



European
Commission

Management Plan 2020

**Office for
Infrastructure
and Logistics in
Brussels**

Contents

INTRODUCTION 3

PART 1. Delivering on the Commission’s priorities: main outputs for the year 4

PART 2. Modernising the administration: main outputs for the year..... 13

 A. Human resource management 13

 B. Sound financial management 14

 C. Fraud risk management 16

 D. Digital transformation and information management..... 17

 E. Sound environmental management..... 18

 F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities 19

Disclaimer: Please note that the documents « Green Deal action plan » and « Commission HR Strategy” were not available at the date of publication of this plan.

INTRODUCTION

The mission of OIB¹ is to ensure a functional, safe and comfortable workplace for Commission staff and to provide good quality support and well-being services, based on a client-oriented approach in an environmentally friendly and cost-effective way.

The Office's main objectives are:

- to manage the Commission's buildings and infrastructures efficiently and effectively in line with the highest environmental standards;
- to create the best possible working conditions for staff and to provide good social infrastructures;
- to manage activities in a results-oriented and transparent way, in line with ethical requirements.

OIB will strive to ensure that all areas of its activities are modern, sustainable both environmentally and financially in order to provide a work place fit-for-purpose.

OIB, as a support service, contributes to **the seventh horizontal objective** of the President von der Leyen Commission and to the specific mandate addressed to the Commissioner for Budget and Administration, Mr Johannes Hahn, which covers the Commission's work to provide:

“A modern, high performing and sustainable European Commission”.

In this context, the **challenges** for 2020 is for OIB to:

- Take stock of the impact of the COVID-19 pandemic on the organisation of Commission services; and on all of OIB's activities and propose a definition of OIB's activities and services accordingly;
- Move forward with its real estate projects;
- Implement collaborative spaces and dynamic offices;
- Ensure continuity of catering services;
- Ensure the maintenance of all EC infrastructures to meet environmental objectives;
- Continue to provide adequate child care facilities;

¹ The Office for Infrastructure and Logistics in Brussels (OIB) was created on 1 January 2003 by the Commission Decision C(2002)4368 of 6 November 2002.

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

Specific Objective 7.1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy and needs.

Large development projects will move forward:

New Conference Centre CC2.0

A tender procedure in the form of a competitive dialogue, for a new conference centre to replace the Albert Borschette centre (CCAB building), started in the second semester of 2018 and was concluded at the beginning of 2019.

The final offer was submitted and evaluated during the second quarter of 2019 and, currently, a risk analysis is being carried out after which it is foreseen to carry out the internal and external consultations necessary before the signature of the contract. The estimated delivery of the new centre is for the end of 2024.

Redevelopment of PALM

OIB finalised the programme for the future redevelopment of the PALM building into a nursery/afterschool childcare facility and multi-functional area. The tender procedure for works was launched in January 2020.

Redevelopment of L130

The scope of the L130 redevelopment project will be re-evaluated to take into account recent developments regarding the implementation of the Green Deal in the Commission, the new Multiannual Financial Framework 2021-2027 as well as the on-going review of the Commission real estate strategy and of the future organisation of working methods and work space following-up on lessons learned from the Covid crisis.

Also in 2020:

Following the March 2018 publication of a notice for the real estate market on Commission surface needs for 2020 to 2024, OIB concluded negotiations with the selected candidate and signed the contract in June 2020. It is expected that fitting-out works will be concluded by the first quarter of 2021. A decision on which services will occupy the building is forthcoming. Negotiations with a second candidate have been concluded and, once the final offer has been received and the necessary internal and external consultations have been concluded, the contract will be signed.

OIB analysed the potential to renegotiate a certain number of current leases, provided that the buildings concerned continue to meet Commission security, economic and environmental performance requirements. In 2020, renegotiations for buildings HOST, M034, KORT and DAV1 to ensure availability of office and logistic space will be concluded. Renegotiations for a short-term prolongation will shortly start

for the BU-1/-5/-9 complex of buildings and should be concluded by the end of the year. The BU 24 building will be abandoned by the end of the year.

Office space optimisation and rationalisation will continue in 2020 by creating collaborative and flexible working areas when requested by Services.

General objective: A modern, high performing and sustainable European Commission		
Specific objective 7.1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy and needs.		<i>Related to spending programme(s): No</i>
Main outputs in 2020:		
Output	Indicator	Target
New Conference Centre CC-2.0: competitive dialogue concluded	Finalise contract	Contract signed by 31/12/2020
Redevelopment of PALM launched.	Finalise tender procedure for works	November 2020
Prospecting Brussels real estate market	Preparation of a new procedure and its publication.	31/12/2020.
Dynamic offices	Finalise BRE2 dynamic offices for DG BUDG Prepare dynamic offices for new building L107 for delivery in Q1 2021	Deliver on time

Specific Objective 7.2: Provide good quality office space to all Commission sites in Brussels.

To improve the quality of available office space preventive maintenance in line with the BEBA² programme will continue. As well as providing an up-to-date, fit-for-purpose work environment, these periodic refurbishment and technical actions aim to safeguard Commission assets in the field and increase energy performance.

In 2020, OIB will analyse the replacement of lifts planned for L-15; F101, and the MADDO service lift, as well as other technical installations such as fire detection (planned for VM18 and DM24) and data cabling (BU29, BU31, BU33, J-70, B232) as requested by DIGIT. All standardised works will be executed taking into consideration budgetary constraints.

OIB will continue to provide modern furniture for office, social and other areas that is adapted to new ways of working, ergonomic and always more sustainable. Work will also continue to modernise cafeterias, canteens, receptions and all social areas.

² Bon état des bâtiments

OIB is actively involved with the Association of staff with a disability in the European Commission (ASDEC)³. In Brussels, all Commission buildings comply with legal prescriptions regarding accessibility for persons with reduced mobility. Nevertheless, in order to facilitate building access, the on-going screening programme will pursue the target of potential upgrades. Priority for additional measures will be given to buildings being renovated.

General objective: A modern, high performing and sustainable European Commission		
Specific objective: Provide good quality office space to all Commission sites in Brussels.		<i>Related to spending programme(s):</i> No
Main outputs in 2020:		
Output	Indicator	Target
Replacement of lifts	Lifts are replaced in buildings: L-15, F101, MAD0 service lift	31/12/2020
Technical installations: Fire detection Data cabling	Installations delivered in the buildings: Fire detection: in VM18, DM24, Data cabling: in BU29, BU31, BU33, J-70, B232.	31/12/2020
Buildings accessibility for persons with reduced mobility	External podotactil tiles Internal podotactil tiles PMR lift	External podotactil tiles: all buildings by end of 2020; Internal podotactil tiles: 10 buildings by end of 2020; PMR lift: 5 additional buildings by end of 2020;
Staff satisfaction with quality of office furniture	Good level of staff satisfaction with quality of office furniture in comparison to the 2017 staff survey: Quality of office furniture: 56.7% (Weighing the results by the number of respondents – 2017 staff survey)	Improve

³ The group represents and defends the views of staff with a disability to the administration, and makes proposals for developments to Commission staff policies and services as these affect staff with a disability.

Specific Objective 7.3: Modern logistics domain and related services through a united logistics approach.

As Domain Leader in Logistics, OIB will further strengthen its organisation, targeting efficiency gains through re-allocation of the responsibilities, resources and where possible through simplification and rationalisation in order to implement an updated approach for the logistics domain.

In an effort to improve client experience, OIB will develop single points of contact and will publish an up-to-date, digitalised service catalogue with a quality charter for each service offered. In cooperation with DG HR and DIGIT, the potential development of mobile tools will be analysed. Key Performance Indicators (KPI) will also be defined on client satisfaction as well as on domain performance in order to monitor the various aspects within the logistics domain.

The professionalisation of the logistics community and enhanced staff satisfaction are key drivers when implementing this initiative. A benchmarking exercise on operational processes will be performed to make a gap-analysis and serve as a basis for the development of a new delivery model for logistic services.

OIB has established within the Commission, as well as with other Institutions a well-functioning **centralised mail delivery service** and in 2020, will continue to fine-tune the procedures in place to ensure good cooperation with the beneficiaries of mail services. It will also continue and further develop its activities related to the dispatching of parcels as well as the shipments abroad of diplomatic pouch and the delivery of office supplies to the Local Proximity Teams (LPTs). A strategy will be defined on the digitisation of mail services to increase efficiency and reduce its environmental impact.

The **modernisation of its visual design and printing services** will continue, increasingly focusing on dematerialised ways of communication, and notably on new multimedia services such as 3D animations and electronic interactive documents.

In line with the paperless Commission initiative, OIB will provide support to DGs in the management of their files and interim archives to reduce the unnecessary transfers of paper archives and to eliminate archives of no value. The continued digitisation of archives of historical value will focus on the valorisation of archives with high historical value with priority given to Commission’s meeting minutes and the archives of former Cabinets. OIB will continue to follow-up on the development of a new archives management system together with SG and DIGIT services.

General objective: A modern, high performing and sustainable European Commission		
Specific objective 7.3: Modern logistics domain and related services through a united logistics approach.		<i>Related to spending programme(s): No</i>
Main outputs in 2020:		
Output	Indicator	Target
Catalogue of Service	Catalogue made available online	31/12/2020
KPIs on client satisfaction	Introduce relevant indicators on the client satisfaction	31/12/2020
Central Mail Services	Strategy to digitise mail services to be developed.	31/12/2020
Modernisation of printing	Acquisition of an UV flatbed printer and of a cutting table.	31/12/2020

services		
Harmonisation of the visual and signs policy in the Commission buildings	Number of projects/number of buildings taken on board	17 ongoing signage and environmental graphics projects completed by end 2020
Assist DGs in management of files, reduce unnecessary paper archives transfers and eliminate archives of no value	Number of visits and support actions	15
Processing and valorisation and digitisation of historical archives of high historical value	Number of received linear metres	900
	Number of eliminated linear metres	2 000
	Number of processed linear metres	250
	Volume of digitised pages	1 000 000

Specific Objective 7.4: Reduction of the Commission’s carbon and ecological footprint consistent with the objectives of the EU Green Deal, notably a climate-neutral Commission by 2030.

OIB will also ensure the implementation of the new local legislations that originate from the provisions of the European Energy Directive (EED) on the energy performance of buildings, namely the **PLAGE**⁴ legislation and will follow up on the obligatory reduction of parking places in the buildings, following the **COBRACE**⁵ regulation.

OIB’s objectives to ensure the highest environmental standards of its buildings and activities will be further elaborated once the Commission’s comprehensive action plan to implement the objectives of the Green deal to lead the Commission towards climate neutrality has been adopted. In this sense, a specific action plan for buildings will outline the axes of action and provide quantifiable impacts.

In this regard, OIB will deliver:

- ✓ Initiate the implementation of the Commission Green Deal objectives.
- ✓ Analysis of the PLAGE legislation and define its practical implementation for the Commission in Brussels.
- ✓ Orientation of the Real Estate policy in order to fulfil the Commission’s environmental objectives by replacing old and inefficient buildings by modern environmentally-friendly buildings.

⁴ Brussels local action plan for energy management (« Plan Local d’Action pour la Gestion Energetique »)

⁵ Brussels Code on Air, Climate and Energy Efficiency (« Code Bruxellois de l’air, du climat et de la maîtrise de l’énergie »).

- ✓ Carry out technical studies/energy audits in Commission-owned buildings to evaluate the potential of in-depth renovations/replacement of technical installations if financially feasible based on a cost-benefit analysis.

OIB will further promote environmental-friendly means of transport by setting up a new **Staff Mobility Plan**. It shall include measures to encourage sustainable mobility amongst staff. During the year, actions shall include: contribution to public transport season tickets, provision of public transport tickets and service bicycles for professional journeys, bike-to-work campaigns, safe-cycling courses and multimodality visits, as well as events during Mobility Week.

General objective: A modern, high performing and sustainable European Commission		
Specific objective 7.4: Reduction of the Commission's carbon and ecological footprint consistent with the objectives of the EU Green Deal, notably a climate-neutral Commission by 2030		<i>Related to spending programme(s):</i> No
Main outputs in 2020:		
Output	Indicator	Target
Action plan green buildings	Adoption by the end of 2020	31/12/2020
PLAGE legislation in force	1. Analysis of the PLAGE legislation and its practical implementation for the Commission in Brussels.	31/12/2020
	2. Technical studies / energy audits the Commission-owned buildings to evaluate the potential of in-depth renovations/ replacement of technical installations if financially feasible following a cost-benefit analysis.	31/12/2020
	3. Replacing old and inefficient buildings by modern environmentally-friendly buildings or technical improvements of old buildings / other solutions – list of buildings (or % of buildings will be defined).	On-going
COBRACE rules	Renewal of environmental permits for the buildings, in 2020.	8 buildings are concerned (B232, L130, J-70, G-6, L-15, BRE2, G-1, L-86)
Staff Mobility Plan	Plan adopted	2020 (subject to political decision)
Environmental-friendly mode of transport	1. Organise mobility week– increase number of participants.	Number of participants:465 ⁶

⁶ Actual figure will drop sharply due to the COVID-19 pandemic and cancelled courses

	2. Safe cycling training courses and multimodality visits	Number of participants: 220 ⁷
	3. Increase the EC fleet of e-bikes	Number of service e-bikes: 75

Specific Objective 7.5: Respect of rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.

In this framework, following internal audits, risk analysis and workplace assessments, OIB puts in place preventive measures to maintain and constantly improve the safety at work in buildings managed by the Commission in Brussels. OIB organises first aid in the workplace training courses, building evacuation exercises and the inspections of the technical installations.

OIB contributes to improving the well-being at work by disseminating information concerning ergonomics and prevention of psychosocial risks at work, participates in CPPT⁸ and in the steering committee of the *Fit@work*⁹ programme led by DG HR. OIB coordinates and implements all corporate *Fit@work* actions related to OIB activities and participates in the “Equality task force” with his/her Equality coordinator.

General objective: A modern, high performing and sustainable European Commission		
Specific objective: Respect of rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.		<i>Related to spending programme(s):</i> No
Main outputs in 2020:		
Output	Indicator	Target
Prevention at the workplace ensured	1. Organised first aid in the workplace training courses.	30 training days executed
	2. Conducted building evacuation exercises.	+/- 30 exercises, and at least one per building
Safety of the buildings	1. Delivered inspections of the technical installations, following the planning.	100% of the planning executed
	2. Fire Risk analysis.	2 buildings
	3. Adaptation of the global plan according to the actions plans proposed following the OHSAS audit on lifts and water.	100% of actions plans drafted and 100% adaptation of the global plan

⁷ Actual figure will drop sharply due to the COVID-19 pandemic and cancelled courses

⁸ Joint Committee for Prevention and Protection at Work in Brussels

⁹ *'Fit@work'* is the Commission's crosscutting, multi-annual health and well-being programme for the period 2015-2019.

Specific Objective 7.6: Good social infrastructure is provided at Brussels and Ispra sites.

The current **catering concession** for Brussels will end at the end of December 2020. In order to ensure continuity of service, OIB published a call for tenders for a new catering contract in April 2020. The new contract envisages a single contractor, with more flexibility and higher environmental performance. The contract will start on 1 January 2021 for a maximum period of 10 years. The ambition is to increase the quality and sustainability of the catering services and to have a future contract that is adaptable to new requests and new situations (post COVID-19).. The contract will run for an initial period of 5 years which could be renewed for 3 years and a subsequent final 2 years. This should ensure stability for catering staff and encourage investments from the contractor.

The new contract should ensure sufficient flexibility to take into account evolutions, notably concerning the “Farm to Fork” strategy launched by the Commission in the framework of its Green Deal and food preferences.

However, the Covid crisis significantly impacted the collective catering market and a transition period towards a new approach may be required in the second half of 2020.

After analysing the financing results and operational constraints at the European Inter-Institutional Centre (CIE) in Overijse carried out in 2018, in 2020 OIB management will validate operational proposals for future improvements at the Centre, including possible partnerships with external sport and well-being organisations.

The offer for social and sport facilities in JRC Ispra was increased by the opening of a new JRC sports hall structure. OIB Ispra will be entrusted with the operational management of the Clubhouse structure while general maintenance and safety requirements will be addressed by the JRC.

General objective: A modern, high performing and sustainable European Commission		
Specific objective: Good social infrastructure is provided at Brussels and Ispra sites.		<i>Related to spending programme(s): No</i>
Main outputs in 2020:		
Output	Indicator	Target
Catering offer	Continuity of service ensured	Maintain
Waste management in catering facilities	Reduce general waste	Decrease by further 1.3% as compared to 2019 (≤199,8 kg/p)
Attendance of the sports facilities in CIE Overijse and Ispra	CIE Overijse 15,000 (2019) Ispra: 8 000 (2019)	Keep stable

Specific Objective 7.7: Good social childcare infrastructure is provided at Brussels and Ispra sites.

Currently, OIB manages 1.564 nursery places, 2.588 afterschool childcare places and around 500 outdoor childcare places in Brussels and 88 nursery places and 105 afterschool childcare places in Ispra.

The objective in the domain of childcare services is threefold:

- ✓ provide sufficient capacity for children in all areas covered by childcare activities;
- ✓ offer quality services, by modernising tools and rules to better fit parents, children and staff expectations (user-friendliness of Kiddyweb, easier worktime planning and management, easier communication with staff and parents for better security and safety of children, etc.);
- ✓ integrate the green dimension in the childcare policy (buildings, mobility, supplies).

General objective: A modern, high performing and sustainable European Commission		
Specific objective: Good social childcare infrastructure is provided at Brussels and Ispra sites.		<i>Related to spending programme(s): No</i>
Main outputs in 2020:		
Output	Indicator	Target
Sufficient nursery and afterschool childcare capacity	Number of children enrolled vs number of requests	Capacity equals demand

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

The Internal Control Framework¹⁰ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

OIB has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

During 2020, OIB aims to ensure that its staffing structure is fully in line with OIB and the Commission's business priorities.

OIB will continue working towards increasing the percentage of female representation in its middle management. In order to prepare women for middle management functions, OIB will continue to pay attention to a balanced representation of women in deputy head of unit positions. Investment in female talent will continue to be a priority.

Succession planning for functions at all levels remains a priority. In this context, OIB pays particular attention to management functions but also to specific profiles, taking into account the ageing OIB population, mainly through specialized competitions for officials and by adding relevant features to the selections for contract agents (CAST).

OIB will design its yearly learning and development plan to tackle, in an optimal way, the changes in staff competency required in the future. In 2020, particular attention will be given to improving leadership skills amongst managers. OIB will continue to ensure the professionalisation of its staff by organising relevant training courses for specific work profiles such as nurses, educators, drivers, kitchen staff, etc. In parallel, emphasis will be placed on providing regular sessions of OIB's bespoke competency-based training courses.

OIB's 2020 internal communication activities and initiatives will be aligned with its main operational challenges: staff engagement and motivation, two-way communication with staff and policy related communication. Special attention will go to the follow-up on the results of the 2018 Staff Survey and to developing modern and innovative internal communication techniques, such as OIBTV. OIB will also continue to actively participate in the "Simpler. Smarter. Together" communication campaign.

¹⁰ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Objective: OIB employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2020:

Output	Indicator	Target
Local HR management in line with the corporate HR strategy.	Adaptation of local HR strategy to the new corporate HR strategy.	31/12/2020.
Increase staff motivation and well-being	Staff engagement index increased (on the basis of the DG HR staff survey); last survey: 63%	≥EC average
Staff structure ensured in line with the business objectives.	1. Recruitment, including female recruitment for middle management position.	In the course of year
	2. Succession planning for functions at all levels.	In the course of year
	3. Re-allocation and mobility ensured.	In the course of year
A work culture in line with OIB's core values (transparency, recognition, kindness, trust and teamwork).	'OIBValues' communication campaign launched.	In the course of year
Professionalisation of OIB staff	1. Deliver training catalogue with availability of training courses for specific work profiles	In the course of year
	2. Regular sessions of OIB's bespoke competency-based courses.	In the course of year

B. Sound financial management

In order to ensure the **sound financial management of operations and compliance with the legality and regularity obligations**, the controls systems will continue to be based on a solid risk management process, which includes an annual management workshop. The functioning of the Internal Control Framework will be assessed based on the indicators defined for its 17 principles¹¹.

OIB will improve the current ex post control approach. In particular, means to further add value to the current statistical sample controls, notably to respond to the risk analysis and anti-fraud strategy, will be assessed.

¹¹ Communication to the Commission from Commissioner Oettinger, "Revision of the Internal Control Framework", [C\(2017\) 2373](#) final of 19.4.2017

The residual error rate is the Commission's standard to assess the effectiveness and reliability of its **internal control system**. The OIB has maintained a baseline error rate below the materiality threshold, demonstrating the effectiveness of its control systems. Over the coming period,

The **accounting quality controls** will be more and more used to provide a useful perspective on potential simplifications and improvements the financial work flow while being carried out based on the accounting risk assessment exercise, the specific OIB review programme and applicable rules.

Safeguarding assets:

Due to the nature of its activities and the important level of fixed assets managed, the inventory management (and therefore the safeguarding of these assets) is an important control objective for the Office. In 2020, OIB has launched the new triennial inventory exercise to keep its records of movable assets up-to-date. OIB will also continue as Business Process Owner for Inventory & Logistics Management in the e-Procurement and SUMMA programmes to play a key role in the design and preparation of the European Commission future tool for inventory and logistics management.

Efficiency in Financial management:

OIB's central finance unit will continue to fulfil its **guidance and support role** to ensure that OIB runs its finances efficiently, enhancing **financial coherence across the whole Office and maintaining** the very low level of payment delays (measured by **time-to-pay** indicator). OIB will continue to implement the use of existing IT functionalities (i.e. of ABAC SAM, LCK¹², e-Submission and e-Invoicing) and will participate proactively in both SUMMA and e-Procurement projects. **In the view of budget execution**, regular management reporting and monitoring of the budgetary programming will ensure a flexible response to unforeseen demands, while maximizing the efficacy of resources.

Procurement:

OIB will maintain its **key role in the field of e-procurement**, participating in several working groups (preparation, submission, evaluation and contract management). Following the prior implementation of e-submission for all open procurement procedures, the approach will be extended to other procedures as soon as they become available.

The **cost-benefits of controls** are analysed on the basis of an estimation of the costs of control in relation to the value of the related funds managed¹³.

¹² Legal Commitment Kernel

¹³ The cost estimates are based on the overall cost of an official or contract agent, per subcategory (AD official or equivalent, AST official or equivalent, contract agent function groups I-III and contract agent function group IV), as estimated by the Commission. The estimated full-time equivalents (FTEs) allocated to the control-related functions activities are validated by line managers (heads of sectors and heads of units) for each staff separately based on the actual assignment of responsibilities and distribution of work tasks.

OIB will continue its efforts to keep the cost effectiveness of the controls for which it is responsible stable.

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

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	1. Risk at payment	Remains < 2 % of relevant expenditure
	2. Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	The triennial inventory- scanning of all movable assets started	25%
Efficient controls: Finances	1. Budget execution	1. Remains 100% of appropriations 2. Remains 100% of payments done (in value) on time
	2. Time-to-pay	
Efficient controls: Procurement	1. Time-to-procure = time-to-inform ¹⁴	≤122 days
	2. Contracts signed on time (%)	100%
Economical controls	Overall estimated cost of controls	Remains 3,3% of funds managed

C. Fraud risk management

OIB has developed and implemented its anti-fraud strategy based on the methodology provided by OLAF. It is updated once every two to three years. The last strategy and action plan update took place in October 2017.

The new review exercise is run in the context of the new Commission Anti-Fraud Strategy (CAFS). It showed that all fraud related actions planned to be completed in 2017/2019 were implemented but that OIB strategy needed some updates to better comply with the new Commission approach.

The future approach will in particular focus more on :

- ✓ Raising fraud awareness
- ✓ Optimising cooperation and coordination in anti-fraud activities (internally and externally)
- ✓ Enhancing budgetary transparency

¹⁴ The indicator has been defined as the time between the publication of the contract notice and signature of the award decision and providing relevant information to all parties involved.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)¹⁵ aimed at the prevention, detection and correction¹⁶ of fraud

Main outputs in 2020:

Output	Indicator	Target
Update OIB's Anti-Fraud Strategy	Revision of the 2017 OIB Anti-Fraud Strategy	Revision finalised in 2020
Annual update of OIB's Anti-Fraud Action Plan	% of planned actions implemented on time	100% of foreseen actions for 2020

D. Digital transformation and information management

The mission of the OIB IT service is to support the Office in increasing its effectiveness and efficiency through the provision of adequate IT tools and services, with an emphasis on a high cost/benefit ratio. As part of the *DataStrategy@EC* action plan, OIB will follow up on the common corporate principles and work practices for its data assets. For OIB, the 3 most important IT solutions are REMIS, KiddyWeb and Presto. The proper data management and the quality of data will be assessed in 2020 and will be further followed-up aiming at progressing in its proper management. One objective is to have key data assets identified in order to include them in a comprehensive inventory of Commission data assets. The percentage of OIB's key data assets for which corporate principles for data governance will be implemented in 2020 is reflected in table below.

DG DIGIT's decision to phase out a key technology (ColdFusion by 2021) has motivated OIB to identify the IT tools that are vital for the support of OIB operational units and elaborate a four-year plan for the replacement of technology or to find alternative solutions. OIB is also actively involved in the Microsoft 365 pilot project.

In the domain of Data Protection, OIB will continue the following measures with the main focus on raising the staff awareness on data protection:

- ✓ Meetings organised for newcomers to OIB and ad-hoc lunch conferences for staff and units to raise awareness on data protection and ensure regular update of the contract and business management activities in order to be compliant with the data protection Regulation.

¹⁵ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁶ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

- ✓ OIB will organise general training courses for its staff as well as participation in centrally-organised training courses on data protection organised by the Data Protection Officer of the Commission.
- ✓ Regular progress report is to be sent to the Director of OIB and DPC of HR. The relevant action plan will be updated and communicated to the Heads of department.
- ✓ Regular meetings with the DPC of HR will be organised in order to monitor the compliancy with the data protection Regulation and DPMS record will be updated.

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

Main outputs in 2020:

Output	Indicator	Target
OIB's key data assets aligned with corporate principles for data governance.	Percentage of OIB's key data assets for which corporate principles for data governance have been implemented.	10% -15% (an average)
ColdFusion phased out	Advanced status versus state of play December 2019	80% of IT environment covered
Staff awareness on the data protection raised	Awareness actions organised for targeted trainings: -Meetings for new comers; - Lunch conferences; - General trainings; -Meetings organised by Data Protection Officer of the Commission.	100% completion

E. Sound environmental management

OIB takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of its daily operations:

OIB will promote the EMAS corporate campaigns at local level and set local environmental actions, in order to support the Commission to reach its 2014-2020 environmental targets in line with the EMAS Global Action Plan 2020.

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

Main results and outputs in 2020:

Output	Indicator	Target
Staff awareness actions about optimal energy use in line with the EMAS corporate action on resource efficiency	Number of actions carried out Number of staff informed	All staff informed
Participate in the end of year to the energy saving action by closing down buildings during the end of year holiday period	Number of buildings participating in the action	Reduce number of buildings open during the end of year holiday period
Staff awareness actions about optimal office paper use in line with the EMAS corporate action on resource efficiency during March	Number of staff informed	All staff informed
Introduce paperless working methodologies e.g. e-signatories, financial circuits, etc.	Number of new actions introduced	Introduce qualified electronic signatures
Staff awareness actions about sustainable commuting during EU Mobility week and VeloMai corporate events	Number of staff informed	All staff informed
Staff awareness actions about waste reduction and sorting in line with the corporate EMAS waste reduction campaign	Number of staff informed	All staff informed
Green Public Procurement	% of environmental criteria introduced into tender contracts where feasible	100%

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

OIB regularly **undertakes initiatives to improve** the efficiency and economy of its operations. It continues to fine-tune its internal working methods and continues to improve its functioning and rationalising ways of working, thus allowing the reallocation of its resources to desired priorities.