European Commission

2015

ANNUAL ACTIVITY REPORT
Annexes

DIGIT

Informatics

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ANNEXES

ANNEX 1: Statement of the Resources Director

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission[1], I have reported my advice and recommendations to the Director-General on the overall state of internal control in the DG.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and exhaustive.

Brussels, 08 April 2016

(signed)

Bernard MAGENHANN

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[1] Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

ANNEX 2: Human and financial resources

Table 1 – Human resources by ABB activity

Human Resources by ABB activity			
ABB Activity	**Establishment Plan posts**	**External Personnel**	**Total**
Corporate ICT infrastructure solutions	118	6	124
ICT infrastructure service provisions	101	5	106
Information system governance-ICT consulting, information systems development and support	149	9	158
Management	90	11	101
Policy strategy and coordination	15	9	24
Services to public administrations, businesses and citizens	13	3	16
Total	**486**	**43**	**529**

General remark: the above data rely on the snapshot of Commission personnel actually employed in each DG/service as of 31 December of the reporting year. These data do not necessarily constitute full-time-equivalents throughout the year.

Table 2- Implementation of decentralised administrative authorised operations of the global envelope as of 31 December 2015

Implementation of decentralised administrative authorised operations of the global envelope as of 31 December 2015 (EUR)				
Budget line	Appropriations	Commitments	Payments	% Execution
26.010211.00.01.10	557,874	557,874	481,486	
26.010211.00.01.30				
26.010211.00.02.20	3,000	3,000	2,191	
26.010211.00.02.40	20,000	20,000	11,186	
26.010211.00.03	20,000	20,000	6,240	
26.010211.00.04				
26.010211.00.05	3,643,000	3,642,892	1,071,303	
26.010211.00.06	264,631	264,631	185,835	
Total	4,508,505	4,508,397.0	1,758,241	99.998%

ANNEX 3: Draft annual accounts and financial reports

The Implementing Rules of Application of the Financial Regulation require certain information to be provided in the AAR; regarding the compliance with payment time limits (Article 92.1 FR) and suspension of time limits (Article 111.5 RAP), negotiated procedures (Art. 66.9 FR 60.7 of the FR and 53 RAP), the contractors to whom building contracts have been awarded (Art. 124.2 RAP), the contracts declared secret in accordance with Article 134.1(j) (Art. 124.2 RAP) (134(1)(j) RAP) , and the waivers of recovery orders involving EUR 100,000 or more (Art. 91.5 RAP) and the average time to grant and average time to inform applicants of the outcome of the evaluation of the application (Art. 128.2 FR). Some further information has been added to these reports in order to support the information required by the FR/RAP.

AAR 2015 Version 1

Annex 3 Financial Reports - DG DIGIT - Financial Year 2015

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

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Table 7 : Income

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Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Additional comments

Comment regarding table 6 on Payment times: Late payments reported are 225 and where the number is true, at least 94 of these payments ware late due to lack of payment appropriations (LOPA) on ISA. These 94 payments generated 132 KEUR of late interests (out of a total amount of 142 KEUR). The query produced by BUDG to detect this situation does not identify cases as these, where invoices of 2014 can only be paid in 2015 with new credits available, but where the payment requests need to be re-created, due to change of year (we pointed this to the relevant team of BUDG, but they replied the development effort for this change is disproportionate). However, in our case, the number/amount is representative, particularly when reporting under AAR, as late payments due to LOPA are not the direct responsibility of DIGIT.

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2015 (in Mio €)			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	10.09	8.28	82.08 %
	26 03	Services to public administrations, businesses and citizens	27.47	27.27	99.25 %
Total Title 26			37.57	35.55	94.64%
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0.14	0.13	99.51 %
Total Title 34			0.14	0.13	99.51%
Title XX					
XX	XX 01		143.17	134.17	93.72 %
Total Title XX			143.17	134.17	93.72%
Total DG DIGIT			180.87	169.86	93.91 %

Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).
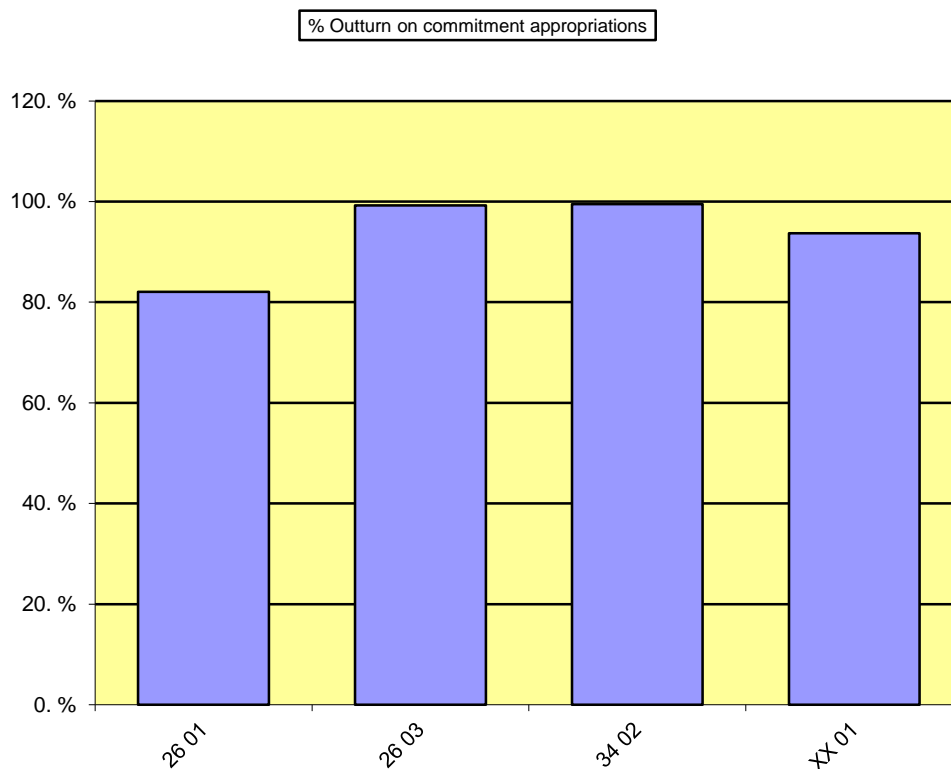
% Outturn on commitment appropriations

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2015 (in Mio €)			Payment appropriations authorised *	Payments made	%
Chapter			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	15.93	9.09	57.05 %
	26 03	Services to public administrations, businesses and citizens	26.86	26.44	98.46 %
Total Title 26			42.79	35.53	83.04%
Title XX					
XX	XX 01		190.65	135.56	71.11 %
Total Title XX			190.65	135.56	71.11%
		Total DG DIGIT	233.44	171.10	73.29 %

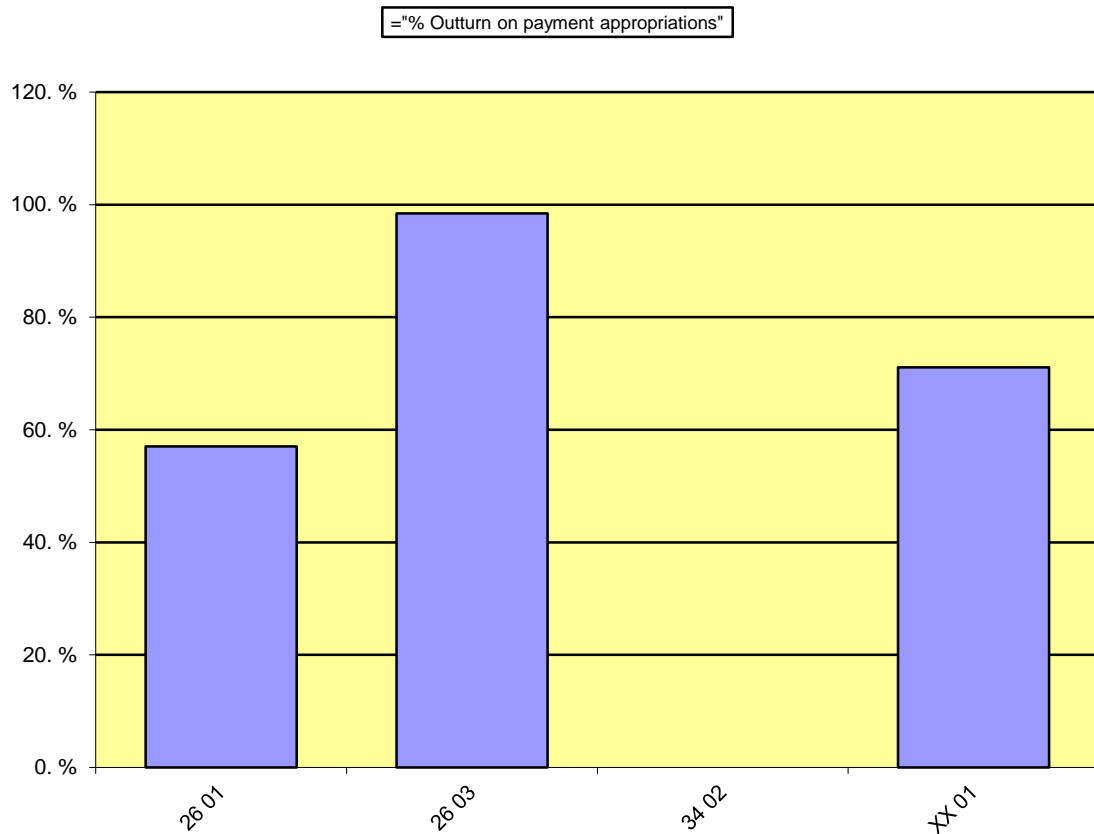*Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).*
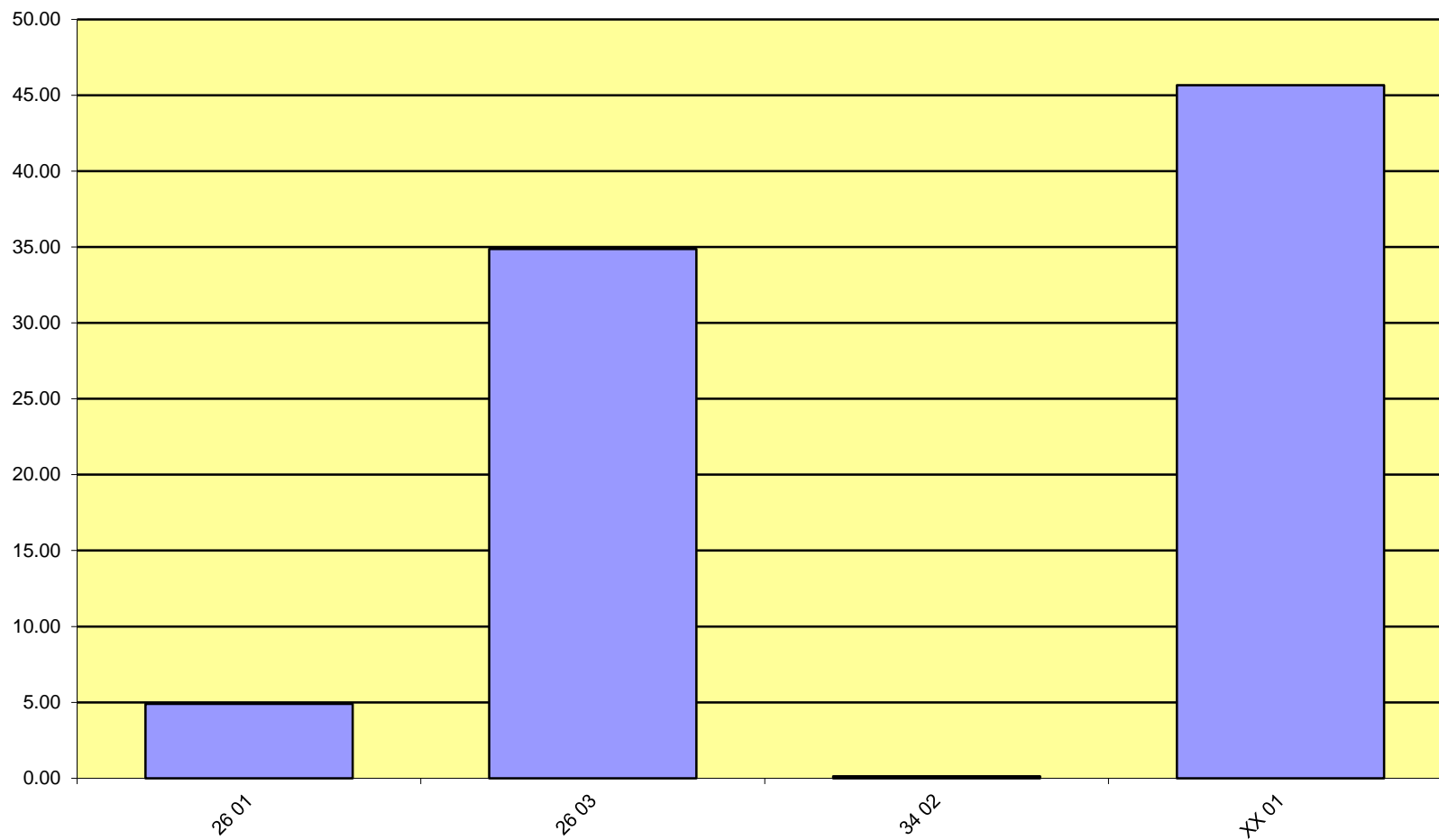
="% Outturn on payment appropriations"

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

		TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2015 (in Mio €)							
		Chapter	2015 Commitments to be settled				Commitments to be settled from	Total of commitments to be settled at end	Total of commitments to be settled at end
			Commitments 2015	Payments 2015	RAL 2015	% to be settled	financial years previous to 2015	of financial year 2015(incl corrections)	of financial year 2014(incl. corrections)
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
		Title 26 : Commission's administration							
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	8.28	3.38	4.91	59.23 %	0.00	4.91	5.88
	26 03	Services to public administrations, businesses and citizens	27.27	4.83	22.43	82.27 %	12.44	34.87	35.25
Total Title 26			35.55	8.21	27.34	76.91%	12.44	39.78	41.13
		Title 34 : Climate action							
34	34 02	Climate action at Union and international level	0.13	0.00	0.13	100.00 %	0.00	0.13	0.00
Total Title 34			0.13	0.00	0.13	100.00%	0	0.13	0
		Title XX :							
XX	XX 01		134.17	88.51	45.66	34.03 %	0.00	45.66	47.49
Total Title XX			134.17	88.51	45.66	34.03%	0	45.66	47.49
		Total DG DIGIT	169.86	96.72	73.13	43.06 %	12.44	85.57	88.61

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

="Breakdown of Commitments remaining to be settled (in Mio EUR)"

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 4 : BALANCE SHEET		

BALANCE SHEET	2015	2014
A.I. NON CURRENT ASSETS	42,667,129.61	45,813,114.51
A.I.1. Intangible Assets	6,390,755.26	7,387,169.22
A.I.2. Property, plant and equipment	36,276,374.35	38,425,945.29
A.II. CURRENT ASSETS	1,554,468.79	3,789,906.59
A.II.4. Exchange Receivables	1,515,250.34	2,919,091.90
A.II.5. Non-Exchange Receivables	25,000.00	864,150.47
A.II.7. Cash and Cash Equivalents	14,218.45	6,664.22
ASSETS	**44,221,598.40**	**49,603,021.10**
P.II. NON CURRENT LIABILITIES	-5,245,892.07	-7,102,420.10
P.II.3. Long-term financial liabilities	-5,245,892.07	-7,102,420.10
P.III. CURRENT LIABILITIES	-50,272,412.94	-63,368,411.93
P.III.3. Short-term financial liabilities	-5,307,171.44	-5,788,906.11
P.III.4. Accounts Payable	-3,401,129.62	-6,203,265.93
P.III.5. Accrued charges and deferred income	-41,564,111.88	-51,376,239.89
LIABILITIES	**-55,518,305.01**	**-70,470,832.03**
NET ASSETS (ASSETS less LIABILITIES)	**-11,296,706.61**	**-20,867,810.93**
P.I.2. Accumulated Surplus / Deficit	355,071,464.97	159,737,354.67
Non-allocated central (surplus)/deficit*	-343,774,758.36	-138,869,543.74
TOTAL	**0.00**	**0.00**

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014
TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE		
II.1 REVENUES	-21,466,725.91	-26,372,450.64
II.1.1. NON-EXCHANGE REVENUES	-535,594.88	-841,401.88
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-535,594.88	-841,401.88
II.1.2. EXCHANGE REVENUES	-20,931,131.03	-25,531,048.76
II.1.2.2. OTHER EXCHANGE REVENUE	-20,931,131.03	-25,531,048.76
II.2. EXPENSES	215,337,094.43	220,759,694.91
II.2. EXPENSES	215,337,094.43	220,759,694.91
II.2.10.OTHER EXPENSES	201,653,665.87	203,738,382.07
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC. (DM)	13,383,020.82	18,788,213.98
II.2.6. STAFF AND PENSION COSTS	-475,130.74	-2,514,876.56
II.2.8. FINANCE COSTS	775,538.48	747,975.42
STATEMENT OF FINANCIAL PERFORMANCE	**193,870,368.52**	**194,387,244.27**

Explanatory Notes (facultative):
Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use \\\"ctrl+enter\\\" to go to the next line and \\\"enter\\\" to validate your typing.

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Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 6: AVERAGE PAYMENT TIMES FOR 2015 - DG DIGIT

Legal Times

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	7522	7301	97.06 %	15.89	221	2.94 %	44.91
41	1	1	100.00 %	35			
44	1	1	100.00 %	34			
45	100	96	96.00 %	36.28	4	4.00 %	99.75
47	1	1	100.00 %	44			
51	1	1	100.00 %	27			
60	76	76	100.00 %	24.26			
90	1	1	100.00 %	32			

Total Number of Payments	7703	7478	97.08 %		225	2.92 %	
Average Payment Time	17.11			16.25			45.88

Target Times

Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	4227	4027	95.27 %	16.49	200	4.73 %	43.43

Total Number of Payments	4227	4027	95.27 %		200	4.73 %	
Average Payment Time	17.76			16.49			43.43

Suspensions

Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	41	352	4.57 %	7703	10,767,339.71	4.86 %	221,774,038.99

Late Interest paid in 2015			
DG	GL Account	Description	Amount (Eur)
DIGIT	65010000	Interest expense on late payment of charges	49 676.93
DIGIT	65010100	Interest on late payment of charges New FR	92 817.21
			142 494.14

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

		Revenue and income recognized			Revenue and income cashed from			Outstanding
	Chapter	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	balance
		1	2	3=1+2	4	5	6=4+5	7=3-6
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	11,970,519.3	0	11,970,519.3	11,495,890.97	0	11,495,890.97	474,628.33
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	6,828,141.72	1,709,087.61	8,537,229.33	6,803,141.72	1,709,087.61	8,512,229.33	25,000
66	OTHER CONTRIBUTIONS AND REFUNDS	1,260,038.04	0	1,260,038.04	1,260,038.04	0	1,260,038.04	0
90	MISCELLANEOUS REVENUE	1,111,731.37	0	1,111,731.37	1,111,731.37	0	1,111,731.37	0
Total DG DIGIT		21,170,430.43	1,709,087.61	22,879,518.04	20,670,802.1	1,709,087.61	22,379,889.71	499,628.33

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2015

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 8 : RECOVERY OF PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2015	Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
Year of Origin (commitment)	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
No Link			265	15,737,215.98		
Sub-Total			265	15,737,215.98		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES									2	9,459.29		
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	6	0.06					6	0.06	496	7,121,782.29	1.21%	0.00%
Sub-Total	6	0.06					6	0.06	498	7,131,241.58	1.20%	0.00%
GRAND TOTAL	6	0.06					6	0.06	763	22,868,457.56	0.79%	0.00%

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

	Number at 01/01/2015	Number at 31/12/2015	Evolution	Open Amount (Eur) at 01/01/2015	Open Amount (Eur) at 31/12/2015	Evolution
TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2015 FOR DIGIT						
2014	18		-100.00 %	1,709,087.61		-100.00 %
2015		14			499,628.33	
	18	14	-22.22 %	1,709,087.61	499,628.33	-70.77 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2015 >= EUR 100.000					
Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG	

Number of RO waivers	

Justifications:
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Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG DIGIT - 2015

Procurement > EUR 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(b)	2	156,802.00
Art. 134.1(f)	2	29,232,868.95
Total	**4**	**29,389,670.95**

TABLE 12 : SUMMARY OF PROCEDURES OF DG DIGIT EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000		
Procedure Type	**Count**	**Amount (€)**
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	4	29,389,670.95
Open Procedure (Art. 104(1) (a) FR)	1	1,731,452.68
Open Procedure (Art. 127.2 RAP)	6	479,473,482.10
TOTAL	**11**	**510,594,605.73**

Additional comments

TABLE 13 : BUILDING CONTRACTS

Total number of contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Description	Amount (€)

No data to be reported

TABLE 14 : CONTRACTS DECLARED SECRET

Total Number of Contracts :	2
Total amount :	69,099.15

Legal base	Contract Number	Contractor Name	Type of contract	Description	Amount (€)
Art. 134.1(j)	0742242	CROWDSTRIKE INC FOR PROFIT CORPORAT ION*	Supply	Purchase of information technologies and/or communication equipment	46,412.00
Art. 134.1(j)	0760853	THREATCONNECT INC	Supply	Purchase of information technologies and/or communication equipment	22,687.15

EUROPEAN COMMISSION
DIRECTORATE-GENERAL INFORMATICS

Acting Director-General

NOTE TO THE FILE

Subject: Report on the negotiated procedures in 2015

Ref.:   *Art 53 of the rules of application of the Financial Regulation*
Standing instructions for the 2015 AAR Ref. Ares (2015) 6007497 of 22/12/2015

1.   INTRODUCTION

Pursuant to Article 53 of the rules of application of the Financial Regulation, I am required, in my capacity as Authorising Officer by Delegation, to draw up the present report, which is aimed at explaining the situation concerning negotiated procedures (NPs).

2.   STRATEGIC BACKGROUND

The following considerations need to be taken into account:

As far as DIGIT's partners are concerned:

- DIGIT provides a contractual framework which caters for the needs of the Commission's central infrastructure as well as for the common IT service and software needs of all the DGs. These needs are mostly covered by DIGIT framework contracts which are the legal instruments resulting from the procurement procedures launched to acquire hardware, software and IT services.

- In addition, in some cases, DIGIT may provide help to specific DGs for certain complex NPs and act as "*chef de file*" for these files. The resulting contracts following these NPs count towards DIGIT's statistics even though DIGIT only marginally uses the resulting contracts.

- DIGIT launches Interinstitutional calls for tenders open to all European Union Institutions agencies and other bodies (EUIs). These interinstitutional procedures which during the last years include an increasingly number of EU institutions, bodies and agencies (EUIs) require that, in some cases, DIGIT (as "*chef de file*") launches negotiated procedures on behalf of all the participating EUIs. The resulting negotiated procedures also count on DIGIT's statistics whereas in most

of the cases DIGIT's use of the resulting contracts only accounts for small percentages compared to the use made by DGs and other institutions.

 As far as the subject matter of DIGIT's procedures is concerned:

- DIGIT's mission is to enable the Commission to make effective and efficient use of Information and Communication Technologies in order to achieve its organisational and political objectives. The role of DIGIT as "IT facilitator" is essential to achieve this goal. DIGIT framework contracts are intensively used – to a greater or lesser extent – by all DGs and Commission services. DIGIT conducts negotiated procedures to allow DGs continue their operations without any disruption in the context of DGs specific needs.

- DIGIT has to implement political and organisational decisions that may have great impact on the ongoing contracts volumes or lead to the conclusion of new contracts.

- DIGIT has to protect the investments made in relation to proprietary licenses, necessary upgrades and developments while ensuring the continuity of the existing applications in compliance with the applicable procurement rules. A number of software products deployed at the Commission require long term investments in order to ensure that the maintenance and support is provided during the whole operational duration.

- DIGIT has to conclude negotiated procedures in areas where, for reasons linked to the protection of exclusive rights or security issues, the contracts can only be awarded to particular economic operators.

3. FIGURES FOR 2015

3.1. Global presentation

The table below summarises the proportion of NPs awarded by DIGIT in the last years, both in number of procedures and in volume:

Year	Number of procedures			Value		
	NPs	Total	%NPs	NPs (EUR)	Total (EUR)	% NPs
2015	4	11	**36,3%**	29 389 670,95	510 594 605,91	**5,75%**
2014	3	8	37,5%	115 244 045	1 717 719 450	6,7%
2013	8	14	57,1%	118 160 751	742 628 254	15,9%
2012	6	16	37,5%	158 780 833	779 464 664	20,3%
2011	12	15	80%	147 571 490	343 428 342	42,9%
2010	7	15	46,6%	4 005 256	997 810 384	0,4%
2009	11	16	68,75%	222 059 870	345 929 473	64,1%
2008	7	24	29.1%	18 035 041	287 330 193	6.3%
2007	10	27	37.0%	39 662 273	304 497 237	13.1%
2006	12	19	63.2%	75 196 031	897 351 478	8.3%

The above table shows that, <u>in terms of number of procedures</u>, in 2015, NPs account for 36,3% of the total number of procurement procedures (open and negotiated).

In terms of value, it must be stressed that in 2015 NPs account only for 5,75% of the total value of all the procurement procedures (open and negotiated).

At first sight, the number of negotiated procedures could seem high compared to the total number procedures but when considering the value of those NPs, they actually account for a very low percentage of the total value of procurement procedures awarded this year.

3.2. Breakdown by type

- 2 negotiated procedures awarded this year aimed at 2 ceiling increases for existing contracts. The legal basis used is Article 134(1)(f) RAP ("additional services")

- 2 other negotiated procedures awarded this year aimed at 2 new low value contracts. The legal basis used is Article 134(1)(b) RAP ("technical captivity")

The following table shows relevant details about the total volume of the negotiated procedures in 2015:

	Procedure	Description/Legal Basis	Award Decision Signed	Global Amount (Commission+institutions/ bodies/agencies)
1	DIGIT/R3/PN/2015/029	ABC III - Art. 134.1.f of the RAP (Ceiling Increase)	24/09/2015	€ 3,900,000.00
2	DIGIT/R3/PN/2015/007	STIS III Lot 4 - Art. 134.1.f of the RAP (Ceiling Increase)	23/04/2015	€ 25,332,868.95
3	DIGIT/NP/LOW VALUE/2015/18439	CERT EU - Art. 134.1.b of the RAP	09/06/2015	€ 94,350.00
4	DIGIT/NP/LOW VALUE/2015/20827	CERT EU - Art. 134.1.b of the RAP	02/07/2015	€ 62,452.00
				€ 29,389,670.95

Detailed justifications for each NP are provided in Annex.

4. FURTHER EXPLANATION OF THE FIGURES

4.1. Structural factors

There are a number of structural factors arising from the peculiarities of the IT sector which may justify the number of DIGIT'S NPs.

4.1.1. Difficulties to assess the Commission services' needs accurately over several years and other factors

DIGIT does its best to estimate the market volume as accurately as possible, based on extensive inter-services consultations, inter-institutional surveys and contacts with technical services. However, given the increasing number of participating institutions it may happen that the actual consumption under a

given contract deviates from the indicative volumes communicated to DIGIT.

These deviations may require on some occasions to launch negotiated procedures in order to cover the gap between the end of the framework contracts and the launching (via open procedure in most of the cases) of open calls for tenders.

The same considerations may in some cases apply to framework contracts only used at EC level.

4.1.2. Technical reasons or reasons linked to the protection of exclusive rights or contracts related to security matters

Certain IT domains, particularly in the field of security, are prone to situations where only one or a reduced number of operators are in a position to offer software and services suitable to cater for the needs and requirements set out by the contracting authority. Indeed, in a corporate environment with stringent operational and security requirements, procuring a product through an open or restricted procedure may not be (economically, technically and functionally wise) appropriate or the ideal solution in order to ensure the protection of confidentiality and security in the Commission information systems. The choice of certain proprietary software products and/or services linked to the security is often conditioned by the contracting authority's own technical, functional and security requirements which may, in certain cases, only be met by one single vendor.

4.1.3. The role of DIGIT

Given that DIGIT caters for the common needs of the whole Commission, other DGs usually do not have to lead NPs on their own, even if they are main or exclusive users of the resulting contractual framework. The same logic applies to other participating institutions. The concentration of those NPs in DIGIT has a positive impact for the statistics of the other DGs or EUIs, at the expense of a significant negative impact for DIGIT.

5. TRENDS AND CONCLUSIONS

We note that in 2015 there has been a remarkable positive evolution in the trend in comparison with 2014 (see table in point 3.1) in terms of value, which is - rather than the number of procedures and its deviation compared to the Commission's average – on which the obligation to draw up this report is based, the real indicator showing the true proportion of NPs over the total value of procedures and the effort made at the level of the DG in this regard.

In any event, it is worth noting that the value of the 2015 NPs only account for 5,7% of the total value of procedures awarded this year and that the amount awarded in 2015 is only 25% of the value of the NPs awarded in 2014.

In order to avoid or limit the resort to negotiated procedures, DIGIT will continue its active communication and consultation policy with the other DGs and EUIs along the following lines:

- permanent exchange of information via the monthly DIGIT stakeholders forum (meeting with all IRMs as well as in the context of the CII (Informatics Interinstitutional Committee);

- permanent exchange of information with other EUI's via regular meetings of the GCIM (Groupe de Contact Interinstitutionnel des Marchés);

- ad-hoc surveys prior to the initiation of procurement procedures;

- better estimates of the needs for the Interinstitutional framework contracts and better monitoring of actual consumption rates, through semester consumption reports from each participating EUI, which is already an obligation imposed upon EUIs in the Memoranda of Understanding that EUIs submit to us to join DIGIT interinstitutional calls for tenders.

The fact that a new mechanism to streamline interinstitutional cooperation has recently been put into practice may alleviate the past situation where DIGIT had –on some occasions – to launch negotiated procedures aiming to increase the expenditure ceiling for a particular participating institution whereas the global ceiling had not been reached. It is indeed now possible – subject to certain conditions – to transfer quotas among participating institutions. We are confident that this mechanism (quota exchanges), which certainly imposes increased workload and more control on deviations over the amounts initially awarded per EUI at the time of signature of the framework contract, contributes to reduce the number of negotiated procedures in the coming years.

It is worth noting that DIGIT recently set up a permanent forum at Senior Management level. This new body, called the DIGIT Procurement Board (DPB), is not only overseeing the preparation of specific procurement procedures and taking note of their results, but also considering regularly, and as early as possible in the process, the strategic dimension of procurement, including the choice of the best suited procurement procedure and the measures envisaged to gradually reduce captivity or increase competition, as a key tool to achieve DIGIT's policy objectives in the medium and long term.

The DPB will particularly look into the cases of protection of exclusive rights or captivity situations, and takes commitment to evaluate the current situation in order to explore the feasibility of finding alternative products or technical solutions on the market. This will avoid approaching to the end of the contracts without having properly assessed the available procurement options and the potential migration costs directly or indirectly involved in the change of product or technology.

In conclusion, DIGIT continues to take steps to limit the use of negotiated procedures as far as possible, whilst providing continuous service to the Commission and other EUIs.

[e-signed]
Gertrud INGESTAD

Annex: Detailed justification per NP

1. DIGIT R3/PN/2015/007 (STIS III lot 4 – ceiling increase)

The procurement procedure is a negotiated procedure based on Article 134(1) (f) of the Rules of Application of the Financial Regulation (in force as from 01.01.2013):

"Art 134 Use of a negotiated procedure without prior publication of a contract notice (Art 104 of the Financial Regulation)

> *(f) for new services or works consisting in the repetition of similar services or works entrusted to the economic operator awarded the initial contract by the same contracting authority, provided that these services or works conform to a basic project and that this project was the subject of an initial contract awarded under the open or restricted procedure, subject to the conditions set out in paragraph 3;*

Art 134 (3) *In the cases referred to in point (f) of the first subparagraph of paragraph 1, the option of using the negotiated procedure shall be pointed out as soon as the first operation is put out to competitive tender, and the total estimated amount for the subsequent services or work shall be taken into consideration in calculating the thresholds referred to in Article 158. That procedure may be used only during the three years following conclusion of the original contract. "*

As the framework contract with the first contractor was signed on 10 September 2010 the ceiling increase under the provisions of the Implementing Rules was possible until 9 September 2013. Furthermore the ceiling increase concerned the acquisition of the same services, which fell within the scope of the basic contract awarded in an open procedure.

Also in the tendering specifications of the call for tenders DIGIT/R2/PO/2009/045 ESP DESIS II the possibility of the ceiling increase was explicitly foreseen (e.g. in section 5.7)

Based on the above-mentioned considerations the present ceiling increase can be justified under Art 134.1.f of the Rules of Application.

2. DIGIT/R3/PN/2015/029 (ABC III LOT 1 – ceiling increase)

A negotiated procedure based on article 134.1.f of the Rules of Application of the Regulation on the financial rules applicable to the general budget of the Union was used requesting the contractor to submit his best financial offer.

Art 134 (1) states that the "*contracting authorities may use the negotiated procedure without prior publication of a contract notice, whatever the estimated value of the contract, in the following cases:*

> *(f)for new services or works consisting in the repetition of similar services or works entrusted to the economic operator awarded the initial contract by the same contracting authority, provided that these services or works conform to a basic project and that this project was the subject of an initial contract awarded under the open or restricted procedure, subject to the conditions set out in paragraph 3;*

Art 134 (3) *states "In the cases referred to in point (f) of paragraph 1 of this Article, the option of using the negotiated procedure shall be pointed out as soon as the first operation is put out to competitive tender, and the total estimated amount for the subsequent services or work shall be taken into consideration in calculating the thresholds referred to in Article 170(1). That procedure may be used only during the*

execution of the original contract and at the latest during the three years following its signing."

As the framework contract with the contractor was signed on 10 November 2013 the use of the negotiated procedure under the provisions of the Rules of Application was possible until 9 November 2016. Furthermore the ceiling increase concerned the acquisition of the same services under the scope of the basic contract awarded in an open procedure.

Also in the tendering specifications of the call for tenders DIGIT/R2/PO/2013/004 ABC III include explicitly the possibility of the ceiling increase.

Based on the above-mentioned considerations the present ceiling increase can be justified under Art 134.1.f of the Rules of Application.

3. DIGIT/PN/Low value/2015/18439 – CERT EU

One of the key challenges in the support of CERT-EU is to help the constituents to detect targeted attacks. The level of sophistication and persistence of the tools, techniques and procedures (TTPs) used by determined adversaries is ever increasing. Commercial endpoint and border protection infrastructure in most cases fails to prevent or detect these attacks. In this context a tool to perform agent-less host-based detection is required. The tool chosen allows scanning for anomalies all the hosts in the infrastructure of a constituent. The intelligence takes the form of rules related to TTPs used by adversaries that are expected or known to target the organisation.

The justification of the legal basis chosen (134 (1) (b) of the RAP is based on both technical reasons and the protection of exclusive rights that make that the contract, with the level of functionalities required, can only be awarded to a particular economic operator. Similar considerations apply to the next procedure.

4. DIGIT/PN/Low value/2015/20837 – CERT EU

Under this procedure, CERT EU was looking for a device allowing to perform processing and analysis of network traffic of selected segments in an organization's infrastructure is required. The tool had to provide detailed insight in the possible presence of signals indicating malicious activities and / or risks in an organization's infrastructure. The device had to be completely autonomous, passive and out-of-band to avoid causing any performance impact to the infrastructure being monitored, and did not have to set up or maintain any connection outside of the constituents' infrastructure.

In addition, CERT-EU's specific security rules impose that such a device had to be completely controlled by the CERT with no access and no monitoring possible from the vendor side.

A product which fulfils all the requirements of CERT-EU and its constituents was identified with the possibility to be customized at installation to further comply with CERT-EU's specific security rules.

The circumstances which justify the use of the negotiated procedure under Article 134(l) b of the RAP are as follows:

The knowledge, information and data provided by the service provider is their exclusive property and this unique information can only be obtained from them.

The above legal basis is further backed by other circumstances which would also justify the use of the negotiated procedure under Article 134(l) j of the RAP as follows:

The information and data provided by the company are to be considered as highly sensitive / secret because they are related to the detection of highly sophisticated and potentially state sponsored targeted attacks in computer networks.

ANNEX 4: Materiality criteria

DIGIT has assessed that it would be adequate to apply the standard quantitative materiality threshold of 2% for expenditure, i.e. when the value of the transactions affected by the deficiency represents more than 2% ("at risk"/"exposure") of the budget of the ABB activity for the DG concerned.

The qualitative criteria applied when assessing the significance of any reputational event take into account:

- the extent of the event (number of affected stakeholders)

- consequences of the event (measured directly as the severity of impact on other EC Institutions, Member States administrative bodies, external suppliers/beneficiaries or the general public)

- the duration of the event (number of months until the situation is restored to business as usual and the effects of the event have been corrected).

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

1. PROCUREMENT DIRECT MANAGEMENT

Stage 1 – Procurement

A - Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The needs are not well defined (operationally and economically) and the decision to procure was inappropriate to meet the operational objectives Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process).	Publication of intended procurements / Work programme.	100% of the forecast procurements (open procedures with prior notification) are published in the OJEU (Prior Information Notice) and justified in a note addressed to the AO(D).	**Costs**: estimation of cost of staff involved. **Benefits (qualitative)**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions, no litigation.	Estimated average cost of control of a procurement procedure.
	Validation by AOD of the justification (economic, operation) for launching a procurement process.	100% of the forecast procurements.		
	General orientation, objectives of the procurement and means are discussed in management meetings.	All major procurement procedures are discussed at the DIGIT Procurement Board chaired by the Director General.		
	Multi-annual planning.	100% of the forecasted procurements.		

B - Needs assessment & definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The best offer/s are not submitted due to the poor definition of the tender specifications.	AOSD supervision and approval of specifications.	100% of the specifications are scrutinised.	**Costs**: estimation of cost of staff involved. **Benefits (qualitative)**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions, no litigation.	Estimated average cost of control of a procurement procedure.
	Publication of intended procurements / Work programme.	100% of the forecast procurements (open procedures with prior notification) are published in the OJEU (Prior Information Notice).		

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process.	Formal evaluation process: Opening committee and Evaluation committee.	100% of the offers analysed. **Depth**: all documents transmitted.	**Costs**: estimation of cost of staff involved in financial circuits. **Benefits (qualitative)**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions, no litigation.	Estimated average cost of control of a procurement procedure.
	Opening and Evaluation Committees' declaration of absence of conflict of interests.	100% of the members of the opening committee and the evaluation committee.		
	Exclusion criteria documented.	100%. **Depth**: required documents provided are consistent.		
	Adequate communication to unsuccessful tenderers.	100%.		
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100% when conditions are fulfilled.		
	Consultation of the DIGIT procurement Board and GAMA advisory body.	Random selection by the GAMA body.		
Litigations harm the reputation of the Commission.	All pending legal challenges are closely monitored.	100% of litigation cases.		

Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The products/services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions. Business discontinues because contractor fails to deliver.	Operational and financial checks in accordance with the financial circuits.	100% of the contracts.	**Costs**: estimation of cost of staff involved. **Benefits**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions.	Cost of control on the financial circuit / Number of financial transactions done during the year. Cost of control on the financial circuit / Value of financial transactions executed during the year.
	Operation authorisation by the AOSD.	100% of the contracts.		
	Dedicated ex-ante verification by a Financial Verifying Agent (FVA), who is a member of the Financial Unit in the Resources Directorate. For the other lower value commitments, this verification is performed by the Authorising Officer by sub-delegation (AOSD).	Commitments >= 50.000€.		

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment.	Ex-post publication (possible reaction from tenderer / potential tenderer such as whistle blowing).	100%.	**Costs**: estimation of cost of staff involved. **Benefits**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions.	Total value checked by control ex post / Cost of ex post controls. Cost of ex post controls / Total number of transactions checked by control ex post.
	Review of ex post results.	100% at least once a year. **Depth**: look for any systemic problem in the procurement procedure and in the financial transaction procedure and any weakness in the selection process of the ex post controls.		
	Review of exceptions reported.	100% at least once a year. **Depth**: look for any weakness in the procedures (procurement and financial transactions).		
	Review of the process after each procedure.	100%. **Depth**: review any significant problem that occurred.		

2. REVENUES (CHARGE-BACK)

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Services not charged-back when due or services charged-back when not due leading to budget not being used for the intended purpose. Inaccurate calculation of costs of services resulting in mismatches between services delivered and amounts charged-back.	Costs of IT services are calculated on the basis of cost models that are regularly maintained and updated by an external consultant.	All services provided by Directorate C.	**Costs**: estimation of cost of staff involved. **Benefits**: better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions.	Cost of control of charge-back activities / Amount charged-back.
	Services, costs and performance indicators are defined and described in technical documents (services catalogues, Service Level Agreements (SLAs), hosting proposals, etc.) and administrative and budgetary provisions are set up in memoranda of understanding (MoUs) approved by the Customer and by DG DIGIT, service supplier.	All services funded using sub-cross and co-delegations and recovery orders.		
	Information on the IT services and their costs are available on line on DIGIT web pages as well as on request.	All services.		
	Specific information on the IT services delivered can be found in specific technical (SLAs, hosting proposals, etc.) and administrative (MoUs) documents.	All services.		

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	For sub-cross delegations, DG DIGIT provides the Authorising Officer by Delegation (AOD) with a report to be annexed to the AAR.	100% of sub-cross delegations.		
	In some cases, a detailed report ("Rapport de gestion") is provided regularly, summarising the achievements and the use of resources (HR and financial execution).	For some specific services and activities.		
	Arrangements for monitoring of DG DIGIT's performance include systematic use of progress reports and Key Performance Indicators (KPIs).	100% of SLAs.		

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (non applicable)

ANNEX 7: EAMR of the Union Delegations (non applicable)

ANNEX 8: Decentralised agencies (non applicable)

ANNEX 9: Evaluations and other studies finalised or cancelled in 2015

Reference No of Annex 4 MP2015	Title	Reason [1]	Scope [2]	Type of evaluation or other study			Associated DGs	Costs (EUR)	Comments	Reference	Cancelled
				Focus [3]	Author [4]	Type [5]					
I. Evaluations finalised or cancelled in 2015											
a. evaluations finalised in 2015	Final ISA evaluation	L	Internal Commission activity/ legal obligation	R	E	E	N/A	149,940	This is the final ISA programme evaluation as dictated by ISA legal act.	1	No
b. Evaluations cancelled in 2015											
II. Other studies finalised or cancelled in 2015											
a. other studies finalised in 2015	Cost Model Phase 2	O	Administrative Expenditure	P	E	I	N/A	183,508	Necessary to support chargeback policy of the DG	2	No
b. other studies cancelled in 2015	Price benchmarking on the storage framework contract	O	Internal Commission activity	R	M	O	N/A	N/A	The study was cancelled for cost-efficiency reasons, due to the evolution of the applicable exchange rate and the already relatively low pricing situation for this contract	3	Yes

[1] L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT, CWP - 'evaluate first', O - other (please specify in Comments)

[2] specify what programme/regulatory measure/initiative/policy area etc. has been covered

[3] P - prospective, R - retrospective, P/R - prospective and retrospective

[4] E - external, I - internal, M - mixed (internal with external support)

[5] FC – fitness check, E – expenditure programme/measure, R – regulatory measure (not recognised as a FC), C – communication activity, I – internal Commission activity, O – other – please specify in the Comments

ANNEX 10: Specific annexes related to "Management of Resources" (non applicable)

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems" – Budget implementation tasks entrusted to other DGs and entities

This section reports and assesses the elements that support the assurance on the achievement of the internal control objectives as regards the results of the DG's supervisory controls on the budget implementation tasks carried out by other Commission services and entrusted entities distinct from the Commission.

Cross-sub-delegations

DG DIGIT grants cross-delegations for actions managed by other Commission services in the framework of the ISA program. In 2015, DIGIT granted 11 cross-delegations for a total of 5.46 M€ to other services in this framework. In Commission services, the AOD is required to implement the appropriations subject to same rules, responsibilities and accountability arrangements. The cross-delegation agreement requires the AOD of the relevant DGs and Services to report on the use of these appropriations. In their report, the AODs do not communicate any events, control results or issues which could have a material impact on assurance.

Information on the cross-sub-delegated credits is provided in the table below.

From DIGIT to DG/Service	Budget line	Committed amount in 2015 (€)	Paid amount in 2015 (€)	Reported matters by the other service with no material impact
CNECT	26.030101	202,834.35	40,282.35	None
COMP	26.030101	1,118,161.02	1,477,864.46	A high turnover was observed in the developers' team of the Generic Notification Interoperable Services (GENIS) project. Replacements were difficult to find (strong demand for the type of profiles required). The situation complicated towards the end of 2015 when two selected candidates declined the offer in relation to the security situation in Brussels. A global commitment for €25,546.65 was signed with a view to recruiting an external service provider as soon as possible in 2016 and ensuring the continuity of the project.
DGT	26.030101	5,004.89	274,645.17	None
FISMA	26.030101	1,452.51	1,452.51	None
GROW	26.030101	320,000.00	386,251.55	None
JRC	26.030101	1,744,463.30	804,597.81	None
JUST	26.030101	62,335.00	0.00	None
MARE	26.030101	200,000.00	209,771.82	The implementation of the actions has been voluntarily postponed in order to remain coordinated with the FP7 funded project called 'EUCISE 2020' which was subject to a delayed launch.
OIL	XX.010301	1,312,595.55	1,296,170.25	None
OP	26.030101	340,000.00	314,790.44	None
SG	26.030101	150,141.01	318,679.84	- As a consequence of the alignment of THEMIS and Decide, SG did not request the release of 60 K€ of withheld funds and transferred back to the DIGIT line an amount of 205.689,10 € from the sub-delegated line 26.030101-C1-DIGIT/SG. In order to take over the non-accomplished work on web services related to infringements management, SG prepared and submitted a new proposal for 2016 within the ISA2 Work Programme. - As regards payments, no payment appropriations were available between the end of June 2014 and 17/12/2014. As a consequence, 5 invoices were paid too late: One of them generated automatic late interest to be paid to the contractor in 2015 (282,91€), while for the other 4 invoices it is up to the contractor to request the payment of the late interests (which has not occurred up to date - 20/01/2016).
Total		5,456,987.63	5,124,506.20	

ANNEX 12:   Performance tables

Effective solutions – Strengthening governance and security

Specific objective 1	☒ Non-spending
Promote IT Governance in the Commission with the objective of optimising IT investments and better integrating business with IT	

Result indicator	Cross cutting impact of the specific objective
✔ % of implementation of the ten-points action plan to improve IT governance in the Commission agreed in 2014 by the ABM+IT SC (source: action plan). ✔ % of new IT investments of the Commission covered by the Commission IT governance framework (source: governance bodies). ✔ % of new development projects for which DIGIT is system supplier based on the reference architecture (source: DIGIT calculation).	☐ CUSTOMER VALUE ☑ SAVINGS ☐ QUALITY

Baseline (2013/2014)	Target (2017)	Current situation (as achieved)
a) Vision paper and list of actions on an improved IT Governance in the Commission approved by HLCIT and ABM+IT (2014). b) No agreed decision making framework. c) Definition of a reference architecture ongoing.	Strengthened IT governance ensuring that all IT investments are aligned with business and political priorities, so that IT governance delivers clear and measurable results in optimising the value of IT investments while minimising the risks: a) Full implementation of the agreed action plan to improve IT governance in the Commission; b) All new IT investments covered by the IT governance framework; c) All new development projects for which DIGIT is system supplier based on the reference architecture.	a) In view of the change in leadership in the IT Governance (chairmanship moved from DIGIT to SG) the vision paper and action plan has not been followed up, although the spirit of it is alive. b) The IT Governance framework covers all IT investments. c) No new development project for which DIGIT is system supplier started in the reference period, but 4 ongoing projects used reference architecture components developed in 2015 (Decide, Payment factory, MiPS, SMT-ES).

Main outputs in 2015			
Description	Indicator	Target	Current situation (as achieved)
1-1 Set out the framework for an improved IT	a) Propose an investment strategy and	a) Mid-2015.	In view of the change in leadership in the IT Governance (chairmanship

Governance in the Commission through a Communication to the Commission. This Communication should contribute to a better coherence of ICT at the Commission, including: − Working governance bodies with clear mandates and responsibilities − Early flagging of ICT impact of new projects and legislation − Better alignment between IT developments and political or business priorities. − Link between ISA and ICT Governance through a screening of the Impact assessments for future legislative initiatives.	decision making framework so that the IT governance framework covers all IT investments in the Commission and priorities can be agreed upon. b) Support the process of clearly defined mandates and responsibilities for all governance bodies. c) Propose a method to allow for upstream discussion of ICT aspects of all projects. d) Implementation % of the ten-point action plan to improve IT governance in the Commission agreed in 2014 by the ABM+IT SC.	b) Mid-2015. c) Mid-2015. d) 100%	moved from DIGIT to SG) the new framework has not yet been formalised but the **Target has been partially met as** a) Work in collaboration with SG has been done to re-define the IT Governance structure. The terms of reference for the IT Investment team have been finalised. DIGIT.01 systematically brings projects of major corporate importance for the attention of the IT Board and proposes cross-cutting IT topics to improve the coherence and return for investment of IT at the Commission, looking at synergies and reusability. b) New IT governance has been agreed at GDR level. The need for a Communication on IT Governance is currently not confirmed. c) A draft ICT Impact Assessment method to be used for future Impact Assessments and Evaluations is available since July 2015 and can be used to ensure that the "digital" dimension of produced or evaluated legislation is taken into account, also to the benefit of the IT Governance of the Commission. d) Due to the radically changed governance structures some actions are no longer relevant while others have not been delivered yet due to the transition period. Most targets have however been achieved or will be achieved this year.
1-2 Improve the management of the	a) % of deployment and use of new	a) 100%: GovIS 2.0	**Target met to a large extend**

Information Systems portfolio of the European Commission: Implement and streamline the use of new portfolio management tool (GovIS 2.0) and extend the use of the Value Assessment Tool (VAST). Assist the IT Governance bodies and the business domain leaders in the analysis, monitoring and optimisation of their IT portfolios and detect and address cross-domain topics and issues.	portfolio management tool (GovIS 2.0). b)% of use of the Value Assessment Tool (VAST) for major projects. c) Number of priority domains covered	fully deployed, used for all reports b)100%: VAST systematically used for the major projects. c) Full assistance to the priority domains / topics identified by the High Level Committee on IT (HLCIT).	a)100% of the DGs and executive agencies migrated to GovIS2 and use it. Support is provided to DGs so that the declared budget in the IT Management Plan Annex matches the amounts in GovIS2. b) It has not been possible due to resources constraints to make VAST mandatory for projects with an external impact without an impact assessment. A light VAST still needs to be developed. c)No priorities have been defined by the GDR (replacing the HLCIT in the new IT Governance structure), however as mentioned in the terms of reference of the new IT Investments team, the team focuses on the investments which are the most strategic from the point of view of risk, value and costs in relation to the business. Such major ongoing projects are OPSYS and the Better Regulation Portal, in which cases the IT Board was satisfied with the IT Investments team's work.
1-3 Play an active role in the **operational governance structures** set up in the context of specific policy areas (e.g. HRMIS for human resources IT systems and ITPSC for research grants management): a) Introduce standard architecture models and capitalize on existing enterprise architecture	a)Number of major components of the enterprise architecture for which an initial state of play will be established (number and size of IS using them). b)% of increase of the penetration level for the major components.	a)100%. b)The objective for 2015 would be to increase the penetration level of at least 5 of the major components by 10	**Target met** Participation in the following operational Steering Committees: Case Management Rationalisation (CMR), EU Funded Projects Repository (BUDG+COMM), Next Europa (COMM), SEDIA Task Force, OPSYS, Better Regulation Portal. a)The requested reviews of the Architecture Documents were achieved. b)Reusable corporate solutions promoted and more and more used in

elements (e.g. Reference Architecture components, methodological offering and consultancy services) to rationalise IT developments and reduce cost. b) Take initiatives in proposing IT solutions that would further automate the business processes of DIGIT clients and by doing so improve the added value of deliverables and reduce costs.			the new Information Systems. Examples of increase for some components: − SANCO: assess the use of Enterprise Service Bus for the XML Gate project and reuse of Ulysse; − JRC: assess the reuse of eUI (User Interfaces solutions) and Ulysse; − JRC: discussions on "Workflow as a service"; − TRADE: use of Ulysse − Payment Factory, MiPS, SMT-ES: use of eUI; − Decide: use of Corporate Search; − TAXUD: collaboration on projects (UUM&DS, T-REX) with synergies allowing evolution of corporate components (e.g. in the area of Identity & Access Management).
1-4 Develop and set up the framework for a **Solution Architecture** to promote integrated IT Solutions and to accelerate, render more coherent and cost effective the development of information systems: definition and implementation of a **reference architecture** in line with the European Interoperability Reference Architecture and a **practical development platform**. Particular attention will be given to ergonomy, mobile apps and security.	a) Reference architecture status. b) Product management plan update status. c) % of new development projects for which DIGIT is system supplier based on the reference architecture.	a) Completed. b) Updated and implemented. c) 100%.	**Target met** a) Ongoing - The Architecture Board is established and several meetings have been held to define its roles and responsibilities. Further assessment to determine its alignment with EIRA is ongoing. Regular monthly meetings are scheduled with DIGIT.01 to align the Architecture Office with the Governance workflows and entities. Reference architecture work has focused on UI components resulting in the eUI framework which covers ergonomy and mobile aspects. b) Updated and implemented Product Family Management aligned with new DIGIT structure as follows: - **WSPM:** Workplace Solutions Product Management (i.e.

			hardware, operating systems, system management and security for office automation and mobility solutions); - **OADM:** Office Automation and Document Management; - **ISI:** Information Systems Infrastructure; - **DCPM:** Data Centre Product Management. c) No new development project for which DIGIT is system supplier started during the reference period. But DIGIT's Architecture Office was involved in OPSYS and the OSB projects at DG DEVCO are using the technical reference architecture for SOA.
1-5 Put in place a platform offering horizontal services to applications, starting with security, Identity and Access Management (IAM) and workflow.	a) Availability of a roadmap, including the services needed (identified together with stakeholders) b) Availability of the platform, including guidelines for publishing and using services c) Availability of IAM and workflow service	a) Roadmap completed; Feedback from stakeholders collected and processed. b) Service platform in place; Guidelines for platform services available; IT service catalogue for the platform operational (registry and repository). c) Authentication and authorization services in place; Pilot for workflow rolled out.	**Target partially met** a) Survey to gather inventory of potentially reusable services was run and the inventory of reusable services is in place. b) The 'reusable component catalogue' pilot is in place. Evaluation of alternative solutions to expose reusable components and solutions is ongoing. c) A roadmap for the authentication services (ECAS) and the authorization services (Ulysse) has been established. Ulysse Proof of Concept (POC) with DG Trade. POC for the evaluation of the solution for "Workflow as a Service" on-going. Two proof of concepts implementing the Ordering Business Process available.
1-6 As a first step	a) Availability of a	a) Strategy	**Target partially met**

toward **Information management**, define a strategy for **Data Management** with a focus on **big data**, **and open data**, in collaboration with concerned DGs.	strategy paper for Big Data drafted jointly with the main concerned DGs. Initial pilots and use cases identified. A roadmap for DIGIT drawn up. b) Assessment of the state of play of Information management at the Commission – policy and IT tools - and to identify areas of interest and opportunities. c) Availability of a Data Management strategy.	paper completed. b) Assessment completed. c) Data Management strategy completed.	a) Two studies are being carried out as planned, one on big data/data analytics and one on e-Participation and will be finalised in 2016. The objective of the studies is to gather best practices in MS public administrations with regard to the use of these technologies to support policy-making. A number of pilots have been started with policy DGs and MS administrations to demonstrate the value of data analytics and e-Participation to support policy making. The most successful pilots will be generalized and scaled-up to create cross-policy corporate systems. b) Assessment is ongoing. c) The Data Management Strategy paper is in final draft, its ideas were presented to the Digital Stakeholder Forum on 09/12/2015.
1-7 Maintain the Open Source Software **(OSS) strategy** 2014-2017.	Annual report / state of play (Updated Decalogue, building blocks, inventory and approach) indicating the progress made in rolling out the strategy (e.g. number of projects using OSS approach as proposed in the strategy).	Updated OSS strategy validated by Senior Management.	**Target met** The new OSS Strategy was finalised and published, together with an action plan and a communication plan. An OSS index was created showing DIGIT's position and evolution towards the implementation of the strategy. Synergies were identified with the EP Pilot Project 'FOSSA' (Free and Open Source Software Auditing). These will support and facilitate the delivery of the OSS strategy. On the communication part, the strategy was presented both within the Commission (DIGIT management and colleagues, IRMs) and externally (MindTrek

			OpenMind conference).
1-8 Transform the Search@EC pilot into a service usable by Information systems.	a) Availability of a roadmap, including the services needed (identified together with stakeholders). b) Availability of the service definition, including scope, terms of use and Service Level Agreement (SLA). c) Availability of the Search@EC Service to the EC public with service reporting.	a) Roadmap completed; Feedback from stakeholders collected and processed. b) Service definition published c) Initial version of service operational; Reporting shows compliance with SLA.	**Target met** a) Roadmap delivered and available. Stakeholders generally positive, some have specific needs which cannot be immediately addressed (e.g. multilinguism for DGT). b) A Service description of the ENTERPRISE SEARCH service (including description, SLAs and availability) has been delivered. c) Service operational and periodically reported. Used for Decide and Next Europa. New sources planned for integration in 2016 (see roadmap).

Specific objective 2:	☒ Non-spending
Implement an IT Security Framework for the Commission	

Result indicator Delivery of key milestones of the IT security framework (to be approved at the ABM(+IT) in January 2015).	**Cross cutting impact of the specific objective** ☑ CUSTOMER VALUE ☐ SAVINGS ☐ QUALITY

Baseline Agreement on an IT security framework (end 2014) with specific targets for 2015.	**Target (2019)** (2019) Fully fledged inter-EU institutional cooperation. (2018) Full integration between IT security and cybersecurity at both policy and DIGIT operational levels. (2017) Commission-wide IT Security Plan fully implemented. Commission IT Security performance benchmarked as top 10% of similar organisations worldwide. (2016) Full implementation of DIGIT IT security plan. (2015) Adoption of IT	**Current situation (as achieved)** See the outputs below regarding the target set for 2015.

		Security Strategy; implementation of Phase 1 to be made up of: an IT Security Reference Framework to structure and prioritise a range of short term actions; the completion of a corporate level risk assessment exercise to provide a basis for a longer term IT Security strategy leading to a mandate to implement the Strategy in view of risk posture for Commission services adopted at Senior level.	
		(2015) The strategy will be underpinned by the implementation of Key Performance Indicators (KPIs) to benchmark incident monitoring and response performance and an effective security by design policy covering DIGIT service provisioning, development, procurement and other processes.	

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
2-1 **IT security governance** a) Risk assessment and management. b) Governance, risk, compliance (GRC): Policies/Standards compliance management/IT Security Methodologies.	a) Corporate level risk management KPIs to be defined (Q2 2015). b) KPIs of maturity of IT security policy implementation to be developed (Q1 2015).	a) Decision on a corporate level IT security risk tolerance profile: decision by senior Commission management with political-level backing (Q3 2015). b) Implementation of a standard security control assessment methodology in respect of corporate systems (2015).	**Target partially met** The Internal Audit Service launched an audit on Information Security Governance in April, which led to a substantial change of the IT Security landscape and to the reprioritisation of tasks from Q3 2015 onwards. The organisational changes made in response to the IS audit have fundamentally changed the targets and reporting structure for this area. The Information Security Governance Action Plan – addressing the Audit's recommendations – has taken over and redefined the objectives in this area: - A high level governance structure for information security has been established and become operational in December

			2015. Inter-service coordination between lead services SG, HR, DIGIT has been reinforced.
			- DIGIT was reorganised to accommodate these changes with the creation of an IT Security Directorate from January 2016.
			- The redrafting of the legal base for information system security has been progressed (DIGIT, SG, HR) and is in a mature draft.
			- Risk assessment / security maturity exercise is in draft report stage and it will be embedded in the rolling IT security strategy to be delivered in mid-2016 which was required as part of the follow-up to the IAS audit.
2-2 **Monitoring and response capacity** a) Information Security Incident Management (CSIRC). b) Security monitoring (DIGIT SOC).	- KPIs for incident response handling to be developed (Q2 2015). - KPIs expressing the improvement of security monitoring coverage to be developed (Q2 2015).	a) Agree and implement common mandatory standards for vulnerability handling with client DGs. b) Fully equipped and operational SOC/CSIRC operations centre in Luxembourg (Q2 2015). c) Adopt incident response plans and manuals and test response capability through desk exercises.	**Target partially met** a) Vulnerability management process defined and under implementation. b) The setting up of secure IT Security facilities in Luxembourg progressed slower than planned, due to priority given to the JMO situation. The project was relaunched in the second half of 2015 and is progressing well in close collaboration with OIL. c) IT Security incident management process defined and implemented along with the KPIs which are used for reporting to senior management and technical stakeholders.
2-3 **Security by design** - Information Assurance Office (IAO) - Security Assurance (SA) - Security Operations Engineering (SOE).	KPIs for a maturity model for security assurance systems (to be developed) (Q2 2015).	a) Initial implementation of security by design policy covering DIGIT procurement and processes (Q3 2015). b) Extend the	**Target partially met** a) Security by design policy project has been delayed because of insufficient resources. Commitments in this area have been undertaken for 2016 and area embedded in the work plans of the respective units in DIGIT

		offer of services to allow analysing vulnerabilities of existing and future information systems or IT infrastructure by selecting, acquiring and implementing a corporate solution for vulnerability management.	b) The team of the Information Assurance Office (IAO) was reinforced but not yet at critical threshold to meet requirements. The vulnerability process is defined and the Security Assurance service offer is clarified. A preliminary service offer was published in the service catalogue and IRMs and LISOs were informed about it at an interactive workshop. Security Assurance services were offered on a case by case basis to DGs requiring support for specific systems (Clima, DIGIT). Acquisition of the products is postponed to 2017 because of insufficient resources.

Business solutions – Building the information systems of the future

Specific objective 3	☒ Non-spending
Connect IT to business for more integrated, effective and efficient Commission policies and processes	

Result indicator	Cross cutting impact of the specific objective
☑ KPI-1: % Satisfaction level of business partners and end users (source: measurement system to be defined).	☑ CUSTOMER VALUE
☑ Number of initiatives to increase IS convergence and optimisation (source: DIGIT calculation).	☑ SAVINGS
☑ % of IT systems provided that ensure compliance with new legislative requirements (source: DIGIT calculation).	☑ QUALITY
☑ % Increase in the number of DGs/Services using PM² and BPM@EC (source: survey).	
☑ Number of non-electronic flows considered a priority to be digitalized identified (source: study report).	

Baseline (2013)	Target (2015)	Current situation (as achieved)
a) No structured information on customer satisfaction.	a) Measurement system for and target increase % of satisfaction level of business partners and end users to be defined.	a) DIGIT's Customer Relationship Management approach allowing the systematic measurement of customer satisfaction is under development. For Grant management, all governance meetings (steering committees, key user groups...) as well as the user feedback collected through services desks indicate a high degree of satisfaction (well above 80%).
b) Started IS convergence for the domains: Legislative Life Cycle, Grant Management, Procurement, Document Management, Internal Market.	b) Progressive IS convergence and optimisation for the domains: Legislative Life Cycle, Grant Management, Procurement, Document Management, Internal Market.	
c) Started developments related to the compliance with new legislative requirements (H2020, HR Reform, New Financial Regulation, Internal Market policies).	c) 100% of IT systems provided ensure compliance with new legislative requirements (H2020, HR Reform, New Financial Regulation, Internal Market policies).	b) The first iteration of Decide went live on 2 February with a high level of user satisfaction. For Grant management, DG HOME & DG JUST are in the process of implementing the "H2020" solution.
d) 79% of DGs/Services using PM² and 42% of DGs/Services using BPM@EC.	d) Increase by 10% of Commission services using PM² and by 20% for BPM@EC.	
e) No consolidated analysis of the remaining non-electronic flows.	e) 10 non-electronic flows identified to be digitalized and to be included in the implementation roadmap.	c) For Grant Management Systems: the systems

			are fully compliant.
			d) 92.6% of the DGs use PM² (13.6% increase); other Institutions started using PM² (Council, EEAS, BEREC); 55% of the DGs uses BPM@EC (13% increase).
			e) DG HOME's and DG JUST's grant management processes, currently mostly on paper, will be digitalised through the extension of the H2020 solution.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
Development and support of corporate and policy specific IT business solutions allowing the Commission services and staff to work better, faster, safer and cheaper.			
3-1 **Digital by default**: set up an action to analyse the major remaining non-electronic flows that the Commission has with business, citizens and MS administrations.	Define a "digital scoreboard" and an implementation roadmap to digitalize the big majority of the remaining non digital flows.	a) Analysis complete. b) Digital scoreboard presented. c) Started establishing an implementation roadmap.	**Target partially met** The action has been divided into two parts, one of which being **digital by default in the policymaking lifecycle (e-Policy)**, aiming at applying digital methods to the policy making life-cycle, from agenda setting to policy design up to policy impact, evaluation and monitoring. The budget for the e-Policy study was released and the study kicked-off; the analysis of the policy life-cycle process is ongoing. In this context interviews with stakeholders are taking place. To facilitate the collection of needs, the IDEA4Policy platform was set up and will be launched in Q1 2016, which will be open to all policy officers, who can share ideas on how to improve the efficiency of their day-to-day tasks. The action will be pursued in 2016 in order to achieve

			the digital scoreboard and implementation roadmap. **The other action covers digital enablers** and will deal with eSignature, workflow and mobile, dealt with in other parts of the Management Plan.
3-2 **Legislative Lifecycle DECIDE Platform** allows access through a single entry point to the main SG decision making information systems, currently only accessible separately	**DECIDE**: implementation of iterations 2 and 3, covering **Search** and the **main decision-making procedures**.	a) Iteration 1: "going live" in February 2015. b) Iteration 2 implemented. c) Iteration 3 initiated.	**Target met** a) Decide iteration 1 went in production on 2/2/2015. b) Iteration 2 – integrating Enterprise Search with Decide – was delivered end 2015. c) Scope is defined. Detailed planning and dependencies are being made. Team is being reinforced with 5 consultants. Users have now an intuitive Single Entry Point to the decision making of the Commission, given a complete view of the files and an improved search capability. They also have a renewed consultation module, which makes their work easier and more efficient.
3-3 **Document Management HAN-HPS (Hermes-Ares-Nomcom, Hermes Preservation Services) platform** implements a simpler and safer management of current and historical archives through electronic means. With SG, initiate reflection to	**HPS Phase II and Phase III**: delivery of **digital archive repository** for the long-term preservation of documents and metadata from Hermes-Ares-Nomcom, Adonis and other IT systems	a) Phase II completed b) Phase III initiated	**Target met** a) HPS II: A lot of progress done on the implementation of the new module. The upgrade of our environments to Preservica 5.4 has been completed. b) The release HAN 2.7 implementing several major ergonomy and AresLook improvements and introducing new HPS reports was put in production in June – some months in advance, due to a request from the top management to deliver the eSignatory improvements quicker. Some patches to improve

extend document management policy and systems to information management.			the quality and to include some urgent priorities were delivered during the year. **On information management**: Feedback to the HLRG (High Level Reflection Group) Paper positive: Knowledge Management important element for summer review. Idea of Chief Data Officer function is welcome and needs to be defined in the governance framework of the future and needed data, information and knowledge management policy.
3-4 **Human Resources** **HR systems:** evolution for better integration and user-friendliness. With HR initiate a reflection for the evolution of Identity Management. **PMO Systems**: extension and evolution of systems for the **sickness insurance**, the **management of pensions**, **missions**, **entitlements and pay**. **EPSO Systems**: introduce a new generation of systems for talent management.	- HR Systems more integrated and user friendly: **SYSPER, NDP, HR Reporting.** - **HRM Business Process integration** (notably with EPSO); - Digitalisation of the entire reimbursement process of the sickness insurance (**JSIS online and Assmal2**); study for the electronic invoicing for hospitals. - **Talent suite** application: one-stop-shop for recruiters and candidates.	a)HR Systems more integrated and user friendly: SYSPER, NDP, HR Reporting. b)Milestones 8, 9 and 10 of AssMal2 completed. c)Phase I of EPSO talent Suite completed.	**Target partially met** a)**HR Systems:** Several developments were deployed, e.g.: – Further automation and integration between Sysper and AssMal2 for the annual declaration of the professional activity of the spouse, removing the need for identical manual interventions in multiple units in PMO. – Staff can now encode their own sick leave both in Sysper and in On The Go. – Sysper: new google-like search functionality for persons, jobs, organisation units. – HRMForms migrated to Sysper. – New look & feel to the Time Management Module for an enhanced user experience, with new functionalities like allowing the staff to easily encode fragmented leaves. – Integration between EPSO's Recruiters Portal and SIRE (management of external resources) b)**PMO Systems:** High

			level coordination of the PMO-Contact was taken over. Strategic plan for Individual Rights applications for 2015-2016 was agreed. Development of work plan items continued as follows:
			– Delivery of Assmal2 milestone 8: Preventive Medicine tarification (in both Front Office and Back Office) and corrections 2nd session (Back Office)
			– Delivery of Assmal2 milestone 9 Step 1: Scanning (Recovery of the scanned document references in Assmal2)
			– Delivery of Assmal2 milestone 10 (Finance) is aligned with progress of the Payment Factory project and planned for 2016.
			c) **EPSO Systems:** Front Office of the Recruiter Portal (Phase I of the new Talent Suite) went live in August. Recruiting Services can search for new contract agents and officials in the new system which offers google-type search.
			An interim solution to run continuous CAST selection procedures was provided. Work continues on implementing the Permanent CAST process.
3-5 **e-Procurement Real Time administration** project: progressive roll out of Real Time Administration track 1 (pre award) and track 2 (post award) to DGs	Roll-out of the **Real Time Administration** (RTA) Track 1 and Track 2.	a) Real time administration track 1: e-Submission used by at least 10 DGs; b) e-Evaluation (basic functionality) and e-Awarding implemented c) DIGIT pilot on automated	**Target partially met** a) The goal has been reached with 6 DGs/agencies having launched at least one call for tender using e-Submission (CNECT, JUST, EFSA, GROW), ENISA and F4E) and 9 others ready to do so (CEDEFOP, ERA, EFCA, DIGIT, ESMA, EDA, OP, DGT and FISMA).

and Agencies.		"Conforme au faits" completed for at least 2 suppliers	b)The development of e-Evaluation (basic) and e-Awarding continues as planned.
		d)Roll-out of Real Time Administration Track 2 to a first group of DGs started.	c)The e-Fulfilment pilot is ongoing and invoices with "automated CAF" have been received. The "CAF 2" project (Dispatch/advise) to complete to entire flow (exchanges between suppliers and Commission) was released in production on 12/10.
			d)The roll-out of individual modules is ongoing as planned.
			The budget requested for 2015 in the context of the Heading 5 allocation for the roll-out for real-time administration tracks 1 and 2 was refused. As to track 1 the delivery targets were adapted accordingly. Regarding track 2, DIGIT continued the roll-out in those interested DGs/agencies with which Memoranda of Understanding were signed.
3-6 **IMI – Internal Market Information System**: support of the European Professional Card (EPC) Directive (2013/55/EU) by implementing electronic certificates providing evidence of the recognition of professional qualifications for the purposes of establishment	**IMI** - Support of the front office for professionals and employers as well as improvements and specific workflow for the back office to create a seamless communication between Professionals and the Authorities for the requesting, processing, follow-up and delivery of European Professional Cards.	Implemented	**Target met** The development of both the front-office and back-office to implement the European Professional Card application for citizens is ongoing as planned. A first release was made available for user experience testing of the front-office for citizens in May. A second release to be deployed beginning of July includes most of the final functionality. The European Professional Card module was successfully implemented and has been intensively tested by the system owner. Training sessions have also been provided to

in another Member State or for temporary mobility.			Member States. As from the legal deadline (mid January 2016) citizens are able to request their European Professional Card online via IMI.
3-7 Grant Management, Research Grant Management: extend solutions to HOME (non H2020 programmes) and JUST by adapting existing solutions (IT tools and business processes). Direct grants in other non-H2020 DGs: analysis in order to identify opportunities for reuse. Indirect grants: set up an orientation document	a) Gap analysis, Cost/benefit analysis and work plan for HOME and JUST. b) If a go decision is taken, implementation and progressive deployment of Grant management solutions for HOME and JUST. c) Orientation document for other non H2020 DG managing direct grants d) Orientation document for indirect grants.	a) Completed. b) Completed (for the 2015 business targets) c) Completed. d) Completed.	**Target met** a) The Cost Benefit analysis for DG HOME & JUST has been finalised and allowed them to choose their approach. On this basis, the ITPSC gave its green light for allowing DG HOME & JUST to use the "H2020" grant management solution. This decision is being progressively implemented. Contacts were also established to start analysis in 2016 with CHAFEA/AGRI, OLAF and ESTAT. b) DG JUST published its first call and the tools are progressively adapted to allow JUST using the full Grant Management Suite in line with the timing of its calls. Preparation work has been completed for DG HOME. The green light is nevertheless not yet given because of some additional legal discussion between DG HOME and DG BUDG. c) No orientation document has been written (no resource were allocated to this activity) but, on the basis of an updated state of play, several contacts has been established to launch gap analysis and cost-benefit analysis for several DGs (CHAFEA/AGRI, OLAF, ESTAT) that required to join. These preparatory actions will allow exploiting the existing convergence opportunities in 2016 in a pragmatic opportunistic approach.

			d) In the indirect grant management sub-domain, contacts have been taken, as recommended by IT Governance, with DG DEVCO to analyse possible synergies with their OPSYS initiative. As no specific resource could be allocated to this activity, no global approach could be defined yet but the discussion with DEVCO (and an increased cooperation with EAC) might pave the way for such an initiative.
			As these actions (except parts (a) and (b) that were funded by the Research DGs) had to be done on a best effort mode on the basis of the existing resource (dedicated to the maintenance and support of the existing solutions) and as the Research DGs (system owner and resource provider) do not consider indirect grant management as a priority, the results mainly concentrated on pragmatic results in the direct grants area and no decisive progress has been made for indirect grant.
3-8 Inter-institutional convergence: Deploy the Commission's corporate HR systems in other European Institutions. Invite other institutions for more cooperation around issues of common interest, as raised for example in the "Comité	a) Complete the deployment of Sysper2 in the Court of Justice. b) Start the deployment project of Sysper2 in the European Parliament (completion target: 14 months from launch of migration project) c) Council: develop a roadmap and gap analysis 3 months after the green light.	a) Deployment completed. b) Phase I of deployment completed. c) Roadmap and gap analysis drafted. d) Concrete cooperation as far as agreed with other institutions.	**Target partially met** a) Curia: Sysper (organigram, time management, careers) is fully operational including the automatic link with the pay system for Career data. Work continues on Sysper-rights. b) European Parliament (EP): Background work completed; EC and EP can now exchange (technically) data under a security convention; MoU still to be signed. Person identification and

Informatique Interinstitution nel" (CII).	d) Cooperation around issues such as PM2, mobile.		organisational structure for the Ombudsman (linked to the EP) were completed; SLA still to be signed by DG HR. c) Council: work to be started following the green light: agreement on COMREF and security convention signed. *Negotiation with the EP, Council and 21 Agencies that are interested to migrate to SYSPER in the immediate future are progressing: new draft base line cost model and draft HR SLA are available and are being finalised with the stakeholders.* d) **Cooperation on PM^2 is ongoing.** Collaboration between the European Commission (DIGIT) and the Council was launched in Q2 2015. The goal of this collaboration is to roll out effectively the PM² Methodology to the Council's IT Unit. The scope includes customised PM^2 trainings, tailoring, coaching and follow-up.
3-9 Corporate Notification and Task Management Services: offer a single entry point for notifications: tasks and information across business domains and IT systems. **On The Go:** a simple and intuitive user experience on mobile devices, an overview of important information and tasks in one place.	a) **Corporate Notification Services (CNS) Pilot** delivered, integrated with ARES, SYSPER and DECIDE. b) **On The Go** (OTG) updates (aggregation of tasks and information from corporate and specific DG tools). c) **On The Go** implementation for desktops. d) **Strategy paper** to define actions, deliverables and roadmap for a user centric dashboard taking into account	a) Completed. b) Completed. c) Completed. d) Strategy paper drafted. e) Pilot launched.	**Target partially met** The eCollege application – new priority – was delivered as planned for the 6th May Commission meeting, with very good feedback from cabinets and Commissionaires. Further achievements: a) CNS integration with Ares is finished, requirements for the HR systems analysed. b) OTG releases with some improved functionalities. c) Development of the desktop beta version completed. d) On hold e) On hold

Based on On The Go and CNS and on other success projects (DECIDE Single Entry Points, Participant Portal, PMO Portal…), explore solutions for unified user-centric dashboards / single entry points with the aim to present tailored and filtered information depending on the business context and user profile.	existing initiatives and user feedback. e) Main use cases identified and pilot implementation.		
3-10 Implement a **new EUROPA** platform to support multiple business processes creating, collaborating upon, publishing, searching, analysing and monitoring web content in EUROPA websites, with the objective to improve the EC's web presence and external communication both in effectiveness (more aligned to citizens and business information needs) and efficiency (better use of	a) Follow the delivery schedule and project plan agreed with the system owner (DG COMM) (initial release, migration kit). Iterative delivery of design, implementation, tests and release of the various components of a new Europa web presence. b) Preparedness of the service for a cloud implementation.	a) Delivery of the first major release. b) Service ready to move to the cloud.	**Target partially met** a) The Platform is available for DGs and the service is ongoing without any major issues to report. The first major next EUROPA release (called "beta") has been delivered on time. The migration of several DG's websites is ongoing. b) Efforts continue to be invested in establishing the most suitable Next Europa hosting services at DIGIT. *Challenges ahead:* *The timing of the migration project (ending in December 2016) remains very ambitious.* *The new Europa web presence competence centre misses a long-term sustainable funding (i.e. from 2017 onwards).* *The industrialisation of the Next-EUROPA infrastructure hosting services requires speeding-up.*

resources).			

Workplace solutions – Promoting the workplace of the future

Specific objective 4	☒ Non-spending
High quality services for workplace solutions customers (ITIC)	

Result indicator	Cross cutting impact of the specific objective
✔ SLA of the ITIC Service respected (source: SLA measurement). ✔ KPI-2: % Satisfaction level of the end users (source: DIGIT satisfaction survey on IT workplace solutions of June 2015).	☑ CUSTOMER VALUE ☑ SAVINGS ☑ QUALITY

Baseline (2013)	Target (2015)	Current situation (as achieved)
Satisfaction rate as defined in the MoUs/SLAs: 80%.	Service of high quality satisfying end users' needs: minimum of 80% satisfaction rate.	85 % of the respondents agree or mostly agree with the statement *"Overall, I am satisfied with the IT workplace solutions and support provided by DIGIT."* 89% are satisfied with the support services provided by the Corporate Service Desk.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
4-1 ITIC Script Factory Data Ownership Project: enforce **data ownership and data security** for all data objects managed by ITIC (e.g. Files, Functional mailboxes and Distribution lists) for DIGIT and for interested DGs.	Progress reports on Phase 1 (Create trust chains and keep them updated). Progress reports on Phase 2 (Validation of access rights with owners, reporting tool). Progress reports on Phase 3 (Integration of the tool in the workflow of automated access).	Phase 1 and Phase 2 concluded by end 2015. Start of Phase 3.	**Target met** The implementation phase in DIGIT has been concluded. The preparatory implementing actions are ongoing with the pilot DGs (EAC, ERCEA, ESTAT and OIB).
4-2 Implementation of recommendations for improving the end user experience based on the **desktop performance** analysis conducted in 2014.	Start-up time improvements (baseline measured in 2014).	Improvements in start-up time (i.e. consisting of boot, logon and application load) and user experience.	**Target met** Implementation of identified measures has covered among others addressing the delayed Notis start, shutdown scripts installation, optimisation of logon script, desktop files management, Quick Tips uninstallation,

			rescheduling of automated system tasks, removal of virtual application files from roaming profile, antivirus and other automated system maintenance tasks rescheduled, enlarged disk space made available for virtual applications, studying user information and tools to improve user experience, and the ongoing development of a self-service tool for users to evaluate the impact of profile size.
4-3 "**Move users without moving IT**": Definition and implementation of DIGIT policy on a standard desktop office package for Commission staff within ITIC.	- Perform an analysis and establish a roadmap towards reduction of the moves of desktop office items (PCs, displays, printers, etc.). - Apply the roadmap to a first selection of "pilot" moves. Pilot with at least 5 DGs.	a) Publish the results of the analysis. b) Roadmap available. c) Conclusions of the Pilots and recommendations for further deployment.	**Target met** The roadmap is composed of 4 steps: 1) Collection of best practices: completed with the interviews with 7 IRMs whose DGs have already implemented the "no-move" policy. 2) Drafting of one or two possible methodologies: completed in July. 3) Test of proposed methodologies with pilot-DGs: A first real-life test with pre-equipment of all offices with 23" PC displays was successfully carried out in DG NEAR in May. The test has started in 3 other DGs and will be completed in Q1 2016. 4) Implementation of a preferably "one size fits all" methodology started on 16/09/2015, when 12 volunteer DGs accepted to apply from now on the policy of no longer moving the PC

			displays with their end users whenever possible. On 09/12/2015 a proposal was made to all DGs to equip temporarily unoccupied offices with a set of standard desktop PC and PC display. *The end date of the project has been delayed until 31/03/2016 because the 3 volunteer DGs had to complete other tasks before launching the pilot.*
4-4 Rationalise, simplify and optimise the **budgetary management of the IT equipment** of the Commission: contribute to the decision on and then implement the centralisation of the management of the administrative budget of the IT hardware and software of the Commission.	a) Decision on the centralisation of administrative budget of the IT equipment of the Commission. b) Implementation of the decision for ITIC DGs.	a) Decision taken and rules for application published. b) Decision implemented for ITIC DGs.	**Target partially met** a) Paper on the centralisation of budget management was presented in May 2015 in the context of the Synergies and Efficiencies Review in the ICT domain. The central theme is to define a single equipment policy of the standard IT users across the Commission. Such single policy will be implemented through managing the related administrative budget centrally on behalf of all the ITIC DGs instead of allocating it to the various DGs. b) A Joint IRM-DIGIT Task force on IT assets management was established end of September 2015. Its objective is to review the policies on IT equipment in order to rationalise and optimise budget allocation and operational management of the IT hardware and software of the

			Commission. Launching with a first group of 8 volunteer DGs of the forward planning for the replacement of end users' IT devices: the methodology was submitted on 11/12/2015 to the volunteer DGs for fine-tuning and will be implemented as from early 2016. *The works of the Task Force on IT assets management started too late to be used for the 2016 budget programming, Consequently the end date of the project is shifted to 30/06/2016 when decisions on the recommendations of the Task Force are now planned to be taken with full effect in budget year 2017.*
4-5 **Unified mailbox**: fast, uniform search and mobile access to the entire mailbox. Import of the personal folders (pst files) into the mailbox, import of archived emails from the Emails Archiving System (EAS) into the mailbox and shutdown of the EAS system.	Number of unified mailboxes.	50%.	**Target met** 80% of users' mailboxes migrated in 30 DGs. The goal is to transfer all ITIC DGs' PST by end of April 2016.
4-6 **Password Simplification:** Explore the possibility of password simplification, notably the Internet password, the access to corporate Wi-Fi and the possibility to use soft tokens to access corporate	a) Perform analysis and establish a roadmap towards the simplification and reduction of the number of passwords used. b) Phased deployment to the target environments and user population.	a) Results of the analysis, recommendations and proposed implementation plan available by end of 1st half of 2015. b) Phased implementation of the agreed	**Target met** a) The results of the analysis were presented to DIGIT's management in March. The activities are identified and assigned: – Automatic registration to EC Corporate Wi-Fi (No more login to access Wi-Fi);

		changes and roadmap triggered in 2nd half of 2015.	– Mobile ECAS (Easier authentication on mobile / no more SMS);
infrastructure and services.			– ECAS-MDM link (No more ECAS password after MDM password);
			– No more ECAS password once logged in in Windows;
			– Reduce or eliminate Internet password constraint.
			b) ECAS mobile app ready and distributed to Apple and Google stores.
			Decision on way forward for password simplification: removal of Internet password by June 2016, ECAS (3 levels) for all applications by default.

Specific objective 5 **Pursue the Future Office Automation Environment strategy (FOAE)**	☒ Non-spending

Result indicator Implementation status of the actions foreseen in the strategy (the final objective is to issue a procurement procedure involving competitive tendering in 2018 to cover the key elements of the Workplace Solutions functional stack, both Front Office and Back Office).	**Cross cutting impact of the specific objective** ✅ CUSTOMER VALUE ☐ SAVINGS ☐ QUALITY

Baseline (2014) 3 tracks strategy drafted and being implemented.	**Milestone (2015-2017)** Progressive implementation of the strategy. **Target (2018)** Implemented 3-tracks strategy and diversified stack to avoid captivity and ensure business continuity.	**Current situation (as achieved)** As planned, progressing in the implementation – see "Current situation" of outputs 5-1 and 5-2 below.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**

5-1 Propose the **FOAE high-level strategy**, including its roadmap and submit to the IT Governance bodies. Management of the FOAE project after endorsement by the IT Governance bodies.	Delivery of the activities and deliverables defined in the roadmap for 2015.	Meet the objectives of the FOAE project for 2015, as endorsed by the IT Governance bodies.	**Target met** FOAE strategy was approved by the cabinet (19/1/2015). Following the approval of the strategy, DIGIT moved into implementation mode, constituting of a mix of projects and procurements. Two call for tenders were being prepared: - one for Licensing Service Providers (LSP): offers received and technical and financial evaluation is done. - one for Unified Communications (UCC): orientation document was approved and the specification is under preparation. An actions list for the EVOLVE and DIVERSIFY tracks is available and most of the actions are under execution or have already been completed. Detailing the TRANSFORM track – with a horizon of 2017-2018 and beyond - requires further work. In latest state of play and the proposed next steps regarding the FOAE strategy were presented to DIGIT's management in December.
5-2 Replace **Forefront Protection for Exchange** (FPE) as AVAS solution in the production corporate email environment (known as REMI) before Microsoft support ends (i.e. on 31.12.2015).	Have a workable solution replacing the current solution implemented in the production environment by end 2015.	Maintain or improve the current level of protection in terms of AVAS (i.e.: anti-malware and anti-spam solutions).	**As planned** The project was based on a 2-step approach with a "Step 1" (i.e. replacing Forefront software by another solution at all layers of the design) and a "Step 2" (i.e. introduction of appliances to enhance control of external

				traffic).
				The "Step 1" project has been completed within the foreseen timescale, i.e. before 31.12.2015. The MS-Forefront product was replaced by an alternative solution (McAfee).
				The "Step 2" project part will be pursued in 2016, and may need to be deployed within the scope of the new E-Mail infrastructure.
				One of the lessons learned is that in this market, there is a clear evolution towards hybrid / Saas delivery models and most solutions today leverage cloud-based intelligence to look up to the latest reputation information.
				This will be taken into account to manage the evolution of this service.

Specific objective 6	☒ Non-spending
Enhance the offering in the area of mobile computing	

Output indicator	Cross cutting impact of the specific objective
Availability of an enhanced mobile computing strategy and platform that facilitates "mobile by default" and seamless access to corporate data and operations.	✔ CUSTOMER VALUE ☐ SAVINGS ☐ QUALITY

Baseline (2013)	Target (2015)	Current situation (as achieved)
Offering of services for mobile devices: ✔ PDA Synch Service for corporate and BYOD. ✔ Support for iOS & Android devices.	Defined corporate strategy for the use of mobile computing, to be endorsed by the relevant IT Governance bodies. Additional offering of services for mobile devices: − Manage the Mobile Device Management (MDM) service. − Evaluate Windows tablets as corporate devices.	The MDM platform is operational. A pilot project on evaluating hybrid devices is ongoing. Access profiles are managed in the secure container. A draft policy on eligibility for corporate smartphones is available for review.

	− Provide different types of access profiles. − Enhance "apps" offering.		

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
6-1 **Mobile apps**: Definition of the Mobile Apps strategy, in line with the MDM policy as well as development of new apps to access corporate data.	a) Publication of a mobile application development strategy paper. b) Publication of mobile application development guidelines. c) New apps/optimised user interfaces to access corporate data on mobile devices.	a) Completed. b) Completed. c) Completed.	**Target partially met** a) Along the feedback of consulted stakeholders, the draft Mobile Apps Strategy is under revision to improve its look and feel. Action was launched to create a Single Entry Point in the Service Catalogue for Mobile Apps Development. b) The 'Mobile Apps Strategy' makes proposals for new services, components, guidelines. These new items will make up for the 'mobile' dimension of the Reference Architecture and is to be associated with this objective. c) The secure browser "Web@Work" has been made available to all users in the corporate 'Apps@Work' Appstore, giving easy access to MyIntracomm and some internal information systems. SharePlus allows seamless and secure access to collaborative sites on MyIC. (currently, the service is limited to

			iOS users; a solution for Android is under evaluation).
			New Apps for OIB are under development, their scope is defined.
			In order to create an incentive for developing new apps or to create mobile friendly user interfaces, it is proposed to analyse links with IT Governance: add 'mobile friendly criteria' as evaluation criteria for new systems or actions to major revamps of existing systems.
6-2 Develop and **enhance the mobile computing** environment at the EC: - Extend to corporate-owned smartphones the capability (already available for tablets) to access corporate data. - Pursue the strategy for BYOD (Bring Your Own Device) aiming to widen its adoption, improve the current service and offer additional functionality, where applicable. - Deployment of MDM solution to corporate and private mobile devices (tablets and smartphones).	– Expand apps portfolio library and maintain the corporate App store. – Increased number of users (under BYOD). – Expand our mobile access portfolio for enabling secure and seamless access to corporate resources, for corporate and private devices. – An Office editor compatible with the MDM. – MDM deployment report.	a) Provide a placeholder for system suppliers to publish their apps. b) Phase out the "Privsync" service by transitioning its users (with compatible devices) to become BYOD users enrolled in the MDM by an agreed date. c) 100% MDM deployed for corporate devices. 50% of requests for MDM deployment for BYOD covered.	**Target partially met** a) Corporate Appstore is operational. Apps are added as needed. The e-meeting app is available. b) Since February 2015 personal devices can no longer be connected to email/calendar synchronisation without enrolling to the BYOD scheme of MDM. This automatically increases the numbers of BYOD. It has been decided to gradually phase out the Activesync service starting with Privsync on 16.2.2016. This has been announced to the DGs. c) Paper on BYOD migration to MDM discussed at DG level. BYOD

			enrolment progressing well (followed-up by a weekly dashboard report). Some efforts are still needed to enrol the last 1.7% of non-enrolled corporate devices in MDM.
6-3 Deliver - based on a pilot - a recommendation regarding the suitability and cost/benefit aspects of introducing a corporate "**pull printing**" solution, usable in open space office environments and including mobile printing capabilities.	- Pull Printing Pilot project concluded. - Recommendation based on pilot experience available.	Strategy and way forward approved by DIGIT Management.	**Target met** A pull printing pilot was launched in DIGIT, DGT and OIB accompanied by the communication activities, like hands-on workshops, trainings and awareness raising campaigns. Pilot users seem to be satisfied with the tested FollowMe system. The extension of the pilot to the whole of DIGIT has revealed to be non cost-effective in the current contractual set-up. The conclusions of the pilot will be integrated in the forthcoming call for tenders for print services, in order to have a cost-effective solution available for the whole Commission (2016-2017).
6-4 Extension of the **video-conference** (VC) facilities on mobile devices.	- Technical preparation. - Operations.	Service available.	**Target partially met** MOVI has been chosen beginning 2015 as the tactical solution for "VC on Tablets". Although the MOVI IPAD pilot worked fine it was decided not to deploy it after CISCO – the provider – announced that MOVI will not be supported on iOS9. The way forward is to deploy

			CISCO Jabber on IPAD for senior management users. Analysis and tests of Jabber are ongoing and a pilot project is foreseen on 1st March before a roll-out on 1st April.

Specific objective 7	⊠ Non-spending
Enhance the use of social and collaborative tools	

Result indicator	Cross cutting impact of the specific objective
User acceptance and satisfaction rate (perception scanning/survey based), utilisation of collaborative tools (dashboard indicators).	☐ CUSTOMER VALUE ☑ SAVINGS ☐ QUALITY

Baseline (2013)	Target (2015)	Current situation (as achieved)
- A range of IT tools to facilitate collaborative working are in place in the EC (published on Digitline and under the Product Management process, e.g.: Wikis, Blogs, Forums through the Flexible Platform for Internet Services (FPFIS)). - Two pilot projects exist for social and collaborative tools – one with DG HR (Yammer) and another with DG CONNECT (Jive). - Use of collaborative facility on My IntraComm (currently 10.000 distinct users per month).	a) Take the conclusions of the two existing pilot projects, together with the two respective Service Owners. b) Define a corporate strategy for the use of collaborative and social networking tools, with the Service Owner. c) Streamline and structure the usage of collaborative tools to get the most value (training courses to raise awareness and foster effective usage, knowledge management, sharing of best practices…). d) Increase the use of the collaborative facility of My IntraComm by 20%.	a) Conclusions on the two pilot projects have been drawn together with DG CNECT and DG HR as part of a stock-taking exercise on collaborative solutions, the results of which were submitted to the ABM in April. b) Until a corporate decision is made on the use of collaboration tools, business-driven initiatives are supported to develop and monitor the use of social networking capabilities. c) Communication actions have been taken to familiarise users with the use of collaborative solutions. A solution (e-Meetings) to enable the use of collaborative solutions on mobile devices has been deployed as a pilot and demonstrated at the highest levels (4 Commissioner Cabinets). d) The average number of active users per day on My IntraComm Collaboration sites in the first half-year has increased by 22% over the same period in 2014.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
7-1 Create a new **training** course (E—learning module, blended learning) to demonstrate to the end users the optimal usage of the tools currently available and those to develop. The approach taken is user-centric, from a user needs perspective.	End users satisfaction with the specific training course.	80% end user satisfaction.	**Output followed up by DG HR** As the DTS sector joined DG HR on 2/6/2015, this activity left DIGIT.
7-2 Raise **awareness** of end users concerning tools currently available and those to develop, by organising lunchtime presentations in the DGs, roadshows, new leaflets to distribute, etc.	Increased usage of the relevant social and collaborative tools.	Feedback from the DGs and increased usage of the relevant tools. Increase the use of the collaborative facility of MyIntraComm (MyIC) by 20%.	**Target met** The launch of the new MyIntraComm took place on 1/11/2015, accompanied by a significant communication campaign to raise awareness. As part of the ongoing migration of DG intranets into MyIntraComm, awareness and training/coaching sessions are regular with DG's. An afternoon workshop session was organised at the Digital Stakeholder Forum (DSF) in November 2015, zooming into collaborative environments and communities using primarily SharePoint. A specific e-Meeting training session has been prepared and scheduled for the cabinets, explaining combined desktop and mobile access to documents as well as encouraging associated best practices. Training courses on MyIntraComm collaborative spaces and on Confluence wiki are scheduled routinely and the continuity of these services are ensured. The average number of active users per day on My IntraComm Collaboration

			sites has increased by 15% and the number of documents by 25%, year on year.
7-3 Manage our **portfolio of social and collaborative tools**, remain in synch with developments in the market, and introduce new technologies and tools as appropriate, in collaboration with the relevant DGs (notably DG HR and SG).	End user perception that DIGIT provides a good offering in the area of social and collaborative tools.	Feedback from the DGs and increased usage of the relevant tools. 80% end user satisfaction.	**Target met** As per the Digital Workplace Solutions user satisfaction survey's results, 81.9% of the EC's users are satisfied with the collaboration solutions. Extended support for the new MyIntraComm service after the successful upgrade of the platform towards Sharepoint 2013 on 1 November 2015. Service management is on-going: no major issues to report for the Confluence wikis and the MyIntraComm collaborative spaces. Several meetings took place with market players envisioning the future workplace with social and collaborative aspects. Pilot projects are also planned to test cross-DG social collaboration / knowledge management scenarios (one in Jive and one in the new MyIntraComm), based on DG HR's and the JRC's input on actual business needs. *The governance at EC level in the area of social networking and collaboration spaces is unclear; the scope of the above mentioned two pilots (announced for execution in Q4 2015) needs to be specified.*
7-4 Actively **support and stimulate** use cases to show and tell the benefits of collaborative tools by actively promoting leading by doing and by example.	Taken initiatives in the support and stimulation of upcoming use cases in the area of social and collaborative tools that would demonstrate the benefits and communicate these	At least 5 use cases or usage examples initiated or supported. Published results of the use cases.	**Target met** In the first term the highest priority was given to the support of paperless meetings: e-College and e-Meetings. Several presentations and demos have been given to various audiences (like Members of Cabinets or the ITIC user

			group).
			The focus then shifted towards the extension and documentation of a generic e-Meeting solution, which aims at providing combined desktop and mobile access to a document collaborative solution as an integral part of the social & collaborative workplace.
			The e-Meetings generic paperless ITIC service is now fully in place and has been presented and explained to an increasing audience. Additional flexible workspace (mobile) scenarios (5+) have been further explored and documented.
			A stock-taking exercise on collaborative working methods and tools has been completed and documented.
7-5 Provide **CIRCABC** (Communication and Information Resource Centre for Administrations, Businesses and Citizens services).	Running a reliable, performant, highly-available technical service, Service evolution and maintenance and Support according to SLA.	CIRCABC SLA met.	**Target met** CIRCABC counts 3500+ interest groups, 150,000+ users and 2,000,000+ documents. The availability is 99,9% and the average response time is 1second. The OSS version of CIRCABC has been downloaded 1500+ times.
			The service is ongoing without any major issue to report – the SLA is met.
			The results of the satisfaction survey, which was run between May and June, are satisfactory.
			The migration from CIRCABC to ECHA S-CIRCABC (featuring 2-factor authentication and metadata encryption) has been successfully completed.
			The Quality Assurance phase of the CIRCABC 3.8 release has finished and the performance tests campaign

			has started.
7-6 Provide **EUSurvey** (web-based application used to create and conduct surveys and public consultations over the web) services.	Running a reliable, performant, highly-available technical service, Service evolution and maintenance and Support according to SLA.	a)EUSurvey SLA met. b)80% satisfaction with the services.	**Target met** EUSurvey got in the first 8 months of 2015: 2600+ surveys, 1,1M€ contributions, 1500+ creators. It has an availability index of 99,90% and the average response time is 2 seconds. The OSS version of EUSurvey has been downloaded 1000+ times. The EUSurvey e-Learning module is available in the catalogue of the Training Services. New tutorials and FAQs are available within the application. a) Service management is ongoing: a few issues escalated and have been handled. The service level objectives have generally been met in spite of performance concerns in May-June. b) A satisfaction survey was run between May and June. The results are very positive with an average score close to 80% (saves user's time, costs and ease of use).
7-7 Take the conclusions of the pilot project on **Yammer** with DG HR.	Conclusions and decision with DG HR on the pursuit of the Service, or not, with possible decision to extend the contract to use Yammer.	a)Decision to pursue or not by March 2015. b)Implementation of the decision by a notification issued to Microsoft in due time.	**Target met** a)A decision has been made at Director-General level by DG HR and DIGIT to renew the Yammer subscription. b)Service subscription was renewed for two years thus the service continuity is ensured. No further integration between Yammer and MyIntraComm services are foreseen in the short term due to security constraints. Lightweight social collaboration features are offered within the revamped solution (Sharepoint 2013) instead.
7-8 Take the conclusions of the	Conclusions and decision with DG	Decision to pursue or	**Target met** JRC started a Jive pilot

pilot project on **Jive** with DG CONNECT.	CONNECT on the pursuit of the Service, or not, with possible decision to extend the contract to use Jive for other DGs.	not by March 2015.	experience at the beginning of March 2015.
			DIGIT recruited a Jive expert in April, who supports actively the CNECT-JRC Jive community by providing second level technical/functional support, liaising with the company Jive and by helping out with the technical infrastructure at CNECT.
			CNECT published a report on its experience with Jive in the summer 2015.
			A demo of the Connected Jive Platform has been presented to Vice-President Georgieva (Q4 2015), who requested CNECT to investigate the options for making Jive available to all Commission services (i.e. moving towards modern and collaborative working methods).
			CNECT extended the contract to use Jive in DG CNECT and in other pilot collaboration projects.

Infrastructure solutions – Investing in the infrastructure of the future

Specific objective 8	☒ Non-spending
Broaden and modernise the hosting offer	

Result indicator	Cross cutting impact of the specific objective
✔ Stratified hosting offer: number of new solutions offered (source: DIGIT service catalogue). ✔ KPI-3: % satisfaction level of customer (source: satisfaction survey).	☐ CUSTOMER VALUE ✔ SAVINGS ☐ QUALITY

Baseline (2014)	Target (2015)	Current situation (as achieved)
a) 15 hosting services in DIGIT service catalogue. b) No measured information on user satisfaction. c) Perception of a hosting service being slow, expensive, too limited offering.	a) Broader and stratified hosting offers for more agility, flexibility and transparency and reduction of costs (2015): 2 additional offers. b) Provision of cloud-based hosting offer to increase capacity (2015). c) Target level of satisfaction of customers to be defined (2015).	a) A cost reduction of 15% has been applied, and a new chargeback mechanism has been implemented – based on real inventory. b) The Cloud call for tender is under evaluation and on target to deliver Cloud solutions before the end of 2015. c) Interviews were conducted with a selection of clients. The interviewees were generally satisfied with DIGIT's evolutions in infrastructure solutions, with an overall satisfaction mark of 70%. This compares to a baseline of satisfaction level averaging 60%, measured by the interviews held in 2013. The positive points were the strategic evolutions of DIGIT's offerings.

Main outputs in 2015			
Description	Indicator	Target	Current situation (as achieved)
8-1 **Secure hosting services (SHS):** - Design a hosting service model for Information systems having high security requirements following the HR-DS(3602) asset classification and being compliant with HR-DS standards for	a) Architecture definition. b) Pilot completed for DG CLIMA.	a) Completed. b) Completed.	**Target partially met** a) The SHS High-Level Design document was approved by the Information Security Steering Board (ISSB) on 06/05/2015. Preparation of the SHS service description document is ongoing. A project dashboard to follow up the related 90 projects is available. b) Several meetings at all levels (including technical teams, Directors, Directors-General), with DG CLIMA to address CLIMA's input on SHS were

that level of classification; - Develop the new service catalogue entry; - Transition to the operation; - Operations.			held regularly during the whole year. *The SHS programme will take 3 years to be implemented, with already 40% of the full completion to date (first phase was delivered end of 2015).* *The infrastructure delivery is ongoing, despite some delays occurred in ordering hardware. Mitigation measures were put in place and ensured that these delays will not affect the planning of delivery to clients.*
8-2 Provide the first Framework Contract on **Cloud solutions**: - Deliver the first Cloud solutions to candidate DGs; - Draw first conclusions and lessons learned.	Framework contract ready to deliver specific contracts.	Framework contract signed.	**Target met** Signature of one Framework Contract for Lot 1 [Private Cloud for Infrastructure as a Service], five Framework Contracts for Lot 2 [Public Cloud for Infrastructure as a Service] and four Framework Contracts for Lot 3 [Public Cloud for Platform as a Service].
8-3 First Use Cases operating in **Cloud solutions**: Information Systems (IS) successfully migrated to the cloud.	Number of IS on the cloud under the different Call for Tender lots.	1 per lot by the end of 2015.	**Target met** One specific contract was signed in Lot 1 and five in Lot 2, which enabled delivery of the first Virtual Machines to DIGIT B1 and A3. All conditions are now met to deploy already identified first use cases.
8-4 **Cloud@DC** - Migration of IS to Linux based technology: Continue the consolidation of Information System workloads on the x86 platform as an internal Cloud enabler.	Percentage of hosted Information Systems running on Linux.	80%.	**Target met** Specific focus on the required projects and migration efforts in tight collaboration with DGs have permitted a substantial increase in the ratio of workloads on the x86 platform. **The ratio has in 2015 increased from 66% to 83%, thus exceeding the target of 80%.**
8-5 **Rationalisation of service delivery - orchestration**: Design an orchestration system to schedule and execute a sequence of single	Architecture definition and service delivery model for an orchestration system and associated services.	Completed	**Target met** The project has seen the introduction of self-service provisioning to clients in DGs. The environment is gradually being enriched to cover supplementary use cases. Conclusions on the experience will form the basis for an upcoming senior management decision early 2016 on a full-

standard requests to automate the delivery of all components of Information Systems environments.			scale production service.
8-6 **Improve Service Delivery – Automation**: Further automate the execution of single standard requests to speed up the delivery of isolated components of an Information System environment.	Launch a project with the Managed Services provider for the automation of a selected set of simple Service requests.	a) 10% of simple Service Requests initiated from JASSPR fully automated. b) 80% of simple RFCs (Request For Change) delivered in less than 5 days	**Target met** a) Simple Service Requests: The provision of a set of fully automated self-service requests has been delivered in production. The roll-out to clients is happening gradually, accompanied by information sessions to DGs, and information notices for requests handled manually. The target of having 10% of simple Service Requests initiated through JASSPR fully automated has been reached (current value: approx. 80%). b) Simple Requests for Change (RFCs): Work instructions have been reviewed to allow a transfer of the majority of simple actions from technical teams to a dedicated request fulfilment team. The transfer permits simplification and repeatability, thus catalysing a reduction in delivery times. As a result the target of having 80% of simple requests for change delivered in less than 5 days has been reached.
8-7 Enhanced IS Hosting Offering in the domain of **Open Source**: further Improve the current hosting offering by better defining the support for Open Source Technologies.	a) Tomcat Service Description. b) MySQL Service Description. c) Drupal Service Description.	a) Published. b) Published. c) Published.	**Target met - with change of target for the Drupal service** The support for Open Source Technologies has been further strengthened in 2015 through the introduction of specific offerings for the products Tomcat and MySQL. In both cases the new offering broadens the potential use of these OSS technologies. a) Tomcat: The service Architecture has been completed and the operational procedures have been finalised and tested. The Service Catalogue entry has been reviewed and submitted for publication. b) MySQL: The service

			architecture has been validated including underlying supporting services like the backup and the monitoring. The service catalogue has been drafted and submitted for approval.
			c) Drupal: The target was changed to focus on areas that require adaptation of the existing service offering to support the Next Europa project. The required changes were identified and addressed in collaboration with the services responsible for the Next Europa offering. The needs for a possible creation of a separate Drupal service will be evaluated in 2017 as part of the Local Datacentre Consolidation programme.
8-8 **Service Classes** (differentiated hosting offering): contribute to a more cost efficient use of resources through an introduction of multiple classes of services.	a) Elaboration of a proposal for the introduction of service classes across the service offering, in line with the cost elements defined in the DIGIT.C Cost Model and including reporting. b) Description of the characteristics of the service classes and the consequences on the Service Catalogue.	a) Proposal elaborated. b) Description completed.	**Target partially met** An initial proposal and adherent description was elaborated and distributed to owners of cost elements covered by the proposed service classes. The necessary adaptations to the concerned elements and the consequences on the Service Catalogue will be further assessed through separate follow-up activities in 2016.
8-9 **IaaS@DC Service**: creation of new Infrastructure as a Service in order to support the local data centre consolidation strategy.	Availability of new IaaS service entry in DIGIT Service Catalogue including costing.	Service in production.	**Target partially met** The project scope was clarified in the broader context of the Local Datacentre Consolidation strategy. The Proof of Concept has been ordered and kick-off was held. Implementation to start in Q1 2016.

Specific objective 9	☒ Non-spending
Consolidate datacentres and move from the JMO building	

Output indicators	Cross cutting impact of the specific objective
☑ Number of m2 dedicated to data centres. ☑ JMO move status compared to planning.	☑ CUSTOMER VALUE ☐ SAVINGS ☐ QUALITY

Baseline	Target	Current situation (as achieved)
- 3.000 m2 dedicated to data centres (2013). - JMO building critical to ICT infrastructure (telephony backbone, telecommunications centre, data centre) (2014).	- Telecom Centre moved to new premises (2015). - New telephony backbone for Luxembourg (2015). - JMO data centre moved to a new site (2016). - Consolidation of 80% of the local datacentres (2018).	The new Telecom Centre is available and fully operation (2015). New telephony backbone is fully operational with the buildings BECH and DRB. The new Data Centre rooms will be delivered on 30 May 2016 and should be operational in September 2016. The Consolidation of Local Datacentres is on target with the completion of the inventory by end 2015.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
9-1 Consolidation of Local Data Centres (LDC): a) Inventory and Profiling: establish full inventory and profiling of all Information Systems (IS) in LDC. b) Roadmap: establish roadmap for the consolidation project. c) First wave of consolidation: progress on the running consolidation projects (such as ESTAT).	a) Full inventory available. b) Roadmap towards the next steps of consolidation. c) Running consolidation projects.	a) Inventory by September 2015. b) Roadmap by December 2015. c) Running consolidation projects on target.	**Target met** a) Inventory and profiling completed. b) Consolidation methodology has been elaborated. The roadmap must be part of the Project Plan to be established at the start date of each consolidation project (per DG). c) The first LDC convention and Annex with DG ESTAT was signed end of December 2015.
9-2 Move approximately 1700 users out of the JMO	a) Timely and successful move of the users.	a) Agreed timing respected and good feedback	**Target met** Around 100 users had already left the JMO

building to their future destination building(s) in cooperation with the concerned DGs, OIL, HR etc.	b)End user satisfaction with their individual moves.	from the DGs. b)As per the ITIC SLA	and been relocated in existing buildings. After the agreement between the Luxembourgish authorities and the European Commission to substitute the JMO with 1 temporary building in Kirchberg and 2 (Ariane & Laccolith) in Cloche d'or, the moves of 996 posts to Ariane and Laccolith started on 28/10/2015 and were completed on 07/01/2016. The moves were carried out smoothly and on schedule with just a few minor incidents which were fixed very quickly after being reported. The temporary building in Kirchberg with a hosting capacity of 500 posts is planned to be ready as from May 2016. The new IT warehouse could be ready by May 2016 to enable DIGIT to start managing IT stocks in Luxembourg in a really central way through the consolidation of the existing local stock rooms and staging facilities.
9-3 Migration of information systems located in JMO: migration of Information Systems to new Data Centre facilities to warrant a timely evacuation of the JMO premises.	Start migration of hosted information systems in-line with overall planning as defined by the Steering Committee overseeing the evacuation of services from the JMO building.	Migration in line with planning.	**Target partially met – migrations await the availability of the new data centre, so still in line with planning.** Current estimates foresee an availability of the new Data Centre facilities in the first half of 2016. The availability will be followed by an operational preparation phase

			which should allow migrations to start end Q3-2016.
			To facilitate the upcoming migration of existing services to the new Data Centre, emphasis has been put on raising the use of technologies permitting an easier migration. Notably the substantial progress on the migration of Information System workloads to the x86 platform can be mentioned (see output 8-4).
9-4 Relocation of JMO Telecommunication Centre: creation of new corporate Telecommunication Centre in Luxembourg to replace the centre currently located in the JMO building. Move the networking and telecommunication infrastructure and services from JMO once the new building is ready.	Telecommunication Centre with core infrastructure (racks, cabling, electricity, network infrastructure and services).	a) Availability of new corporate Telecommunication Centre in Luxembourg, ready for the migration of telecommunication services from the JMO building. b) Planned 2015 actions implemented.	**Target met** a) Telecom Centre room delivered by eBRC on 15 June. Design finalised and room equipped with core infrastructure (racks, cabling, electricity, network infrastructure and services). b) Hardware relocation started (85%).
9-5 Relocation of JMO Data Centre: creation of new corporate Data Centre in Luxembourg to replace the centre currently located in the JMO building. Move the networking infrastructure and services from JMO once the new building is ready	Finalise design and equip new Data Centre with core infrastructure (racks, cabling, electricity, network infrastructure and services).	a) Availability of new corporate Data Centre in Luxembourg, ready for the migration of Data Centre services from the JMO building. b) Planned 2015 actions implemented.	**Target met** All actions planned for 2015 have been implemented. An agreement was reached between the Luxembourgish authorities and the European Commission for the delivery of data centre space in replacement of the JMO data centre. DIGIT has drafted high-level and then detailed specifications required by the procedure. A supplier has been selected by

			the Luxembourg authorities and the fitting ("aménagements spécifiques") of the new data centre has started based on DIGIT's specifications. The new Data Centre rooms will be delivered on 30 May 2016 and should be operational in September 2016.
9-6 Provide networking services for new office buildings (JMO leave): provide the carrier and network services for the new buildings in Luxembourg replacing the JMO	Analysis of the options and coordination with OIL: a) Network specifications for these buildings. b) Buildings hosting users operational at networking level. c) Move of the users (Patching services).	Planned 2015 actions implemented.	**Target met** a) Network specifications are available for the different buildings. Network devices are in stock. b) Two of the three target buildings are fully operational. Ongoing activities to propose network services in the third building. c) Ongoing according to OIL planning.
9-7 Fixed telephony aspects: install a new backbone as consequence of the JMO move, install new PABXs in the new buildings, and prepare the offices for the telephony.	Backbone installed.	Completed	**Target met** New backbone is fully operational with the buildings BECH and DRB. JMO is now a satellite building for telephony PABX until the leave of the building. Service operational 24/7.

Specific objective 10 ☒ Non spending

Improve network and telecommunication services

Result indicator	**Cross cutting impact of the specific objective**
✔ Wi-Fi coverage in Commission buildings. ✔ Number of connection points with Member State and EU administrations which are operational.	☑ CUSTOMER VALUE ☑ SAVINGS ☐ QUALITY

Baseline (2013)	Targets	Current situation (as achieved)
42 buildings partially covered by Wi-Fi.	a) All meeting rooms above 25 people and cafetarias have Wi-Fi coverage (2015). b) Progressive coverage of normal offices area in Brussels and Luxemburg depending on budget availability (2016-2017). c) Full Wi-Fi coverage of all Commission buildings by 2018. d) Testa-ng operational in 2015.	a) Deployment of Wi-Fi in those areas is ongoing b) The focus for Wi-Fi deployment in 2015 is put on the areas mentioned under point a) c) Long term target d) The Testa-NG migration could not start. Top level escalation has been carried out to mitigate financial impact of the late delivery.

Main outputs in 2015

Description	indicator	Target	Current situation (as achieved)
10-1 **Transeuropean Network services**: migration of sTESTA to the new Transeuropean sTESTA-NG network.	Testa-ng rolled out.	Completed.	**Target partially met** The provider could not meet the contractual deadline of 30 June 2015 for full migration. The problem was escalated to the level of the Director General and T-Systems CEO. T-systems has agreed to pay the additional costs of the current sTESTA services as from 1 July as compensation. Recurrent bi-weekly high level coordination is ensured. Bridges successfully installed between sTesta and Testa-NG clouds. Migration started on 9 December. Delivery target date now end May 2016.
10-2 **Wi-FI** service evolution: provide the Commission, and whenever appropriate other European Institutions and bodies, with the high quality state-of-the-art Wi-Fi services required for their business processes.	Deployment of the action plan described in the Wi-Fi strategy.	All meeting rooms above 25 people and cafetarias have Wi-Fi coverage.	**Target partially met** Deployment: DIGIT had two projects to deploy WiFi across Commission buildings in 2015. The first was to equip all cafeterias, while the second was to equip all meeting rooms for more than 25 people if not yet equipped. At the end of 2015: 12 out of 29 cafeterias are completed. Of the 103 meeting rooms identified for installation, 53

			are installed. For the other cafeterias and meeting rooms, cabling requests are open with OIB and waiting for execution. Evolution of the service: Two new WiFi networks were introduced in 2015: EC_Corporate and EC_Guest. EC_Corporate offers a connection to the WiFi network for EC staff/enrolled devices. EC_Guest is a guest network. EC_Hotspot has been decommissioned. The deployment is contingent to the work of the OIB.
10-3 **Secure Mobile Communications** : propose and implement a secure mobile communication solution for the EC, in cooperation with EEAS and possibly other institutions and bodies.	Solution proposed and implemented for 03/2015.	Service availability ≥ 99,9%.	**Target met** Based on a market study devices were selected and tested. The devices were configured and ready to be delivered to Cabinet Oettinger in March 2015. Devices were delivered to both Cabinet Oettinger and Cabinet Hahn. Support service offer was received from Proximus. Technically the trial was successful. The acceptance of devices was good but their usage is limited. They will be available to the VIP's in pool mode.

Interoperability solutions – Investing in modern public administrations

Specific objective 11	☒ Spending
Promote modernisation of European public administrations and improve efficiency and collaboration between them, their citizens and businesses, by facilitating electronic interaction in support of the implementation of Community policies and activities	Interoperability solutions for European public administrations (ISA)

Result indicator[2]	**Cross cutting impact of the specific objective**
✔ KPI-4: % of implementation of the ISA work programme's actions. ✔ % of the CEF Digital Service Infrastructures (DSIs) managed by Digit which are operational.	✔ CUSTOMER VALUE ✔ SAVINGS ☐ QUALITY

Baseline (2014)	**Target (2016)**	**Current situation (as achieved)**
a) The Commission has to manage and efficiently roll-out the actions of the "Interoperability Solutions for Public Administrations (ISA)" work programme for the period 2010-2015. b) 4 DSIs managed by DIGIT in the process of becoming operational.	a) Work programme's actions are properly implemented and evaluated by a horizontal monitoring action. b) 100% of the CEF DSIs managed by DIGIT which are operational.	a) The 2015 work programme was adopted by the Commission timely and the budget made available to the services. All actions were implemented as planned and the budget was committed appropriately. b) CEF-DSIs e-Invoicing and e-Delivery are fully operational since mid-June following the transfer of the e-Delivery service from Open Peppol to DIGIT. e-Signature service is operational since the software hand over from MARKT/GROW. e-ID project environment is fully operational, ready to implement eIDAS implementing acts requirements.

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
11-1 **ISA:** - **Work Programme 2015** – Prepare the annual work plan, have it adopted by the Commission and	- The Revised Work Programme adopted and rolled out. Actions procured and implemented.	a) March-2015: formal approval of the work programme. b) May-2015: actions procured and launched as	**Target met** a) The 5th ISA Work Programme was approved by the Commission on 02/03/2015. Budget allocated. b) Actions launched and

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[2] The impact of EU policies also depends on actions taken by **Member States'** authorities and several other players at national, regional or local level. In addition, many **external factors** (social, economic and environmental), clearly beyond of the Commission's scope of managerial influence, affect policy achievements (or failures) resulting from EU initiatives. Separating the DGs' contributions to the achievement of these objectives from the influence of external factors and the participation of other actors can represent a considerable challenge.

roll it out. - **Final evaluation** - Conduct a final evaluation of ISA, have it adopted by the Commission and communicate it to the European Parliament.	- Production of a Final Evaluation Report.	needed. c) By Dec-2015: budget committed. d) The ISA Final Evaluation Report is adopted by the Commission.	implemented as planned. c) Budget committed as planned. d) The final evaluation of the ISA Programme was launched in 2015 and the detailed analysis concluded in December 2015 showed that the Programme was well aligned with the EU policies and the needs of the Members States. The final report, will have the form of a Communication to the European Parliament and the Council, is under finalisation and will be adopted by the Commission in March 2016.
11-2 **ISA²** [3]: a) **Programme approved** by the European Parliament and the European Council in order to be in force by 1 January 2016. b) **Preparation of "Rules of procedure"** - From Jan-2015 onwards, preparation of "Rules of procedure", informal presentation to and reaching an agreement with the Member States.	a) Adoption of the decision. b) Agreement on rules of procedure.	a) Adoption by June 2015 to allow proper preparation of the first work programme. b) Rules of procedure prepared and formally agreed with the Member States by early 2016.	**Target met** a) The ISA² Programme was adopted, following the ordinary legislative procedure, on 25 November 2015 and took effect on 01 January 2016. b) The draft "Rules of Procedure" have been prepared and will be agreed at the first meeting of the ISA² Committee on 2 March 2016.
11-3 **ISA support:** Provide a reliable and highly available service for **JoinUp** and **ISA**	Service provided in accordance with the JoinUp SLA.	JoinUp SLA met.	**Target met** Service is ongoing, no major issues to report – SLA met. Several releases have been implemented and deployed

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[3] Enlarged scope, targetting the exchanges between administrations and citizens and businesses and with an explicit focus on the modernistaion of public administrations.

Dashboard. **JoinUp** is a collaborative platform and observatory to facilitate the sharing and re-use of interoperability solutions of various types and open source software between public administrations, citizens and businesses. **ISA dashboard** is a business monitoring interface embedded in the JoinUp Portal and includes support services.			after extensive quality assurance checking. The September release (JoinUp 1.8) included work done in the context of CAMSS (Common Assessment Method for Standards and Specifications). Some JoinUp statistics: visitors per month 160,000+; projects downloaded per month +-2,000 ; number of projects on JoinUp 350+; number of federated projects 300+; total number of users 20,000+.
11-4 Enhance the corporate Electronic Signature Services (ESSI).	- Help EC services to setup an adequate corporate e-Signature service. - Establish a roadmap - Communicate about and promote adoption of generic eSignatures for EC business processes. - Enhance the corporate e-Signature software solution.	a) Increase in the number of applications adopting ESSI. b) Roadmap available. c) Planning respected.	**Target met** a) The ESSI service is operational and has the capability to support electronic signatures in the Commission. Awareness was raised at political level of requirements to go further in adoption of ESSI. The usage of service is extended via the extension of client projects (usage growth). 76 new clients adopted ESSI in 2015. Workshops and conference calls are held with ongoing and prospective projects (OP, GROW, SG, OLAF, IANA, COMM, ePRIOR, eTrustEX, INEA, CNECT ...). b) Roadmap available. c) New/enhanced ESSI support and management services are successfully deployed in production. The Hardware Security Module (HSM) migration is complete and seamless for clients.
11-5 **Connecting**	CEF governance	All the governance	**Target met**

Europe Facility (CEF) In line with the MoU with DG CNECT, set up the CEF core services infrastructures under DIGIT responsibility: e-Invoicing, e-Delivery, e-Identity and e-Signature. In particular, ensure all the operational aspects and support the Member States in the implementation of the CEF building blocks.	structures and Core Service Infrastructures operational. Main elements: - Set up of the governance structures for all the core services under DIGIT's responsibility. - Set up the monitoring framework for the reporting requirements of the different CEF DSIs. - Take over of the e-Invoicing central operations from Austria. - Deployment of testing infrastructures for the Member States. - Implementing eIDAS with the objective to be progressively adopted by Member States.	structures and operational services in place.	Among the achievements of this activity in 2015 it is worth mentioning the definition and implementation of the CEF building blocks governance structures, the transfer of the e-Invoicing central operations component to DIGIT, the successful set up of the CEF architecture office in DIGIT, the promotion and monitoring of the reuse of CEF Building Blocks by the policy DGs of the Commission and preparing the testing infrastructures for MS. Furthermore, performance monitoring is carried out every quarter based on a standard set of Key Performance Indicators. An interactive dashboard will be made available in 2016. The governance model was defined together with DG CNECT and endorsed by MS and is now in place. As planned, DIGIT signed a MoU with OpenPeppol in order to run the e-Invoicing central service which makes possible for the participants in the Peppol network to dynamically locate each other across Europe and help MS to make secure exchange of data possible across borders. In terms of promotion DIGIT produced Catalogue of CEF Building Blocks which includes, among other elements, self-assessment tools aimed at helping decision-makers understand the alternative ways to implement the CEF building blocks. In this context, a strategic cooperation was set up with the team of DG CNECT developing the EU Catalogue of European standards, part of the Digital Single Market strategy. As regards of results the number of reuse

			cases of CEF building blocks has steadily increased since 2014.
11-6 **Public Service Modernisation**: Contribute actively to the efforts to frame a Commission joined-up strategy on public sector modernisation once it has been decided.	Support to and animation of activities around public sector modernisation. Networking in the Commission and with Member States representatives.	DIGIT an active partner and facilitator of relevant actions as and when decided.	**Target met** Following intense contacts between the DGs involved in the area of capacity building and modernisation of public administrations, it was concluded that the two existing inter-service groups, namely the "Friends of Public Sector Modernisation" (led by DIGIT, CNECT, RTD) and the "Institutional Capacity and Administrative Reform" (led by EMPL) should merge. The name of the newly created group is: Inter-Service Group Public Administration Quality & Innovation (IGPA).

DIGIT as trusted partner – Investing in stakeholders and customers

Specific objective 12	☒ Non-spending

| **Become a trusted business partner** | |

Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
12-1 **DIGIT Service catalogue** Automation of the request fulfilment process for DIGIT services towards a consistent service request mechanism and automated service fulfilment workflow.	a) Availability of a unique and centralised service catalogue with costs allocated to services. b) Availability of a request fulfilment tool (source: DIGIT service catalogue).	a) Costs allocated to the services presented in the service catalogue (2015). b) Automation of the request fulfilment process for DIGIT services towards a consistent service request mechanism and automated service fulfilment workflow (2016).	**Target partially met** a) A central and unique service catalogue is available containing all DIGIT services, grouped per user type (services for all staff, for IT professionals, for business owners and for contracts specialists). The costs allocated to the services are not yet presented in the service catalogue as the cost model is under revision b) Projects for the availability of a request fulfilment tool integrated with the service catalogue have started. Request fulfilment tool expected to be available in 2016.
12-2 **Innovative solutions** Implementation of the "IDEA" process	a) Number of ideas to be published on the platform b) Number of ideas to reach the peer review stage c) Number of ideas to have passed the peer review stage d) Number of ideas that have received a GO. (source: IDEA platform).	IDEA evaluation targets: a) 20 ideas to be published on the platform b) 10 ideas to reach the peer review stage c) 5 ideas to have passed the peer review stage d) 3 ideas that have received a GO.	**Target met** a) More than 40 ideas were submitted to the IDEA platform. b) 8 ideas were presented to the Peer Review Group. c) 4 ideas passed the Peer Review and were presented to DIGIT management for approval. d) All 4 ideas received a go decision and were implemented leading to visible results: The procedure to book meeting rooms has been reviewed and simplified, a pilot has been developed to evaluate a container virtualisation tool for software development, a first DIGIT Hackathon and the first edition of the

			DIGIT awards have been organised.
12-3 **IT advisory services** Reinforced capacity for the provision of IT advisory services to customers.	Availability and implementation level of a strategy (source: advisory strategy).	a) Establishment of a strategy to enhance the existing advisories on IT architecture, products and methodology and add new ones (e.g. IT development, IT security...) (2015). b) Proactive coordination with DGs to focus available resources on strategic priorities and critical projects (2016).	**Target met** a) A Customer Orientation Strategy paper, covering IT advisory services, was endorsed by DIGIT's Senior Management. Regarding advisory services, two strategic elements have been identified among the priorities: – The architecture office (DIGIT.B.1) to provide consolidated advisory services on IT architecture, products, methodologies, user experience and security. – The CRM sector of DIGIT.C.1 to provide Infrastructure advisory services to clients, in the context of the local data centre consolidation and cloud. b) A first series of meetings between the CRMs and the IRMs took place to explain the content of the charge-back reports and to start advising on optimisation of the resources used by the IRMs. The unified reports produced from the CMDB can now be used as a real management tool for IRMs and DIGIT.
12-4 **Customer Relationship Management** - Development of a global "customer orientation vision / strategy document" for Customer Relationship Management. - Improve customer satisfaction.	- Implementation level of a validated customer relationship management strategy and roadmap (source: CRM strategy). - b) % Satisfaction of customers (source: satisfaction survey/perception scanning).	a) Development (2015) and implementation (2016) of a global Customer Relationship Management strategy. b) Selection and implementation of a tool to support the CRM strategy (2015). c) Improved customer satisfaction	**Target partially met** a) The Customer Orientation Strategy and its associated Roadmap have been delivered and endorsed by DIGIT management in 2015 and well received by the IT Community. As a final step, the Customer Orientation papers have been distributed to the IT community for a last round of comments. b) The setup of a CRM solution is now integrated to the Customer

Description	Indicator	Target	Current situation (as achieved)
		(2016).	Orientation Roadmap and no longer an action separated from the CRM strategy. Synergies with other similar initiatives such as the Stakeholder Relationship Management (SRM) tool from CNECT have been explored.. c) In line with the Strategy/Roadmap, the missing customer satisfaction indicator(s) will be elaborated in 2016.
12-5 Communication a) Revamping of MyIC site into My IT portal. b) Create a platform for communication and interaction of the IT Community in the Commission.	a) Availability of My IT portal b) Availability of a platform for communication and interaction for the IT community.	a) My IT portal is available (2015) b) Platform for communication and interaction of the IT Community in the Commission available (2015).	**Target met** a) The IT Portal went live at the beginning of November. Communication plan started to market the platform. b) The Wiki platform that contains information on GOVIS2 and includes DSF and DIGIT materials is up and running. It still needs an appropriate look & feel and more interactions, also on DIGIT side. Creation of interactions with other platforms like IT Portal in progress.

Specific objective 13	☒ Non-spending
Optimising resources management	

Main outputs in 2015			
Description	Indicator	Target	Current situation (as achieved)
13-1 Planning, monitoring and reporting Accurate picture of activities and related allocation of resources: − Reinforced diagnosis of investments (priorities, impact on stakeholders)	a) Up-to-date, accurate and prioritised planning and monitoring information. b) Definition of a priority management methodology and implementation of the methodology to	Optimised planning, monitoring and reporting on DIGIT activities (2015): a) Priorities and resources identified: priority management methodology drafted and applied to	**Target met** a) + b) Since 2014, a full inventory of DIGIT's internal business processes and projects linked with resources and risks in place and reflected in a work programme monitoring tool disclosing consolidated planning, monitoring and reporting information on DIGIT activities. In addition, methodology

– Up and running e-monitoring process. – Ownership on monitoring activities.	DIGIT's processes and projects. c) Automation of internal planning, monitoring and reporting processes, used at all levels.	DIGIT processes and projects. b) Monitoring information updated monthly. c) Monitoring information used at all levels. d) Automated monitoring process. e) Semi-automated reporting process.	defined to assess the priority and maturity of the processes and to improve the adequacy of the staff allocation, while identifying specific actions to be taken in order to optimise some activities. Priority identification is embedded in the strategic planning, monitoring and reporting cycle. c) Monitoring reports being generated by the Work Programme monitoring tool are regularly used at senior management level. d) The work programme monitoring tool ensures an automated monitoring process. e) The tool also allows streamlining a semi-automated strategic planning and reporting process as well as risk management in DIGIT. Further efforts are, however, necessary to improve data quality and readability.
13-2 Business process reengineering (BPR) Implement business process reengineering actions for the optimisation of internal processes and the allocation of internal resources.	Number of reviewed and streamlined processes and resources redeployed.	Optimised resources allocation (2017): a) Prioritised activities reviewed. b) Resources redeployed.	**Target met** As a step towards improved performance of its operations, DIGIT launched in 2014 a new Business Process Reengineering activity aiming at identifying ways to improve the efficiency of DIGIT's processes and the value of the services provided, as well as to support the optimisation of the allocation of resources. A BPR strategic planning framing the BPR activities for the next two years was drafted and approved, is being regularly updated and implemented. Three BPR projects were finalised in 2015 (commitments and payments, governance and management of software development and contract management in DIGIT.B). They allowed identifying ways

			to optimise the reviewed processes in terms of efficiency and added value, as well as the allocation of resources. The implementation of the approved action plans is ongoing and closely monitored.
13-3/8 HR Management 13-3 HR strategic plan (2015/2016) 13-4 Talent management policy (2015/2016): to make an inventory of skills and competencies aiming at developing a talent management strategy / policy including a specific training programme to help in the redeployment of the staff according to the new priorities. 13-5 Creation of an HR scoreboard (2015). 13-6 Improve internal communication activities (2015). 13-7 Identification of future staff needs (2015/2016). 13-8 Proactive career and mobility planning (2015/2016).	a) Monthly monitoring of an HR scoreboard. b) Regular intranet updates. c) Average vacancy rate of available posts. d) Retention of staff. e) % of unforced departures among statutory staff. f) Unforced departures before 24 months of service in DIGIT.	− From human resources administration to rationalised human resources forward planning and management (2016). − Enhanced staff engagement and developed collaboration across units, directorates and sites (2016).	**Target partially met** The actions initially intended for the HR plan will be implemented in the Talent Management and Learning & Development (L&D) strategies. a) The Talent management Strategy was formally approved by DIGIT senior management in December 2015 (implementation starting on 1st January 2016). L&D Strategy for DIGIT is expected to be adopted by 31st March 2016. b) Intranet sections of HR relevance are regularly updated in cooperation with DIGIT.01. c-d) Vacancies and progress of recruitment procedures are communicated to the Senior Management on a monthly basis. The overall vacancy rate for AD+AST+SC posts is 5.5% for 2015, the rate being on average higher for AD posts (>9%). The rate of vacant AST posts is low since they are either allocated immediately or set aside for taxation/redeployment purposes. The higher level of vacant AD posts can be explained by the limited mobility of IT AD staff in the Commission and the lack of reserve lists of specialised IT AD competitions. e-f) No unforced departure before 24 months took place during the reporting period.

13-9/10 ICT procurement services 13-9 Set up of a "Procurement board" at senior management level to define DIGIT's procurement policy, oversee its implementation and identify strategic opportunities at an early stage. 13-10 Definition of a calendar of meeting with forecasted agenda.	Multi-annual procurement planning towards increased inter-institutional use.	High quality ICT procurement services serving the Commission and other Institutions and bodies (2015): a) Proactive management of procurement planning setting a link with DIGIT's strategic goals and business opportunities. b) Discussion of procurement strategies and opportunities in a forum. c) Sharing of information at an early stage.	**Target met** 13-9: The "Procurement board" has been set up. 13-10: A meeting calendar for 2015 has been established. A list of points likely to be included in the agenda for future meetings has been created and will be updated regularly. It was the result of a scan of the procurement planning and of the collection of the members' input as regards strategic and cross-cutting issues.
13-11/13 Budget Management 13-11 Simplified charge-back process (2015): – Identification – in the service catalogue – of baseline services in compliance with central guidelines on the charge-back of services – Elaboration of a cost model for all DIGIT activities and identification of costs of DIGIT services. 13-12 Simplified management of MoUs (2016) 13-13 Optimised alignment between budget, baseline services and cost model (2016).	– Baseline services identification – Use of a transparent cost model for key services. – Harmonised Memorandum of Understanding (MoU) process.	Optimised budget management (2016): – Catalogue of services identifying chargeable ones adopted and published. – Endorsed pricing policy. – Finalisation of cost model for all services of DIGIT approved.	**Target met** 13-11: Advancement on consolidated services for charge-back is pending on progress of related work on the Cost Model of DIGIT.C and integration with the models of other Directorates. Catalogue has been established, but baseline services still need to be identified and aligned. 13-12: Consolidated charge-back of multiannual MoUs to other Commission services nearly finalised - advance payment requests launched with most of the clients. 13-13: Alignment with catalogue and baseline services to be achieved by end Q2 2016, in line with advancement of work on consolidated Cost model.

Specific objective 14			☒ Non-spending
Improved control strategy and Implementation of the Anti-fraud strategy			
Main outputs in 2015			
Description	Indicator	Target	**Current situation (as achieved)**
14-1 **Revised control strategy**	Updated control strategy.	Revision in 2015	**Rescheduled** Project is extended to 2016.
14-2 **No reservation in the AAR**	KPI-5: Number of reservations in the AAR.	No reservation in the AAR 2015	**Target met** No reservation in the AAR 2015.
14-3 **Anti-fraud strategy**	Implementation of the anti-fraud strategy	Implemented in 2015	**Target met** Anti-fraud strategy implemented. Strategy needs to be reviewed in 2016.