



Joint Research Centre (JRC)

Management Plan 2013

- public version -



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1. PART 1 – MISSION STATEMENT

"As the Commission's in-house science service, the Joint Research Centre's mission is to provide EU policies with independent, evidence-based scientific and technical support throughout the whole policy cycle. Working in close cooperation with policy Directorates-General, the JRC addresses key societal challenges while stimulating innovation through developing new methods, tools and standards, and sharing its know-how with the Member States (MSs), the scientific community and international partners. Key policy areas include: environment and climate change; energy and transport; agriculture and food security; health and consumer protection; information society and digital agenda; safety and security, including nuclear; all supported through a cross-cutting and multi-disciplinary approach".¹

2. PART 2 – THIS YEAR'S CHALLENGES

- 1) Thematically, the JRC Management Plan (MP) further repositions the JRC activities towards the core of the Commission's strategic policy priorities based on Europe 2020, its seven flagship initiatives and the seven "clusters"² of the 2013 Commission Work Programme.

Hence the main elements of the JRC's activities are:

- **Europe 2020:**

The main challenge will be to adapt to and deliver on the rapidly evolving and demanding policy agenda of the Growth and Stability Pact, and to the reform of the financial system. For this purpose, JRC will further develop its modelling capacity, in cooperation with the relevant policy Directorates General (DGs). JRC will contribute to several of the potential avenues to stimulate growth and employment (e.g. eco-industries, the bio-economy, smart specialisation).

An important challenge will be to strengthen the evidence base for key policy debates, especially on the impact of research and innovation in the economic policy coordination for stability, growth and jobs. For this purpose, the support to the Innovation Union and to the European semester assessments and recommendations will be strengthened, notably through the set-up of the JRC's European Research and Innovation Observatory, the launch of the Science Parks initiative and a focused implementation of the JRC's international relations strategy.

Key policy documents related to sustainability of natural resources will be supported, such as the implementation of the Water Framework Directive in view of its 2015 targets, the review of the Air Quality Directive and the impact assessment of a risk management framework for unconventional gas.

- **Europe as a global actor:**

Food security will remain high on the agenda, with the JRC further developing a global agricultural monitoring capability.

- **Safe and secure Europe (including nuclear safety and security):**

Support to the development of the EU Strategy for Adaptation to Climate Change and Disaster Risk Reduction and its implementation with tools for the monitoring of natural

¹ The JRC mission is displayed on the JRC website: <http://ec.europa.eu/dgs/jrc/index.cfm>

² The seven clusters are: A genuine Economic and Monetary Union, Single Market and Industrial Policy; Connect to compete: building tomorrow's networks today; Growth for jobs: inclusion and excellence; Using Europe's resources to compete better; Building a safe and secure Europe; Pulling our weight: Europe as a global actor

resources, early warning (floods, fires, droughts, sea-level rise) and climate risk management.

- 2) JRC's scientific support, as described under point 1) above, requires the continued build-up of key horizontal competences and capacities needed for the repositioning of the JRC as the in-house science service providing pro-active policy advice at the heart of the Commission's policy process. These include:
- Notably in the context of the Research and Innovation Observatory, organisation of domain specific knowledge, consolidation of data gathering and processing systems and reinforcement of the analytical and methodological skills;
 - A further extension of the existing economic skills and strengthening the capacity for socio-economic modelling and analysis;
 - Foresight studies and Horizon scanning;
 - Establishment of a facts & figures service infrastructure.

- 3) The launch of a number of high-level initiatives by 2013, notably in the areas of scientific support to the internal market; to growth & jobs through increased energy efficiency in the building and road transport sector; to innovation in high technology small and medium enterprises (SMEs); and the role of universities in the innovation and technology transfer process.

- 4) The transition to Horizon 2020 represents a number of important strategic challenges:

During 2013, the JRC will contribute, in its areas of expertise, to the first 3-year rolling strategic programme specifying the key priorities for Horizon 2020, and working in close consultation with DG Research & Innovation (R&I), with other DGs of the research family and with relevant policy DGs. To facilitate work planning and execution, the JRC will evolve its current processes and systems into a multi-annual "Work Programme Planning and Reporting System". Moreover to re-enforce the dissemination and impact of JRC's scientific results and policy support deliverables, the JRC will further integrate the planning and reporting processes into a coherent knowledge management system.

The JRC will take a more proactive role in supporting the strategic planning of appropriate elements of the indirect action programmes of Horizon 2020 based on its foresight capacity and broad scientific expertise. This process will naturally ensure a coherent approach across the Horizon 2020 framework (indirect and direct actions).

- 5) After the implementation and consolidation of the new organisation structure with dedicated and more centralised support for the key resource management processes in 2012, the focus in 2013 will be to address the continuous performance development of these processes, aimed at improving operational efficiency, while reducing costs and better managing risks, and, overall, driving service excellence.
- 6) Regarding organisational efficiency, the JRC in 2013 will implement a coherent integrated Internal Control and Risk Management framework in order to progressively increase the integration of dedicated management systems in the JRC in the domains of process quality, environmental and occupational health & safety standards, and supported with more specific management and technical standards, into a JRC Integrated Management System. The expected result of this exercise will be to:
- further improve decision making and strategy implementation in these domains;
 - maximise opportunities and support innovation in the JRC's own processes; and

- increase operational effectiveness and efficiency.

In the frame of environmental protection, the JRC is committed to join the Commission's Eco-Management and Audit Scheme (EMAS) registration. In collaboration with DG Human Resources, registration of the JRC Petten site is foreseen before the end of 2013.

Parts 4 and 5 below describe in detail the activities foreseen by the JRC in 2013, in order to tackle the challenges presented here above.

3. PART 3 – GENERAL OBJECTIVE BY POLICY AREA

3.1. General objective (GO)

The Joint Research Centre, as the European Commission's in-house science service, has the general objective to

“Provide integrated and pro-active scientific and technical support to the European policy making process”

The orientations of support of this general objective reflect the recent repositioning of JRC activities around the Commission's policy priorities. The latter have been highlighted by the President in his State of the Union address and subsequent letter to European Parliament President Schulz, with key proposals which are included in the Commission's Work Programme (CWP) 2013.

The main JRC priorities - as agreed with the Cabinet of the Commissioner - represent a stronger focus on scientific support to policy along the lines:

- **Europe 2020**
 - Economic and Monetary Union
 - Network Industries, including the Digital Agenda
 - Single Market and Industrial Policy
 - Innovation Union
 - Growth for jobs: inclusion and excellence
 - Sustainable, Innovative & Efficient Resource Use (Energy, Transport, Environment)
- **Europe as a global actor**
 - Food security
 - Impact analysis of trade, external investments, and national agriculture policies
 - Natural Disasters
- **Safe and secure Europe (including nuclear safety and security)**
 - Safety (including public health, alternative methods for cosmetics, nano-technologies)
 - Security (critical infrastructures, GMES, aviation security, disaster risk reduction)
 - Nuclear Reactor Safety
 - Waste Management and Decommissioning
 - Nuclear safeguards, non-proliferation and security
 - Nuclear Education, Training and Knowledge Management

They are detailed in Part 4 of the present JRC Management Plan.

Specific objectives and related initiatives of policy support are described in chapter 4.1.

3.2. Indicators

Based on the balanced scorecard concept the JRC's set of core indicators comprises indicators on impact, productivity and efficiency. These indicators allow management to monitor the long-term evolution of the organisation along the three perspectives 'Outputs and Impacts', 'Organizational Efficiency' and 'Working Environment'.

In order to monitor and evaluate the impact of its policy support along the orientations of the Commission's priorities as described in General Objective (3.1, above), the JRC has developed a series of dedicated impact indicators (see table 1). They are all part of the wider set of JRC core indicators.

The other core indicators are related to specific objectives and specific horizontal objectives (parts 4 and 5, respectively of this document). These objectives may be endowed with further indicators. Result indicators and expenditure related outputs are indicated in the objective descriptions where applicable. The outputs described under Specific Objectives 1, 2 and 3 represent policy support deliverables³; they contribute to the JRC Policy Support Productivity Indicator in Table 2.

Based on a bi-monthly JRC dashboard monitoring system (*Tableau de Bord*) the JRC set of core indicators serves for checking if the organization stays on course with respect to its priorities and in particular the implementation of its MP targets.

The MP2013 core indicators are summarised in table 2 below and are reflected at the level of the specific objectives throughout this document.

Table 1: Impact indicators reflecting JRC's General Objective

POLICY AREA:				
JRC scientific support occurs across almost all policy areas of the European Commission				
GENERAL OBJECTIVE	Impact indicators			
	<i>Indicators</i>	<i>Latest value 2012 (end November)</i> <i>(In parenthesis target for 2012)</i>	<i>Value 2011</i>	<i>Target 2013</i>
<i>“Provide integrated and</i>	Policy support impact <i>“Proportion of actions with tangible policy impacts⁴”</i>	86% (88%)	85%	90%

³ A policy support deliverable is any piece of output of the following categories: Reference reports; Scientific and policy reports; Reference materials; Validated methods, reference methods and measurements; Technical systems; Training given; Scientific information systems and databases; Contributions to policy documents. A policy support deliverable represents a final product or a milestone product in support of a policy DG, Member State or Third Country authority, or international organization.

⁴ The term impact refers to counts of tangible instances of utility or added value of JRC's policy support work for a policy DG. The quantitative values are elaborated in the Periodic Action Review, JRC's annual internal evaluation exercise based on a set of impact categories ('Anticipation, conception, adoption of EU policy', 'Implementation, monitoring, evaluation of EU policy', 'Ad-hoc support (including crisis management)', 'EU and global standardisation and international harmonisation', 'Support to specific countries/regions and international bodies'. The tangibility of the occurrence of an added value is gauged against a set of tangibility criteria.

<i>pro-active scientific and technical support to the European policy making process</i>	Policy support impact "Number of occurrences of tangible policy impacts"	269 (250)	235	280
	Reference reports "Number of JRC Reference Reports" (Scientific/technical reports in support of EU policy-making issued by the JRC that are likely to be used, at high level, as a source of reference in policy or scientific arenas outside the JRC)	5 (10)	9	10
	Access to JRC websites "Number of page views on the JRC website"	1.3 million (n.a.)	1.3 million	1.35 million
	Press coverage "Number of coverage pieces in top tier media"	141 (180)	108	150

Table 2: JRC core indicators

MP 2013 core indicators						
Management information need	Indicators	Definition	Latest value 2012: end November 2012 (in parentheses target for 2012)	Value 2011	2013 Target (unless otherwise specified)	Comments
Perspective 1: Outputs & impact						
Impact of policy support						
<i>General objective</i>	Policy support impact	"Proportion of actions with tangible policy impacts"	86% (88%)	85%	Total proportion 90%	
		And "Number of occurrences of tangible policy impacts"	269 (250)	235		
Policy support productivity						
<i>Specific objectives 1, 2, 3</i>	Policy support deliverables	Number of policy support deliverables	na (na)	na	to be defined	1) Regarding targets: In 2012, the JRC phased in a new reporting system and in 2013 a revised planning process will start. 2) Regarding values, the largest share of the deliverables is expected to be reported by mid-January 2013. Therefore, reliable figures will be established for the AAR 2012.
Scientific productivity						
<i>Specific objective 4</i>	Peer-reviewed publications listed in ISI	Number of peer-reviewed publications listed in ISI	418 (640)	623	550	
Foresight and Horizon scanning						
<i>Specific objective 8</i>	Reports and identification of new research areas	Number of reports	1 Foresight study 3 Horizon Scanning Bulletins	1	3	
Reference reports						
<i>General objective</i>	Reference reports	Number of reference reports	5 (10)	9	10	Scientific/technical reports in support of EU policy-making issued by the JRC that are likely to be used, at high level, as a source of reference in policy or scientific arenas outside the JRC)
Income from additional activities						
<i>Specific objective 4 (SHO 3)</i>	Cashed competitive income	Annual cashed income from activities outside institutional budget	11,7% (15%)	14,7%	15% of institutional budget	
Scientific collaboration and networking						
<i>Specific objective 4</i>	Peer-reviewed publications co-authored with non-JRC authors	Proportion of peer-reviewed publications co-authored with non-JRC authors/total number of peer-reviewed publications	72,5% (82%)	81%	75%	
	International collaborations	Proportion of peer-reviewed publications co-authored with organisations from countries outside ERA/total number of peer-reviewed publications	18,4%	20%	22%	
Public visibility						
<i>General objective</i>	Press coverage	Number of coverage pieces in top tier media	141 (180)	108	150	
	Access to JRC websites	Number of page views on the JRC website	1,3 million (na)	1,3 million	1,35 million	
Training and visiting scientists						
<i>Specific horizontal objective 2</i>	Visiting researchers	Number of PhD students, post-docs, senior visiting scientists and trainees	727	743		
	PhD students	Number of PhD students (GH20)	66 (80)	72	70	
	PhD thesis	Number of PhD thesis published by the JRC	5	9		

Management information need	Indicators proposed	Definition	Latest value 2012: end November 2012 (in parentheses target for 2012)	Value 2011	2013 Target (unless otherwise specified)	Target related comments
Perspective 2: Organisational efficiency						
Staff structure						
<i>Specific horizontal objective 1</i>	Proportion of local support staff	Ratio of local support and coordination staff with respect to overall JRC workforce	9,3%	9,7%	9,2%	Commission target
Recruitment						
<i>Specific horizontal objective 2</i>	Timeliness of recruitment of officials (internal/external procedure)	Average number of working days from the publication of the deadline of the vacancies until the date of distribution of relevant administrative act	Internal/External 58 / 142 (60/120)	Internal/External 54/115	60/120	
Payments						
<i>Specific horizontal objective 3</i>	Timeliness of payments	Proportion of payments done within legal time limits -	89% (100%)	95,3%	≥98%	
Procurement						
<i>Specific horizontal objective 3</i>	Procurement management	Proportion of positive opinions of the Public Procurement Advisory Group (PPAG)	93%	92%	≥95%	
Internal Control						
<i>Specific horizontal objective 4</i>	Audit follow-up	% of accepted audit recommendations implemented (data established following follow-up audit)	79%	82%	>90% implemented	
Perspective 3: Working environment						
Staff satisfaction						
<i>Specific horizontal objective 1</i>	Overall job satisfaction	Overall job satisfaction of JRC staff based on EC Staff Opinion Survey	no survey	66% (2010 survey)	69,00%	Commission target
Staff composition						
<i>Specific horizontal objective 2</i>	Proportion of staff on non permanent positions	Number of staff on all non permanent positions / total staff	36,8% (37,00%)	36,80%	37%	
Equal opportunities						
<i>Specific horizontal objective 2</i>	Gender balance in AD-grade positions	Number of women/(Number of women + men) in senior management, middle management and AD-non-management, respectively positions"	15,4% (18%) senior management 18,8% (23%) middle management 22,3% (24%) AD-non-management	9,1% senior management 14,9% middle management 22% AD-non-management	No specific target for JRC (senior management) 19,7% (middle management) No specific target for JRC (AD-non-management)	
	Gender balance in AD-grade recruitments	Number of women recruited/(Number of (women + men) recruited) to senior management, middle management and AD-non-management, respectively positions	50% (30%) to senior management 50% (50%) to middle management 33% (50%) to AD-non-management	0% to senior management 0% to middle management 28% to AD-non-management	Recruitment to senior management ≥30% Recruitment to middle management ≥50% Recruitment to AD non-management ≥50%	
Staff development						
<i>Specific horizontal objective 2</i>	Training evaluation	Average response of participants on how well learning objectives were met	81,4%	82,0%	85,0%	Changed definition and target due to changes in SYSLOG feedback survey in 2011

4. PART 4 – SPECIFIC OBJECTIVES (SO) FOR OPERATIONAL ACTIVITIES

4.1. Specific Objectives related to JRC's scientific support of Commission priorities

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 1:

Provide scientific policy support to Europe 2020 initiatives

Brief description:

1) Economic and Monetary Union

- Further development of financial and economic models (e.g. SYMBOL, QUEST, GAP) in order to contribute to the Europe 2020 reform of the financial system, to the analysis of new EU macroeconomic policies, and to the monitoring of the EU stability and growth pact.
- Assessment of the impact on competitiveness and sustainable growth of fiscal reforms and specific international trade agreements.

2) Network Industries, incl. the Digital Agenda

- Contribution to the Digital Earth aspects of the Digital Agenda for Europe (including the preparation of the EU location framework and the location-based services envisaged by it).
- Electrification of transport and smart grids: further development of the new electric vehicle-smart grid interoperability laboratories (transatlantic centres) based on a common EU/US (Department of Energy) work programme 2013.

3) Single Market and Industrial Policy

- Examination of JRC's potential contributions to new avenues to stimulate growth, in particular the eco-industries, including water management, waste treatment, recycling, air quality (including support to the revision of the Air Quality Policy in 2013), energy efficiency, and renewable energies. A particular support will be given to the development of the bio-economy through the Bioeconomy Information System and Observatory.
- Sustainable production and consumption: will evolve in line with the priorities of resource efficiency and product policies, including eco-design, eco-labelling and Green Public Procurement.
- Further development of economic models (e.g. QUEST, RHOMOLO), together with the Smart Specialisation Platform.

4) Innovation Union

- Foresight: identify which key industrial sectors/areas and which types of products/markets will open new routes for smart, competitive and inclusive growth.
- Socio-economic analysis: analyse the drivers of research and innovation and provide economic underpinning for innovation policy objectives. This will be of particular importance in the context of the Commission role for addressing economic governance and recommendations to Member States (Annual Growth Survey).

- International relations: ensure adequate links with key international partners for innovation, in particular the USA.
- Provide all necessary indicators and scoreboards for monitoring the development of the Innovation Union both at Member State and EU levels. Underpinning the work will be the development and operation of the Innovation Union Information and Intelligence System (I3S).
- Evaluate the added value of Innovation Union initiatives for economic growth and job creation (impact assessments).

5) Growth for jobs: inclusion and excellence

- Scientific support to education and employment targets through evaluation of MS education systems and labour market policies for untapped growth potentials and assuring inclusiveness and social cohesion, e.g. in the context of CRELL (Centre on Research for Lifelong Learning).

6) Sustainable, Innovative & Efficient Resource Use

Energy

- Scientific support for the sustainable management of raw materials used for low carbon energy and transport applications. This will include the assessment of options for substitution, and recycling; and the development of a Materials Information System for dissemination of relevant information to stakeholders for decision-making. Life cycle assessments to account for materials consumed and environment/health burdens of select product groups for consumer consumption.
- Implement European-wide models for the assessment of the security of energy supply, with emphasis on oil, gas, electric power and storage.
- The Strategic Energy Technologies Information System (SETIS) will be fully operational to support the implementation of the Strategic Energy Technology Plan. It will lead the impact assessment of the Energy Technologies Communication (CWP 2013) as a follow-up to the 2050 Energy Roadmap.
- Main focus on the monitoring and mapping of renewable energy sources and the analysis and monitoring of Energy Efficiency policies, notably in the building sector.
- Further develop scientific analysis of benefits and risks associated with the exploitation of shale gas deposits, focusing on the impact on land use, water and air quality.
- Further analysis of indirect land use change (ILUC) impacts associated with biofuels and calculations of greenhouse gas (GHG) emissions for biofuels and bio-energy.

Transport

- Provision of scientific input to the Strategic Transport Technology Plan, including 'map' of research and development capacities in Europe and scientific assessment of state-of-the-art and prospects of transport technologies.

Environment

- Modelling and analysis for impact assessment related to unconventional hydrocarbon fuels (including shale gas, tar sands and biofuels).
- Support to the implementation of the INSPIRE directive and the preparation of its review (2014).
- Clean and plentiful water: activities will support the achievement of the 2015 targets of the Water Framework Directive and the implementation of new initiatives identified in the 2012 Blueprint to safeguard Europe's water. JRC will carry out modelling-based continental scale assessments of current and future water

demand, availability and scarcity under different scenarios of improvement in water efficiency.

- Oceans and seas: activities to support the preservation and valorisation of resources in the context of energy and food resources.
- Sustainability assessments: potential support to monitoring the bio-economy and the EU efforts for resource efficiency is being evaluated.
- Support to the implementation of the INSPIRE directive and the preparation of its review (2014)

Main outputs in 2013

Economic and Monetary Union

- Reports on the assessment of the impact on competitiveness and sustainable growth of fiscal reforms and specific international trade agreements.

Network Industries, incl. the Digital Agenda

- Analysis of all aspects of the Digital Economy and of the global ICT impact on society

Single Market and Industrial Policy

- Standard measurement methods, reference materials and reference datasets provided, as targeted direct support to European policy

Innovation Union

- Provision of data and analyses on research and innovation relevant for the Commission to deliver its commitment to enhance economic policy coordination for stability, growth and jobs ("European semester").

Growth for jobs: inclusion and excellence

- Further development of the smart specialisation platform.
- Studies on indicators for fairness and balance

Sustainable, Innovative & Efficient Resource Use

Energy

- Monitoring studies on energy efficiency and of modelling studies on energy security with a focus on gas supply and smart grids
- Refinement of solar, wind, hydro energy resource maps, development of 4 pathways Bio-Energy resource maps, estimation of costs and comparison with conventional energy sources

Transport

- Support to the Strategic Transport Technology Plan and studies on the electrification of transport

Environment

- Bureau-type structures setup
- Life-cycle studies on raw materials

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target 2013</i>
“Number of Policy support deliverables”	n.a.	1) Regarding targets: In 2012, the JRC phased in a new reporting system and in 2013 a revised planning process will start. 2) Regarding values, the largest share of the deliverables is expected to be reported by mid-January 2013. Therefore, reliable figures will be established for the AAR 2012.

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 2:

Europe as a global actor: Provide scientific policy support to global issues (security, environment, development aid)

Brief description:

The main driver for support to **global issues (security, environment, development aid)** will be the further development/use of ICT and geo-spatial capabilities.

- **Food security:** continuation of the feasibility study for the implementation of a global agricultural monitoring for food security and initiation of the extension of the current tool to countries neighbouring the EU. Socio-economic analysis of fisheries, support to conservation and monitoring of fish stocks, as well as to the increasing development of bio-technologies.
- **Impact analysis** of international trade, external investments plans and national agriculture policies on local commodity prices/markets/exports by means of economic modelling tools (iMAP), as well as analysis of revenues and resource allocation at farm-household level.
- **Natural Disasters, Complex Emergencies and Threats:** strengthening of the support to the operations of the CBRN⁵ Centres of Excellence

Main outputs in 2013

Food security

- Assist with implementation of the Common Agricultural Policy (CAP) reform in 2014, including innovative technologies related to agri-environmental measures (CAP 'greening').
- Further develop a global agricultural monitoring capability, to forecast crop production and food supply and provide in-country capacity building in sub-Saharan Africa.

Natural Disasters

- The inundation modelling integrated in the JRC/United Nations Global Disaster Alert Coordination System (GDACS) leading to improved impact assessments for tsunamis and hurricanes
- Improved tsunami early warning/alerting capability in the Eastern Mediterranean Sea through joint cooperation with authorities in Greece, Turkey and Italy to share improved tsunami scenario database, adapted JRC tsunami analysis tool and real-time seismic and sea-level data.
- Novel automated information image extraction/analysis tools for human settlement analysis at multi-scale, from city and regional to global.
- Coordination of the technical implementation of the GMES⁶ Initial Operations Emergency Management Service (GIO-EMS) and integration in DG ECHO and the European External Action Services
- Extension of the coverage of the European Forest Fire Information System (EFFIS): (fire danger, burnt area mapping, fire damage assessment) to EU, EU neighbour countries and Middle East and North African countries
- First pilot operation of the Global Fire Danger system, as an extension of the EFFIS methodology worldwide in collaboration with the European Centre for Medium-Range Weather Forecasts (ECMWF).
- Support provided to the Service for Foreign Policy Instruments and the European External Action Service in the implementation of the Kimberley Process Certification Scheme.

Impact analysis

⁵ CBRN: Chemical, Biological, Radiological, Nuclear

⁶ Global Monitoring for Environment and Security

- JRC's expertise and applications for crisis alert and resource monitoring consolidated and extended to a global scale
- Training to DG DEVCO, DG ECHO and EEAS services and the EU Member States on the (Transparent Aid) (TR-AID) system which shall also be enriched with data from several EU Member States.
 - Develop climate change scenarios, map the vulnerability of economic sectors, ecosystems and social groups to present and future weather driven natural hazards, and further integrate thematic modelling to evaluate and propose economically and environmentally sound mitigation and adaptation options, e.g., PESETA III report
 - To consolidate the European Drought Observatory (EDO), the European Flood Awareness System (EFAS) and European Forest Fire Information System (EFFIS) as major contributions to European policies regarding climate adaptation and disaster risk reduction; setup of global environmental information systems on droughts, floods, land-cover change and fires.
 - To contribute to the development and implementation of Global Forest Assessments, to the European and Global Soil Information System and the World Atlas on Desertification.
 - To further develop the European Forest and Soil Data Centres; to develop new methods for the assessment and protection of forest resources in Europe in relation to Climate Change scenarios

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target 2013</i>
“Number of Policy support deliverables”	n.a.	1) Regarding targets: In 2012, the JRC phased in a new reporting system and in 2013 a revised planning process will start. 2) Regarding values, the largest share of the deliverables is expected to be reported by mid-January 2013. Therefore, reliable figures will be established for the AAR 2012.

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 3:

Provide scientific policy support for a safe and secure Europe (including nuclear safety and security)

Brief description:

Safety

- Public health: Preparation of work to support implementation of future Regulation on medical devices including incidence analysis in the area of post market safety of medical devices. Safety assessment methodologies for chemicals: support to the revision of REACH (including aspects related to nanomaterials) and to the development of scientific assessment criteria for Endocrine Disrupting Chemicals (due by 2013 under EU legislation).
- Molecular diagnostics: development and validation of sequencing methodologies for traceability of new GMOs and food derived from GMO/cloned animals, as well as of relevant reference materials.
- Alternatives to animal testing methods for cosmetics: where a complete ban on ingredient testing is set for 2013. JRC will present an update of a state-of-the-art report on the availability of alternative methods, including novel approaches to toxicity testing.
- Nanotechnologies: continuation of harmonisation and validation of methods for safety assessment of nanomaterials in food and consumer products, including development of relevant certified reference materials for nanomaterials to support implementation of legislation. Development of a first set of detection, measurement and monitoring methods for the definition of nanomaterials (by 2014).
- Transport: development of the collection, storage and dissemination of incidents and accidents data for multi-modal forms of transport (air, rail and sea).

Security

- Implementation of the EU critical infrastructures package: contributions to harmonization and standardisation, such as test protocols for vulnerability assessment.
- Earth Observation: Scientific and technical activities for GMES Initial Operations-Emergency Management Service in preparation of the operational phase of GMES, covering land, emergency and security, and advice for the preparation of new services such as climate.
- Development of standards and performance analysis of equipment for detection of explosives and biological agents in support of aviation security.
- Support to the development of the EU Strategy for Adaptation to Climate Change and Disaster Risk Reduction (to be presented in 2013) and its implementation with tools for the monitoring of natural resources, early warning (floods, fires, droughts, sea-level rise) and climate risk management.

Nuclear Reactor Safety

- Scientific support to the follow-up activities of the European Stress tests action plan, establishing a European Nuclear Safety Laboratory based on the experience of the "Clearinghouse on Nuclear Power Plant Operational Experience Feedback", and generation of high quality data relevant to safety assessment of nuclear reactors. Support to the implementation of the EU Directive on Nuclear Safety and its revision and support to the implementation of various EU instruments for the improvement of nuclear safety outside the EU
- Emergency preparedness and modelling: strengthening the capacity to respond to nuclear accidents and incidents by further integrated investigation of nuclear severe accidents, improved mitigation mechanisms, and development of models for accident progression, including models for radiological dispersion in the air.
- Nuclear fuel and fuel cycle safety: assessment of safety limits of nuclear fuel behaviour in normal, transient and accident conditions with special focus on severe accident scenarios.

Waste Management and Decommissioning: support the implementation of the EU Directive on spent fuel and waste management, minimise the scientific uncertainties in alteration/corrosion mechanisms determining the long-term behaviour of spent fuel during storage and in disposal scenarios; providing scientific advice on decommissioning to support the European industry; contributing to innovation, standardization and development of best decommissioning practices (follow-up of the roundtable discussion with industry held on 11 September 2012).

Nuclear safeguards, non-proliferation and security: developing and applying enhanced methods and technologies to prevent, detect and respond to nuclear and radioactive material misuse, including the qualification of detection technology and development of nuclear forensics for fighting against illicit trafficking within the global CBRN (Chemical, Biological, Radiological, Nuclear) framework.

Education, Training and Knowledge Management: monitoring EU trends in human resources through its Nuclear Human Resources Observatory (EHRO-N) and delivering dedicated nuclear training and education programmes by the European Nuclear Safety and Security School (EN3S).

Main outputs in 2013

• **Safety**

- Contribution to the review of the REACH Regulation and to the forthcoming Commission proposal for scientific assessment criteria for endocrine disruptors
- Analytical methods and tools (including information systems) to enable the follow up of the Commission Communication on Second Regulatory Review on nanomaterials (October 2012).
- Provision of science-based evidence to support food and diets related strategies and guidelines for example in the fields of active and healthy ageing, prevention of overweight and obesity and chronic diseases.
- Comparison of existing certification schemes of breast cancer services and proposal of the first EU voluntary accreditation scheme for breast cancer services.

• **Security**

- Implementation of the EU critical infrastructures package.
- Research undertaken on risks related to the increasing use of ICT and the protection of critical infrastructures
- Earth Observation: preparation of the operational phase of GMES, covering land, emergency and security, and advice for the preparation of new services such as climate.
- Contribution to the impact assessment regarding the establishment of an EU wide harmonised certification system for airport screening equipment
- Development of standards and performance analysis of detection equipment in aviation security and for other CBRNE applications
- Development of a novel laboratory for detection of explosives and aviation security detection equipment
- Support to the development of the EU Strategy for Adaptation to Climate Change and Disaster Risk Reduction
- Support to the implementation of the EU Strategy for Adaptation to Climate Change and Disaster Risk Reduction (monitoring of natural resources, early warning (floods, fires, droughts, sea-level rise) and climate risk management).
- Support to the implementation of the EU action plan on "Enhancing the Security of Explosives" in developing methodologies and testing technologies.

• **Nuclear Reactor Safety**

- Contribution to post-Fukushima improvement of Nuclear Power Plants safety in Europe (see also Specific Objective 17)
- Measurements for improved EU nuclear emergency preparedness and response

• **Waste Management and Decommissioning**

- Definition of the decommissioning research strategy 2013-2020.

• **Nuclear safeguards, non-proliferation and security**

- Support for the implementation of the Euratom Directives
- Technical support to the EU export control systems and EU related outreach activities
- Technologies and methodologies for the implementation of Euratom and international nuclear safeguards systems (see also Specific Objective 18)
- Collaborative projects signed by the JRC in the field of nuclear security / safeguards and EU contributions to relevant international nuclear initiatives
- Reports on the coordination meetings with IAEA, BMWG, US, Japan, China

- CBRN Risk Mitigation
 - Implementation of the EU CBRN Action Plan:
 - testing of technologies used for the detection of Radioactive and nuclear materials,
 - benchmarking of modelling tools used for the dispersion of CBRN materials,
 - support to the IAEA on the improvement of its Illicit Trafficking data base,
 - development of a mechanism for enhanced operational nuclear forensic support to Member States,
 - setting-up a Virtual Reality based training capacity
 - Technical implementation of the EU CBRN Centres of Excellence Initiative including
 - coordination of the initiative with EU and international stakeholders,
 - ensuring EU visibility (newsletter, public and private portal, presentation of the initiative etc.),
 - expert support to National Teams and Regional Secretariats in need assessment and project proposals drafting,
 - terms of reference for projects not implemented by the JRC,
 - monitoring and quality control of those implemented by consortia of EU Member States or other contractors.

- **Education, Training and Knowledge Management**

- Training schools organized in the area of nuclear safety and security

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target 2013</i>
“Number of Policy support deliverables”	n.a.	1) Regarding targets: In 2012, the JRC phased in a new reporting system and in 2013 a revised planning process will start. 2) Regarding values, the largest share of the deliverables is expected to be reported by mid-January 2013. Therefore, reliable figures will be established for the AAR 2012.

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 4:

Maintain scientific excellence in JRC core competences

Brief description:

In order to fulfil its mission and safeguard the long-term goals of the JRC Strategy, the JRC continues to develop a strong scientific knowledge base in its core areas of work. This will be accomplished during 2013 by means of:

- Carrying out Exploratory Research to strengthen competences and tackle new scientific areas of potential policy relevance.
- Maintaining a high reputation in the scientific community by publishing scientific results in peer reviewed journals.
- Maintaining the corporate target of achieving 15% of total income from additional activities.
- Strengthening and building new strategic partnerships with peer organisations in Europe and beyond.

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target 2013</i>
"Number of peer-reviewed publications listed in ISI"	418	550
"Peer-reviewed publications co-authored with non-JRC authors"	72.5%	75%
“International collaborations”	18.4%	22%
“Cashed competitive income“	11.7%	15%

4.2. Corporate Specific Objectives on new tools and networking related to JRC's support of Commission priorities

ACTIVITY 10 02/03
Directly financed research operational appropriations 7 th Framework Programme (2007-2013) – EU and Euratom
SPECIFIC OBJECTIVE 5:
Define and implement activities in support to Innovation Union
<u>Brief description:</u>
Research and Innovation Observatory: The Research and Innovation Observatory is a new core business of JRC, set in the long term, that will aim to provide the necessary evidence base in the field of research and innovation, foremost in the context of the European Semester and related key processes such as Innovation Union flagship, the European Research Area (ERA), and the Bio-economy for Europe. It is built around an information system designed to collect, organise, produce and disseminate data and analyses on innovation and research, in a way that contributes to a step change in our understanding of such activities as levers of growth.
Science Park Innovation Forum: The JRC is managing a project to establish a European "Science Parks Innovation Forum", which aims to act as a pilot to provide connectivity between different members of the forum. This is expected to expand the local "innovation market area" for each Science Park and fostering the launch of specific collaboration projects between research and industry partners.
<i>Main outputs in 2013</i>
<ul style="list-style-type: none">• First release of Observatory data and analyses, including recent estimates on a core set of indicators in particular on public and private research investments and performance• Organisation of thematic "science supply and demand events" between different Science Parks members, from either a research background (science "supply" side) or an industry background (science "demand" side).

ACTIVITY 10 02/03
Directly financed research operational appropriations 7 th Framework Programme (2007-2013) – EU and Euratom
SPECIFIC OBJECTIVE 6:
Strengthen the integration of scientific advice into policy-making by providing additional inputs to the policy cycle, including:
<ul style="list-style-type: none">➤ Analysis of the economic dimension and policy options➤ Anticipation of new policy needs➤ Related modelling➤ Analytic Facts & Figures➤ Scientific support to the European standardisation system➤ Behavioural sciences and economics➤ Strengthening the role of the JRC in the Commission impact assessment process➤ Optimization of JRC support: Review of the planned studies communicated in the DGs' MPs
<u>Brief description:</u>
The JRC emphasises an integrated approach to preparation and implementation of EU legislation and will reinforce its competences (quantitative economics, statistical analyses, economic tools, horizon scanning and foresight, policy analysis

skills, analysis of policy options) in a range of relevant topics.

This will in part be implemented by a dedicated Policy Analysis capacity focusing on science advice to policy, innovation and implementation of horizon scanning and foresight analysis in areas that require horizontal approaches and cross-cutting disciplines. Foresight and horizon scanning analyses will allow the JRC to identify and communicate areas where new scientific developments and socio-economic trends could require new JRC research activities. Through all these actions, the JRC will be in the position to supplement scientific advice, where necessary, with socio-economic analysis and by identifying new policy options.

In doing this, specific and strong interfaces with the Commissioner for Research, Innovation and Science, key JRC customers of the European Commission (DGs), European Council and European Parliament, and Member States representations and research centres need to be ensured.

Throughout 2013, integrated modelling efforts will be expanded into all of the focal areas, namely financial economics, energy, climate change, transport, agriculture, environment, and regional policies.

The integrated models will be modular in nature and will be used to assess policy options provided by policy DGs and to generate additional options by the JRC. The JRC will increase its efforts in quality control of its models including sensitivity and uncertainty analysis (with a new action devoted to this activity as well as support to the Impact Assessment Board of the European Commission). Efforts to define and collect reference data will also increase.

Evidence informed policy and decision making does not only rely on specific quantitative inputs targeted at defining solutions, but also on having a comprehensive view of the underlying data. In order to cater for this particular demand, dedicated Facts & Figures analyses will be elaborated as well as an underlying data infrastructure that can be accessed and consulted by JRC users and eventually policy DGs.

JRC will also develop its work to provide scientific support to the 2012 Standardisation Package. This will include the creation of a pilot forum to improve the communication to the scientific and standardisation communities so as to facilitate better planning of standardisation activities. In addition a dedicated JRC Helpdesk on Measurements and Standards has been set up to provide assistance to Commission Services.

In 2013 the JRC will also consolidate a behavioural research support capacity for all Commission DGs. The objective is to apply the results and insights of behavioural research into the different cycles of the policy-making framework and to provide circumspect knowledge to support an evidence-based approach to policy making. Specifically support will be provided to the Task Force Greece on increase in tax compliance and to DG TAXUD on issues of country specific tax policies within the European semester. Behavioural insights will be used to test more effective interventions in public health related policies.

In 2013, the JRC will also strive for more integrated approach to Impact Assessments (IA). After careful review of the Commission Work Programme, the JRC will identify Impact Assessments (IAs) on future policy proposals where scientific support is crucial. JRC participation could be in various forms: assessment of costs and benefits, deployment of models to estimate sectoral or cross-sector impacts for policy options under consideration, help to policy DGs to check the robustness of the data and evidence used in the IAs, reference reports. Systematically participate and actively contribute to the work of all Impact Assessment Steering Groups in areas of JRC's expertise.

Commission studies: Following a comprehensive review of the studies planned by policy DGs in their MPs, in areas where the JRC has technical competences, systematically offer help with drafting terms and assistance in evaluation Committees. Where appropriate, the work related to the studies could be carried out by the JRC, instead of being given to an external contractor.

Main outputs in 2013

Foresight will focus on:

- Workshops and stakeholder consultations on the ongoing foresight studies on 'How standards can benefit innovation'; 'Food security'; 'Tomorrow's healthy society: research priorities for foods and diets' and 'Identifying key drivers, possible industrial evolution and the role of eco-industries'.

Modelling will focus on :

- Further development and use of sectoral models (i.e. further development of macro-economic models such as QUEST

for the analysis of the stability and growth pact; SYMBOL on the analysis of the stability of the financial system, FIDELIO for the analysis of trade policies and market based instruments, and RHOMOLO for regional economic modelling); development of a specific tax module as an extension of the GEM-E3 model for the analysis of Member States tax reforms, in particular tax incentives for R&D

- Integrated modelling for sustainability assessment focused on coupling models (e.g., of the Climate and Energy Package, CAP⁷ reform and effectiveness of Cohesion Funds).
- The Land Use Modelling Platform integrated with thematic models for agriculture, forestry, water, regional economy (RHOMOLO), energy (POLES⁸) and transport (TRANS-TOOLS⁹).
- Integrated scenarios of European land and territorial developments for sectoral policies (namely regional and cohesion policy) in support to the new Environmental Action Plan.
- Enhanced work on indicator development relevant to monitoring resource efficiency, environmental impacts of goods and services, decoupling from economic growth and crop productivity.
- Completion of the Innovation Union Information and Intelligence System (I3S), in particular in the prospect of the Research and Innovation Observatory, and support to smart specialisation for cohesion policies.

Facts & Figures/Dissemination will focus on :

- Final Facts & Figures products including thematic surveys, country reports and specific analysis according to customer demand. 5 products by 7/2013; 10 products by 12/2013
- Baseline data scheme for Research & Innovation (01/2013), Macro-economics, Demographics (03/2013), Energy, Transport (07/2013)
- Dissemination infrastructure (12/2013)

The **Measurements and Standards Helpdesk** will focus on :

- To promptly provide Commission services with clear, reliable and independent information related to standards, conformity assessment and measurement for their specific regulatory/policy issue.

Behavioural sciences and economics will focus on:

- Studies regarding the effect of human behaviour on the effectiveness of policy measures
- Preparation of call for tenders on behalf of services of the European Commission within the framework contract of DG SANCO and translation of results of the studies.

Impact Assessment will focus on:

- Participation in all Impact Assessment Steering Groups in areas of JRC's expertise

Review of planned Commission studies will focus on:

- Identify studies for which JRC can offer its expertise

⁷ CAP: Common Agricultural Policy

⁸ POLES: Prospective Outlook on Long-term Energy Systems

⁹ TRANS-TOOLS: TOOLS for TRansport Forecasting ANd Scenario testing

ACTIVITY 10 02/03Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom**SPECIFIC OBJECTIVE 7:**

Continue to streamline and strengthen at strategic level relationships with policy DGs

Brief description:

In the context of the bilateral meetings between the JRC Director General and the Directors-General of the policy DGs, pursue the ongoing work related to the preparation and follow-up of the Memoranda of Understanding (MoUs; new and ongoing) as the overarching instruments to cover Administrative Arrangements and cross sub-delegations. The objective in 2013 is to revise (where appropriate) the bi-lateral MoUs signed in the course of 2012 to reflect possible changes in the priority areas of the two parties for 2013. Where appropriate, (e.g., DG SANCO, DG ENV) the annex to the MoU dedicated to describing JRC's work in support to the EC's Regulatory Agencies¹⁰ should be kept up-to-date. Furthermore, in 2013 the JRC will continue to operate an archiving repository accessible to all JRC staff for the electronic versions of the documents referred to above as well as for the original paper versions.

Main outputs in 2013

- Maintenance of the archiving repository put in place in 2012
- Revision of the bi-lateral MoUs signed with policy DGs

ACTIVITY 10 02/03Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom**SPECIFIC OBJECTIVE 8:**

Develop cooperation with European and national science academies

Brief description:

The JRC and EASAC¹¹ have the aim to facilitate and promote dialogue between policy makers and scientists on strategic and future-oriented policy issues. Through the collaboration the JRC and EASAC will jointly address global societal challenges in the sectors of economic growth and in line with the Europe 2020 Strategy, such as: energy, clean transport, agriculture and food security, environment and climate change, health, information and communication technologies and safety and security.

Main outputs in 2013

Fulfilment of the technical Annex to the Letter of Intent, signed on 18.10.2011 in Brussels, including:

- Steering group with a view to a) agree on a work programme, b) define working topics and respective timelines of the cooperation, and monitor the implementation.
- Participation of EASAC in JRC events and meetings.
- Working group with a view to a) draft the joint reports, b) define the most important topics and c) decide to develop concrete projects.
- Special edition of the JRC briefing provided on a regular basis to the EASAC Secretariat (once a month).

¹⁰ European Centre for the Development of Vocational Training (Regulation (EEC) No 337/73 of 10.02.75); European Foundation for the Improvement of Living and Working Conditions (Regulation (EEC) No 1365/75 of 26.05.75); European Environment Agency (Regulation (EEC) No 1210/90 of 07.05.90); European Training Foundation (Regulation (EEC) No 1360/90 of 07.05.90); European Monitoring Centre for Drugs and Drug Addiction (Regulation (EEC) No 302/93 of 08.02.93); European Agency for the Evaluation of Medicinal Products (Regulation (EEC) 2309/93 of 22.07.93); Office for Harmonisation in the Internal Market (Regulation (EC) No 40/94 of 20.12.93); European Agency for Safety and Health at Work (Regulation (EC) No 2062/94 of 18.07.94); Community Plant Variety Office (Regulation (EC) No 2100/94 of 27.07.94); Translation Centre for bodies of the European Union (Regulation (EC) No 2965/94 of 28.11.94); European Monitoring Centre on Racism and Xenophobia (Regulation (EC) No 1035/97 of 02.06.97); European Agency for Reconstruction (Regulation (EC) No 2454/1999 of 15.11.99); European Food Safety Authority (Regulation (EC) No 178/2002 of 28.01.02); European Maritime Safety Agency (Regulation (EC) No 1406/2002 of 27.06.02); European Aviation Safety Agency (Regulation (EC) No 1592/2002 of 15.07.02).

¹¹ EASAC : European Academies Science Advisory Council

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 9:

Define and implement activities in support to the International Relations strategy of the JRC.

Brief description:

Priority countries (USA, Brazil, China, India, Japan and Russia): JRC's aim is to establish and develop cooperation with the most recognized science, research organisations and academies of its strategic partners, as above, which have the best scientific knowledge in the area of JRC competences, and where sharing of such knowledge would bring an added value for JRC, but also for international community.

Other countries (all other countries except EU Member States and enlargement countries): While due to limitation of resources, JRC can not bring the same attention to all countries of the world, there is however, a need to be ready to be responsive to emerging cooperation needs with some of them. Likewise with priority countries, cooperation can take different forms, starting from common projects, discussions, exchange of information and experts.

International Organisations: JRC, as Commission's in-house science service, is also following up policy developments with international organisations like the United Nations, the World Bank, ASEAN, African Union, the African, Caribbean and Pacific (ACP) Group of States, etc. and provides its technical input on behalf of the Commission for activities of its competence.

Main outputs in 2013

- Co-ordination and support to the conclusion of legal instruments between the JRC and third country institutions/international organisations in the framework of the obligations on external representation deriving from the Lisbon Treaty. As a matter of priority legal instruments will be concluded with :
 - US Department of Energy
 - US National Institute for Standards and Technology
 - Brazilian Ministry of Science, Innovation and Technology
 - World Bank
- Co-ordination and support to JRC participation in high-level meetings and dialogues with priority countries:
 - EU – Brazil Summit
 - Transatlantic Economic Council
 - EU-US Energy Council
 - EU-China Summit
 - EU- Russia Summit, etc.
- Organization and co-ordination of high level international events:
 - High level event "Scientific support to Oceans and Seas: protection and valorisation of resources" to be held in Washington, by mid-2013, with AAAS and NOAA
 - High level event on eco-industries, to be held in Washington , by the end 2013, with the US Chamber of Commerce
- Co-ordination of the pilot collaboration with the Brazilian National Counsel of Technological and Scientific Development (CNPq) under the Brazilian "Science Without Borders" mobility scheme, aiming at hosting up to 100 Brazilian researchers throughout the duration of the programme.
- Co-ordination of scientific support to international negotiations and multilateral processes, in particular as a follow –up to the Rio+20 Summit Commitments.
- Contribution to the uptake of JRC scientific outputs in the field of sustainable development by international and regional organizations.

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC OBJECTIVE 10:

Implement effective Intellectual Property Rights (IPR) management measures at the Commission

Brief description:

The JRC is in charge of developing and implementing the principles, procedures, actions and measures relating to the management of IPR at the Commission. This includes the setting up of a Central Intellectual Property (IP) Service at the JRC, developing the Commission internal procedures for the handling of IPR-related issues, driving the development of a dynamic inventory to identify and classify the Commission's IP assets, and collaborating for the development of an IPR training strategy for the Commission.

The final goal of the activities undertaken is to have:

- Fully functional Central IP Service and Network of IP officers in operation
- Internal procedures for IPR management Commission-wide established
- IPR training strategy put in place
- Fully-functional dynamic inventory established.

Exchange of good practices with other EU institutions and EU bodies

Main outputs in 2013

- Carry out IPR audits in main DGs
- Implement the IPR training strategy
- Develop IPR e-learning modules in collaboration with Directorate General Human Resources
- Refined Commission internal procedures for the handling of IPR, and implementation across the Commission launched
- Development and implementation of the dynamic inventory in collaboration with relevant Directorates General, in particular the Directorate General for Informatics (DIGIT)
- Develop relations with the EP and other relevant EU institutions for IPR management.

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC OBJECTIVE 11:

Coordinate a European Network on Technology Transfer of large Public Research Organisations (TTO-CIRCLE)

Brief description:

In the context of the implementation of the Innovation Union and the European Research Area there is a strong need to promote technology transfer and foster the social and industrial uptake of the research results. Together with universities, Public Research Organisations are the major actors in Europe performing cutting-edge research. In 2011, the JRC has put in place a network involving the heads of the technology transfer offices of large Public Research Organisations (PROs) in Europe. The objective is in particular to promote cooperation among them in order to support growth and job creation in Europe.

The vision for the TTO-CIRCLE is to become an important actor of the innovation chain in Europe and a key reference for national Research, Development and Innovation policies. Towards this end, the TTO-CIRCLE will:

- share expertise, exchange best practices and develop synergies at the European level in the field of IP and knowledge/technology transfer,
- provide support to EU research and innovation policies, building on the members' collective experience, their catalytic function and role model capacity, and reduce the fragmentation of European research,
- establish strategic links to standardisation and harmonisation processes with regard to enhancing innovation.

Main outputs in 2013

- Implement the 4 work packages of the TTO Circle
- The Technology Transfer Financial Facility (TTF)
- The Multilateral Technology Access Scheme (MTAS)
- Raising the culture of innovation and entrepreneurship in PRO
- Capacity building
- Two plenary meetings organised for the coordination of the network

4.3. Horizon 2020 related objectives

ACTIVITY 10 02/03 Directly financed research operational appropriations 7 th Framework Programme (2007-2013) – EU and Euratom
SPECIFIC OBJECTIVE 12: Support to the Horizon 2020 negotiation and adoption in the European Parliament (EP) and in the Council of the EU <u>Brief description:</u> It is crucial to follow-up and support the negotiations and adoption of the Horizon 2020 in the European Parliament and in the Council of the EU. Adoption of legislative acts by Parliament and Council on Horizon 2020 is envisaged for mid-2013. This activity will include supporting and actively following the discussions in the respective EP Committees and Council Working Groups as well as during the EP Plenary sessions and the Competitiveness Council meetings. Active two way-contacts between the JRC and key stakeholders and decision makers have to be maintained. For this purpose meetings with key Members of the EP (MEP) and Member States representatives have to be organised. A reporting back to the JRC management has to be ensured.
<i>Main outputs in 2013</i>
<ul style="list-style-type: none">• Regular meetings organised with MEPs• A JRC presentation at the Council Research Working Group meeting• 10 high-level interactions with Member States officials organised

ACTIVITY 10 02/03 Directly financed research operational appropriations 7 th Framework Programme (2007-2013) – EU and Euratom
SPECIFIC OBJECTIVE 13: Address in an active and coordinated manner the JRC's visibility among the key stakeholders within the EU decision making bodies, EU Member States, FP7 Associated Countries, scientific associations and business community <u>Brief description:</u> For the JRC as the only European Commission service in charge of direct research providing scientific support and advice to the EU policy process, it is critical to continue strengthening the dialog between the policy-makers and the EU Member states authorities. This should be implemented through high-level visits to Member States and reciprocal visit of Member States officials to the JRC sites as well as through events underlining the scientific support to policy making on the cross section between the key priorities of the JRC, Member States and JRC's stakeholders. In order to be able to respond in a better and swifter manner to the challenges on the political agenda, the cooperation with major Member States' research players, (including Research and Technological Organisations - RTO) has to be directed on horizontal level and implemented through strategic overarching agreements covering key areas of cooperation. A specific attention should also be paid to integrate the relevant business community, especially business associations and industry representatives in the various JRC activities and events. The objective is twofold: demonstrate support to targeted innovation and tap into the business viewpoint when providing science advice to the EU policy makers. Productive working relations with FP7 Associated Countries, including countries aspiring to EU membership, should be

maintained.

Relations with the European Neighbourhood Policy Partner Countries and follow-up of the relevant EU policies have to be ensured.

Main outputs in 2013

- Visits of the JRC Director General to Member States' capitals as well as high-level meetings/events with key stakeholders organized.
- Organisation of the visits of the Members of the EP to the JRC Institutes, organisation of the JRC - EP Interface Working Group and STOA - JRC High-level meetings
- 2 major Council Presidency events in 2013 co-organized and contributions to at least two other initiatives/conferences per Presidency
- Organisation of round tables in the frame of the European Forum for Science and Industry to continue the dialogue and cooperation on the scientific needs of industry in a regular and structured way (number to be checked with Ulla)
- Invitations for the business community to relevant major JRC events (target: business involvement in at least 3 major JRC events).

ACTIVITY 10 02/03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – EU and Euratom

SPECIFIC OBJECTIVE 14:

JRC Multi-annual work programme (MAWP) for Horizon 2020 and a new approach for the JRC work programme planning:

- Draft the JRC Multi-annual work programme (MAWP) for Horizon 2020.
- Devise a process for a three-year rolling JRC WP 2014-16 and specify the key priorities for the three-year horizon.
- Develop the current planning and reporting processes and systems into a "Project Planning System" to facilitate the planning and the execution of the work programme covering multi-annual planning
- Devise a process for a three-year prioritised plan for indirect actions and specify the key priorities for the three-year horizon

Brief description:

The JRC multi-annual work programme (MAWP) implements the Framework Programmes for both nuclear and non-nuclear activities (Horizon 2020). The MAWP covers the scientific-technical activities for the duration of Horizon 2020. It is subject to the opinion of the Board of Governors and is formally adopted by the Commission. A critical step is the adoption of the Multi-Annual Financial Framework and Horizon 2020 which will specify the budget of the JRC.

The Commissioner's intention is to define the key priorities for the JRC's scientific-technical activities over a medium-term horizon, with the required flexibility built in through annual reviews. The process for this new requirement will build on the established process for the annual-work programme and its main orientations. The JRC WP2014-2016 can be finalised only after the adoption of Horizon 2020 and the relevant budgets.

The detailed planning of the JRC's scientific activities will cover a three-year horizon. The actual tool for the planning of the work programme will be adapted accordingly, following specifications to be completed in Q2 of 2013.

In order to further align the JRC's participation in indirect actions with JRC priorities and consequent research needs, it would be beneficial to develop a strategy for this participation in parallel with the strategic programming of JRC direct actions.

Main outputs in 2013

- JRC Multi-annual work programme adopted (Q4).
- Process description according to JRC's quality management guidelines. Q1
- JRC WP 2014-2016, to be adopted by Q4 2013.
- Project Browser adapted to a three-year planning horizon. Technical output, Q3 2013
- Process for and agreed strategic plan for JRC's participation in indirect actions for the first 3 years of Horizon 2020.- To be adopted by the DG by end of 2013.

4.4. Further specific objectives

ACTIVITY 10 04 01-04

Completion of previous framework programmes and other activities

SPECIFIC OBJECTIVE 15:

Complete the previous Framework Programmes and other activities:

- Completion of previous joint programmes
- Activities of the JRC on behalf of third parties
- Activities undertaken with other Commission departments for the provision of technical-scientific services
- Tasks related to the High Flux Reactor (HFR) Supplementary Research Programme

Brief description:

Completion of previous joint programmes (10 04 01)

For this activity, only payments are foreseen to cover the outstanding commitments from previous joint programmes (to cover commitments entered into prior to the 7th Framework Programme concerning the non-nuclear and the nuclear activities of the JRC). The required appropriations are small amounts calculated according to historical data in order to determine the credits needed for the completion of the previous EC and Euratom framework programmes.

The 2003-2006 EC Framework Programme (direct actions) comprised three themes: food, chemicals and health, environment and sustainable development, and horizontal activities; and covered the participation in shared-cost actions and support activities of scientific and technical nature for Community policies. The 2003-2006 Euratom Framework Programme (direct actions) comprised two themes: radioactive waste management and the protection of nuclear materials as well as the safety of the various types of reactors, radiation supervision and metrology. It also covered the safety of nuclear facilities and waste from the JRC, on all the sites.

Provision of services and work on behalf of outside bodies (10 04 02)

The main objective driving the participation of the JRC in competitive activities is the development of added value to its institutional programme (acquisition/development of knowledge, networking increase, benchmarking, etc.).

Research Technology and Development support for EU policies on a competitive basis (10 04 03)

This activity covers expenditure specific to various tasks of research, technological development and demonstration of the JRC - apart from the Institutional Research Framework Programme - and carried out on competitive basis for EU policies (for instance support to Directorate General Energy for the On-Site Laboratories (OSL)).

Implement the tasks of the first year under the next High Flux Reactor (HFR) Supplementary Research Programme 2012-2015 (to be adopted); (10 04 04)

Chapter 10 04 04 is a budgetary structure intended to receive appropriations of earmarked nature from the complementary activities of the JRC (i.e. the Supplementary Research Programme of the High Flux Reactor (HFR) in Petten). This Supplementary Programme being fully covered by the financing given by the participating Member States, it requires a budgetary structure but does not require any financing in commitments or payments from the Commission Budget.

The main goal of the supplementary research programme of the HFR is to provide a steady and reliable neutron flux for experimental purposes. The investigated domains are: nuclear materials and fuel science with the aim to improve the safety of nuclear reactors (both fission and fusion), investigations on reactor ageing and life management, research on advanced fuel cycles and waste management. The HFR acts as a training facility hosting doctoral and post-doctoral fellows which perform their research activities through national or European Programmes. The reactor is also used for the commercial production of radio-isotopes which cover 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. Moreover, through its location in Europe, the production of the reactor is rapidly directed to the European medical centres. This is essential for the most currently used short-life isotopes.

Main outputs in 2013 under 10 04 04

- Started implementation of the HFR Supplementary Research Programme for 2012-2015

ACTIVITY 10 05

Historical liabilities resulting from nuclear activities carried out by the JRC pursuant to the Euratom Treaty

SPECIFIC OBJECTIVE 16:

Historical liabilities resulting from nuclear activities carried out by the JRC pursuant to the Euratom Treaty

- Implement the Decommissioning & Waste Management Programme (see progress indicators)
- Finalise the EC Communication to the Council and the Parliament

Brief description:

The decommissioning activity aims to progressively dismantle the JRC's nuclear installations, either already obsolete (with no foreseen further use) or “future liabilities” (still in use). It also intends to treat “historical” waste (waste accumulated in the past) and waste arising from the dismantling operations. In 1999, the Commission decided to launch a programme to meet this objective. By this choice, the Commission shifted to the practice adopted by most EU Member States, preferring to start the decommissioning immediately after shutdown of the installations rather than deferring decommissioning in the hope that decreasing radiological activity would reduce the financial burden. The programme started in 1999 and is based on the assumption, made for budgetary planning reasons, that the decommissioning of the last nuclear installation and the final disposal of historical wastes will be achieved around 2030.

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.

Result indicators 2012	Proportion of progress of decommissioning programme (in budget consumption)		
	Latest known result	Intermediate target (end of 2013)	Target (result) at the end of the programme
1) Decommissioning and waste management activities at Ispra	33,2%	37%	100% (in 2028)
2) Pre-decommissioning - waste management activities Karlsruhe	15%	17%	100% (date not defined)
3) Pre-decommissioning and waste management activities at Geel	18%	20%	100% (date not defined)
4) Pre-decommissioning and waste management activities at Petten	25%	25%	100% (date not defined)

Note:

With respect of the evolution of the programme and in comparison with the previous annual management plan, new indicators have been defined which reflect the progress of the main on-going projects and the respective expected outputs.

Main outputs in 2013 (Expenditure related) <i>(Budget line 10 05)</i>	Progress of the main on-going projects		
	Latest known result	Intermediate target (end of 2013)	Final target (result)
1) Decommissioning and waste management activities at Ispra			
<ul style="list-style-type: none"> ▪ Construction of Interim Storage Facility (ISF) 	ISF under construction (50%)	ISF construction finalised (100 %)	ISF ready for operation (in 2013)

<ul style="list-style-type: none"> Construction of waste treatment facility (grouting facility, GF) 	GF construction ordered	GF construction started	GF in operation (in 2015)
<ul style="list-style-type: none"> Qualification of a final waste package (FWP) 	Qualification ordered	Qualification file FWP ready and sent to Safety Authorities	FWP ready for use (in 2015)
<ul style="list-style-type: none"> Radioactive waste characterisation and supercompaction 	--	File for characterisation and supercompaction ready and sent to Safety Authorities	Waste characterised and treated by supercompaction in 2015, first of 5 campaigns
<ul style="list-style-type: none"> Evacuation of medium level waste from “LCSR”¹² facility (radioactive sources stored in pits) 	Preparatory work performed	100% medium level waste evacuated from LCSR	100% medium level waste evacuated from LCSR (in 2013)
<ul style="list-style-type: none"> Temporary storage area for nuclear materials (TSA) 	Non nuclear tests of the TSA performed	Nuclear tests of the TSA performed	TSA in formally in operation (in 2014)
<ul style="list-style-type: none"> Decommissioning of obsolete “FARO”¹³ nuclear facility 	FARO site preparation works performed	FARO dismantling started and progress by 50%	FARO facility 100% decommissioned (in 2015)
<ul style="list-style-type: none"> Decommissioning of obsolete “STRRL”¹⁴ nuclear facility (excluding the tank facility, TF) 	--	STRRL pre-decommissioning started and progress by 10%	STRRL facility (excl. TF) 100% decommissioned (in 2019)
2) Pre-decommissioning - waste management activities Karlsruhe			
<ul style="list-style-type: none"> Dismantling obsolete equipment (glove boxes) 	63% glove boxes dismantled	65% (+ 8) glove boxes dismantled	100 % of legacy glove boxes dismantled (date not defined)
<ul style="list-style-type: none"> Residual contribution to German waste repository (residual budget fixed by German Authorities in 2012) 	23 % of budget committed	35 % of budget committed	100 % of the budget committed (in 2020)
3) Pre-decommissioning and waste management activities at Geel			
<ul style="list-style-type: none"> Evacuation of nuclear materials 	--	Contracts for evacuation signed	100 % materials evacuated
4) Pre-decommissioning - waste management activities at Petten	No expenditure-related activity planned in 2013		
<i>Main outputs in 2013 (non expenditure related)</i>			

¹² LCSR: “Laboratorio Caldo Studi e Ricerche” (former nuclear laboratories)

¹³ FARO: “Fuel melting And Release Oven” (former installation for the study of melting and release of nuclear fuel)

¹⁴ STRRL: “Stazione Trattamento e Raccolta Rifiuti Liquidi” (former facility for the collection and treatment of liquid waste)

Communication from the Commission to the Council and the European Parliament on the status of the Decommissioning of nuclear installations and management of radioactive waste liabilities arising from the activities of the Joint Research Centre (JRC) carried out under the Euratom Treaty.

ACTIVITY 10 03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – Euratom

SPECIFIC OBJECTIVE 17:

Support DG ENER in the follow up of the EU Nuclear Power Plant "stress tests" by contributing to the review of the national Action plans and associated activities

Support DG ENER for the implementation of Euratom legislation

Brief description:

At its March 2011 meeting, the European Council stressed the need to fully draw the lessons from the accident at the Fukushima Daiichi nuclear power plant (NPP) resulting from the earthquake and tsunami in Japan. It called for a review of the safety of all EU nuclear power plants, on the basis of a comprehensive and transparent risk and safety assessment ("stress tests"). The stress test exercise ended in June 2012.

National action plans with timetables for implementation are being prepared by national regulators and will be made available by the end of 2012. The action plans will go through peer reviews in early 2013, in order to verify that the stress tests recommendations are consistently implemented in a transparent way throughout Europe. The Commission intends to report on the implementation of the stress test recommendations in June 2014, in full partnership with national regulators.

The JRC will continue to provide its technical support to DG ENER in the frame of the whole legislative policy cycle, from the development of new legislation and for its implementations. More specifically in 2013, the JRC will continue to provide support to the implementation of Nuclear Safety and Radioactive Waste Directives (e.g. development and operation of the MSs National Programme data base).

Main outputs in 2013

- Support to DG ENER in the follow up of the EU stress test activity related to the implementation of national action plans
- Support to DG ENER for the implementation of the 2009 Nuclear safety directive
- Support to DG ENER for the implementation of the 2011 Nuclear Radioactive waste directive (technical evaluation of the reports on the transposition of the directive, evaluating the technical content of the national programs)

ACTIVITY 10 03

Directly financed research operational appropriations 7th Framework Programme (2007-2013) – Euratom

SPECIFIC OBJECTIVE 18:

Enhancing the Nuclear Safeguards and nuclear security at EU and international levels

Brief description:

The President of the European Council, at the Nuclear Security Summit, Seoul March 2012 reaffirmed that the European Union is committed to achieving the highest level of nuclear security and appeals for more intense national efforts and international cooperation to counter the threat that concerns all of us.

Since 1981, JRC supported by DG-ENER is in charge of the implementation of the EC support programme to IAEA in the field of nuclear safeguards. The JRC also contributes to the implementation of the international nuclear safeguards and security system through the agreements Euratom has signed with major actors in the field of safeguards and security (US, Japan, China). Implementation of these agreements is followed up by the JRC and consists of an annual review of the ongoing projects and the signature of new collaborative projects.

Between March 2012 and September 2012 representatives of the IAEA Office of Nuclear Security met representatives of the European External Action Service (EEAS) and European Commission services with the aim of reaching an understanding on coordination between the EU's CBRN Centres of Excellence initiative and the IAEA's Nuclear Security Support Centres initiative. On 14 September 2012, IAEA and EU participants concluded that an understanding had been reached. One of the conclusions is on the technical coordination between IAEA and EU in the field of nuclear security and CBRN issues that will be ensured by JRC through a dedicated JRC/IAEA practical arrangement.

The Border Monitoring Working Group established by the International Atomic Energy Agency (IAEA), the US and the EU in 2006 remains an important tool for its members to coordinate their activities with third countries in the field of combating illicit trafficking of nuclear and radioactive materials. The JRC is co-chairing this working group.

Main outputs in 2013

- Technical support to DG-ENER in the field of Nuclear Safeguards
- Implementation of the Euratom/US, Euratom/Japan and Euratom/China agreements in the field of Nuclear safeguards and security
- Implementation of the new practical arrangement (to be signed by the end of 2012) between IAEA and JRC on nuclear and radiological security
- Co-chair of the Border Monitoring Working Group established in 2006 between EU (EC and Council), US (DoE and DoS) and IAEA.
- Coordinate the JRC contribution to international security initiatives: Global Initiative to Combat Nuclear Terrorism (GICNT), Proliferation Security Initiative (PSI) and Nuclear Security Summit in The Hague 2014.

5. PART 5 – SPECIFIC OBJECTIVES FOR HORIZONTAL ACTIVITIES

This chapter groups the objectives for all activities that aim at increasing the overall efficiency and quality of horizontal support functions and/or the overall effectiveness of the JRC. These fall into two categories: the specific horizontal objectives (SHO) 1-4 address the continuous performance development of horizontal administrative functions, aimed at enhancing in particular:

- Corporate Governance
- Efficiency and effectiveness of resource management
- Customer oriented service delivery
- Compliance with legal / procedural requirements

The specific horizontal objectives 5-7 describe initiatives for developing the JRC's infrastructures (i.e. physical, knowledge management and IT).

ACTIVITY 10 01 Administrative and operational support for the JRC		
SPECIFIC HORIZONTAL OBJECTIVE 1:		
To develop and coordinate core organisational functions, processes and systems, and to align them with the JRC business strategy, to improve operational efficiency while reducing costs and risks, and to drive service excellence.		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target</i>
Proportion of local support staff defined as: "Ratio of local support and coordination staff with respect to overall JRC workforce" ¹⁵	October 2012: 9,3% (2011: 9,7%)	9,2% (Commission target)
Internal customer satisfaction index regarding the efficiency of JRC support services (to be measured by dedicated survey)	(New, to be phased in during 2013)	(First target setting for 2014)
Overall job satisfaction of JRC staff based on EC Staff Opinion Survey ¹⁴	2010: 66%	69% (Commission value)
<i>Main outputs in 2013</i>		
<ul style="list-style-type: none"> • Development (Q1 2013) and implementation of a JRC Staff Opinion Survey strategy. • Leadership development strategy and action plan (Q2 2013) • Start of implementation of JRC "Integrated Management System" project (Q1 2013) • Business process re-engineering methodology (Q1 2013) and implementation (first phase), including contribution to staff reduction strategy of the JRC • Implementation of the JRC Internal Communication action plan (throughout 2013) • Implementation of JRC Occupational Health and Safety (OHS) and Security policies and action plans (throughout 2013) • 1st review of JRC Business Continuity Plan (BCP) in Q1 2013, 2nd review in Q4 2013 (updated BCP in Jan 2014). • Registration of JRC-Petten under the EC EMAS scheme (Q4 2013) 		

¹⁵ Taken from HR Scorecard

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC HORIZONTAL OBJECTIVE 2:

Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of the JRC as well as promotion of equal opportunities within the DG are ensured.

<i>Result Indicators</i>	<i>Latest known result (end November 2012)</i>	<i>Target</i>
Timeliness of recruitment of officials (internal/external procedure) defined as: "Average number of working days from the publication of the deadline of the vacancies until the date of distribution of relevant administrative act"	Internal 58 w. days External 142 w. days (2011: 54 and 115)	Internal ≤60 working days External ≤120 working days
PhD students defined as: "Number of PhD students (GH20)"	66 (2011: 72)	70
Proportion of staff on non-permanent positions (covering GH 20 30 40, SNE, CA FGII-IV, ST) defined as: "Number of staff on all non permanent positions / total staff"	36,8% (2011: 36,8%)	37%
Gender balance in AD-grade positions defined as: "Number of women/(Number of women + men) in senior management, middle management and AD-non-management, respectively positions"	15.4% (senior management), (2011: 9.1%) 18,8% (middle management), (2011: 14,9%) 22.3%(AD-non management) (2011: 22%)	No specific target for JRC (senior management) 19,7% (middle management) No specific target for JRC (AD-non-management)
Gender balance in AD-grade recruitments defined as: "Number of women recruited/(Number of (women + men) recruited) to senior management, middle management and AD-non-management, respectively positions"	50% (senior management), (2011: 0%) 50% (middle management), (2011: 0%) 33% (AD-non management) (2011: 28%)	Recruitment to senior management ≥30% Recruitment to middle management ≥50% Recruitment to AD non- management ≥50%
Training evaluation defined as: "Average response of participants on how well learning objectives were met"	81,4% (2011:82%)	85%

Main outputs in 2013

- Organisation of the pilot Research CAST database (Q2 2013)
- Finalisation of the AST laboratory technicians competitions (Q3 2013)
- JRC Learning and Development Framework 2013-2014 (Q2 2013)
- Design and implementation of a Management Development programme for newly appointed Heads of Unit

ACTIVITY 10 01 Administrative and operational support for the JRC		
SPECIFIC HORIZONTAL OBJECTIVE 3:		
Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured throughout the DG's activities.		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target</i>
Timeliness of payments defined as: "proportion of payments done within legal time limits"	Jan-Nov 2012: 89,0% (2011: 95,3%)	≥98%
% of Institutional budget implementation with respect to commitment appropriations ¹⁶	Jan-Nov 2012: 91,2% (2011: 99,7%)	≥99%
% of Institutional budget implementation with respect to payment appropriations ¹⁷	Jan-Nov 2012: 91,3% (2011: 99,1%)	≥99%
Amount of potentially abnormal RAL defined as: " 'Remaining to pay' of outstanding commitments"	Jan-Nov 2012: 5,0% (2011: 5,5%)	<5% of the total RAL
Cashed competitive income defined as: "Annual cashed income from activities outside Institutional budget (% of the Institutional budget)"	Jan-Nov 2012: 11,7% (2011: 14,7%)	15%
Average of (actual value of contract / estimated value of contract at the outset of the procedure)	Jan-Nov 2012: 15% (2011: 17%)	Deviation of +/-15%
Proportion of positive opinions of the Public Procurement Advisory Group (PPAG)	Jan-Nov 2012: 93% (2011: 92%)	≥95%
<i>Main outputs in 2013</i>		
<ul style="list-style-type: none"> • Harmonised financial and procurement procedures across the JRC (Q3 2013) • Phase-in of a fully functional pre-awarding back office system for the JRC PPMT (Q3 2013) • New procurement strategy for the JRC (Q3 2013) • Multi-annual procurement plan (Q4 2013) • Full financial and procurement training programme for all financial actors across the JRC (Q2 2013) 		

¹⁶ Based on C1 credit type (Institutional & EFTA)

¹⁷ Applies only to credits that will be cancelled in the year n+1. Based on C1 credit type (Institutional & EFTA) after exclusion of budget line 10.010503

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC HORIZONTAL OBJECTIVE 4:

Implement, maintain and report on an effective and reliable internal control system, so that reasonable assurance can be given that resources assigned are used according to the principles of sound financial management; that risk of errors in operations is minimised and that the control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions. Assess the compliance, efficiency and effectiveness of the control system through internal audit. Ensure that controls in place adequately cover the risk of fraud and launch preventive measures in line with the JRC Anti-Fraud strategy.

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target</i>
Degree of implementation of the Internal Audit Capability (IAC) annual work plan	Jan-Nov 2012: 80% (2011: 90%)	>90%
Number of "critical" and "very important" recommendations issued by the IAC in the year	Jan-Nov 2012: 12 (2011: 24)	Indicator for monitoring
Number of critical and very important recommendations issued by the IAC overdue for more than six months	Jan-Nov 2012: 10 (2011: 7)	0
% of accepted audit recommendations implemented (data established following follow-up audit)	Jan-Nov 2012: 79% (2011: 82%)	>90% implemented
Number of staff devoted to ex-ante and ex-post control, defined as: "Number of FTE Financial Verifying Agents and staff dedicated to PPAG and ex post control"	2012: 21 (2011: 21)	Indicator for monitoring
% transactions with overriding of controls or deviations from established policies	Jan-Nov 2012: 0,1% (2011: 0,2%)	<1%
% of actions listed in the JRC anti-fraud action plan implemented by year end	(New, to be phased in during 2013)	100%

Main outputs in 2013

- Implementation of JRC Anti-Fraud strategy (throughout 2013), including
 - Continued awareness raising of staff, to ensure highest standards of ethical behaviour and integrity
 - Focused training of staff, with emphasis on auditors and staff in supervisory functions
 - Continued measurement of awareness of JRC managers and staff concerning ethical behaviour; use results to adapt and update strategy
 - Continued anchoring of fraud prevention in JRC "Process-based Risk Management"
- Full implementation of the "Process-based Risk Management" strategy adopted by the JRC in 2012 (Q3 2013).
- Implementation of the 3-year Internal Audit Work Plan (Q1 2013)
- Enhancing compliance of internal audit capability following External Quality Review (Q4 2013)

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC HORIZONTAL OBJECTIVE 5:

Infrastructure development: Develop and implement a detailed plan for the evolution of JRC infrastructures (physical infrastructure, laboratory facilities, information technology (IT) infrastructure)

Brief description:

This action aims at implementing the JRC Strategic Infrastructure Development Plan 2012-2020 for the development of the physical infrastructures at the sites of the JRC. Physical infrastructures are understood to encompass all buildings and facilities, including large-scale research installations, as well as utilities, traffic infrastructure and green areas under the responsibility of the JRC site management.

Main drivers for the strategy are recommendations from recent Framework Programme evaluations, the need for renewing the ageing infrastructures of the JRC sites in compliance with Europe's 20/20/20 energy objectives and requirements resulting from the scientific strategy of the JRC.

The JRC Strategic Infrastructure Development Plan 2012-2020 which was adopted in 2011 proposes for all JRC sites a number of structural improvements with a particular emphasis on improving the energy efficiency of buildings, aiming for all new buildings and major refurbishments, where technically and economically viable, at achieving the Climate Class A standard. A further step will be achieved by the EMAS certification of all JRC sites by 2015.

Regarding IT infrastructure, a Master Plan covers the definition of the IT strategy and the IT priorities of the JRC for the period 2013-2014. It demonstrates the alignment between the policy and administrative objectives of the JRC and its IT Strategy and IT priorities. It covers all JRC IT activities and projects, independently of their budget sources.

Main outputs in 2013

- Progress in the implementation of the JRC Strategic Infrastructure Development Plan 2012-2020, in accordance with the schedule defined therein, with the aim to complete in particular:
 - two new facilities for Environmental Research and Life Sciences in Ispra ("Infrastructural", 4Q2013)
 - Interim Storage Facility in Ispra to host all JRC low and medium activity conditioned solid radioactive waste until transfer to the Italian National Repository foreseen for 2028 ("New building", 2Q2013).
 - Visitor's center in Ispra ("Infrastructural ", 2Q2013)
 - ESTI laboratories in Ispra ("Infrastructural ", 2Q2013)
 - Electro-mobility and smart grid laboratories in Ispra & Petten ("Infrastructural ", 3Q2013);
 - new office goods delivery building (Wing R) in Karlsruhe, plus detailed planning for the new nuclear laboratory facility (Wing M) and for the upgrades of the physical protection at the Karlsruhe site new entrance and guards house (Wing S) ("Infrastructural " 4Q2013)
 - procurement for a new reception and meeting facility, and a new storage new experimental hall (building building 310) in Petten ("Infrastructural ", 4Q2013);
 - new electrical underlying infrastructure in Petten ("Infrastructural", 2Q2013)
 - various upgrades to the infrastructure (scientific, administrative and security-related) new administrative building (building 210) in Geel ("Infrastructural", 4Q2013)
 - adequation of rented office surface to operational needs in Seville (enlargement of premises, "Infrastructural", 4Q2013)
 - Prepare EMAS certification of all JRC sites ("administrative", 4Q2013)
 - R&I Observatory "data hub"

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC HORIZONTAL OBJECTIVE 6:

Develop and implement processes and infrastructure for JRC knowledge management, reporting, dissemination.

Devise a strategy for JRC's approach to open-access publications under Horizon 2020

Brief description:

Following the JRC knowledge management strategy of 2010, 2013 will mark the completion of various initiatives and consequent roll-out of the supporting processes and applications. These include 1) the upgraded JRC scientific Work Programme planning module (see SO 18 above); 2) the upgraded action reporting, monitoring and evaluation modules; 3) an integrated access and search function of the different JRC projects and scientific output sources by means of an evolved JRC Scientific Knowledge Portal. The portal will also enhance internal dissemination of JRC activities; 4) Further evolution of the internal information sharing platform (SharePoint).

Open access has been defined as key objective in Horizon 2020 to widely disseminate research results. The JRC scientific publications output as a result of JRC's direct action activities needs to accommodate this objective in a gradual manner. A JRC open access strategy will be developed during 2013 for implementation during Horizon 2020.

Main outputs in 2013

- New integrated multi-annual work programme planning, reporting, monitoring and evaluation system (09/2013)
- Scientific Knowledge Portal (07/2013)
- Detailed feasibility and project plan for Work programme resource planning (07/2013)
- JRC open access strategy adopted. (12/2013)

ACTIVITY 10 01

Administrative and operational support for the JRC

SPECIFIC HORIZONTAL OBJECTIVE 7:

Define, plan, set up, maintain and develop high quality Information and Communication Technology (ICT) infrastructures, tools and services so that the staff is adequately supported in their operation.

<i>Result indicators</i>	<i>Latest known results</i>	<i>Target</i>
Number of projects mentioned in the ICT Master Plan implemented on time	Jan-Nov 2012: 85% (2011: 80%)	100%
Availability of JRC intersite network and global Geant/Internet connectivity	Jan-Nov 2012: 99,7% (2011: 99,8%)	>99%
Servers' availability (averaged over one year and limited to critical business servers only)	Jan-Nov 2012: 99,9% (Sep-Dec 2011: 99,9%)	>99%
Timeliness and accuracy of helpdesk performance	Jan-Nov 2012: Timeliness: 97,3% Accuracy: 59,8% (2011: 97% and 56% resp.)	Timeliness: Incident resolution within target: >97% Accuracy: First and second line resolution rate: >60%

Main outputs in 2013:

- Preparation of annual ICT Master Plan

6. ANNEX 1 – PRIORITIZED INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT

Each year the JRC seeks to identify two or three standards on which to focus attention. The prioritisation exercise is performed taking stock of past performance and also looking ahead at the new challenges faced by the organisation. Moreover, the prioritisation of certain standards indicates neither non compliance nor any perceived ineffectiveness of the associated controls. The compliance and effectiveness are reviewed in the JRC's Annual Activity reports.

In 2013, the JRC will prioritise the following internal control standards.

Table 3. Prioritized Internal Control Standards

Internal Control Standard	Reasons for Prioritisation
3. Staff Allocation and Mobility	Having the right person in the right place at the right time remains an issue for management and staff. Issues relate to the matching of resources and workload and the availability of qualified staff for scientific and technical positions. It is acknowledged that more can be done to identify, develop and retain staff with key skills. The matter takes on renewed significance when important staff cuts are anticipated.
12. Information & Communication	Major efforts are being made to raise IT security awareness. This will have to continue due to the crucial importance of IT systems which remain vulnerable, as illustrated by recent incidents. The overall guidance at corporate level of the security requirements for scientific IT systems must be further developed thus reducing the remaining risks.

7. ANNEX 2 – PLANNING OF EVALUATIONS AND OTHER STUDIES

NOTE: Generally, DG's have to provide a list of planned studies under this annex. The JRC's scientific work programme contains a list of planned deliverables and studies and is published on the JRC Project Browser tool. Below we focus on the multi-annual evaluation plan.

Table 4. Planning of evaluations

N°	Title of evaluation or study (possibly working title)	Intended use of the evaluation or study		Type of evaluation or study		Timing		Associated services
		CWP initiative/expenditure instrument that the evaluation or study will support	Other purpose*	Prospective** (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Start (month/ year)	End (month/ year)	
I. Ongoing evaluations (work having started in previous years)								
NA								
II. Evaluations planned to start in 2013 or later								
1	Ex-post evaluation of FP7 JRC activities	Legal obligation to provide independent feedback to the budgetary and legislative authorities, other stakeholders and the general public on the JRC activities in FP7.		R	E	Jan-14	Oct-14	
III. Other ongoing or planned studies ***								
	Periodic action reviews (PAR)		The main purpose of the PAR is to provide a corporate-wide assessment of the performance of all JRC scientific actions on an annual basis, focusing on an action's policy support and impact and its scientific output. It should provide a value for the Core Indicator "policy support impact" used in the Management Plan. The PAR is carried out since 2003.	R	I	Jan-13	Apr-13	

8. ANNEX 3 – ACTIONS STEMMING FROM AARS, AUDIT RECOMMENDATIONS AND THE SYNTHESIS REPORT

Table 5. Actions stemming from AARs, audit recommendations and the synthesis report

1. Actions stemming from reservations made in AAR						
Reservation	ABB activity	Actions	Expected result	Timetable for implementation	Responsible unit	Mid-term progress review ¹⁸
Not applicable						
2. Actions taken to implement audit recommendations affecting the DoA						
Recommendation ¹⁾	ABB activity	Actions	Expected result	Timetable for implementation	Responsible unit	Mid-term progress review
<u>IA-11-01-Contract execution (203)</u> <u>203.1</u> Ensure updating of purchase order forms to keep up with the applicable Commission rules and instructions on contracts.		Strengthening the permanent process of updating of templates; Guidelines for users to ensure proper use of updated templates.	Faster updating process.	23/05/2013	JRC B	
<u>203.2</u> Enhance procurement efficiency in terms of correctness, completeness and coherence of purchase order forms.		Preparation of a complete manual on financial procedures according to EU regulations.	Acceleration without quality compromise of using proforma order forms..	1/3/2013	JRC B	
<u>IA-11-03 (206) Decommissioning – risk and project management</u> <u>206.6</u> Ensure increased upstream involvement of the JRC Licensing function in all strategy and operational decisions regarding the NDWMP.		Standard D&WM programme and project management documentation shall be revised according to internal procedure. Licensing plan will be regularly updated.	To have the licensing in legal order.	1/3/2013	JRC C	
<u>206.7</u> Define a full strategy for guaranteeing a pool of qualified Project Leaders, comprising a plan for their training and motivation, and ensuring adequate back-ups.		ACTION PLAN The Project leaders' roles and responsibilities have been harmonized at Job Description level. Each Project Leader shall be encouraged to follow specific trainings. Moreover, each Project Leader shall keep in electronics format on the Intranet all the project related documents and their back ups.	To have the business continuity ensured.	1/3/2013	JRC C	
3. Ongoing actions stemming from the Synthesis Reports						
Action from Synthesis Report		Actions	Expected result	Timetable for implementation	Responsible unit	Mid-term progress review

¹ The recommendations were edited to be shortened, the full text is available in the audit reports JRC_Management_Plan_2013_public

Dialogue DG and Member Commission	<p>In line with the document 'Working modalities with the Cabinet', the Commissioner and the Director General of the JRC meet regularly and specifically. Moreover, the Commissioner receives regular reports on important management issues and achievements</p> <p>The reader is referred to the detailed description in the Annual Activity Reports of the JRC.</p>	<p>Continued compliance with legal framework and guidelines</p> <p>Continuous improvement;</p> <p>Continuous development of the underlying business processes;</p> <p>Business continuity/</p>	n.a.; already implemented	DG office	
Central Services to provide guidance	<p>JRC's strategic planning and programming activities are certified under the ISO 9000 quality management system and regularly audited, ensuring continuous development.</p> <p>JRC staff dealing with SPP and budgetary issues participate regularly in training opportunities offered by central services such as BUDG, SG.</p>	<p>Continued compliance with legal framework and standing instructions.</p> <p>Continuous improvement;</p> <p>Continuous development of the underlying business processes;</p> <p>Business continuity/</p>	continuous	A07/B04	
Implement outstanding IAS recommendations	<p>The JRC has implemented all IAS audit recommendations within the given deadlines. The JRC is on track to conclude the follow-up measures related to the more recent audits within the specified deadlines.</p> <p>Efforts have been made to develop the JRC's audit and recommendation follow-up system. Notably, reports to allow for effective monitoring of progress made in implementing action plans are now being regularly produced. The tools developed to allow for effective audit follow-up have been adopted by another DG.</p>	<p>The JRC's performance as regards its response to audit recommendations is improving. An objective has been fixed to have >90% of recommendation dealt with on time and none delayed for six months.</p>	implemented	B01	
Cumulative financial risk under multiannual control strategy	<p>Each year the JRC carries out checks on the accuracy, legality and regularity of its financial operations. As regards payments and procurement activities, the financial errors are calculated and the materiality threshold adopted, given the complex nature of procurement in the JRC, is fixed at 2%. Reputational procurement errors are also considered for making reputational recommendations (as opposed to calculating financial losses).</p>	<p>Performance as regards errors, and the regularity and legality of transactions have been solid over recent years. Similarly, the JRC has not encountered reputational issues related to its procurement activities. Efforts are ongoing to simplify and harmonise administrative procedures.</p>		B0	N/A

9. ANNEX 4 – COMMUNICATION STRATEGY

Table 6. Communication Strategy

No	Communication Objective(s)	Message	Audience	Proposed actions / type of activity	Date/ location	DG COMM Services ¹⁹	Ex-ante Evaluation	Budget
Policy objective/Policy output								
Support Commission communication priority “Citizens”: Raise awareness of JRC’s support to health and consumer protection, environment, healthy ageing, safety and security, home affairs, etc.								
1	Consistently communicate on JRC’s support to priority Commission files, in coordination with the relevant policy DG.	At a general level: The importance of science and research to empower and protect citizens. Specifically emphasise the strong added value of the European Commission having an in-house science service	Citizens, sectoral stakeholders and policy makers (nationally and at EU level) addressed both directly and via information to media, business associations, interest groups and general public	JRC news releases on scientific achievements and their relevance to society	Ongoing	Spokesperson’s office	In 2013, JRC will carry out an extensive evaluation of its external communication activities (could not be carried out in 2012 due to delays in setting up the framework contract)	Total: 34
				JRC participation in major events and organisation of events with relevance to Member States	As appropriate, such as general public events like Innovation convention, Open Day on JRC sites or at the Berlaymont, events for young scientists.			
				Attractive and well targeted publications (print and digital) that show the added value of JRC work and its relevance	Ongoing			
				Engage with popular press and other media outlets with broad outreach	Ongoing – place news stories that are topical and invest in long-term relationship building.			
Policy objective/Policy output								
Support Commission communication priority “Economy”: Raise awareness of JRC’s support to financial stability and innovation.								
1	Consistently communicate on JRC’s support to	At a general level: The importance of science and research	Financial and business community,	JRC news releases on scientific achievements and their relevance to society	Ongoing	Spokesperson’s office	In 2013, JRC will carry out an extensive	Total:

¹⁹ Please consult DG COMM/A1 on how COMM services can best support your activities. The full list of DG COMM services can be consulted here: http://www.cc.cec/home/dgserv/comm/helping_you_communicate/index_en.htm

	priority Commission files, in coordination with the relevant policy DG.	to make sure that political choices are well founded and the impact of decisions thoroughly explored. Specifically emphasise the strong added value of the European Commission having an in-house science service	sectoral stakeholders and policy makers (nationally and at EU level) addressed both directly and via information to media, business associations, interest groups and general public	Provision of factual support on JRC's work to Commission communication actions (memos, fact sheets on JRC's scientific work in specific fields)	As appropriate	Spokesperson's office	evaluation of its external communication activities		
				JRC participation in major events and organisation of events with relevance to Member States	As appropriate, such as JRC organised high level events like "Scientific support to financial stability" (2012) or participation at appropriate level in events organised by other DGs, business organisations, academia.		(could not be carried out in 2012 due to delays in setting up the framework contract)		
				Attractive and well targeted publications (print and digital) that show the added value of JRC work and its relevance	Ongoing				
				Engage with popular press and other media outlets with broad outreach	Ongoing – place news stories that are topical and invest in long-term relationship building.				
Policy objective/Policy output									
Promote science as a major component in support to EU policy making across the eight clusters of the Commission's work programme									
1	Support the credibility of the European Commission by raising awareness of the scientific work that supports and informs EU policy	The European Commission relies on its in-house science service JRC for scientific support in many policy areas. This enhances the quality of EU policy making.	All audiences with an interest in EU policy	Commission press releases on policy initiatives in coordination with other Commission services	Ongoing	Spokesperson's office			
				JRC news releases on scientific achievements prepared in consultation with other Commission services to provide the appropriate policy dimension. (Examples: support to science parks, economic analysis of energy efficiency)	Ongoing	Spokesperson's office, Europa website, Audiovisual service			
				JRC participation in major events and organisation of events on topical EU priorities (services directive, financial stability)	Ongoing				
Policy objective/Policy output									

Strengthen the visibility of the JRC as the in-house scientific service of the Commission						
1	Demonstrate the JRC's scientific and technical excellence	The JRC provides scientific and technical work of the highest standards, targeted to the needs of its customers (Commission, other EU bodies, and external customers)	Customers and partners, the scientific community, general public	Articles in scientific journals	Ongoing	
				Press work	Ongoing	
				Publication of technical and scientific reports	Ongoing	
				JRC participation in major events and organisation of events with relevance to Member States	As appropriate	
2	Carefully brand the JRC's work	The JRC is the European Commission's in-house science service, the only Commission service in charge of direct research	Customers and partners, the scientific community, general public	Careful and consistent branding of all JRC communication products	Ongoing	
				JRC participation in major events and organisation of events with relevance to Member States	As appropriate	
Policy objective/Policy output						
Disseminate JRC's research results						
1	Give a comprehensive overview of JRC's knowledge production and facilitate access to it		All audiences, in particular Customers and partners, the scientific community	Revamp the JRC website (set up JRC Science Hub)	New website online Spring 2013	
	Explore modern tools to reach new audiences, in particular job seekers, general public and media	JRC's work is relevant to EU citizens.	All audiences, in particular job seekers, media, and general public	Set up and implement a pragmatic and efficient social media strategy enlisting scientists as social media communicators	Ongoing	