceforth, and in line with the standing instructions the present JRC Strategic Plan mentions JRC's contribution to the Commission General Objectives (CGO) 1, 3, 4 and 9.

The relation between the CGOs supported and the policy areas is depicted in Table C-2.

The Commission-level impact indicators related to the General Objectives reflect the policy areas of JRC scientific support. In a time perspective, the JRC's work impacts first the level of the direct beneficiaries, i.e. Commission services. As a consequence, the JRC's impact at societal level – and as measured via the Commission level impact indicators - is indirect, and in most cases it occurs with a delay. In order to have a more transparent picture of the (short-term) impact of JRC's support on the work of Commission services, the JRC evaluates its impact at this level on the basis of the indicator "Number of occurrences of tangible specific impacts on European policies resulting from technical and scientific policy support provided by the Joint Research Centre". With some 370⁷ policy impacts (incl. both nuclear and non-nuclear work of the JRC) this indicator shows a positive trend and might gradually approach a plateau. The long-term target has been established on the basis of time series analysis and the likely impacts of resource reductions in the coming years. The objective is to maintain a high level of impact despite resource reductions. The JRC is closely monitoring this indicator and its target. This indicator is also one of the metrics used for officially monitoring the performance of the JRC in Horizon 2020 as well as for supporting the Programme Statements in the Budget Procedure.

Furthermore, the Policy Support Coordination Directorate plays a key role in enhancing the interface between the JRC scientific institutes and the partner DGs, as well as inter-Institution and stakeholder relations. This is reflected in specific objective 10.

European policy makers can expect that the JRC provides its services based on the best science available, which is articulated in the present SP through specific objective 11 and its accompanying indicators.

While the present report outlines for formal reasons the relations between four CGOs and the JRC KOs, in specific objectives 10 and 11, quantitative information for the main indicators is given for the entire JRC, hence covering the support to nine of the Commission's priorities, as well as support cutting across all GOs (i.e. JRC horizontal policy area 11 "Cross-cutting activities").

The JRC, through the provision of scientific and technical support to numerous policy DGs, contributes both, directly and indirectly to the achievement of the Commission general objectives (CGO).

Through the achievement of the specific objectives corresponding to each general objective, the JRC provides its scientific support to all aspects of each Commission priority.

The achievement of the JRC's specific objectives implies the production of a wide variety of outputs supporting the different phases of the policy cycle.

⁷ The indicator value presented here is a preliminary value and it corresponds to the results of the Performance and Impact Evaluation (PRIME) carried out in February/March 2016, and assessing the impact of the scientific policy support produced in 2015. Impacts can be accessed in the JRC Scientific Knowledge Portal: <http://skp.jrc.cec.eu.int/skp>.

Table C-2. Selected Commission general objectives and corresponding JRC specific objectives

	Commission General Objective	JRC Specific objective
1	A New Boost for Jobs, Growth and Investment	A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
		1.1 Agriculture and Rural Development
		1.2 Education, Culture, Youth and Sport
		1.3 Environment
		1.4 Maritime Affairs and Fisheries
		1.5 Health and Food Safety
		1.6 Regional Policy
		1.7 Research, Science and Innovation
		1.8 Transport
		1.9 Employment, social affairs, skills and labour mobility
3	A Resilient Energy Union with a Forward-Looking Climate Change Policy	A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
		3.1 Climate Action
		3.2 Energy
		3.3 Safe, secure and sustainable use of the nuclear energy
4	Deeper and Fairer Internal Market with a Strengthened Industrial Base	A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
		4.1 Internal Market, Industry, Entrepreneurship and SME
		4.2 Intellectual Property Rights
		4.3 Customs policy and the fight against fraud
9	Europe as a Stronger Global Actor	A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
		9.1 Global Safety and Security
		9.2 International Cooperation and Development
		9.3 Associated and Neighbourhood Countries
1	A New Boost for Jobs, Growth and Investment	
3	A Resilient Energy Union with a Forward-Looking Climate Change Policy	
4	A Deeper and Fairer Internal Market with a Strengthened Industrial Base	
9	Europe as a Stronger Global Actor	
		10 In order to ensure the most relevant and timely scientific support to the European policy-making, the JRC will effectively and efficiently coordinate its activities related to the management of the JRC WP cycle, of the relations with policy DGs and other policy and scientific stakeholders and knowledge management.
		11 To ensure the highest quality of its policy support, the JRC will effectively and efficiently maintain scientific excellence in its core competences

General objective 1:	
A New Boost for Jobs, Growth and Investment	
Impact indicator: Percentage of EU GDP invested in R&D (combined public and private investment)	
Source of the data: Eurostat	
Baseline (2012)	Target (2020) Europe 2020 target
2.01%	3%
Impact indicator: Employment rate population aged 20-64	
Source of the data: Eurostat	
Baseline (2014)	Target (2020)

	Europe 2020 target	
69.2%	At least 75%	
Impact indicator: GDP growth		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
1.4%	Increase	
Impact indicator: Resource productivity: Gross Domestic Product (GDP, €) over Domestic Material Consumption (DMC, kg)		
Explanation: The indicator focuses on the sustainability of growth and jobs.		
Source of the data: Eurostat		
Baseline (2010)	Target (2020)	
1.8 €/kg (EU-28)	Increase	
Planned evaluations: (Mid-term evaluation of the JRC's direct non-nuclear actions under Horizon 2020; end of 2016, beginning of 2017; Horizon 2020, specific objective 17).		
Specific objectives 1.1 to 1.9 (contributing to H2020 Specific Objective 17):		
A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:		
(Specific objective 1.1)	Agriculture and Rural Development	
(Specific objective 1.2)	Education, Culture, Youth and Sport	
(Specific objective 1.3)	Environment	
(Specific objective 1.4)	Maritime Affairs and Fisheries	
(Specific objective 1.5)	Health and Food Safety	
(Specific objective 1.6)	Regional Policy	
(Specific objective 1.7)	Research, Science and Innovation	
(Specific objective 1.8)	Transport	
(Specific objective 1.9)	Employment, social affairs, skills and labour mobility	
Result indicator 1: Proportion of achieved planned policy deliverables - Number of planned policy deliverables achieved ⁸ in year N / total number of policy deliverables planned for year N		
Source of data: JRC internal indicator (based on Pubsy/JPB data)		
Baseline (2015)	Interim Milestone	Target
88%	>88% ⁹	>88% ⁹
Result indicator 2: Weighted average of overall customer satisfaction		
Source of data: JRC internal indicator (based on Pubsy data)		
Baseline 2016	Interim Milestone	Target
phased-in in 2016 for testing	N/A	N/A
Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).		

⁸ A planned deliverable is considered "achieved" when it has at least one linked output registered in Pubsy or present in the Pubsy workflow.

⁹ This indicator is new. Milestone and long-term target will be confirmed end 2016.

General objective 3:
A Resilient Energy Union with a Forward-Looking Climate Change Policy

Impact indicator: Greenhouse gas emissions (index 1990=100) Source of the data: European Environmental Agency	
Baseline (2013)	Target (2020) Europe 2020 target
80.2	At least 20% reduction (index ≤80)

Impact indicator: Share of renewable energy in gross final energy consumption Source of the data: Eurostat			
Baseline (2013)	Interim Milestone		Target (2020) Europe 2020 target
	(2015/2016)	(2017/2018)	
15%	13.6%	15.9%	20%

Impact indicator: Increase in energy efficiency – Primary energy consumption Source of the data: Eurostat	
Baseline (2013)	Target (2020) Europe 2020 target
1 566.5 million tonnes of oil equivalent (Mtoe)	20% increase in energy efficiency (No more than 1 483 Mtoe of primary energy consumption)

Impact indicator: Increase in energy efficiency – Final energy consumption Source of the data: Eurostat	
Baseline (2013)	Target (2020) Europe 2020 target
1 104.6 million tonnes of oil equivalent (Mtoe)	20% increase in energy efficiency (No more than 1 086 Mtoe of final energy consumption)

Planned evaluations: (Mid-term evaluation of the JRC’s direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).

Specific objectives 3.1 to 3.3 (contributing to H2020 Specific Objective 17 and to EURATOM Research & Training Programme Specific Objectives 9, 10, 11, 12 and 13): A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
(Specific objective 3.1) Climate Action
(Specific objective 3.2) Energy
(Specific objective 3.3) Safe, secure and sustainable use of the nuclear energy

Related to spending programmes:
H2020 and Euratom

Result indicator 1: Proportion of achieved planned policy deliverables - Number of planned policy deliverables achieved ¹⁰ in year N / total number of policy deliverables planned for year N Source of data: JRC internal indicator (based on Pubsy/JPB data)		
Baseline 2015	Interim Milestone	Target
77%	>77% ⁹	>77% ⁹

Result indicator 2: Weighted average of overall customer satisfaction Source of data: JRC internal indicator (based on Pubsy data)		
Baseline	Interim Milestone	Target

¹⁰ A planned deliverable is considered "achieved" when it has at least one linked output registered in Pubsy or in the Pubsy workflow.

2015		
phased-in in 2016 for testing	N/A	N/A
Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).		

General objective 4: A Deeper and Fairer Internal Market with a Strengthened Industrial Base		
Impact indicator: Gross value added of EU industry in GDP Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
17.1%	20%	
Impact indicator: Intra-EU trade in goods (% of GDP) Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
20.8%	Increase	
Planned evaluations: (Mid-term evaluation of the JRC's direct non-nuclear actions under Horizon 2020; end of 2016, beginning of 2017; Horizon 2020, specific objective 17).		
Specific objectives 4.1 to 4.3 (contributing to H2020 Specific Objective 17): A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas: (Specific objective 4.1) Internal Market, Industry, Entrepreneurship and SME (Specific objective 4.2) Intellectual Property Rights (Specific objective 4.3) Customs policy and the fight against fraud		Related to spending programme: H2020
Result indicator 1: Proportion of achieved planned policy deliverables - Number of planned policy deliverables achieved ¹¹ in year N / total number of policy deliverables planned for year N Source of data: JRC internal indicator (based on Pubsy/JPB data)		
Baseline (2015)	Interim Milestone	Target
85%	>85% ⁹	>85% ⁹
Result indicator 2: Weighted average of overall customer satisfaction Source of data: JRC internal indicator (based on Pubsy data)		
Baseline 2016	Interim Milestone	Target
phased-in in 2016 for testing	N/A	N/A
Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).		

¹¹ A planned deliverable is considered "achieved" when it has at least one linked output registered in Pubsy or in the Pubsy workflow.

General objective 9:
Europe as a Stronger Global Actor

Impact indicator: Sustainable Development Goal 1.1.1: Proportion of population below international poverty line
Source of the data: World Bank (poverty rate); UN Population Division (population weights)

Baseline (2015)	Interim Milestone	Target (2030) UN Sustainable Development Goals
18.9% (including the graduated countries - Partnership countries for which bilateral assistance is phased out) 32.8% (excluding the graduated countries) For the calculation of the baseline beneficiary countries under the Development Cooperation Instrument and European Development Fund have been taken into account. Beneficiaries under the European Neighbourhood Instrument and EU- Greenland Partnership Instrument have been excluded.	Rolling On course for 2030 based on annual progress report prepared by UN Secretary General.	0%

Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).

Specific objectives 9.1 to 9.3 (contributing to H2020 Specific Objective 17 and to EURATOM Research & Training Programme Specific Objectives 9, 10, 11, 12 and 13): Related to spending programmes: H2020 and Euratom
A well-informed European policy-making, appropriately and timely supported by the JRC through the provision of high quality and innovative scientific and technical studies, tools, data, materials, models and standards, in the following areas:
(Specific objective 9.1) Global Safety and Security
(Specific objective 9.2) International Cooperation and Development
(Specific objective 9.3) Associated and Neighbourhood Countries

Result indicator 1: Proportion of achieved planned policy deliverables - Number of planned policy deliverables achieved¹² in year N / total number of policy deliverables planned for year N

Source of data: JRC internal indicator (based on Pubsy/JPB data)

Baseline (2015)	Interim Milestone	Target
72%	>72% ⁹	>72% ⁹

Result indicator 2: Weighted average of overall customer satisfaction

Source of data: JRC internal indicator (based on Pubsy data)

Baseline 2016	Interim Milestone	Target
phased-in in 2016 for testing	N/A	N/A

Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).

¹² A planned deliverable is considered "achieved" when it has at least one linked output registered in Pubsy or in the Pubsy workflow.

General objective 1: A New Boost for Jobs, Growth and Investment

General objective 3: A Resilient Energy Union with a Forward-Looking Climate Change Policy

General objective 4: A Deeper and Fairer Internal Market with a Strengthened Industrial Base

General objective 9: Europe as a Stronger Global Actor

Specific objective 10: In order to ensure the most relevant and timely scientific support to the European policy-making, the JRC will effectively and efficiently coordinate its activities related to the management of the JRC WP cycle, of the relations with policy DGs and other policy and scientific stakeholders and knowledge management. Related to spending programmes: H2020 and Euratom

Note: this specific objective refers to the policy support coordination activities covering all areas of work of the JRC (ie. all CGOs, as explained in the "Strategy" chapter of the Strategic Plan)

Result indicator: Not applicable, given the diversity of activities. Indicators are available on output level, in the MP 2016.

Baseline	Interim Milestone	Target
N/A	N/A	N/A

Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).

Specific objective 11: To ensure the highest quality of its policy support, the JRC will effectively and efficiently maintain scientific excellence in its core competences Related to spending programmes: H2020 and Euratom

Note: this specific objective covers all areas of work of the JRC (ie. all CGOs, as explained in the "Strategy" chapter of the Strategic Plan)

Result indicator 1: Proportion of peer-reviewed publications in the top 10% most cited journals – Number of peer-reviewed publications in the top 10% most cited journals listed in Scopus (SJR) / total number of peer-reviewed publications in journals listed in Scopus

Source of data: JRC internal indicator (based on Scopus/SciVal)

Baseline	Interim Milestone	Target
2015	2018	2020
36%	>36% ⁹	>36% ⁹

Result indicator 2: Proportion of JRC scientific publications published in peer-reviewed journals and proceedings – Number of peer-reviewed publications / total number of scientific publications (ie. Pubsy category 2.x "Scientific output")

Source of data: JRC internal indicator (based on Pubsy data)

Baseline	Interim Milestone	Target
(2015)	2018	2020
65%	>65% ⁹	>65% ⁹

Result indicator 3: Proportion of peer-reviewed publications co-authored with non-JRC authors – Number of peer-reviewed publications in high impact journals co-authored with non-JRC authors/total number of peer-reviewed publications high impact journals

Source of data: JRC internal indicator (based on Pubsy data)

Baseline	Interim Milestone	Target
2013	2017	2020
73.5% 2015: 71.5%	72 ± 3%	72 ± 3%

Result indicator 4: International collaborations – Number of peer-reviewed publications high impact journals co-authored with organisations from countries outside ERA/total number of peer-reviewed publications high impact

journals		
Source of data: JRC internal indicator (based on Pubsy data)		
Baseline	Interim Milestone	Target
2013	2017	2020
24% 2015: 24.3%	24±3%	24±3%
Planned evaluations: (Mid-term evaluation of the JRC's direct nuclear actions under the Euratom Research and Training Programme; end of 2016, beginning of 2017; Euratom Research and Training Programme, specific objectives 9-13).		

D. Key performance indicators (KPIs)

Based on the balanced scorecard concept the JRC's set of core indicators comprises indicators on impact, productivity and efficiency. The JRC indicator system and the underlying performance framework are described in detail in Annex 2.

In the context of the Commission's SPP reporting, and in line with the requirements of the Commission's standing instruction for the Management Plans and Annual Activity Reports, the JRC has selected a series of dedicated key performance indicators from the set of JRC core indicators.

A fifth key performance indicator is linked to achievement of the internal control objective.

The five indicators below cover both the JRC's non-nuclear and nuclear direct actions.

- a. **KPI 1:** Policy support impact
This indicator is related to JRC scientific support to the Commission General Objectives.
- b. **KPI 2:** Proportion of peer-reviewed publications in the top 10% most cited journals¹³
This indicator is related to Specific Objective 11.
- c. **KPI 3:** International collaborations
This indicator is related to Specific Objective 11.
- d. **KPI 4:** Weighted average of overall customer satisfaction
This indicator is related to all Specific Objectives 13 under General Objectives 1, 3, 4 and 9.
- e. **KPI 5:** Implementation of Internal Control Standards in the JRC
This indicator is related to Objective 2, in Part 2B.

¹³ This indicator has been introduced following a recommendation of the 2015 audit on the JRC SPP cycle activities.

PART 2. Organisational management

This part groups the objectives for the activities that aim at increasing the overall effectiveness and the overall efficiency and quality of the organisational management functions of the JRC, namely Human Resource Management, Financial management (internal control and risk management), Information management aspects, External communication and Infrastructure.

A. Human Resource Management

In support of its business operations, the JRC aims to "Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of the DG, as well as promotion of equal opportunities within the DG are ensured". As part of the JRC's strategy development it takes into account the related competence gaps present at the JRC and maps the activity areas of all support services. The end objective is to have a JRC structure which is competence oriented and linked to its strategic areas.

The JRC contributes actively to the implementation of the Commission-wide HR actions of staff engagement and their well-being programme, such as the fit@work programme across its different sites.

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

Indicator 1: Percentage of female representation in middle management

Source of data: SEC(2015)336

Definition: The target concerns the improvement of the female representation in middle management positions according to SEC(2015)336 i.e. the Commission's commitment to reach an overall representation of women in middle management of 40% by 2019

Baseline
(01/01/2016)
16.4%

Target

35% by 2019 for the JRC according to SEC(2015)336

This target is set to be achieved by:

- Implementation of Commission's upcoming equal Opportunities and Diversity Strategy envisaged for up to 2019.
- Implementation of the talent management programme for women AD7-AD14 and which will eventually be extended to all AD women as a means to encourage them to apply for middle management positions
- Regular monitoring the female applications for middle management positions

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: EC Staff Satisfaction Survey

Definition: Average of the JRC scores "Agree" and "Slightly agree" extracted from the EC Staff Satisfaction Survey, concerning the question "I feel that the Commission cares about my health and well-being".

Baseline (31/12/2014)
47%

Target – 50% in 2020

Given that in 2014 the JRC's score of 47% was higher than the Commission's average score of 35%, it is considered reasonable to target an annual increase of 1% until 2020.

The JRC will implement the "fit@work" Commission Programme by means of the following actions:

- Promotion of a fit@work culture by means of training and awareness-raising activities
- Review of the social and sports infrastructure needs at all JRC sites and regular follow-up
- Ensure multi-annual planning of one-off activities, such as brisk walking at

	<p>lunchtime and nutrition-related actions.</p> <ul style="list-style-type: none"> • Ongoing promotion of the role of the medical services and the psychosocial support • Visits of the JRC Confidential counsellors across all JRC sites in order to ensure that staff gets equal access to this service • Promotion of staff mobility through the setting up of a "mobility space" in Connected@JRC • Follow-up from the implementation of the pilot talent management programme for women • Continue the already extensive promotion of sports and leisure activities through support to the sports clubs and culture/leisure clubs
<p>Indicator 3: Staff engagement index Source of data: EC Staff Satisfaction Survey Definition: Average of the JRC scores "Satisfied" and "Slightly satisfied" extracted from the EC Staff Satisfaction Survey, concerning the following 5 questions:</p> <ul style="list-style-type: none"> - I have the information, material and resources to do my job well - My colleagues are committed to doing quality work - I have a clear understanding of what is expected from me at work - I have recently received recognition or praise for good work - I feel that my opinion is valued - My manager seems to care about me as a person - My line manager helps me to identify my training and development needs 	
<p>Baseline (31/12/2014) 63.5%</p>	<p>Target – 68% in 2020 The target is set to be achieved in 2steps, at first seeking to stabilise the staff engagement index back to the result achieved in the 2013 staff satisfaction survey i.e. 64% i.e. and then to achieve a reasonable yearly index of 1% per year which should lead to at least equal to 68% in 2020. In order to achieve this the JRC will concentrate on the questions "My line manager helps me to identify my training and development needs" and "I have recently received recognition or praise for good work", where the JRC's performance needs improvement.</p> <p>The following actions, together with other annual actions and aligned with the Commission-wide HR priorities should lead to better staff engagement:</p> <ul style="list-style-type: none"> • Implementation of the talent management programme (described under the first and second indicators above) • Enhanced internal communication by means of the increased use of the JRC's internal collaboration platform, Connected@JRC, which aims to facilitate more and better collaboration and communication across Directorates, units, work streams of the JRC as well as across the Commission

B. Financial Management: Internal control and Risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

The JRC has put in place the organisational structure and the internal control systems suited to the achievement of the policy and control objectives, in accordance with the Commission's internal control standards and having due regard to the risks associated with the environment in which it operates.

The JRC is committed to implement, maintain and report on an effective and reliable internal control system, so that reasonable assurance can be given that the resources assigned are used according to the principles of sound financial management; that the risk of errors are minimised and do not exceed 2% of the budget allocated to the ABB activity concerned; that the control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions; and that the controls put in place are cost-effective.

The JRC will revise its Anti-Fraud Strategy (AFS) during 2016. It will ensure that during 2016-20 the controls in place adequately cover the risk of fraud and that preventive measures are implemented as foreseen in the AFS.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions	
Indicator 1: Estimated residual error rate	
Source of data: Internal	
Baseline (31/12/2014)	Target
0.00013%	Below the JRC's materiality criteria of 2% per year until 2020.
Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.	
Source of data: Internal	
Baseline (average of the last 3 years)¹⁴	Target
< € 4000	Amount at risk below the JRC's materiality criteria of 2% of the total budget per year until 2020.
Indicator 3: Estimated future corrections	
Source of data: DG BUDG and internal reports	
Baseline (31/12/2014)	Target
Corrective capacity of 0.02% of average payments made (€ 0.05 million recovered)	100% recoveries and correction of specific errors
Indicator 4: Proportion of exceptions	
Definition: Percentage of transactions recorded in the JRC exception register (exceptions and non-compliance events) with deviations (or overriding) from established processes and procedures.	
Source of data: JRC internal indicator	
Baseline (31/12/2014)	Target
0.25%	< 1% of transactions per year
Indicator 5: Quality of procurement procedures submitted to the PPAG	
Definition: Proportion of positive opinions of the Public Procurement Advisory Group (PPAG)	
Source of data: JRC internal indicator	
Baseline (31/12/15)	Target
95%	Target of $\geq 95\%$ per year, which is planned to be achieved by means of permanent ongoing trainings, communication and sharing of information through the regular finance and procurement network meetings and publication of information, guidelines and instructions on JRC Connected. The end objective is ensuring awareness on rules and procedures, sharing of good practice and continuous improvement of the quality of the JRC's procurement procedures.

¹⁴ Actual estimated overall amount at risk reported in AAR 2014 amounted to € 333.

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

Indicator 1: Conclusion reached on cost effectiveness of controls – Area 'Procurement'

Source of data: JRC internal indicator

Definition: The overall cost of control indicator relating to all control costs incurred in the procurement process (Total cost of controls of the procurement process / total expenditure executed i.e. payments made in a year).

Baseline (31/12/2014 ¹⁵)	Target
6.36%	Target for 2016 is set at <6% and will be revised on an annual basis, taking into account that this indicator is very much dependent on the number and value of procurement procedures and financial transactions executed and the time spent by staff on the related control activities. The JRC will adapt the frequency and intensity of controls taking into account the related risk levels.

Sub-indicator 1(a): Cost of controls of the procurement stage up to selection of the offer and evaluation

Definition: Cost of preparing the procurement needs assessment, the specifications, publishing, evaluating the offers, notifying the tenderers / value of procurement contracted

Source of data: JRC internal indicator

Baseline (31/12/2014)	Target
2.87%	Target for 2016 is set at <4% and will be revised on an annual basis

Sub-indicator 1(b): Cost of controls of the financial transaction

Definition: Related cost for all transactions related to this stage / amount paid

Source of data: JRC internal indicator

Baseline – 31/12/2014	Target
3.89%	Target for 2016 is set at <4% and will be revised on an annual basis

Sub-indicator 1(c): Cost of supervisory measures (ex-post controls)

Definition: Related cost of control of the ex-post controls / value of the transactions checked

Source of data: JRC internal indicator

Baseline – 31/12/2014	Target
0.27%	Target for 2016 is set at <0.4% and will be revised on an annual basis

Indicator 2: conclusion reached on cost effectiveness of controls – Area 'Contractual Income'

Definition: Total cost of controls of the 3 stages of the competitive process / total competitive projects proposed value

Source of data: JRC internal indicator

Baseline (31/12/2014 ¹⁶)	Target
0.39%	Target for 2016 is set at ≤ 0.3% and will be revised on an annual basis, taking into account that this indicator is very much dependent on the number and value of competitive project proposals and the time spent by staff on the related control activities. The JRC will adapt the frequency and intensity of controls taking into account the related risk levels.

Indicator 3: Implementation of Internal Control Standards in the JRC

Definition: Average of scores obtained from the annual survey on the implementation of Internal Control

¹⁵ The JRC determines the cost-effectiveness of the controls of its Procurement control system by considering the efficiency indicators retained.

¹⁶ The JRC determines the cost-effectiveness of the controls of its revenue operations through competitive activities by considering the efficiency indicators retained.

Standards. (Scores range between 1 ("Disagree") and 5 ("Agree")). Source of data: JRC internal indicator		
Baseline (31/12/2015)	Interim milestone (2016)	Target (2020)
3.5	3.5	3.6 The target is set to improve by the ongoing implementation of the Internal Control Standards awareness campaign taking the form of training courses, workshops, events and the use of JRC Connected as a communication tool.
Indicator 4: Timeliness of payments Definition: Proportion of payments done within legal time limits Source of data: JRC internal indicator		
Baseline – 31/12/2015	Target	
94%	Target of $\geq 95\%$ per year. The JRC will continue to ensure that payments are registered, processed and approved with the minimum possible delay. It also envisages continuous improvement in payment times by ensuring that more and more companies make use of the Commission portal for electronic invoicing.	
Indicator 5: Contractual income Definition: Annual cashed income from activities outside Institutional budget (% of the Institutional budget) Source of data: JRC internal indicator		
Baseline – 31/12/2015	Target	
18.9%	15% (2020)	

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Updated anti-fraud strategy of the JRC, elaborated on the basis of the methodology provided by OLAF
Source of data: Internal

Baseline	Interim Milestone	Target
First JRC AFS launched in December 2013 with an action plan to be implemented during 2014 and 2015	AFS to be updated in the first quarter of 2016	Update every 2 to 3 years, as set out in the AFS

Indicator 2: Regular measurement of the ethical climate and the fraud awareness for target population(s) as identified in the JRC's AFS

Definition: Average of scores obtained from the annual survey on the implementation of Internal Control Standards quantifying the anti-fraud awareness and the ethical climate using the rating scale of 1 ("Disagree") and 5 ("Agree")

Source of data: JRC internal indicator

Baseline (31/12/2015)	Interim Milestone (2016)	Target (2020)
<ul style="list-style-type: none"> - All staff – 4.08 - Management – 4.59 - Staff (other than management) – 3.8 	Ethical climate rating 4 on a scale 1 (disagree) to 5 (agree)	Ethical climate rating 4.5 on a scale 1 (disagree) to 5 (agree). The target is set to be achieved by the implementation of the AFS action plan

		specifically by the actions related to training and awareness-raising in the area of anti-fraud and ethics.
Indicator 3: Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management		
Source of data: JRC's AFS		
Baseline (31/12/14)	Interim Milestone	Target
Once per year	Once per year, by the end of the first quarter of 2016	Twice per year

C. Better Regulation (only for DGs managing regulatory acquis)

N/A for JRC

D. Information management aspects

Collaborative tools are being implemented through the JRC Connected platform. An awareness-campaign on document management is ongoing. Furthermore, document management is monitored to ensure appropriate compliance with E-Domec rules.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1: Percentage of registered documents that are not filed¹⁷ (ratio)	
Source of data: <i>Hermes-Ares-Nomcom (HAN)¹⁸ statistics</i>	
Baseline – unfiled documents out of those registered during 2015	Target
1.5%	0%
	Significant efforts to reduce the backlog of unfiled documents have been deployed since 2014 which resulted in a substantial improvement. It is planned that the remaining backlog will be totally eliminated by the end of 2016 as a result of further awareness, training courses, limited massive refiling operations and the new ARES features expected during 2016, where registration will not be possible without prior filing.
Indicator 2: Percentage of HAN files readable/accessible by all units in the JRC	
Source of data: <i>HAN statistics</i>	
Baseline (for files registered during 2015)	Target
17.6%	60%
	The target is set to be achieved by means of awareness-campaigns which will be developed to promote increased transparency within the JRC.
Indicator 3 (mandatory data to be provided by DG DIGIT): Percentage of HAN files shared with other DGs	
Source of data: <i>HAN statistics</i>	
Baseline - (for files registered during 2015)	Target
1.97%	2%

¹⁷ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

¹⁸ Suite of tools designed to implement the [e-Domec policy rules](#).

	<p>The JRC will start a reflection at lead department level to develop its own policy for providing accessibility of its files to other DGs. This will be followed by the development and implementation of the related action plan.</p>
<p>Indicator 4 (optional): Percentage of units using collaborative tools to manage their activities: Indicator 6 (optional): existence and degree of implementation of a documented strategy to harness knowledge of DG staff</p> <p>Since 2010, the JRC implements its Knowledge Management strategy, which has brought major benefits such as improved planning, execution, reporting, evaluation, information storage and retrieval as well as enhanced analytical power through e.g. better statistics; finally, more and better informed decisions can be made.</p> <p>All units use collaborative tools such as 'Connected' and others such as 'Sharepoint'.</p> <p>Several elements of the JRC Knowledge Management strategy are currently being reviewed and in the wake of the roll-out of the JRC's Strategy, new needs will demand a further discussion. Eventually, indicators related to knowledge management including the use of tools and documents will be further developed.</p>	
<p>Indicator 7 (optional): Percentage of briefings managed in accordance with a uniform business process and using a common tool</p> <p>Note: In the last quarter of 2015, the system BASIS was phased in, including trainings. As of 2016, the system is used in the JRC.</p>	

E. External communication activities

Objective (mandatory): Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1 (mandatory – provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU

Through its scientific research and effective management of data, information and knowledge, the JRC has grown to be an honest knowledge broker for the European Commission, a trusted peer and point of reference for policy makers, other professionals and the scientific community at large. The JRC will focus its own communication efforts on areas of strategic importance for the Commission and of high added value for EU policies.

Our communication initiatives aim to enhance the positive image of the EU by :

- Fostering recognition, in political, policy, scientific circles and the wider community that good EU policy decisions draw on robust scientific evidence in fields ranging, for example, from food safety to climate change.

Ensuring that EU policies are informed by the best available scientific evidence and communicating on such evidence increasing the trust in the EU policies and leading to a positive image of the EU.

- Showing the relevance and added value of the science underpinning EU policies. We will do so by communicating the intelligence and the data we produce and manage in a systematic and digestible manner.

While providing and managing knowledge, we will continue our public engagement activities by

- Initiating and developing a meaningful dialogue with policy-makers, the scientific community and other multipliers, for co-creation of best scientific outputs and impact.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Indicator 2: Articles in the media - Total number of articles in the media

Source of data: JRC internal indicator

Baseline 2015	Target 2016
2770	2016: >2700 2020: to be defined on the basis of time series to be established, as this is a new indicator

Indicator 3a: Access to JRC websites - Number of page views on the JRC website

Indicator 3b. Access to JRC websites - Number of visits to the JRC website

Source of data: JRC internal indicator

Baseline	Target
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2015	2016
3a. 7.7 million 3b. 2.8 million	3a. 2016 > 7.7 million 2020: to be defined on the basis of time series to be established, as this is an indicator calculated with new parameters 3b. 2016: > 2.8 million 2020: to be defined on the basis of time series to be established, as this is an indicator calculated with new parameters

F. Infrastructure

1. Infrastructure Development

Unlike other DGs, the JRC owns and manages buildings and related infrastructure on all of its sites except Brussels. Therefore, this unique task and responsibility receives full senior management attention. The plan for 2016-20 is to focus on the harmonisation of the approach to infrastructure development across the JRC sites and on the improvement of the energy efficiency of buildings.

Objective: <u>Infrastructure development:</u> Harmonise the approach to infrastructure development across the JRC. <u>Energy conservation:</u> Drive energy efficiency gains. <u>Operational efficiency:</u> Increase efficiency of site-related facilities and services.		
Indicator 1a: Surface area calculations Definition: Surface area of new buildings delivered and buildings demolished and refurbished in line with Directive 2012/27/EU Source of data: JRC internal indicator and Directive 2012/27/EU		
Baseline	Interim Milestone	Target
2015 data: On JRC sites (Brussels excluded), there are 235 321 sqm of buildings not compliant to the energy standards. New buildings delivered: 3,937 sqm Buildings demolished: 1,292 sqm Buildings refurbished: 4,964 sqm (2% of total surface as defined in Directive 2012/27/EU article 5) ¹⁹	Annual assessment of the total surface not meeting the national minimal standards in terms of energy efficiency on the basis of article 5 of the Directive 2012/27/EU.	In order to fulfil the "exemplary role of public bodies' buildings" as described in the Energy Efficiency Directive 2012/27/EU, the minimum of 3% for refurbishment should be reached annually.
Indicator 1b: Nearly zero-energy buildings Definition: Implementation of Energy Performance of buildings Directive 2010/31/EU Source of data: JRC internal indicator and Directive 2010/31/EU		
Baseline	Interim Milestone	Target
2015 data: In Geel , one building can be considered nearly passive building following the Belgian standards. Four facilities in total are considered in line with energy standards. In Ispra , there are not yet any	Given the usual duration for construction works for significantly big buildings, all projects related to the construction of new buildings on JRC sites	After 2018, all new buildings constructed on JRC sites should be "nearly zero-energy buildings" in line with Directive 2010/31/EU article 9 paragraph 1 (b).

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JRC site	Surface not compliant with energy standards	New buildings	Demolitions	Refurbishments with % according to 2012/27/EU	
Geel	27,873	1,040	0	900	2.4%
Ispra	146,703	0	1,292	4,064	2.8%
Karlsruhe	31,637	1,571	0	0	0%
Petten	21,943	1,326	0	0	0%
Seville	7,165	0	0	0	0%
Total	235,321	3,937	1,292	4,964	2%

<p>"Nearly zero-energy building" already built, however the project for the construction of building 102 is compliant with this classification. In Karlsruhe, there is no "Nearly zero-energy building" already built. In Petten, there is no "Nearly zero-energy building" already built, however the project for the construction of building 315 is compliant with this classification. In Seville, there are not yet any "Nearly zero-energy building" already built; a preliminary study on the JRC Seville site constraints and alternatives, submitted to the JRC Management, describes an option compliant with this classification.</p>	<p>should already foresee only zero-energy characteristics.</p>	
<p>Indicator 1c: Governance structure Definition: 100% implementation of the governance strategy Source of data: JRC internal indicator</p>		
<p>Baseline</p>	<p>Interim Milestone</p>	<p>Target</p>
<p>Current JRC structure in which infrastructure matters are managed on each JRC site by site management units under the responsibility of the Site Director.</p>	<p>The infrastructure governance strategy is currently under development with the aim to have it fully available by October 2016.</p>	<p>Implementation of the governance strategy in the course of 2017.</p>

2. Decommissioning and Waste Management Programme

This is a long term objective of the JRC, which is related to the management of the liabilities resulting from nuclear activities carried out by the JRC pursuant to the Euratom Treaty.

Due to the status of their facilities and to their respective environment, the Ispra site (IT) is engaged in a wider range of activities than the three other sites Geel (BE), Karlsruhe (DE) and Petten (NL), where most facilities are still operational.

<p>Objective: Implement the Decommissioning & Waste Management Programme (see progress indicators)</p>		
<p>Indicator 1²⁰: "Proportion of progress of decommissioning programme (in budget consumption)" This indicator is presented broken down to the situation on the four relevant JRC sites Source of data: The values are obtained from the managers of the decommissioning process on the various sites.</p>		
<p>1. Decommissioning and waste management activities at Ispra (calculation of progress does not include final repository fees budget)</p>		
<p>Baseline</p>	<p>Interim Milestone 2016</p>	<p>Target (end of programme)</p>
<p>43%</p>	<p>46%</p>	<p>100% (in 2032)</p>
<p>2. Pre-decommissioning - waste management activities at Karlsruhe</p>		
<p>Baseline</p>	<p>Interim Milestone</p>	<p>Target (end of programme)</p>
<p>19%</p>	<p>20%</p>	<p>100% (date not defined)</p>
<p>3. Pre-decommissioning and waste management activities at Geel</p>		
<p>Baseline</p>	<p>Interim Milestone 2016</p>	<p>Target (end of programme)</p>

²⁰ To be updated for final version

20%	20%	100% (date not defined)
4. Pre-decommissioning and waste management activities at Petten		
Baseline	Interim Milestone 2016	Target (end of programme)
25%	25%	100% (date not defined)

3. Supplementary research programme for the High Flux Reactor in Petten

Chapter 10 04 04 is a budgetary structure intended to receive appropriations of earmarked nature from the Supplementary Research Programme of the HFR in Petten.

- The 2012-2015 Supplementary Research Programme being fully covered by the financing given by the participating Member States (currently the Netherlands, Belgium and France); requires a budgetary structure but does not require any financing in commitments or payments from the Commission Budget.
- The new (2016-2019) Supplementary Research Programme, fully covered by the financing given by the participating Member States (the Netherlands and France), requires a budgetary structure but does not require any financing in commitments or payments from the Commission Budget

This chapter covers the reporting of the HFR Supplementary Research Programme 2012-2015 and the finalisation of the HFR SRP 2016-2019. The latter has the following scientific and technical objectives:

- to provide a safe, steady and reliable neutron flux for experimental purposes,
- to perform research and development on: material and fuel science for the improvement of the safety of existing nuclear and future reactors (both fission and fusion); radioisotopes for medical applications, reactor ageing and life management, and on waste management,
- to act as a training facility hosting doctoral and post-doctoral fellows in performing their research activities through national or European Programmes.

The reactor is also used for the commercial production of radio-isotopes totalling more than 60% of all the 10 million medical diagnoses executed each year in Europe. It is a fundamental supplier for European radiopharmaceutical companies in this field.

Objective:
Operation of the high-flux reactor

Indicator: N/A
Source of data: N/A

Annex to the Strategic Plan

Annex 1. Performance tables

The information is in the body of the document.

Annex 2. JRC Core Indicators

Based on the balanced scorecard concept, the JRC's set of core indicators comprises indicators on impact, productivity and efficiency. These indicators serve mainly three main purposes:

- 1) they allow management to monitor the long-term evolution of the organisation under the headings 'Outputs and Impacts', 'Organisational Efficiency' and 'Working Environment';
- 2) core indicators are related to the General Objectives and Specific Objectives of the Strategic Plan and the Management Plan;
- 3) together with the JRC's evaluation portfolio comprising the annual internal JRC Productivity and Impact Evaluation (PRIME) and the mandatory external evaluations as foreseen under the Framework programmes FP7 and Horizon 2020 (ex-post and mid-term evaluations), the JRC indicator system forms the backbone of the organisation's 'performance framework'.

Based on a bi-monthly JRC dashboard monitoring system (Tableau de Bord), the JRC set of core indicators monitors whether the organisation is delivering on priorities and in particular, implementing its SP/MP targets.

Many of these indicators can be aggregated and disaggregated to reflect, for example, performance and impact according to the thematic structure of the JRC Work Programme, or the organisational structure of the JRC. Indicators related to the Commission General Objectives such as the indicators on policy support impact and policy support deliverables can be broken down according to policy DGs, type of service delivered and impact.

The outputs described specific objectives 1.1-1.9, 3.1-3.3, 4.1-4.3 and 9.1-9.3 of the JRC Management Plan represent policy deliverables²¹; they contribute to the JRC Policy Support Productivity indicator in Table A2-1.

The two core indicators "Policy-support impact" and "Peer-reviewed publications listed in SCI-e and SSCI" play a special role. They are used in the Programme Statements at Programme level, i.e. Horizon 2020 and EURATOM Research & Training Programme, respectively, as well as in the Annual Activity Report and various evaluation reports.

In addition, the JRC monitors these indicators broken down according to the SP/MP priorities and the Key Orientations, i.e. the thematic structure of the JRC Work Programme. Due to the customer driven nature of JRC's Work Programme, which is discussed with Commission services, and which is agreed in an inter-service-consultation, its thematic structure changes from year to year. Management Plan concepts such as indicator baselines and targets are not defined at such short time scales. Hence, only aggregated numbers are given.

The 2016 core indicators are summarised in table A2-1 below; relations to the objectives of the SP/MP are displayed in the table. Note only those indicators that have a relation in the new format of the SP/MP are displayed.

Strategic Plan/Annual Management Plan objectives may be supplemented by further indicators, generally referred to as auxiliary indicators. In particular, the new SP/MP methodology introduced by the Commission for 2016 and beyond introduces a large number of new indicators, partly with Commission wide values and partly with DG specific values. Most of these indicators will be tested throughout 2016, before a decision will be taken whether they will be included in the JRC set of core indicators/Tableau de Bord; or alternatively, whether they will be monitored rather locally as auxiliary indicators.

²¹ A policy deliverable is any piece of output of the following categories: Science-for-policy reports; JRC Contributions to policy documents; JRC Technical Reports; JRC Contributions to standards; Reference materials; Validated methods, reference methods and measurements; Technical systems; Scientific information systems and databases; Datasets; Training. A policy deliverable represents a final product or a milestone product in support of a policy DG, Member State or Third Country authority, or international organization.

JRC Core Indicators/selected SP 2016-2020 and MP 2016 indicators						
Management information need	Indicators	Definition	Value 2014	Latest value 2015: (in parentheses target for 2015)	2016 Target (unless otherwise specified)	Comments
Perspective 1: Outputs & impact						
Impact of policy support						
<i>SP General Objectives</i> <i>SPP Key performance indicator 1</i>	Policy support impact	Number of occurrences of tangible specific impacts on European policies resulting from technical and scientific policy support provided by the JRC	338 (PRIME 2014)	372 (PRIME 2015) (300 impacts ±10% (PRIME 2014))	387 (PRIME 2016)	453 (PRIME 2020)
Scientific productivity						
<i>SP Specific Objective 11</i> <i>SPP Key performance indicator 2</i>	Proportion of peer-reviewed publications in the top 10% most cited journals	Number of peer-reviewed publications in the top 10% most cited journals listed in Scopus (SJR) / total number of peer-reviewed publications in journals listed in Scopus	N/A (new indicator)	36%	>36%	This indicator is new. Milestone and long-term target will be confirmed end 2016.
<i>SP Specific objective 11</i>	Proportion of JRC scientific publications published in peer-reviewed journals and proceedings	Proportion of JRC scientific publications published in peer-reviewed journals and proceedings / total number of "scientific outputs" (Pubsy categories 2.x)	N/A (new indicator)	65%	>65%	This indicator is new. Milestone and long-term target will be confirmed end 2016.
<i>MP Specific objective 11</i>	Peer-reviewed publications listed in SCI-e and SSCI	Number of peer-reviewed publications listed in SCI-e and SSCI	720	699 (620)	>680	
Achievement of policy related objectives and deliverables						
<i>SP: Specific objectives 1.1 to 1.9</i> <i>Specific objectives 3.1 to 3.3</i> <i>Specific objectives 4.1 to 4.3</i> <i>Specific objectives 9.1 to 9.3</i>	Proportion of achieved planned policy deliverables	Number of planned policy deliverables achieved in year N / total number of policy deliverables planned for year N	N/A (new indicator)	82%	>82%	This indicator is new. Milestone and long-term target will be confirmed end 2016.
Customer satisfaction						
<i>SP: Specific objectives 1.1 to 1.9</i> <i>Specific objectives 3.1 to 3.3</i> <i>Specific objectives 4.1 to 4.3</i> <i>Specific objectives 9.1 to 9.3</i> <i>SPP Key performance indicator 4</i>	Weighted average of overall customer satisfaction	Weighted average of overall customer satisfaction	N/A (new indicator)	N/A phased-in in 2016	tdb	This indicator will be phased-in for testing throughout 2016. First values should be available end 2016
Scientific collaboration and networking						
<i>SP Specific objective 11</i>	Peer-reviewed publications co-authored with non-JRC authors	Number of peer-reviewed publications in high impact journals co-authored with non-JRC authors/total number of peer-reviewed publications high impact journals	80.1%	71.5% (72±3%)	72 ± 3%	
<i>SP Specific objective 11</i> <i>SPP Key performance indicator 3</i>	International collaborations	Number of peer-reviewed publications high impact journals co-authored with organisations from countries outside ERA/total number of peer-reviewed publications high impact journals	24.2%	24.3% (21±3%)	24±3%	
Policy support productivity						
<i>MP: Specific objectives 1.1 to 1.9</i> <i>Specific objectives 3.1 to 3.3</i> <i>Specific objectives 4.1 to 4.3</i> <i>Specific objectives 9.1 to 9.3</i>	Policy related outputs	Number of policy related outputs	1725	1613 (1560)	1692	The target value for policy related outputs is based on the number of policy deliverables from the Multi-annual Work programme of the JRC currently available in JPB.
Public visibility						
<i>Part 2.E</i>	Articles in the media	Total number of articles in the media	N/A (new indicator)	2770	>2700	
	Access to JRC websites	Number of page views on the JRC website	3.5 million	7.7 million (2.5 million)	> 7.7 million	
		Number of visits to the JRC website	1 million	2.8 million (1 million)	> 2.8 million	

Table A2-1. JRC Core Indicators

Management information need	Indicators proposed	Definition	Value 2014	Latest value 2015 (in parentheses target for 2015)	2016 Target (unless otherwise specified)	Target related comments
Perspective 2: Organisational management						
Financial Management						
Part 2.B - Objective 1 (Indicator 5)	Quality of procurement procedures submitted to the PPAG	Proportion of positive opinions of the Public Procurement Advisory Group (PPAG)	95%	95% (≥95%)	≥95%	
Payments						
Part 2.B - Objective 2 (Indicator 4)	Timeliness of payments	Proportion of payments done within legal time limits	94.2%	94% (≥95%)	≥95% subject to full availability of payment credits	
Internal Control						
Part 2.B Objective 2 (Indicator 3) SPP Key performance indicator 5	Implementation of Internal Control Standards in the JRC	Average of scores obtained from the annual survey on the implementation of Internal Control	3.4	3.5 (3.6)	3.5	3.6 by 2020
Income from additional activities						
Part 2.B, Objective 2 (Indicator 5)	Contractual income	Annual cashed income from activities outside Institutional budget (% of the Institutional budget)	18.6%	18.9% (25/01/2016)	15%	
Perspective 3: Working environment						
Equal opportunities						
SP Part 2.A (Indicator 1)	Percentage of female representation in middle management	Number of women/(Number of women + men) in middle management positions	17.65% In 2014, there were no nominations to senior mgmt level and 0% of women were nominated to middle mgmt positions. During the 1st semester 2014, 21.7% of women were recruited in AD non-mgmt positions.	16.4% (≥21.3% target subject to revision once the Commission's new strategy on Equality is adopted) In 2015, there was one nomination of a female to senior mgmt level and 0% of women were nominated to middle mgmt positions. 32% of all newly recruited staff in AD-non mgmt positions were women	≥19% taking into account known vacant positions and expected retirements.	35% by 2019 for the JRC according to SEC(2015)336

Table A2-1 (continued). JRC Core Indicators