



Management Plan 2024

DG DIGIT

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Introduction

The [Directorate General for Digital Services](#) ⁽¹⁾ (DG DIGIT) is the Commission department responsible for providing digital services that support other Commission departments and European institutions in their daily work and that help European public administrations work better together.

DIGIT's mission ⁽²⁾, as domain leader for IT, is to enable, drive and supervise the **Commission's digital transformation and the transformation of its IT delivery** model.

In particular, DIGIT ensures that the digital landscape in which we operate is robust, resilient and secure, supports digital-ready policymaking across the Commission and facilitates stronger collaboration between European public administrations, by

harvesting the potential of emerging technologies

leveraging data and expertise

proposing and promoting innovative procurement strategies

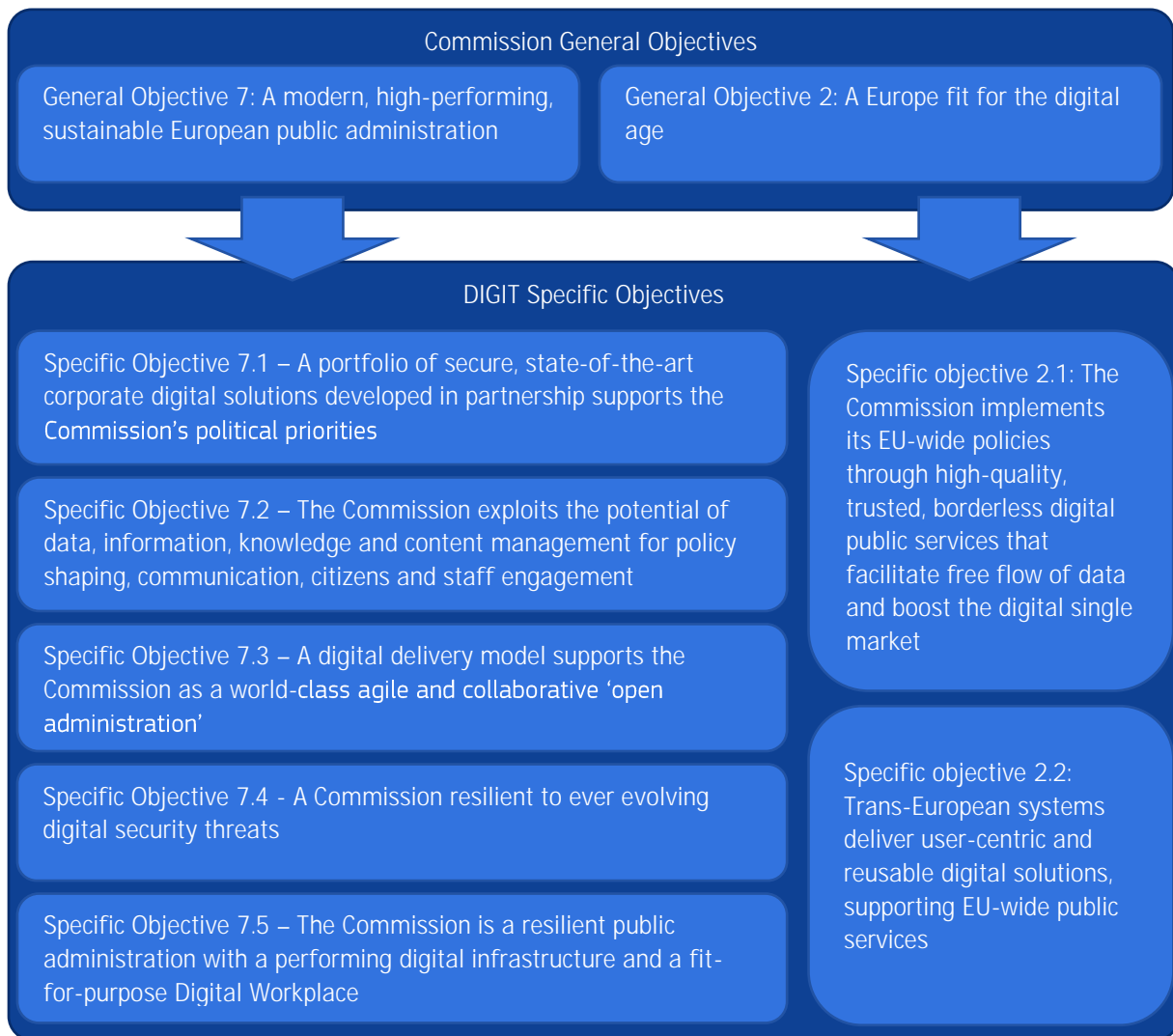
providing digital technology and services

Under the [von der Leyen Commission](#), DIGIT contributes to two of the Commission's General Objectives, which are further defined within **DIGIT's Specific Objectives for 2020-2024** ⁽³⁾:

⁽¹⁾ DIGIT's name changed from DG Informatics to DG for Digital Services, effective from 01 November 2023. The acronym DIGIT remains. Reference: [SEC\(2023\)329](#)

⁽²⁾ [Directorate General DIGIT Digital Services](#)

⁽³⁾ [DIGIT Strategic Plan 2020-2024](#)



In addition to the political objectives, DIGIT contributes to the overall modernisation of the Commission as public administration, through its locally managed functions, i.e. its human resources management, financial management, fraud risk management, digital transformation and information management, and environmental management.

The 2024 Commission work programme’s motto is ‘delivering today, preparing for tomorrow’ ⁽⁴⁾. This also applies to DIGIT: one of DIGIT’s priorities will be to provide continuity of service and close on-going initiatives and deliverables, while launching only a limited number of new activities. A second priority will be to evolve current services so that DIGIT is best prepared to support and advise the incoming Commission, mainly in the areas of interoperability and digital-ready policymaking, Cloud, Digital Workplace, cybersecurity, and the incorporation of Artificial Intelligence into our working methods.

⁽⁴⁾ [Commission work programme 2024 \(europa.eu\)](https://european-council.europa.eu/media/en/press-communications/2024/01/10/Pages/Commission-work-programme-2024.aspx)

PART 1. Delivering on the Commission's priorities: main outputs for 2024

General Objective 7: A modern, high-performing, sustainable European Public Administration

Specific Objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities



In 2024, the Commission will continue its drive for **digital transformation**, i.e. the IT-supported rationalisation, simplification and streamlining of corporate and local business processes, with the aim to shape a modern, data-driven, high-performing, and sustainable European Public Administration.

DG DIGIT works closely with the DGs responsible for the Commission's core business processes (decision making, human resources management, financial management, etc), with **DIGIT delivering and operating flagship digital solutions on behalf of these partner DGs**. These activities in 2024 will include:

- In the domain of **human resources**, DIGIT will continue the on-going work on the **HR Transformation (HRT) programme**, which will introduce a new HR Platform, driving significant changes within the HR Family, including EPSO, DG HR, PMO, and OIB/OIL. In 2024 DIGIT will complete the new platform's functionality for Preselection, Selection, Recruitment, and Onboarding, and begin work on functionality for Talent Management.
- In the domain of **finance and staff benefits**, DIGIT will work with the Paymaster Office (PMO) on integrating the business processes of the Joint Sickness Insurance

Scheme (JSIS) with [MyCarennet](#), a Belgian system for the transmission of medical bills between health care providers and the Belgian ‘mutualités’ (and in the future JSIS). This integration will simplify the administration of medical files and expenses for staff members, pensioners and their families, and will lead to improved efficiency and cost savings of the JSIS services. The project is part of a wider project/programme, the National Healthcare Systems integration project (NHS project), aiming to integrate medical information (expenses, medical files, etc.) coming from all the EU Member States.

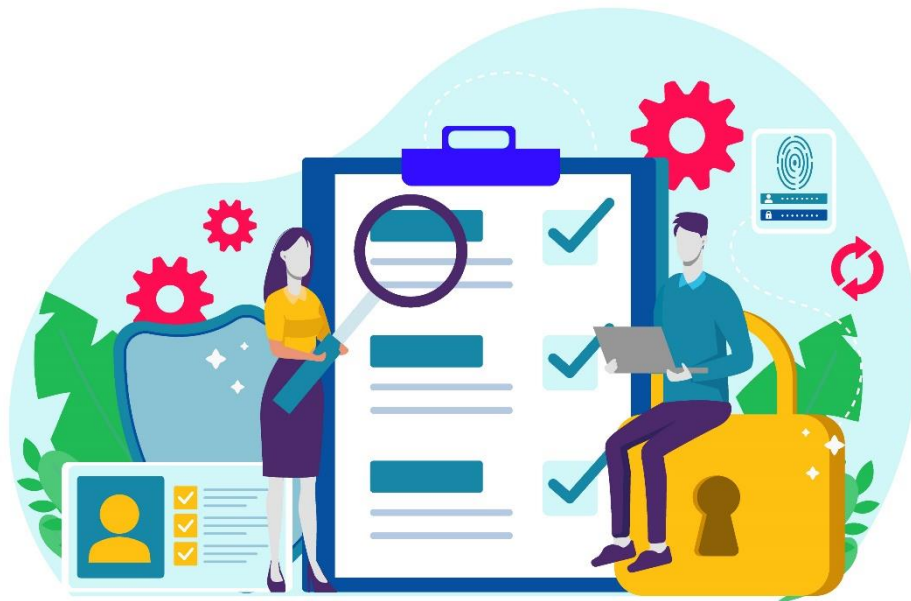
- Another programme in collaboration with the PMO is the [PMO Digital Communication Programme](#): PMO staff and IT applications operate within a secure digital environment without resorting to paper or individual (e)mail exchange. However, these tools cannot always be used by PMO beneficiaries and other stakeholders. The first objective of planned activities is to extend secure access to applications and communication channels, while not increasing the digital divide. It is a prerequisite for increasing the use of PMO applications and thus reduce mailings. The first project that will be implemented by DIGIT in this programme in 2024 is the Delegation of access rights to a trusted person, to be applied to the medical reimbursements (JSIS/ASSMAL system).
- In the domain of [document management](#), a multi-year project was launched in 2023 to modernise the [Hermes-Ares-NomCom platform](#) (HAN, the document management platform of the European Commission). In 2024 the project will review the current document management processes, define the to-be processes, produce the roadmap for the platform, and specify the approach for its modernisation.
- In the domain of [political decision making](#), DIGIT will work on the transformation of [Decide](#), the IT system to manage all steps of the Commission decision-making process. The works will include the review and streamlining of the entire end-to-end legislative lifecycle in the platform, from its technical infrastructure to its business process model. This transformation will also replace the current Decide system, which consists of a number of different modules, with redundancies and difficult integrations. The new platform will offer an improved user experience by means of a unified and simplified law-making process. The integration of EdiT as inter-institutional drafting tool will simplify the consultation and review cycles of documents as well as the inter-institutional interoperability. DIGIT will also further develop [eCollege](#) (the system used by the College of Commissioners to access and manage the documents used in the weekly College meetings), including integration with Decide.
- In the domain of [grants management](#), DIGIT together with DG RTD will work on the [Single Electronic Data Interchange Area \(SEDIA\)](#), which is the system behind the Funding and Tenders portal. It facilitates interactions between the

Commission and third parties in all matters related to funding and procurement, and avoids manual flows, multiple entry points and repetitive data collection.

- In the [procurement](#) domain, DIGIT will work on the [eProcurement programme](#), a programme governed by the Grants and Procurement Steering Board (GPSB) with the aim to simplify, harmonise and digitise the procurement process for the EC services as well as for other EU institutions, bodies and agencies (EUIBAs). The eProcurement suite aims to support all procedures, all contract types, all contract classes, all procurement steps, both for external actions and the common provisions as per regulation (EU) No 1303/2013. The solution aims to be an end-to-end, fully integrated, automated and paperless solution, which offers a one-stop-shop both for suppliers and internal users. As the scope of eProcurement is very large with many procurement scenarios and because there are dependencies on SUMMA (the Commission's next generation corporate financial system), the solution will be implemented and rolled out in phases. Priority is given to EC services and other entities using SUMMA, while other entities will follow.
- In the domain of [risk management](#), DG DIGIT is planning to redevelop [Arachne](#), a data mining and risk-scoring IT tool that supports national authorities and the Commission in their management verifications. Arachne facilitates the identification of the riskiest projects, contracts, contractors, and beneficiaries of the European Structural and Investment Funds (ESIF), of paying agencies of the Common Agricultural Policy (CAP) and of the Coordinating and Implementing bodies of the Recovery and Resilience Fund (RRF). Arachne is provided since 2013 by the Commission, in close cooperation with some Member States, under the business leadership of DG EMPL. To address limitations of the current Arachne system, the system will be redeveloped by DG DIGIT, significantly improved, and renamed Corporate Arachne. In 2024, DIGIT will work on a first version of the Corporate Arachne tool, including revamped Risk Indicators and features and functionalities of the current Arachne (V3.0), with a view on putting Corporate Arachne in production use in some DGs in 2025.
- In the domain of [financial and operational planning](#), DIGIT will develop IT solutions for the Corporate Multiannual Programming and Planning programme (MAPP). This programme will provide the Commission with corporate solutions that integrate Programming & Planning, Expenditure implementation and Forecasting. The programme should offer a fully integrated, automated and paperless solution covering the whole end-to-end procurement process, promoting the re-usability of data (the 'once only' principle) and automated checks and validations, with a high user experience that is common with eProcurement and eGrants, and with full integration with the financial, budgetary & accounting processes (ABAC Workflow and later SUMMA).
- DG DIGIT created and maintains the [Reusable Solutions Platform \(RSP\)](#), which is a set of software building blocks that provide commonly used functionalities, e.g. for authentication (EU Login), workflow (Compass Corporate) or electronic signature

(EU Sign). All DGs building digital solutions have access to the RSP to enable reuse of these building blocks. In 2024 DIGIT will further develop the RSP by integrating it with commercial-off-the-shelf (COTS) software and with cloud services, among other enhancements.

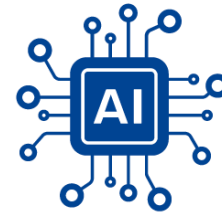
Specific Objective 7.2: The Commission exploits the potential of data, information, knowledge and content management for policy shaping, communication, citizens and staff engagement



To become a modern, more efficient and user-centric institution, the Commission needs to exploit the potential of **data, artificial intelligence (AI) and innovation**. The Commission has large amounts of data at its disposal which can fuel AI developments and help the Commission become a truly data driven organisation. The correct use of data is a powerful enabler of collaborative working, communicating and engaging with staff, citizens and stakeholders. The Commission's data, combined with emerging technologies, will unleash the potential for innovation to better support the Commission's digital transformation. Emerging technologies are one of the dimensions of the digital innovation initiative which aims to further implement a digital innovation framework for the Commission.

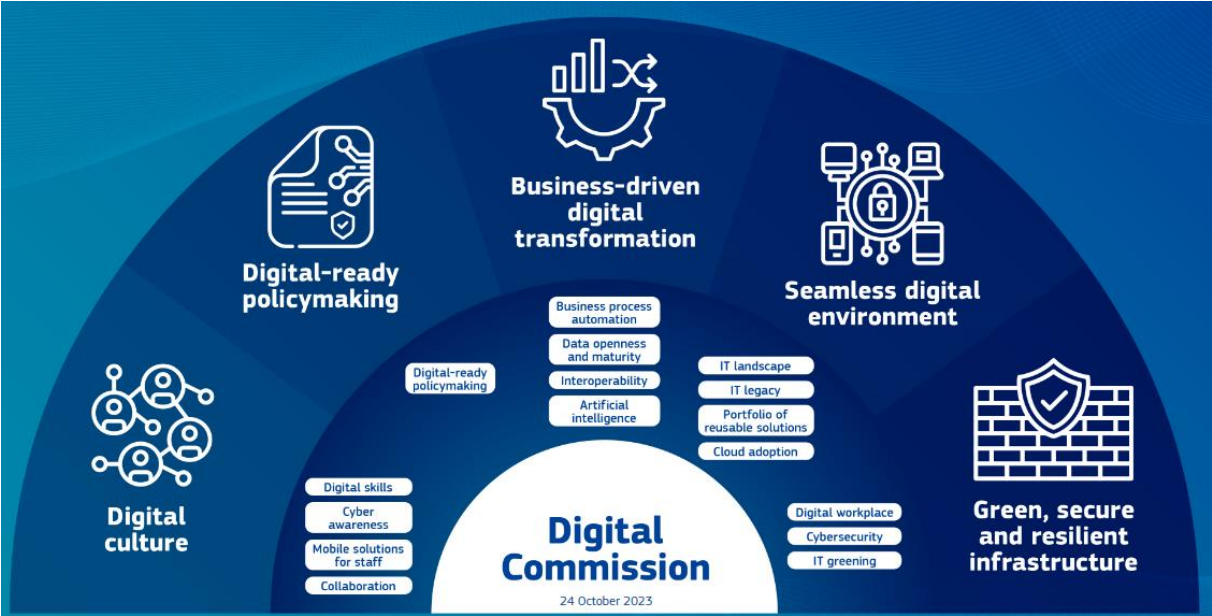
In 2024, DIGIT will work specifically towards:

- The [implementation of the AI@EC initiative](#), through the introduction of technical and non-technical enablers that will allow the safe usage of AI technology, for the Commission to harvest the benefits, while managing the risks. In doing so, DIGIT will lay the foundations for the operationalisation of the forthcoming AI Act within the Commission.
- On [data management](#), continuing the efforts to increase the coordination with data owners and to identify operational services to support the departments with the implementation of good practice in data management. DIGIT will also lead the effort on the revision of the DataStrategy@EC, and implement actions resulting from the revision. The rationalisation and consolidation of the [corporate data analytics offering](#) (EC Data Platform) through the exploration of cloud native solutions with ready-to-use sandbox environments for the processing of Sensitive Non-Classified (SNC) data.
- The operationalisation of services supporting the implementation of [digital innovation initiatives](#) and the monitoring of the uptake of innovation.
- Migration of all sites to the cloud-based, [revamped web platform of the Commission](#) (Europa Web Publishing Platform) for reinforced resilience, performance and cost efficiency, in alignment with the cloud strategy and with the open-source strategy of the Commission. Further evolution of Europa web platform sites will help to improve the EC web presence, which is particularly important due to the increased communication needs in 2024 linked to the European elections.
- Closing the [Single Integrated Framework for Collaboration](#) programme (SIFC, the program to consolidate collaboration platforms), and transferring remaining actions to the rollout of the SharePoint Online platform.



Artificial intelligence

Specific Objective 7.3: A digital delivery model supports the Commission as a world-class agile and collaborative ‘open administration’

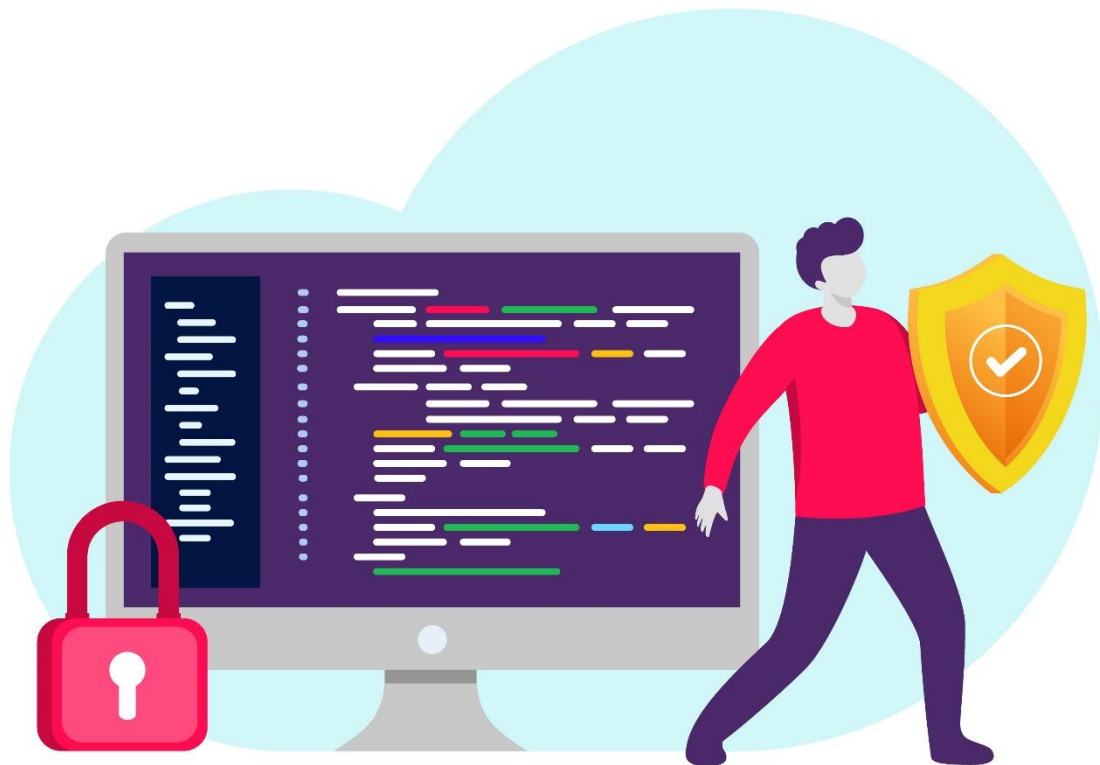


As the Commission’s central IT department, DIGIT remains the driver of the **Commission’s digital transformation journey**. DIGIT’s priorities for 2024 are aligned with the aspects and enablers that are needed to advance it:

- DIGIT’s key initiatives planned for 2024 are aligned with the corporate digital strategy. DIGIT will continue to monitor and support the implementation of the digital strategy at corporate level. DIGIT will report on the strategy’s implementation in the State of the Digital Commission report in Q2 of 2024, and will develop the Digital Commission dashboard to include progress indicators per Department.
- Another action planned for 2024 is to further develop the central advisory function, following the establishment of the Central Advisory Hub in 2023. Key initiatives that are planned for 2024 include the strengthening of the team, launching a feasibility study for advisory services tailored to Commission departments, and actions following a needs gathering exercise conducted in 2023.
- DIGIT spearheads the Commission’s IT management methodologies and best practice. In 2024 DIGIT will define a strategy for these methodologies domains, and offer services to other DGs to help them advance their software development practices, for example for DevSecOps.
- DIGIT also supports the Commission’s digital transformation with DIGIT’s User Experience (UX) services, provided through the UX office. In 2024, DIGIT will develop the UX strategy for 2024-2026 to optimise the UX office. It will establish a UX toolkit and training programme.

- In the area of [Open Source Software](#), the Commission's 2020-2023 strategy comes to an end. DIGIT will propose a new Open Source Software Strategy for 2024-2027 for adoption.

Specific Objective 7.4: A Commission resilient to ever evolving digital security threats



Digital transformation introduces [new risks and challenges related to cybersecurity](#), mostly by increasing the attack surface, multiplying potential attack scenarios, and by introducing potential vulnerabilities. New work patterns – collaboration, mobility, cloud – mean that [the traditional concept of a ‘security perimeter’](#) becomes obsolete and the responsibility for cybersecurity is shared between the actors in charge of different components of the end-to-end chain (DIGIT, cloud service providers, individual users).

At the same time, [cyberattacks are on the rise](#), driven by new technologies and increased geopolitical tensions on top of the traditional criminal motivation. With the emergence and rapid development of artificial intelligence, [disinformation-focused](#)

threat actors will find it easier to create inauthentic content, both image and text based, while ransomware will continue to be a threat.

In a context of increasingly pervasive cyber threats and sophisticated threat actors, cybersecurity remains a political – and operational – priority for the EU. Secure exchange of information among the EU institutions, bodies and agencies (EUIBAs) and with the Member States is of critical importance. Achieving high common levels of cybersecurity is paramount to an open, efficient, secure and resilient EU public administration. The legislative process related to the regulation laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union was completed in December 2023 ⁽⁵⁾. The implementation of the regulation will be one of the priorities for DIGIT in 2024. It will help EUIBAs organise their work, prioritise the areas that require attention, identify adequate measures and manage their implementation. EUIBAs will contribute to a shared situational awareness and will benefit from the improved framework for information sharing, from the services provided by CERT-EU and from the guidance and recommendations adopted by the future Inter-institutional Cybersecurity Board (IICB).

In line with the IT Security Strategy 2023-2024 and following the role assigned to the European Commission under the new Cybersecurity Regulation, DIGIT will in 2024 focus on the continuous improvement of the cybersecurity stance of the Commission and on fulfilling the new obligations in the inter-institutional context, in particular on:

- reinforcing the security of the Commission infrastructure and systems – by driving the evolution of the IT security framework, supporting the corporate and inter-institutional governance instances in steering its implementation, facilitating the application of best practices and bringing proactive response to the identified threats;
- capacity building in IT security (expertise, services and tooling) – through the development of new or evolved services (e.g. Governance, Risk and Compliance platform, c-LISO service), implementation of new tools and automation of key processes to meet the increasing demand and support stakeholders in fulfilling their responsibilities (e.g. mobile device security, implementation of a Threat Intelligence Platform, endpoint security) and, ultimately, raising the overall level of cybersecurity maturity across the whole organisation;
- further developing and promoting the cybersecurity culture across the Commission – by educating and empowering staff to contribute to the protection of

⁽⁵⁾ Regulation (EU, Euratom) 2023/2841 of the European Parliament and of the Council of 13 December 2023 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union, published in the OJEU on 18 December 2023.

the Commission against cyber threats through information sessions, social events, exercises and training, as well as by engaging the highest levels of management in encouraging, facilitating and leading the adoption of best practices and cyber-safe behaviours.

Specific Objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace



In the area of digital infrastructure, a priority will be to support DGs in their modernisation of their information systems and in their move to DevSecOps. To support the DGs in these activities, DIGIT will offer new cloud services, allowing DGs to ‘Build better’. These new services include corporate services for a secure cloud adoption and transition (landing zones, data integration services), private sovereign cloud services (integration of the on premise cloud with a European sovereign cloud), and an audit of hyperscale cloud providers to give assurance to EUIBAs adopting cloud solutions.

DIGIT's service offering will also evolve in order to support [platforms that can be reused for multiple purposes being offered as Software-as-a-Service \(SaaS\)](#), specifically the ServiceNow and PowerApps platforms. This approach allows DGs to 'Build less', and is in line with the Dual Pillar Approach (co-existence of in-house and commercial solutions).

The [Digital Workplace \(DWP\)](#) will remain another priority area. With a new incoming College and cabinets, DIGIT will use this opportunity to enable a truly 'Digital College' (see also Specific Objective 7.1). For staff, the Digital Workplace will continue to allow users to work anywhere and anytime, while at the same time evolve to meet the needs of users and consolidate the IT toolset. Developments will include a harmonised toolset for collaboration and communication, improved security, optimised IT support, and consolidation of the DWP solutions among DGs.

DIGIT will also support other DGs with the [procurement](#) of IT infrastructure and workplace solutions ('Buy better') by setting up brokers for key markets (Cloud, Software, IT supplies, Telco and Professional Services). Each broker will be underpinned by a sustainable service catalogue and harmonised financing model.

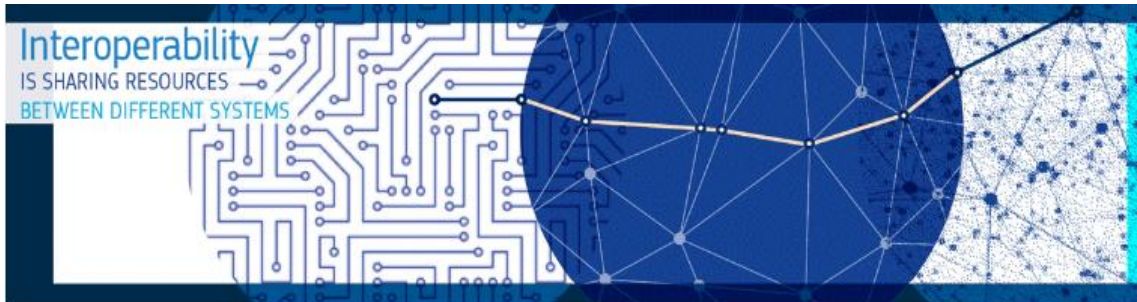
General Objective 2: A Europe fit for the Digital Age

Specific Objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market



The public sector is a driving force for making Europe fit for the digital age as it represents almost one fifth of the EU's GDP, one fourth of the workforce and delivers important decisions and services for citizens and businesses. The [digital transformation of EU governments](#) will improve these services, reduce administrative burden and costs and remove the remaining barriers in the Single Market.

The Digital Decade sets out the ambitious target to ensure all EU key public services are online by 2030. For these services to deliver the expected value, they must also work across borders, in alignment with EU values and principles, such as the once-only principle and user-centricity. [Interoperability](#) is the foundation element to allow for cross-border interactions. DIGIT relies on well-established interoperability tools, solid know-how on the implementation of EU policies and the soon-to-be adopted by the co-legislators [Interoperable Europe Act](#) to ensure an interoperable-by-design approach from policymaking to implementation in the public sector in the EU.



In particular, the [Interoperable Europe Act](#) will give a mandate to Member States and the Commission to jointly propose and develop interoperability solutions (in a common catalogue), to run pilot projects, to stimulate public/private GovTech experimentation, and to support policy sectors (e.g. health, education) in their digital transformation. In addition, it requires that EU entities as well as public sector bodies perform interoperability assessments for any change to, or introduction of, a relevant cross-border requirement. The regulation will contribute to the digital transformation of the public administrations at European, national, regional and local level.

In 2024, the focus will be on the implementation of the Interoperable Europe Act and building capacity for interoperability in Member States and EU institutions. Related efforts will continue to be supported via the Digital Europe Programme, including those that have a direct impact on the successful implementation of the regulation itself, such as digital-ready policymaking, interoperability tooling or community-building and training activities.

DIGIT will implement actions including:

- Set up the Interoperable Europe Act governance structure, including the Interoperable Europe Board, the nomination of interoperability coordinators and the development of a Code of Conduct of the Community;
- Digital-ready policymaking and interoperability assessments: development of a methodology, the Board's guidelines and tools;
- One stop-shop for Interoperability solutions and communication: the Interoperable Europe Portal (JOINUP);
- Interoperable Europe Support Centre: advisory role and tools for interoperability;
- Interoperable Europe support measures: pilots with the GovTech community through the GovTech incubator as well as capacity building for Member States to help them implement the Interoperable Europe Act.

The regulation and supporting tools will reinforce DIGIT's advisory role not only vis-à-vis ICT teams but also to policymakers working on files in the digital domain or with a digital dimension.

DG DIGIT supports the Commission-wide initiative ⁽⁶⁾ to [simplify and rationalise the reporting requirements](#) and reduce related burden on businesses and national administrations, without undermining the policy objectives. To this end, DIGIT is preparing a plan which will include a list of concrete measures planned for 2024 and beyond to progress towards the goal of 25% reduction of such burden. For example, DIGIT, with the European Interoperability Framework (EIF), is a member of the Commission's Regulatory Fitness and Performance Programme (REFIT), which aims to reduce administrative burden not only in the policy field but also across sectors and administrative levels ⁽⁷⁾. In 2024 DIGIT will start the review of the EIF, with adoption foreseen for 2025. Another example is the upcoming Interoperable Europe Act, where DIGIT works to minimize the reporting burden.

⁽⁶⁾ [Administrative burden – rationalisation of reporting requirements](#)

⁽⁷⁾ [REFIT Scoreboard - Interoperability strategy](#)

Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services



[Digital Solutions for EU-wide services](#) are large-scale IT systems supporting the implementation of EU policies, delivering user-centric and reusable digital solutions which support EU-wide public services. The governance and responsibilities for the implementation and operation of these systems are distributed and done in collaboration between the Commission and the Member States.

In 2024 DIGIT will continue to provide the [TESTA secure terrestrial communication network](#) service to participating public administrations and European Institutions, Bodies and Agencies. The existing service infrastructure will be maintained and updated to prevent risks that might affect the good functioning of the service, and work will continue towards its next generation.

DIGIT will also continue to develop its portfolio of [Digital Trust solutions, covering digital identity, access and signature services](#). The adoption of well-established Digital Trust Services that guarantee authentication, authorisation and signature such as EU Login, EU Access and EU Sign will be further extended across other EU Institutions, Bodies and Agencies.

PART 2. Modernising the administration: main outputs for 2024



The internal control framework ⁽⁸⁾ supports sound management and decision-making. It requires that risks to the achievement of objectives are identified and reduced to acceptable levels through cost-effective controls.

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

⁽⁸⁾ [Communication C\(2017\)2373: Revision of the Internal Control Framework](#)

A. Human resource management

DIGIT acknowledges the **importance of a dedicated workforce** for pursuing the digital transformation agenda of the Commission. As such, the Human Resources planning for 2024 focuses on attracting talent, promoting diversity, leadership development, staff engagement and wellbeing, supporting the Commission's digital transformation, and effectively communicating with staff, while aligning with the overarching principles of the EC HR Strategy.

In the area of **talent management**, DIGIT aims to attract, develop, and retain the best professionals. To do so, DIGIT will streamline recruitment, publish more vacancies externally, accelerate selection, and provide professional development opportunities through coaching, mentorship, and targeted training.

On the topic of **diversity**, the updated targets for 2023-2024 ⁽⁹⁾ do not propose additional appointments in DIGIT. Nonetheless, DIGIT will respect the principle of making balanced first female appointments and continue to work towards equality and gender balance, with the target of 50% female managers on all levels, by facilitating the appointment of women to leadership positions and by providing coaching and training to help women progress into leadership roles.

In the area of **leadership development** DIGIT aims for a strong and inspiring management team. To this aim DIGIT will provide comprehensive leadership training, leveraging available corporate tools, provide ad hoc training, coaching, and seminars, and encourage the sharing of good practices.

DIGIT over the past years saw a positive trend in **staff engagement**, thanks to responsive action and development plans. DIGIT will continue this work in 2024, specifically on enhancing staff satisfaction and work-life balance. Once the 2023 staff survey results are available, DIGIT will design and carry out relevant actions in this area. DIGIT will continue communicating to staff on corporate and local HR related matters. When necessary, this will be complemented by information session on specific HR topics.

DIGIT will continue to **support the Commission's digital transformation** in the IT-HR nexus by providing pertinent technical expertise.

DIGIT aims to further **rebalance staff between Brussels and Luxembourg** in favour of the Luxembourg site, as agreed with the Luxembourg Authorities ('Luxembourg agreement'), via recruitment and via mobility of Luxembourg-based staff from other DGs to

⁽⁹⁾ SEC/2023/200: Measures in pursuit of gender balance at middle management level - targets proposal 2023-2024

DIGIT, and focussing on roles in IT security, data services, and consolidation of local data centres.

For [effective communication with staff](#), especially to keep staff updated and engaged on corporate and local HR activities, the DIGIT HR Correspondent will collaborate with the DIGIT internal communications team and use well-established channels, including MyDIGIT intranet, monthly newsletters, information sessions, and direct correspondence.

B. Sound financial management

In 2024 DIGIT will focus on continuity of financial operations within the objectives, procedures and controls already in place, and does not foresee new initiatives or major changes in the area of financial management.

DIGIT has set up internal control processes aimed at ensuring the adequate management of the risks related to the [legality and regularity of the underlying transactions](#), considering the multiannual character of programmes as well as the nature of the payments concerned.

The objective remains to ensure that the DG has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2% of the total expenditure.

DIGIT also set up internal control processes aimed at ensuring the adequate management of the risks relating to the revenues of DIGIT which concern services provided internally to other Commission departments and services, and those provided externally to other institutions, agencies and bodies. This process consists essentially of a series of sub-processes such as delivery of services, cost calculation and [charge back](#).

Regarding the safeguarding of [assets](#), DIGIT is the Commission's 'management centre' (centre de gestion) for all IT equipment installed in the premises of the Commission in Brussels, Luxembourg, Strasbourg and Dublin (Grange). The general policy is that all PCs, laptops, screens, printers, photocopy machines, scanners, servers, network devices, smartphones and tablets must be in the inventory. All steps from ordering to decommissioning of a good are recorded and managed through ABAC Assets modules. ABAC Assets is linked with SAP for accounting purposes (valuation and depreciation). The operational risks are limited as many inventory actions are automated.

Controls aim to safeguard the assets DIGIT purchases and manages on behalf of all the DGs and services of the Commission, such as:

- Physical check of all assets and non-assets

- Itemised checks when writing off obsolete, lost or damaged goods, as well as ongoing registration in ABAC Assets of all logistical movements (deliveries, moves, swaps, withdrawals, etc.)
- (In)tangible assets and inventories follow formal procedures for disposal of assets

Furthermore, a number of controls are in place to ensure the safeguarding of information. To avoid sensitive information being ‘lost’ (abused, made public) or its integrity breached (data altered), DIGIT makes sure that internal rules on data protection in line with Commission’s rules and internal rules on treatment of sensitive information are met.

C. Fraud risk management

DIGIT contributes to the implementation of the [Commission Anti-Fraud Strategy \(CAFS\)](#), notably as Lead DG for Action 11. A) of the CAFS action plan: ‘Further strengthen the Commission’s IT to respond quickly and effectively to evolving cyber-security threats, including the threat of cyber-fraud, and minimise potential impacts, notably by regularly revising the IT security strategy and, as applicable, the IT security plans based on comprehensive risk assessments that take the possibility of cyber-fraud into account.’

In addition, DIGIT, with support from OLAF, [implements its own anti-fraud strategy \(AFS\)](#). The DIGIT AFS 2023 to 2025 is expected to be adopted by the time of publication of this Management Plan and will focus on fraud prevention in procurement, in implementation of contracts and in management of external service providers, all of which are considered carrying some fraud risk.

D. Digital transformation and information management

DIGIT, as the Commission’s digital leader, is instrumental in the Commission’s digital transformation and information management activities.

Digital transformation

The initiatives planned in 2024 aim to **enable the digital transformation of DIGIT’s internal processes, tools and culture** in line with the Department’s objectives and priorities, also taking into account the strategic priorities identified in the corporate digital strategy.

To further develop the [digital culture](#) in the DG, DIGIT will raise awareness and promote training among its own staff on important areas such as [data protection, cybersecurity, data management, and digital accessibility](#). DIGIT will also align the communities and

stakeholders linked to digital transformation and introduce effective mechanisms for [knowledge-sharing](#) and engagement.

[Business process transformation](#) will focus on the enhancement of [quality](#) and [accuracy](#) of DIGIT-owned data, strategic alignment in [business process automation](#), a lean and agile approach on the delivery of DIGIT's services, and the [consolidation of contract management](#). Other priorities for 2024 are promoting the [cloud-first infrastructure](#) in DIGIT, ensuring the update and effective implementation of the Information Systems' security plans, and using risk management systems to increase the overall maturity in cybersecurity.

DIGIT will continue to play a leading role in driving the Commission through its digital transformation, providing Commission departments and other EU institutions and agencies with strategic advice, as well as resilient and secure digital services.

Information and IT security rules

The main focus in this area will be the [review of the IT security policy framework, in the context of the new Cybersecurity Regulation](#). This activity will include a gap analysis and implementation planning, ensuring that the processes and the measures defined in Commission's IT security policy framework are aligned with the requirements of the Regulation.

In parallel, DIGIT will continue to fulfil its tracking and reporting obligations on IT security risk and compliance management for all Commission Departments. It monitors and reports on compliance levels regularly to the Information Technology and Cybersecurity Board (ITCB), while supporting risk and compliance management via guidance and the central IT security service.

DIGIT will also focus on progressing in compliance and risk management for its own information systems and on the infrastructure that it offers to the other Departments, prioritising sensitive non-classified (SNC) information systems and aiming on achieving the objectives set in the IT Security Strategy 2023-2024.

Last but not least, DIGIT will finalise the development of the new integrated risk and compliance management tooling and methodology, offering Departments an evolved, simplified and effective platform for managing risk and compliance as integrated and mutually supporting regimes, while tying them better to the real world with [controls' implementation monitoring](#) and lessons learnt from IT security incidents.

Data, information and knowledge management

DIGIT is actively involved in the implementation of the data, information and knowledge management strategy included in the Rolling Action Plan 2022-2024 steered by the Information Management Steering Board (IMSB); see the section ‘Specific Objective 7.2’ of this Management Plan for pertinent actions. DIGIT will aim to further extend in 2024 the amount of data assets in the EC Data Catalogue.

DIGIT will also work on [better managing and enhancing the availability of information and knowledge](#) that are central to DIGIT’s operations. Within the context of this activity, DIGIT will map the key [knowledge assets](#), identify the main [processes](#) linked to capturing, storing, sharing, and using knowledge across all units and improve internal knowledge management [practices](#).

Data protection

Compliance with the data protection requirements as laid down in Regulation (EU) 1725/2018 poses challenges for all providers of ICT services. Enhanced data subject rights impact the design and deployment of all new services, while existing services and systems must be adapted for compliance.

As provider for numerous IT-services both within the Commission as well as in an inter-institutional setting, DIGIT has to take responsibility in terms of data protection. Uncertain distribution of obligations and roles or incomplete documentation render it difficult to always identify the extent of that responsibility clearly, especially in the case of services predating the entry into force of Regulation (EU) 1725/2018. The respective units and the Data Protection Coordinator (DPC) will continue ongoing efforts to remedy this situation and fill any potential gaps.

In the light of the above, the essential enabling factor for the application and integration of Regulation (EU) 1725/2018 will be the level of data protection awareness of each staff member. In 2024, DIGIT’s DPC will continue to hold training & awareness-raising sessions. The training & awareness programme has two prongs, (1) [monthly awareness sessions](#) on data protection for DIGIT staff and (2) the production of [easily accessible information for data subjects](#) in processing records and privacy statements.

E. Sound environmental management

The increase in use of digital technology has brought numerous benefits and facilitated the overall core business processes of the Commission, providing smarter solutions and enabling new working features which were unthinkable a few years ago. [‘Digital’ and ‘green’ are undergoing a twin transition](#) and can be considered two sides of the same

coin. One does not need to look further than how digital documents and signature processes have replaced and streamlined processes in a way deemed unthinkable just over a decade ago. There is however always room for improvement within the IT domain itself. In this respect, the Commission has carefully considered the impact of digitalisation in terms of carbon emissions, and DIGIT – as IT domain leader – is moving to enforce more sustainable, environment-friendly solutions via its procurement practices to contribute to the reduction of the institution’s environmental footprint. The new Digital Strategy’s focal points reflect the values and conclusions of the Communication on Greening of the Commission that aims to make the institution carbon-neutral by 2030. Furthermore, DIGIT remains committed to various activities that occur locally within the EMAS network.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

DG DIGIT underwent a 2-phase reorganisation in 2023 and, over the course of 2024, will continue to implement the reorganisation. Specifically, DIGIT will strengthen its role as strategic advisor for the Commission's digital transformation, update the portfolio of offerings to best serve clients, and use its updated organisational structure to improve operational efficiency and effectiveness.

Since 2016, DG DIGIT offers a Cloud Broker service, i.e. a service which offers preconfigured and custom cloud solutions to other DGs and EUIBAs, procuring these solutions on behalf of the DG/EUIBAs. The use of the broker service (see section ‘Specific Objective 7.5’) brings economies of scale and monetary savings in procurement, it simplifies the technical and financial implementation of cloud services for the client DG/EUIBA, it harmonises the technical cloud landscape, and it improves the DG/EUIBA’s IT security posture. In 2024, DIGIT will offer additional broker services, starting with a software broker, i.e. a service through which DGs/EUIBAs can obtain software solutions through harmonised procedures and at advantageous conditions.

DG DIGIT provides to other DGs the Reusable Solutions Platform (RSP), a set of software building blocks (see section Specific Objective 7.3), so that the DGs do not have to procure or develop the respective functionality themselves. Thus, the RSP avoids cost and improves economy and efficiency of IT activities at corporate level. It also improves IT security and fosters the principle of reuse across the institution. The RSP enjoys high satisfaction among its users. In 2024, DIGIT will further evolve the RSP, by integrating it with commercial-off-the-shelf (COTS) software and with cloud services, among other enhancements.

ANNEX: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

<p>General Objective 7: A modern, high-performing and sustainable European Public Administration]</p> <p><i>Specific objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities</i></p> <p style="text-align: right;"><i>Related to spending programme(s):</i> n.a.</p>		
Main outputs in 2024:		
Other important outputs		
Output	Indicator	Target
Co-delivery with PMO on the Digital Transformation programme in the domain of Health Care Services	Registration of Affiliates is operational	By end of Q4 2024
Digitalisation of health services for JSIS affiliates and their family members by integrating JSIS to the Belgium Healthcare Network (MyCareNet)	General Practitioner digital attestations and automatic reimbursement requests is operational	By end of Q4 2024
Co-delivery with the HR Family of the HR Transformation Programme Wave 1, focussing on the digital transformation of priority areas: <ul style="list-style-type: none"> • Pre-selection, selection and recruitment • Onboarding • HR Family Service Desk 	Wave 1 is completed	By end of Q4 2024

Output	Indicator	Target
<p>Technical delivery in the domain of document management, under the domain leadership of the SG</p> <ul style="list-style-type: none"> Enhance integration of corporate applications with HAN services Extend the use of Document Management solutions to additional European Institutions Modernise and standardise the solutions constituting the HAN platform. 	<p>Number of information systems integrated with the document management platform through HRS.</p> <p>Number of European Institutions which adopted HAN as their document management system.</p> <p>Completed Analysis Phase of HAN Simplification, and HAN Simplification project charter endorsed by the Information Technology and Cybersecurity Board (ITCB)</p>	<p>At least one information system integrated by end of Q4 2024</p> <p>5 additional EUIBAs, among those the European Council, migrated to HAN platform by end of Q4 2024.</p> <p>By end of Q4 2024</p>
<p>Technical delivery in the domain of legislative lifecycle management, under the domain leadership of the SG</p> <ul style="list-style-type: none"> Continue the integration of EdiT in Decide and extend the use of EdiT in drafting Ordinary Legislative Proposals (OLP) Initiate the Transformation of Decide 	<p>Technical readiness of Decide</p> <p>Support to the review and streamline the Decision-making business processes</p> <p>Prepare and initiate the roadmap for the implementation of the transformation programme</p>	<p>By end of Q4 2024</p> <p>By end of Q4 2024</p> <p>By end of Q4 2024</p>
<p>Adoption of the Reusable Solution Platform</p>	<p>This indicator measures the number of cumulated re-uses cases across all available reusable solutions (i.e. total number of cases where the reusable solutions are integrated in systems architectures).</p> <p>Source of data: RSP Portal Dashboard</p>	<p>Baseline (2020): 110</p> <p>Target (2024) +91% (210 reuse cases)</p>
<p>Redevelopment of the current Arachne system as the new Corporate Arachne</p>	<p>Develop the new system as per the Project Charter planning</p>	<p>Phase 2 (2024 Q1-2025 Q2) nearly completed: V3.0 Arachne nearly ready</p>

Output	Indicator	Target
Co-delivery with RTD, as business partner, of solutions in the frame of the corporate SEDIA programme	<p>Finalise phase-out of eTendering solution and integration of its functions in the Funding & Tenders Portal</p> <p>Revamp of the Funding&Tenders Portal in the context of Client Centricity initiative</p> <p>Deliver first version of self-assessment wizard solution for organisation facts</p>	<p>By end of Q4 2024</p> <p>By end of Q4 2024</p> <p>By end of Q4 2024</p>
Co-delivery with JRC, as business partner, of solutions in the frame of the corporate eProcurement programme	<p>Finalise eProcurement for service contracts and roll-out for all EC services</p> <p>Integrate with SUMMA for EC release and put in place eProcurement-SUMMA solution also for supplies contracts</p>	<p>By end of Q4 2024</p> <p>By end of Q4 2024</p>
Co-delivery with INTPA and REA as business partner of solutions in the frame of the corporate Multiannual Programming and Planning (MAPP) programme	<p>Finalise the Multiannual Programming and Planning solution to cover corporate needs and integrate with OMEGA and eGrants</p> <p>On-board new DGs to the MAPP solution</p> <p>Integrate with SUMMA for EC release</p>	<p>By end of Q4 2024</p> <p>On-board 3 interested DGs to the MAPP solution by end of Q4 2024</p> <p>By end of Q4 2024</p>

General Objective 7: A modern, high-performing and sustainable European Public Administration]

Specific Objective 7.2: The Commission exploits the potential of data, information, knowledge and content management for policy shaping, communication, citizens and staff engagement

Related to spending programme(s): n.a.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
AI@EC: AI@EC operational guidelines	Endorsement by IMSB of the first version of AI@EC operational guidelines	By end of Q1 2024
AI@EC: AI@EC action plan 2024 and delivery of the outputs foreseen	Endorsement by IMSB of the AI@EC action plan 2024	By end of Q1 2024
	Full implementation of the 2024 AI@EC actions that are assigned to DIGIT	By end of Q4 2024
Data@EC: Revision of the DataStrategy@EC and delivery of the outputs foreseen in the 2024 actions	Endorsement by IMSB of the revised DataStrategy@EC.	By end of Q1 2024
	Actions from the DataStrategy@EC assigned to DIGIT are implemented.	By end of Q4 2024
Data@EC: The EC Data Platform provides ready-to-use sandbox environments for the processing of SNC data	Availability of ready-to-use sandbox environments for the processing of SNC data	By end of Q2 2024
Digital Innovation: Uptake of the co-innovation governance	Number of initiatives included in the innovation registry	10% additional initiatives by end of Q4 2024
Europa Web Platform: Full implementation of the migration to the cloud-based, revamped web platform of the Commission (Europa)	Percentage (%) of sites hosted on the cloud-based, revamped Europa web platform	100% of sites by end of Q4 2024
Single Integrated Framework for Collaboration (SIFC) programme	The SIFC programme is closed and remaining actions are transferred to the rollout of the SharePoint Online platform	By end of Q4 2024

General Objective 7: A modern, high-performing and sustainable European Public Administration]

Specific Objective 7.3: A digital delivery model supports the Commission as a world-class agile and collaborative ‘open administration’

Related to spending programme(s): n.a.

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
Open Source Software strategy 2024-2027	Adopted communication to the Commission - Open Source Software Strategy 2024-2027	By end of Q2 2024

Other important outputs

Output	Indicator	Target
Implementation of the Corporate digital strategy	Second State of Digital Commission Report is completed	By end of Q2 2024
Delivery of second Digital Commission Report. It will provide an overview of the digital transformation journey by focusing on progress achieved in a reviewed set of corporate-approved KPIs.	Digital Strategy Annual Rolling action plan is available	By end of Q2 2024
	Upgrade of the Digital Commission Dashboard that regularly monitors progress of a set of KPIs, providing data breakdown per Department	By end of Q2 2024
Maturing of the central digital advisory function within DIGIT, to better support business needs of other DGs in digital matters.	80% of the actions from the digital advisory function's action plan are concluded or ongoing	By end of Q4 2024
	Availability of 'Digital Advisory' in the DIGIT Service Catalogue and new website	By end of Q4 2024
Provision of a Suite of EC-specific IT management methodologies, along with supporting services, to support digital transformation and corporate IT portfolio management	Define a strategy for EC methodologies domain for 2024-2027 to focus on EC needs and to support digital transformation and corporate IT portfolio management. A roadmap for gradual implementation will be included.	By end of Q4 2024
	Deliver a first version of the methodologies, complementary to PM2, necessary to manage the complete digital solution lifecycle.	By end of Q4 2024

Output	Indicator	Target
Corporate guidance & offering for software development, driving cloud adoption through the roll-out of corporate DevSecOps services, pipelines and delivery principles.	Number of users in DGs of the corporate DevSecOps pipelines.	250 users of corporate DevSecOps pipelines.
Provision of User Experience (UX) services to support digital transformation in the EC via the UX office	Build the UX strategy for 2024-2026, with focus on the optimisation of the UX office.	By end of Q2 2024
	Establish a complete UX toolkit and training programme to enable upskilling and ensure quality of UX work cross the commission.	By end of Q4 2024

General Objective 7: A modern, high-performing and sustainable European Public Administration]

Specific Objective 7.4: A Commission resilient to ever evolving digital security threats

Related to spending programme(s): n.a.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Inter-Institutional governance of cybersecurity strengthened by the implementation of the governance aspects of the Cybersecurity Regulation for the Union entities	Secretariat of the Inter-institutional Cybersecurity Board (IICB) provided by the Commission	IICB Secretariat in place and operational by end of Q1 2024
Governance of EC cybersecurity is strengthened by designing the IT Security Strategy 2025-2026	IT Security Strategy 2023-2024 outcome assessment is performed	By end of Q4 2024
	Key elements of the IT Security Strategy 2025-2026 are identified	By end of Q4 2024
IT security framework: one annual and two intermediate IT Security and Risk reports (ITSRR). ITSRR covers all Commission Departments and reflects several dimensions of maturity including the compliance status.	Annual ITSRR report for 2023 available	By end of Q1 2024
	1st intermediate 2024 report available	By end of Q2 2024
	2nd intermediate 2024 report available	By end of Q4 2024

Output	Indicator	Target
Internal customers are assisted in improving their IT security posture through the development of the GRC (Governance, Risk and Compliance) platform.	GRC RM version3 delivered (including: fully integrated compliance and risk management, unified portal, and extended control automation attestation) GovSec Phase-out completion: availability of customer migration service, ServiceNow onboarding support and functionality and open source availability of GovSec code in development community.	GRC RM version 3 in production by end of Q4 2024 GovSec Phase-out completed by end of Q4 2024
Commission Departments that use the c-LISO service are informed about the IT security threats, risks, incidents and ongoing actions, through tailored periodic reports.	Number of reports delivered per department	2 reports per DG by end of Q4 2024
Mobile device security - developing strategy and a plan to address spywares. The goal is to get a level of visibility, detection and response capabilities on mobile phones equivalent to other corporate devices (laptops). In 2024, DIGIT will collect the requirements, review the market to identify suitable solutions, assess the solutions and draft an implementation plan in view of a roll-out in 2025 - in sync with the new Commission arrival.	A mobile device security strategy is produced and approved An implementation plan is proposed for approval	By end of Q4 2024 By end of Q4 2024
Implementing a Threat Intelligence Platform (TIP) and workflows around it to efficiently contextualize and process cyber threat intelligence information coming from different sources. TIP should allow to deliver actionable strategic, tactical and operational types of intelligence in a uniform manner to stakeholders.	TIP solution is operational and delivers threat intelligence to stakeholders At least two commercial feeds, OSINT information, and CERT-EU alerts are being processed	By end of Q4 2024 By end of Q4 2024
The corporate capability to manage cybersecurity incidents is reinforced through the implementation of playbooks in the security orchestration, automation and response (SOAR) platform.	On the SOAR platform for cybersecurity incident response, at least 4 cybersecurity incident response playbooks are fully automated and can trigger DIGIT S on-call 24/7 incident response service. From the four playbooks at least 1 cybersecurity incident response automated playbook is focusing on Cloud.	By end of Q4 2024

Output	Indicator	Target
Increased coverage capability of Endpoint Security Solutions (ESS) service to accommodate future service requests, regardless of hosting environment.	Workload protection for Virtual Machines and Virtual Desktop Infrastructure's in private and public cloud environments is available to customers.	By the end of Q4 2024
The effectiveness of the security monitoring and detection capability is reinforced by the application of Machine Learning strategies that leverage advanced algorithms and models to analyse vast amounts of data, identify patterns, and detect anomalies in real-time	Number of security detection use cases using ML/AI algorithms	At least 1 security detection use case by end of Q4 2024
Awareness of staff regarding cyber threats is increased through the Implementation of CyberAware Programme (the programme covers safe online behaviour and safe use of digital tools)	Percentage of staff who attended Cyber Aware training Delivery of phishing exercises Knowledge assessment score of the Commission staff	At least 35% of staff by end of Q4 2024 4 phishing exercises by end of Q4 2024 Knowledge assessment score of 85%
From Strategic Plan 2020-2024 : Timely closure for security incidents	Time to closure for security incidents. Explanation: The indicator measures the number of working days between security incidents notification and their closure, after eradication and recovery phase.	Baseline (2020): 17 working days Target by end of Q4 2024: 13,6 (-20%)

General Objective 7: A modern, high-performing and sustainable European Public Administration]

Specific Objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace
Related to spending programme(s): n.a.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
<p>Digital Set-up of New College:</p> <ul style="list-style-type: none"> • Provide IT equipment, tools and IT support – including VVIP onsite service - from transition period to full instalment of the new College for the 2024-2029 mandate • Provide technical support to SG and HR in the process of defining harmonized modern working methods for the incoming Cabinets based on modern collaboration and communication tools 	<p>IT equipment, tools and VIP/VVIP support for the mini-Cabinets are in place</p> <p>IT equipment, tools and VIP/VVIP support for the College are in place</p> <p>Readiness of harmonized working methods for the mini-Cabinets and the new College</p>	<p>At instalment of the mini-Cabinets, foreseen May 2024, tbc</p> <p>At instalment of the College, foreseen November 2024, tbc</p> <p>At instalment of the mini-Cabinets foreseen May 2024, tbc</p>
Maintain user satisfaction at high level for Digital Workplace Services	Overall user satisfaction with IT Help Desk and support provided to DWP services (Data source: IT Survey/flash surveys)	Above 80% user satisfaction
Consolidate the new IT support delivery model fully adapted to new ways of working:	Walk -in IT Hubs, on-demand service via smartlockers/vending machines self-service, and automation are in place where applicable, in line with OIB buildings and office space policy rollout	By end of Q4 2024
Continue modernization of logistics services	Business analysis for new IT Asset Management solution is completed. Logistics processes for new IT Asset Management solution are designed.	By end of Q4 2024
Prepare foundations for AI-enabled IT support	Tests and assessments of predictive and AI capabilities enabled by ServiceNow are completed.	By end of Q4 2024

Output	Indicator	Target
Involve the Digital Workplace stakeholders in co-design of DWP services& solutions	Consult, assess and test new solutions with key stakeholders and user focus groups	Four Digital Workplace User Group meetings per year accompanied by workshops/surveys and polls preparing for co-design
Digital Workplace consolidation	JRC: begin large-scale customer migration to corporate DWP OLAF: begin migration of OLAF staff to the corporate DWP DG COMM: Design of the network services and underlying infrastructures available, transition for the network services takeover started	By end of Q2 2024 By end of Q3 2024 By end of Q4 2024
Availability of trustworthy cloud environments	Audit most used corporate cloud providers (AWS and Azure) to ensure that key legal, organisation and technical measures on which we count to keep our data safe are indeed implemented. Audit report is delivered. Managed landing zone, implementing security guardrails, active for 98% of Commission accounts in the two most used cloud providers (AWS and Azure) (end of Q4 2024)	By end of Q3 2024 By end of Q4 2024
Support for corporate platforms	Establishment of Service Now platform governance and Service Now support services around the corporate platform: <ul style="list-style-type: none"> • Strategic, portfolio and technical management boards are created • ServiceNow competence centre service catalogue published and cost model are defined A Low-code/No-code Platform service is available, based on the M365 Power Platform technology (Power Apps, Power Automate).	By end of Q1 2024 By end of Q2 2024 By end of Q2 2024

Output	Indicator	Target
Availability of contracts to implement modern and secure IT systems	IT procurement consolidation: Generic broker services and financial models endorsed by the Information Technology and Cybersecurity Board (ITCB)	By end of Q4 2024
Extension of Private Cloud On Prem (PCoP)	New Service(s) available	OVH: At least one service available by end of Q4 2024
Guide and help DGs in their cloud transformation through the running of a 'cloudification programme', including the operational onboarding of DG Information Systems into cloud-based delivery concepts.	Number of DGs with a detailed roadmap for the cloudification of their portfolio of information systems.	Minimum 5 DGs by end of Q4 2024

General Objective 2: A Europe fit for the Digital Age

Specific Objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market

Related to spending programme(s): Digital Europe Programme (DEP)

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Implementation of the Interoperable Europe Act	Set up of the Interoperable Europe Board and nomination of the EC Interoperability Coordinator	By end of Q4 2024
Gradual deployment of the digital-ready policymaking support service within the Commission	One-stop-shop service hub is operational and contains self-service tools and guidance materials, access to trainings and tailored digital-ready advice (on request).	By end of Q4 2024
GovTech Incubator	Signature of the 2nd specific grant agreement	By end of Q42024
Connected Public Administrations	Signature of the Coordination and Support Action	By end of Q42024
Implementation of Digital Europe Programme - Interoperable Europe Strategy and support the implementation of Interoperable Europe Act	Execution of adopted Digital Europe Work Programme 2023- 2024 – Interoperable Europe chapter	By end of Q4 2024

Output	Indicator	Target
Cooperation with Member States central digital transformation offices in Government Interoperability Expert Group	Number of Expert Group meetings called by Commission	At least 3 meetings called by end of Q4 2024
Organisation of SEMIC conference	Number of participants	SEMIC will be organised in 2024, to continue the promotion and awareness raising of semantic interoperability, aiming for 350 participants.

General Objective 2: A Europe fit for the Digital Age

Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services

Related to spending programme(s): Digital Europe Programme (DEP)

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Portfolio of reusable solutions and platforms of services in Digital Trust domain, aimed to reduce cost and fast-track implementation of information systems across policy domains in a Trans-European context, in support of the Digital Europe Programme (EU Building Blocks)	<ul style="list-style-type: none"> • • EBSI transition to EDIC should be fully planned and - subject to EDIC readiness state - in progress. • EU Verify service will have run at least two successful Proof of Concept projects • The OOTS platform Common Services will be operational and fully transitioned to its final System Provider 	<p>By end of Q4 2024</p> <p>By end of Q4 2024</p> <p>By end of Q4 2024</p>

Output	Indicator	Target
Digital Trust Services (Authentication, Authorization and Signature services) for EC, EU Institutions, Agencies and Bodies.	<p>Increase EU Login, EU Access and EU Sign adoption across the EUIBA ecosystem</p> <ul style="list-style-type: none"> • EU Login is officially provided as a service to at least one new EUIBA. • EU Sign signs up at least one new Connector customer. • EU Access onboards at least two new applications and finalises its Fine-Grained Authorisation module. 	<p>By end of Q4 2024</p> <p>By end of Q4 2024</p> <p>By end of Q4 2024</p>
Terrestrial secure communication network service across public administrations and EUIBA's (TESTA): Continue to provide TESTA services to the agreed service level targets	<p>Service infrastructure is maintained up-to-date to ensure that there is no risk to the service.</p> <p>New generation of TESTA is designed.</p>	<p>n.a. (continuous)</p> <p>By end of Q4 2024</p>
From Strategic Plan 2020-2024 : Information Systems connected to an EC-managed service or reusing a building block	<p>Number of Information Systems connected to an EC-managed service or reusing a building block</p> <p>This indicator measures the degree to which DIGIT managed services support EU-wide public services. Source of data: GOVIS and RSP Monitoring (Internal Commission tools)</p>	<p>Baseline (2020): -40%</p> <p>Target by end of Q4 2024: 52%</p>

Part 2 – Modernising the administration

A. Human resource management

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

Main outputs in 2024:

Output	Indicator	Target
Equality and gender balance	Coaching and training is available to help women progress into leadership roles	Available on a continuous basis

Output	Indicator	Target
From Strategic Plan 2020-2024 : Staff engagement	DIGIT staff engagement index Source of data: annual Commission staff survey Baseline (2018): 68%	By end of Q4 2024: 75%

B. Sound financial management

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

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	(In)tangible assets and inventories follow formal procedures for disposal of assets.	Ensure correct imputation in accounting system and compliance with regulatory provisions
Safeguarded information	Data breaches reported to the EDPS within the 72 hours deadline from detection	100% data breaches reported within the 72 hours deadline from detection
Efficient controls	Timely payments	remains 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	remains < 1 % of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹⁰⁾ aimed at the prevention, detection and correction ⁽¹¹⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Identify and assess fraud risk covering key financial and non-financial management areas, and update accordingly the DIGIT risk register	The risk register is updated, considering the risk of fraud	By end of Q4 2024
Raise fraud awareness	Number of anti-fraud training/information sessions	1 session per year, by end of Q4 2024
Strengthen fraud prevention in the procurement process	Review that the preventive actions have been followed	Yearly completion, by end of Q4 2024
Strengthen ex-post controls to detect potential fraud	Implement ex-post controls procedure	Yearly completion, by end of Q4 2024

D. Digital transformation and information management

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

Main outputs in 2024:

Output	Indicator	Target
From Strategic Plan 2020-2024 : Compliance of IT investments with corporate Digital Strategy	Degree of compliance of IT investments with the principles of the corporate Digital Strategy Source of data: DIGIT – EU Login, Compass Corporate	EU-Login: Baseline (2018): 75% Target by end of Q4 2024: 100% Compass Corporate: Baseline (2018): 0% Target by end of Q4 2024: 100%

⁽¹⁰⁾ Communication from the Commission ‘Commission Anti-Fraud Strategy Action plan - revision 2023 COM(2023) 405 of 11 July 2023 – ‘the Communication on the 2023 revision’ – and the accompanying document, SWD(2023) 245 – ‘the revised Action Plan’.

⁽¹¹⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
<p>From Strategic Plan 2020-2024: Corporate principles for data governance have been implemented</p>	<p>Percentage of DIGIT’s key data assets for which corporate principles for data governance have been implemented. Source of data: DIGIT</p>	<p>Baseline (2019): Key data assets identified in the first inventory applying corporate governance principles – end 2019, 29 key data assets incorporated in the EC data inventory</p> <p>Target by end of Q4 2024: Extension to further data assets covering 15% additional DIGIT data assets – 38 key data assets in the EC data catalogue</p>
<p>From Strategic Plan 2020-2024: Staff awareness on data protection</p>	<p>Number of sessions The following actions are carried out to achieve maximum participation:</p> <ul style="list-style-type: none"> • All new DIGIT staff members will be recommended to participate in one such training session and receive invitations. • Training dates will be advertised in DIGIT’s event calendar and intranet pages. • The DPC and DIGIT management will generally promote participation in the training. 	<p>Target: The DPC will organise monthly training/awareness-raising sessions (i.e. 12 per year).</p>

E. Sound environmental management

Objective: DIGIT takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
DIGIT commits to sign the EC DG Travel Pledge to reduce CO2 emissions deriving from missions	CO2 emissions from DG's, Office's or other department's staff missions	DIGIT signed the Travel pledge in 2022
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions)	CO2 (t) emissions from DG/service's missions	Reduce DG/service's CO2 emissions from missions
Optimise and gradually reduce CO2 emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/virtual events as an alternative)	Promotion of more sustainable travel options via internal communication channels	At least 1 internal communication campaign by end of Q4 2024, addressing DIGIT staff on sustainable travel options
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data	Number of events organised	At least 1 event by end of Q4 2024, possibly involving 2 different DGs

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions by closing down DG/service's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings	Number of department's buildings participating in: <ul style="list-style-type: none"> • end of year energy saving action • summer energy saving action • optimisation of comfort hours and/or comfort temperature 	DIGIT's premises located in L107 will be part of the following energy saving measures (centrally promoted by OIB, as the premises are shared with other DGs). <ul style="list-style-type: none"> • End of year energy saving action • Summer energy saving action • Optimisation of comfort hours and comfort temperature

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts	Number (or %) of green events	100%
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place)	% of staff informed/participated	100% of DIGIT staff informed via internal communication channels

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of GPP criteria in contracts and starting to monitor the process ⁽¹²⁾ .	% of contracts with 'green' provisions and/or (%) by value in EUR)	Increase in the % of contracts with 'green' provisions when applicable (note: DIGIT contracts for the purchase of IT equipment often run for multiple years, therefore it is only possible to change terms and conditions of such contracts when a new tender is open.

⁽¹²⁾ For information, technical support is provided by the [Interinstitutional GPP Helpdesk](#). See also GPP webpage [on MY IC](#) for EU reference/guidelines by DG ENV and the [Vade-mecum on Public Procurement](#) by DG BUDG.