



Management Plan 2024

DIRECTORATE-GENERAL FOR
DEFENCE INDUSTRY AND SPACE

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Introduction



DG Defence Industry and Space: Making the EU more secure, sustainable and resilient.



The Directorate-General for Defence Industry and Space (DG DEFIS) develops and carries out the Commission's policies on defence industry and space. Following Russia's unprovoked and unjustified military aggression against Ukraine, EU action in the field of security and defence is more urgent than ever. DG DEFIS will continue to put forward proposals and effort into reinforcing the **resilience** and **strategic autonomy** of the EU.



This **annual DG DEFIS Management Plan** outlines the key deliverables for 2024, in line with DG DEFIS' strategic plan and specific objectives for the period 2020-2024. The outputs contribute to the political priorities of the von der Leyen Commission 'A European Green Deal', 'A Europe fit for the digital age', 'A stronger Europe in the world' and 'Promoting our European way of life'.


The main priorities of DG DEFIS for 2024 will be the following:

A stronger Europe in the world

- adopt the  ⁽¹⁾ **European Defence Industrial Strategy** and present the **European Defence Investment Programme (EDIP) Regulation**;
- implement the **EU Space Strategy for Security and Defence**;
- continue the implementation of the **European Defence Fund (EDF), including the EU Defence Innovation Scheme (EUDIS)**, the European Defence Industrial Development Programme (EDIDP), and the Preparatory Action on Defence Research (PADR);
- continue the implementation of the **Regulation on supporting ammunition production (ASAP)** and roll out the implementation **of the European Defence Industry Reinforcement through common Procurement Act (EDIRPA)** and
- improve and accelerate **Military Mobility** within and beyond the EU;

A Europe fit for the digital age

- set out the proposal for a  ⁽²⁾ **Union law for safe, secure and sustainable space activities (EU Space Law)** and a  ⁽³⁾ **Strategy on Space Data Economy**;

⁽¹⁾⁽²⁾⁽³⁾ The icon  refers to initiatives featured in annexes I and II of the 2024 Commission work programme.

- roll out the implementation of the **EU secure connectivity programme - IRIS²** (Infrastructure for Resilience, Interconnectivity and Security by Satellite);
- continue the implementation of the **EU Space Programme**, in particular the **second generation of Galileo** and the **Copernicus services for governmental use**, adopt its mid-term evaluation and launch the preparation of the **next EU Space Programme for the Multiannual Financial Framework 2028-2034**;
- continue the implementation of Horizon Europe for the space part ⁽⁴⁾, and of the **Space Entrepreneurship Initiative CASSINI**, via the respective work programmes;
- deliver on the EU's updated industrial strategy by setting out a green, digital and resilient **transition pathway for the aerospace ecosystem** ⁽⁵⁾;

A European Green Deal

- ensure that the **Alliance for Zero-Emission Aviation** delivers on a shared ambition to achieve the fastest possible market uptake of fully decarbonised flights;
- continue supporting the European Green Deal through a range of EU space-based services, including **Copernicus, the EU's Earth observation system**;

Modernising the administration

- continue exploring innovative approaches through **thematic taskforces** within DG DEFIS directorates and units on priority topics including secure connectivity, skills, critical raw materials, economic security and the development of Copernicus services for governmental use;
- **develop the positive impacts** of the setup of an emergency task force for ASAP, and how short-term task forces for specific implementation tasks support urgent deliveries.

The main challenges in the context of 2024 are:

- to deliver on DG DEFIS' priorities against evolving geo-political instability, which impacts activities and workload;
- to strengthen the resilience of the EU aerospace and defence supply chains, e.g. by reducing technological non-EU dependencies;
- to defend democracy and EU values through overall coordination and mainstreaming of the Commission activities to counter hybrid threats;
- to strengthen the EU's resilience to respond to increasing cyberattacks targeting military and civilian critical infrastructure in the EU;
- to increase European citizens' awareness of the concrete achievements of the policies in support of the space and defence industries which were implemented during this mandate.

⁽⁴⁾ Horizon Europe Cluster 4: 'Digital, Industry and Space'.

⁽⁵⁾ The defence part of the ecosystem will be covered by the European Defence Industrial Strategy.

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

DG DEFIS is dedicated to the Commission's ambitions for **greener and sustainable, more digital and connected, resilient societies**. It also emphasises reinforcing Europe's **strategic autonomy, security, international cooperation**, and the **preservation of democratic values**. This section elaborates on DG DEFIS' contributions to these and highlights other significant initiatives contributing to several headlines and expected to deliver even more. In addition, DG DEFIS is preparing a **plan to simplify and rationalise reporting requirements** and reduce related burden on businesses and/or national administrations, without undermining the policy objectives. The plan will include concrete measures, planned for 2024 and beyond, contributing to the goal of 25% reduction of such burden. DG DEFIS is considering, among others, simplification measures in implementing its programmes, such as increasing the use of lump-sums.

A. A European Green Deal

Specific objective 1.1: Reliable data and services of the EU Space Programme are cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability



DG DEFIS proactively supports legislative initiatives under the Green Deal, to ensure the **contribution of the EU Space Programme** to EU cross-sectoral strategies for a **green and sustainable planet**. DG DEFIS is also dedicated to **reducing the environmental impact of space activities** by implementing comprehensive sustainability measures across their entire life cycle.



Copernicus ⁽⁶⁾, the **EU's Earth observation system**, contributes directly to the Commissions' ambitions on fighting climate change with its unique capability to **monitor greenhouse gas emissions**. It also contributes to the implementation and monitoring of EU initiatives such as the **EU Biodiversity Strategy 2030**, the **Net Zero Industry Act** or the reporting in the context of the Land Use, Land Use Change and Forestry (LULUCF) Regulation. Copernicus services data are used by international bodies to track progress towards the **United Nations Sustainable Development Goals (SDG)**, to feed into various reports (e.g. the EUROSTAT SDG reporting) and to support the implementation of initiatives such as the 'UN decade collaborative centre on ocean prediction'. In 2024, the **Copernicus European State of the Climate Report** and the **Ocean State Report** will again be issued, peer-reviewed by established international experts.



⁽⁶⁾ Copernicus is the European Union's flagship Earth observation programme which operates through six thematic services: Atmosphere, Marine, Land, Climate Change, Security and Emergency. More info: <https://www.copernicus.eu/en/copernicus-services>.

In 2024, DG DEFIS will continue contributing to ‘**Destination Earth (DestinE)**’⁽⁷⁾, run by the DG for Communications Networks, Content and Technology (CNECT). It aims to develop a digital replica of the Earth system further exploiting Copernicus Earth observation data and information products. In 2024, Copernicus and DestinE will refine their synergies to cross-fertilise data management platforms and define a complementary portfolio of environmental services, in close collaboration with the EU Digital Twin of the Ocean(DTO)⁽⁸⁾.

A pilot ‘**study for high-cadence monitoring for the EU Green Deal**’ launched in 2023 will identify complementarities between Copernicus and existing or new (space) commercial capabilities to support the monitoring of the EU Green Deal and EU environmental policies. It will also analyse potential future innovative solutions where Copernicus could support environmental and climate policy development.

The EU satellite navigation services provided by **Galileo** and the European Geostationary Navigation Overlay Service (**EGNOS**) lead to a range of innovative applications in support of the Green Deal objectives, such as applications on smart mobility and on multi-mode transport digitalisation with **optimised travel routes**, allowing for a reduction of CO₂ emissions.



To reduce the environmental impact of space activities, DG DEFIS will launch a pilot project aimed at developing a sector-specific **life cycle assessment method** – product environmental footprint category rules (PEFCRs) – for the space sector. Also, a study will be launched to support the formulation of sustainability measures and for reducing the environmental footprint of the EU Space Programme.

Other important initiatives



DG DEFIS, overseeing civil aeronautics, will continue to support the **Alliance on Zero-Emission Aviation (AZEA)** to prepare the **market uptake of hydrogen and battery-electric aircraft**, encouraging the aeronautics industry towards climate neutrality and sustainable growth. AZEA is set to agree on a shared vision in 2024, laying the foundation for a roadmap and deployment scenarios for zero-emission aircraft. This will guide the Alliance’s working groups, fostering project development and financing opportunities.



Furthermore, a project is planned to be launched under the European Defence Fund (EDF) for **defence-oriented solutions contributing to climate, energy management and efficiency**. DG DEFIS will also evaluate proposals submitted under the EDF work programme 2023 under the topic “**Innovative propulsion systems for defence applications**”. The topic encourages the efficient spinning-in of knowledge and innovative solutions to the defence sector. To deliver on the EU’s updated industrial strategy, a **transition pathway for the aerospace ecosystem** will be set out ⁽⁹⁾. Seeking to achieve and speed up the

⁽⁷⁾ Part of the Digital Europe Programme.

⁽⁸⁾ Part of the Digital Europe Programme.

⁽⁹⁾ The defence part of the ecosystem will be covered by the European Defence Industrial Strategy.

digital, green and resilient transitions, the pathway will be co-created with stakeholders engaged through public consultations and workshops in 2023.



 **Communication** In the context of the European elections, DG DEFIS will launch a **social media campaign** to highlight the EU Space Programme's benefits for citizens' daily lives. DG DEFIS will encourage **EU Space networks**, managed by DG DEFIS and comprising of more than 300 entities across Europe, to collaborate on events in various regions to demonstrate the Union's added value. DG DEFIS will continue to expand its presence on social media platforms like Twitter, Instagram, and Facebook. **Combating disinformation** is a key priority. Therefore, targeted social media promotions will be initiated to challenge false information and to increase awareness of climate issues using reliable sources. In spring 2024, DG DEFIS will increase its efforts to promote the **European State of the Climate report**, which is already receiving significant attention in the mainstream media. Additionally, DG DEFIS will establish partnerships with **schools** to arrange **informative sessions** about the EU Space Programme and the role of EU Space data in daily life, particularly in mitigating the impact of climate change. **The promotion of benefits** already derived from using space-based data across ecosystems will be amplified. Hence, the partnership with DG AGRI will be reinforced through participation in a series of **Europe-wide agricultural fairs**. The **Alliance on Zero Emission Aviation** will gain more focus, with special emphasis on the **Innovation and Leadership in Aerospace (ILA) trade fair** held in Berlin in June 2024.

B. A Europe fit for the digital age


Specific objective 2.1: Modern and well-functioning EU space-enabled services to support the Union's priorities



EU Space Law: Union law for safe, secure and sustainable space activities

 As announced in the 2023 SOTEU's letter of intent, the Commission will set out a proposal for a  ⁽¹⁰⁾ **EU space law** in the first quarter of 2024. The legislative proposal, which builds on the Joint Communication on Space Traffic Management ⁽¹¹⁾ and the EU Space Strategy for Security and Defence ⁽¹²⁾, will propose a set of common rules aimed at avoiding and removing fragmentation and barriers across the single market for space, while ensuring the global competitiveness of the European space sector. Three space activity areas will be targeted:

- **Safety:** rules related to preventive safety measures, such as space traffic rules and space debris mitigations measures and remediation measures such as orbital repair services;

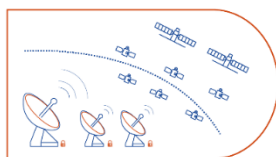
⁽¹⁰⁾ The icon  refers to initiatives in annexes I and II of the 2024 Commission work programme.

⁽¹¹⁾ JOIN(2022) 4 final

⁽¹²⁾ JOIN(2023) 9 final

- **Resilience:** rules on risk management (including cybersecurity) aimed at collectively enhancing the level of resilience of all space assets;
- **Sustainability:** rules to support space companies fulfil their reporting obligations under EU environmental legislation and address issues of light pollution.

EU space-based global secure connectivity system - IRIS²



The implementation of the priority flagship on secure connectivity will continue at full speed to deploy the initial EU satellite constellation **IRIS²** (Infrastructure for Resilience, Interconnectivity and Security by Satellite). IRIS² is Europe's reply to the growing geopolitical instability and cybersecurity threats. Its aim is to strengthen Europe's strategic autonomy, technological leadership and geopolitical influence, including in the Arctic and Africa.



The Programme aligns with Council conclusions and the **Conference on the Future of Europe**, addressing the need for fast, affordable, secure and widespread EU internet access. It will boost EU industry competitiveness, especially small and medium-sized enterprises (SMEs) and start-ups, in satellite communication solutions and services, by driving innovation and technological advances and the commercialisation of government services.

In 2024, a main concession contract will be awarded to establish the IRIS² system. Initial governmental services are expected to be provided by integrating and complementing the GOVSATCOM component of the EU Space Programme (see section D). New tenders will be prepared, including a multi-supplier contract for satellite communication services, in particular narrowband and auxiliary services and solutions proposed by SMEs and start-ups. These contracts will allow for the gradual deployment of activities to complete the space and ground infrastructure and attain full operational capability.

DG DEFIS, working closely with DG CNECT, will continue the development of the **European quantum communication infrastructure** (EuroQCI) ⁽¹³⁾ for its gradual integration into the secure connectivity system.

EU Space Programme



The programme's goal is to provide high-quality, up-to-date and secure space-related data and services aligned with users and political demands, to bring greater socio-economic benefits, including increased growth and job creation in the EU. It encourages and supports innovation and competitiveness through investments in critical infrastructures and disruptive technologies. The **2023-2024 work programmes of the EU Space Programme** set out detailed objectives, activities, and budget plans for EU space components (Copernicus, Galileo/EGNOS, GOVSATCOM, Space Situational Awareness (SSA), and horizontal) using a novel multiannual approach for long-term planning and stakeholder visibility.

⁽¹³⁾ The EuroQCI's initial implementation phases are funded by the Commission's Digital Europe Programme and Connecting Europe Facility, under the supervision of DG CNECT.

In 2024, preparations will begin for the **2025-2027 work programmes**. The EU Space Regulation that set up the EU Space Programme for 2021-2027 requires a **mid-term evaluation of the programme by June 2024**. The evaluation relies on a study carried out in 2023 and focuses on the service performance, the evolution of the needs of its users and the performance of the European Union Agency for the Space Programme (EUSPA). The Commission will communicate the conclusions of the evaluation report to the European Parliament and Council, the European Economic and Social Committee and the Committee of the Regions in the course of 2024. In addition, in 2024 DG DEFIS will start preparing the **Impact Assessment** for the preparation on the next **EU Space Regulation 2028-34**.

In 2024, DG DEFIS will finalise studies to **explore synergies between the space and defence sectors**: a study on synergies of the European Defence Fund and EU space policy, another to support the EU Space Strategy for Security and Defence and a third one on EU space value chains resilience.

Galileo will enhance its services in 2024 through key milestones and two dual satellite launches for constellation sustainability.

Galileo Open Service (OS):

- Provides ranging, positioning, and timing information to 3 billion+ Galileo-enabled devices
- Final Operational Capability (FOC) planned early 2025, as soon as the final Galileo constellation will be achieved



Galileo High Accuracy Service (HAS): Initial Services in January 2023

- Provides high accuracy corrections for Galileo and GPS
- Will continue to provide excellent real time user positioning accuracy (error of less than 20 cm in nominal conditions)

Galileo Search and Rescue (SAR) Service:

- Detects and locates people in distress and communicates their position to Rescue Coordination Centres worldwide
- Additional innovative services in preparation

Galileo Timing Service (TS):

- Provides an accurate and robust reference time, as well as realisation of the coordinated universal time
- Under development as part of the Galileo second generation service portfolio
- The standard for future Galileo timing receivers is being developed (first version expected in 2024)

In 2024, important benchmarks in **Galileo Second Generation (G2G)** development include the **Critical Design Reviews** with the manufacturers of G2G satellites and for the complete G2G System, paving the way for subsequent contracts. Integrating Galileo signals with signals from Low Earth Orbit (LEO) constellations like IRIS² opens new Positioning, Navigation and Timing (PNT) possibilities, through **LEO PNT**. DG DEFIS will persist in R&D efforts for Galileo's evolution in combination with LEO PNT.

EGNOS will continue delivering **Safety of Life (SoL) aviation services**, facilitating precision landing at over 500 European airports. By end January 2024, all the European runway ends will need to implement EGNOS procedures, aligning with Regulation (EU) 2018/1048. In 2024, EGNOS services will also support **maritime users**, with ongoing efforts for rail users. EGNOS V2, the current generation, undergoes continuous development, with a significant procurement launched in 2024, while preparations for transitioning to the new EGNOS (V3) generation continue.



In 2024 DG DEFIS, with the European Space Agency's (ESA) technical support, will continue preparing the **future Copernicus satellite constellation**, including options for hybrid constellations and new Earth observation capacities (Copernicus expansion missions), notably the **Copernicus CO₂ monitoring mission** and the development of an operational Monitoring and Verification Support (MVS) capacity of anthropogenic CO₂ emissions. Alongside the ongoing service enhancements, innovative and secure **Copernicus Earth observation services for governmental use** are being explored to strengthen resilience. These services aim to offer reliable, continuous, and timely Earth observation capabilities aligned with EU and Member States' government requirements.



Communication


Activities will focus on **building confidence** on the high quality of the EU space-based services. A dedicated campaign will be organised to promote IRIS². Targeting a wider audience, DG DEFIS will promote opportunities for developing new applications based on space data and services in new 'non-space' sectors. To support the preparation of the next EU **Space Regulation 2028-34**, targeted seminars will be organised with the Member States, industry and other relevant actors. In parallel, a public consultation will be opened to collect input from stakeholders and citizens.

Specific objective 2.2: EU Space Programme maximises socio-economic benefits



Space Data Economy




In 2024, DG DEFIS will continue **promoting the use of space data, information and services in EU policies and legislation**. A  ⁽¹⁴⁾ **Strategy on Space Data Economy** will be released, focusing on enhancing the uptake of services derived from EU space components and supporting the development of a **space data economy**. A central element includes the publication of **a conceptual framework** to systematically measure the benefits of the EU Space Programme, **enabling input of space data to decision-making, optimise resources**, and **communicate** the programme's value to Member States, citizens, and the global community.

Research and innovation – Horizon Europe¹⁵



Under the lead of DG DEFIS, the Health and Digital Executive Agency (HaDEA), the European Union Agency for the Space Programme (EUSPA) and the European Space Agency (ESA) are implementing projects under the Horizon Europe 2023-2024 work programme to foster the development of innovative and competitive European upstream and downstream space sectors. In 2024, **priority actions** will focus on developing **critical space technologies** for non-dependence, technological solutions for **Space Programme components**, R&D activities for the **Secure Connectivity Programme**, enabling

⁽¹⁴⁾ The icon  refers to initiatives in annexes I and II of the 2024 Commission work programme.

⁽¹⁵⁾ To be noted, research and innovation activities go beyond the reach of specific objective 2.2 that is seeking to maximise socio-economic benefits under the EU Space Programme and form an integral part of the EU Space Programme and the EDF managed by DG DEFIS.

technologies for innovative space applications, and **pathfinder missions** like on-orbit servicing and quantum space gravimetry. DG DEFIS will undertake preparatory work and wide stakeholder consultation for future Space Research and Innovation activities in preparation of the next MFF. A **space partnership** will be put in place in 2024 to develop technology roadmaps in priority areas and bring together industry, academia, and research organizations for new space solutions and technologies.

Supporting European space-based businesses & New Space



To cultivate a dynamic European New Space industry, the Commission's **Space Entrepreneurship Initiative CASSINI** will expand, promoting entrepreneurship, networks, and business skills. **CASSINI Matchmaking** will host around 10 tech meetups around Europe, and the **CASSINI Business Accelerator** will assist 40 companies annually in scaling and marketing. The **CASSINI Investment Facility** will provide capital to enable the launch of new private investment funds focusing on space investments. Beginning in early 2024, a new "**Flight Ticket Initiative**" will stimulate new European launcher systems via **open competition** and **access to procurement** of launch services for European missions, starting with **In-orbit Demonstration and Validation (IOD/IOV)** needs. This joint initiative by the Commission and the ESA, ensures autonomous and sustainable EU access to space, collaborating with established and emerging space players, accelerating time to market for space innovation.

For Copernicus, contract opportunities for European New Space companies are promoted as well as long-term perspective to EU data providers to reinforce Earth observation strategic autonomy. This is facilitated through the **Dynamic Purchasing System (DPS)**, an **innovative online procurement mechanism** offering open enrolment and automated procurement, reducing administrative burden and streamlining contracts processes. DG DEFIS collaborates closely with the ESA to modernise Copernicus contributing missions' commercial data-licensing, introducing innovations like a subscription scheme. In 2024, DG DEFIS, in collaboration with EU Member States, the ESA, and industry, will conduct surveys and workshops on **access to space**. DG DEFIS will implement the European Parliament **Pilot Project "Vision for Resilient and Autonomous access to space"** and the **Pilot Project "Mobile responsive launch systems"**. DG DEFIS will also implement the European Parliament **Preparatory action "Game-changing innovation for European launch solutions"** to boost disruptive innovation, competitiveness, availability, and sustainability of the European space industry. Following a 2023 **study on enhancing access to test facilities for EU new space transportation solutions**, DG DEFIS will develop an **online hub** — a web-based database of test capabilities and related services.



Global systems with global reach




Promoting the international uptake of the EU Space Programme and strengthening Europe's role as a **strong global space actor** implies a range of international engagements with third countries and international

organisations, and concluding administrative arrangements and international agreements with key partners. **In the field of Earth observation**, international cooperation strengthens the EU's capacity to monitor the implementation of global agreements such as the Paris Climate Agreement and the United Nations Sustainable Development Goals. In 2024, the **cooperation with third countries on Copernicus** will continue, with particular focus on the implementation of the existing cooperation arrangements. It will be supported by additional analysis of the type of data needed to further improve Copernicus services, with the aim to give full meaning to the reciprocity envisaged in the cooperation arrangements.

Efforts will continue to enhance the **uptake of Galileo and EGNOS services** and foster **technical collaboration with key international partners**. Negotiations for Galileo Public Regulated Service (PRS) were concluded with Norway, discussions will continue in 2024 with other international partners, and preparations will begin for **a new Galileo-GPS agreement with the US**. DG DEFIS will continue, as appropriate, **negotiating agreements** for the extension of EGNOS services with several of the **Eastern and Southern neighbourhood** countries and explore the expansion of EGNOS system coverage to other regions. Negotiations will be pursued in view of reaching **an agreement with Norway** on the possible rules for its participation in the EU secure connectivity programme – **IRIS²**. DG DEFIS will continue to promote the EU Space Programme's operational needs and strategic interests through different **international and multilateral fora** ⁽¹⁶⁾. Building on the **successful space dialogues** with Japan, Canada, the US and the African Union in 2023, DG DEFIS will continue cooperation with key international partners and explore new space dialogues with countries like Australia and New Zealand. In alignment with the **EU's agenda for Latin America and the Caribbean**, DG DEFIS will seek to **reinforce space cooperation** with the region. Regarding Africa, DG DEFIS will maintain its well-established collaboration with DG INTPA to support the development of **Satellite Based Augmentation System (SBAS)** for the region in partnership with ASECNA ⁽¹⁷⁾ and Satellite Navigation - Africa Joint Programming Office. On 1 January 2024, the UK will become a Copernicus participating state.

Other important initiatives

 DG DEFIS actively seeks **synergies between space and defence policies and industries**, aligning with the EU's digital transition, while enhancing resilience, safety and security ⁽¹⁸⁾. The **European Defence Fund (EDF)** aligns with the objectives of 'A stronger Europe in the world' and making 'Europe fit for the digital age', **accelerating the digital transformation of the defence sector**, and supporting inter alia information superiority and cyber. R&D projects with an indicative budget of EUR 105 million focusing on **digital transformation and cyber** will start in 2024. To address the rising cyberattacks targeting military and civilian critical infrastructure and to improve coordination, DG DEFIS will continue

⁽¹⁶⁾ such as the International Telecommunications Union, the International Committee on GNSS, COSPAS-SARSAT, the Working Groups under the EU-U.S. GNSS Cooperation Agreement, the Group on Earth Observations (GEO), and the Committee on Earth Observation satellites (CEOS), among others

⁽¹⁷⁾ Agency for the Safety of Air Navigation in Africa and Madagascar

⁽¹⁸⁾ To be noted, these actions go beyond the DG DEFIS specific objectives 2.1 and 2.2, are complementary to the specific objectives 4.1 and 5.1 in this Management Plan.

co-leading the implementation of the **Joint Communication on the EU Policy on Cyber Defence** ⁽¹⁹⁾ with the EEAS and DG CNECT. The objective is to reduce EU's strategic dependencies in critical cyber technologies and strengthening the European Defence Technological and Industrial Bases. Cyber defence R&D and joint capability development will be supported under the EDF. Additionally, DG DEFIS, with DG CNECT, EDA, and the European Cybersecurity Competence Centre and Network are developing **a technology roadmap for critical cyber technologies** to identify, anticipate technological developments, map strategic dependencies, and propose mitigation strategies. DG DEFIS will also contribute to the implementation of the **Drone Strategy 2.0** focusing in particular on strengthening civil and defence drone industry capabilities.



In 2024, DG DEFIS will continue implementing actions outlined in the **Action Plan on Synergies for Civil, Defence, and Space Industries**. For instance, DG DEFIS leads the long-term initiative known as the **Observatory of Critical Technologies (OCT)**, developed in close cooperation with the Commission's Joint Research Centre (DG JRC). The OCT identifies critical technologies, monitors risks and performs technology watch for emerging and potentially disruptive technologies with strong potential impacts on space and defence innovation and EU non-dependence. In the pilot phase, DEFIS focused on semiconductors and autonomous systems, delivering the **first classified OCT report to EU Member States** in December 2023. In 2024, assessments will extend to additional critical technologies, with increased stakeholders' consultations. DG DEFIS will lead in developing technology roadmaps, based on the classified reports.



DG DEFIS will also actively engage in the **implementation of the European Economic Security Strategy** ⁽²⁰⁾, issued in June 2023, in close cooperation with Member States. DG DEFIS will contribute to the risk assessment of the first critical technology area identified by the European Commission in the European Economic Security Strategy and will participate in the assessment of possible future measures to address risks linked to Outbound investments, to be carried out by the Commission with the support of the new dedicated Member States expert group. **Reinforcing industrial strategic autonomy** requires limiting dependencies and building up strategic reserves where supply is at risk. In 2024, DG DEFIS will also be closely involved in the implementation of the **European Critical Raw Materials Act** seeking to ensure the EU resilience and security objectives. DG DEFIS will also contribute to the development of the **Commission initiative on advanced materials**. DG DEFIS will continue to actively contribute to the implementation of the EU framework for the **screening of Foreign Direct Investments (FDI)** ⁽²¹⁾, an essential tool to mitigate possible risks for the security or public order in Member States in the Union, linked to non-EU investments in European companies.

⁽¹⁹⁾ JOIN(2022) 49 final.

⁽²⁰⁾ The Economic Security Strategy also contributes to the reach of the objectives under headline ambition "A stronger Europe in the world".

⁽²¹⁾ [EUR-Lex - 32019R0452 - EN - EUR-Lex \(europa.eu\)](#)



Communication

In January 2024, DG DEFIS will introduce the **EU Space Networks**, focusing on promoting EU Space globally and fostering space-based applications adoption. While **the European Year of Skills** will prioritise communication with the entire ecosystem, DG DEFIS will maintain contacts with National Defence Industrial Associations emphasising skills-related matters and persist in promoting opportunities from **CASSINI** beyond the space sector for a business-friendly model in Europe. The **Industry Expert Group on EU Space, Defence, and Aeronautics (ASD) Industry** and sub-groups on Space, Defence, and Critical Technologies and Supply Chains will continue to be organised by DG DEFIS.

C. A stronger Europe in the world

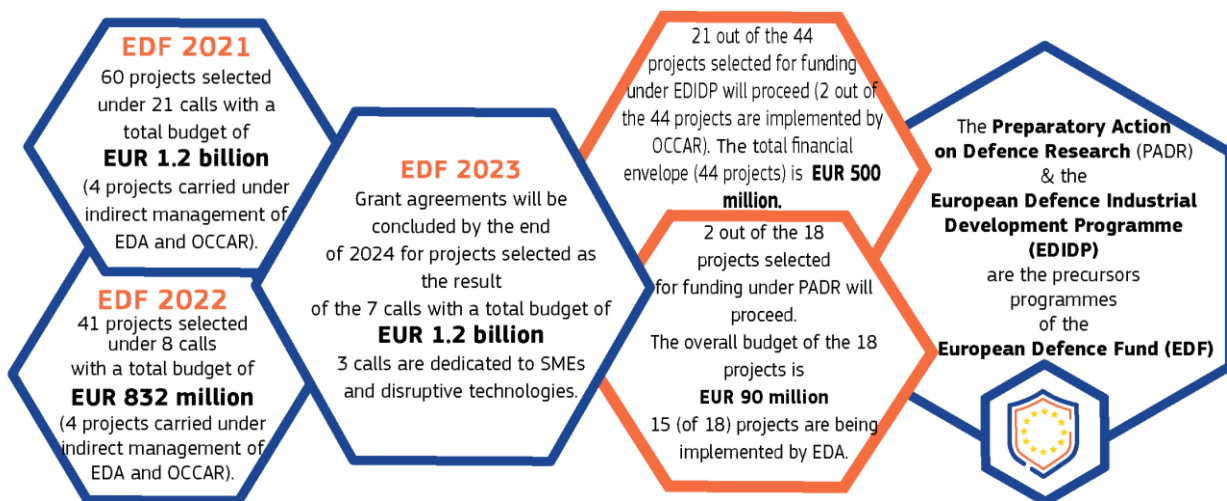


Specific objective 4.1: Fostered innovation capacity and competitiveness of the European defence industry and strengthened EU defence supply chains due to increased cross-border R&D cooperation involving in particular SMEs and mid-caps

The European Defence Fund (EDF)



A competitive, resilient, and innovative **European defence ecosystem** is key for establishing a European Defence Union. DG DEFIS defence policies are aimed at reducing internal market barriers and fragmentation and at addressing existing and potential future harmful dependencies. These policies should build the conditions for Europe to act and cooperate with international and regional partners, including NATO wherever possible, while being able to operate autonomously when and where necessary. To continue the roll out and the implementation of the EDF, **the annual work programme** is planned to be adopted by end of March 2024. A significant number of priority topics will be addressed in this fourth annual cycle of implementation of the Programme, building on the achievements of the previous years. In addition, the annual 2024 work programme, DG DEFIS will continue to **implement EDF collaborative defence research and development (R&D) projects.**



EDA: European Defence Agency - OCCAR: Organisation Conjointe de Coopération en matière d'Armement / Organisation for Joint Armament Co-operation.

While engaging with Member States and Norway, DG DEFIS will aim to maintain the balance between research and development actions and technology/capability areas. As the programme advances, DG DEFIS will also explore ways to sustain continuity in achieving expected outcomes, in line with the EU capability priorities commonly agreed by Member States, in particular through the **Strategic Compass for Security and Defence** ⁽²²⁾ and the **Capability Development Plan** (CDP).

DG DEFIS will conduct the interim evaluation of the EDF programme in accordance with the EDF Regulation. The evaluation, aligned with the Better Regulation Guidelines, will involve collaboration with Member States, industry, research organisations, and other stakeholders, aiming for adoption by the College in early Q1 2025.

Supporting defence related SMEs and defence innovation



The **EU Defence Innovation Scheme (EUDIS)** ⁽²³⁾ offers tailored innovation support for SMEs, including start-ups and non-traditional actors in the defence industry. EUDIS provides opportunities to access and benefit from the European Defence Fund (EDF), through various R&D calls, including technological challenges, financial support to third parties, spin-in calls for dual-use results from civil funded EU R&D programmes, non-thematic calls for SMEs and research organisations, and calls on disruptive technologies. EUDIS also includes SME business coaching and defence hackathons. The first annual **EUDIS defence hackathon** will be held in multiple European locations in Spring 2024, and a dedicated **joint CASSINI and EUDIS space-defence hackathon** is planned for November 2024. This will be repeated on an annual basis. All the above-mentioned innovation support measures will continue in 2024, with a planned addition of services for a **EUDIS Business Accelerator** and **matchmaking scheme**. With the **'Defence Equity Facility'**, the European Investment Fund will provide equity investment to **EU-based Venture Capital and Private Equity funds** that support start-ups, SMEs and midcaps developing innovative defence technologies with dual-use potential. This instrument, financed by the European Defence Fund and deployed under the InvestEU programme, is expected to provide full effect early 2024 and to foster an investor ecosystem supporting defence innovation, accompanied by capacity-building activities.

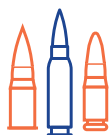
Addressing the skills gap in the defence sector, DG DEFIS is implementing **targeted skill development** within the EDF through EUDIS. In 2024, selected SME beneficiaries from EDF open SME calls and from open calls for disruptive technologies will receive **business coaching** while winning EUDIS hackathon teams will receive mentoring support. To facilitate awareness on the opportunities for SMEs, start-ups and non-traditional players in the defence industry, DG DEFIS has launched the [eudis.europa.eu website](https://eudis.europa.eu), with plans to add more information in 2024.

⁽²²⁾ Approved by the Council on 21 March 2022:

<https://data.consilium.europa.eu/doc/document/ST-7371-2022-INIT/en/pdf>

⁽²³⁾ https://ec.europa.eu/info/publications/contributing-european-defence_en

The Regulation in Support of Ammunition Production (ASAP)



The Regulation in Support of Ammunition Production (ASAP) was adopted in July 2023 ⁽²⁴⁾ with DG DEFIS publishing the Work Programme for thematic calls on **18 October 2023 with EUR 500 million Union funding** in 5 thematic calls and a dedicated Ramp-up fund. This **unprecedented rapid progress initiated on 20 March 2023** - for which a three-track approach was agreed - and the Commission proposal of 3 May 2023 received strong industrial support and commitment. The ASAP work programme is **crucial for help securing European production capacity** and to timely respond to the increased demand for artillery rounds from EU Member States (including Norway) and Ukraine. The ammunition industry submitted grant proposals for production capacity and bottleneck resolution until 13 December 2023. **Given the urgency and political commitment demonstrated in 2023, the evaluation and grant preparation in 2024 must equally deliver** in a very short time. DG DEFIS, with support from other Commission services in a dedicated task force, will manage this process effectively. By end of March 2024, marking one year from the ammunition plan agreed by Council on 20 March 2023, the evaluation of the proposals will be finished, and the grant decision will be adopted shortly. This will pave the way for the follow up evaluation of the results from all tracks in the three-track plan and **demonstrate the overall Union support to the artillery deliveries to Ukraine, resupplying of stocks and artillery production**. DG DEFIS will coordinate the contribution of ASAP to the ammunition plan, and involve the other actors, in particular Foreign Policy Instruments (for the European Peace Facility), the European External Action Service (EEAS), the European Defence Agency (EDA) and Ministries of Defence.


Common defence procurement and support to industrial ramp up



In the context of Russia's unprovoked and unjustified military aggression against Ukraine and to follow up on the Versailles Declaration of 2022, the Commission was tasked to help Member States to invest together, better and in a European way. Delivering on the 2022 **Joint Communication on the Defence Investment Gaps Analysis and Way Forward** ⁽²⁵⁾, the Commission proposed an urgent short-term instrument for a **European Defence Industry Reinforcement through common Procurement Act (EDIRPA)**, adopted by the European Parliament and Council in October 2023. This initiative aims at encouraging Member States to cooperate in defence procurement, giving the European defence industry the visibility it needs to ramp up production capacities. **EDIRPA** will incentivise Member States, in a spirit of solidarity, to commonly procure and will facilitate access for all Member States to urgently needed defence products. It will avoid competition among Member States for the same products and facilitate cost savings. It will strengthen interoperability and allow the **European Defence Technological and Industrial Base (EDTIB)** to better adjust and ramp-up its manufacturing capacities to deliver the needed products. DG DEFIS will swiftly implement this short-term instrument. Work programme adoption and calls publication are planned for Q1 2024, and the award decision for Q4 2024.

⁽²⁴⁾ (EU) 2023/1525

⁽²⁵⁾ JOIN(2022) 24 final.

As announced by President von der Leyen in her 2023 State of the Union address and as foreseen in the Commission work programme 2024, the Commission will present a  **European Defence Industrial Strategy** ⁽²⁶⁾ and the **European Defence Investment Programme (EDIP)** in Q1 2024. A broad consultation process began end 2023 and will continue into 2024 to inform the work. The European Defence Industrial Strategy and the European Defence Investment Programme will present a **more long-term structural EU approach**. They are a pivotal step towards **strengthening the European Union's long-term defence readiness** and will serve as a strategic framework to bolster Member States' defence capabilities, strengthen the European Defence Technological and Industrial Base (**EDTIB**) aligning with the objectives outlined in the Strategic Compass.


Other important initiatives



Building on the **Strategic Compass**, a Joint Communication from the Commission and the High Representative on an **EU Space Strategy for Security and Defence** (EU SSSD) was published on 10 March 2023. The strategy aims to enhance space system resilience, address space threats, develop security and defence-related space capabilities, and encourage international space cooperation. In 2024, several milestones for the implementation of the strategy are planned, including a **proposal for an EU Space law**, the launch of an **EU Space Information Sharing and Analysis Centre** (EU ISAC), the kick-off of a pilot to test the governance of a **potential future EU Earth Observation governmental service** ⁽²⁷⁾, and two feasibility studies to explore future service options. DG DEFIS will continue to encourage **synergies between space and defence**. For this purpose, it will enhance the coordination of EU R&D efforts ⁽²⁸⁾ with a view to develop dual-use space systems and services supporting defence end-users. DG DEFIS will also keep reaching out to defence end-users to identify their needs and expectations for such services at EU level.



The **Joint Communication on the Defence Investment Gaps Analysis and Way Forward** ⁽²⁹⁾ highlighted the need for **improved Military Mobility** in several areas. DG DEFIS, collaborating with the EEAS, EDA, other Commission services (particularly DG MOVE) and EU Member States, will coordinate the implementation of the **Action Plan on Military Mobility 2.0** ⁽³⁰⁾. The new Action Plan includes measures to enhance transport infrastructure resilience against cyber-attacks and hybrid threats, and address bottlenecks that hinder the rapid and seamless movement of military personnel and equipment across Europe. The second joint annual progress report on the Action Plan is expected in November 2024.

⁽²⁶⁾ The icon  refers to initiatives in annexes I and II of the 2024 Commission work programme.

⁽²⁷⁾ In close cooperation with the EU Satellite Centre and the EU Space Programme Agency

⁽²⁸⁾ In particular between the European Defence Fund, the EU Space Programme and Horizon Europe

⁽²⁹⁾ JOIN(2022) 24 final.

⁽³⁰⁾ JOIN(2022) 4 final.



International cooperation is recognised as an important dimension of the EU Space Programme (see also section B). **Space economic diplomacy** aids the space industry in exploring business opportunities in third countries, through the ‘**Global Action on Space**’ initiative supported by the Foreign Partnership Instrument (FPI) and in collaboration with EEAS and EU Delegations. The EU Space Regulation calls for the Commission to explore the possibility for the European Union to **declare acceptance of the relevant UN Space Treaties and Conventions**. The 2022 Joint Communication on an EU Space Traffic Management (STM) highlights the need for analysing and addressing measures for implementing obligations from these conventions. DG DEFIS is currently assessing the possibility of declaring acceptance by the EU of the rights and obligations of the UN Rescue Agreement ⁽³¹⁾, the UN Liability Convention ⁽³²⁾ and the UN Registration Convention ⁽³³⁾.



Communication To enhance the European Defence Fund (EDF) including EUDIS visibility, a strong presence at key defence events will be maintained, **showcasing supported projects** to inform about funding opportunities, with a focus on non-traditional defence actors and SMEs. DG DEFIS will host annual EDF **Information Days** to inform the industry about call-related opportunities and support actively Member States in the organisation of national and regional EDF information days and other outreach events. DG DEFIS will also intensify its support to the **Network of European Defence Fund National Focal Points (NFPs)** by launching cross-border coordination activities. **Thematic conferences** will be organised within the **European Network of Defence-related Regions (ENDR)**, providing matchmaking opportunities, and promoting synergies between EDF and other funding programmes like the European Regional Development Fund.

D. Promoting our European way of life



Specific objective 5.1: Security actors have access to EU autonomous tools, space-enabled services, and technologies needed to build resilience to security threats, safety hazards and crisis situations

Hybrid threats



Assisting Member States in the establishment of the **EU hybrid rapid response teams** in order to provide a framework for coordinated response to hybrid campaigns, bringing together all relevant internal and external tools and measures. This work commenced in 2023 and will continue in 2024.

Continue developing the **restricted online platform** for Member States’ reference on counter-hybrid tools and measures at EU level



Publishing the **annual progress report** on the implementation of the 2016 Joint Framework on countering hybrid threats and the 2018 Joint Communication on increasing resilience and bolstering capabilities to address hybrid threats. This annual report will summarise the main developments in countering hybrid threats since July 2023

⁽³¹⁾ Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Object Launched into Outer Space.

⁽³²⁾ Convention on International Liability for Damage Caused by Space Objects.

⁽³³⁾ Convention on Registration of Objects Launched into Outer Space.



DG DEFIS, in close co-operation with the EEAS, is responsible for the overall coordination of Commission activities about the EU's ability to increase resilience and countering hybrid threats. DG DEFIS will continue to represent the Commission in the dedicated Council Working Group ⁽³⁴⁾ and provide support to the EU and its Member States to increase awareness levels, build resilience and respond in a coordinated and solidary way.

Secure communications and cybersecurity



The GOVSATCOM component of the EU Space Programme, designed for secure governmental communication, is the first building block of IRIS² (see section B). GOVSATCOM services are expected to be available by the end of 2024 following the infrastructure deployment. Once the location of the EU GOVSATCOM hubs is determined, a service contract will be issued for the site operation, enabling service provision to governmental competent authorities.

Safety and security (dual use) related space services



With the operational **EU Space Surveillance and Tracking (SST)** capacity of the **Space Situational Awareness (SSA)** ⁽³⁵⁾ component of the EU Space Programme, the Union safeguards its space assets increasingly, fostering EU strategic autonomy. Delivering on the **EU approach for Space Traffic Management (STM)** ⁽³⁶⁾, which is driven by the dedicated **Stakeholder Mechanism**, DG DEFIS will in 2024 continue assessing STM civil and military requirements for the EU, improving EU SST operational capabilities to support STM services and technologies, developing STM regulatory aspects including binding and non-binding measures and promoting the EU STM approach globally. In the **EU Industry and Startups Forum**, the **EU SST Partnership**, comprising 15 Member States, collaborates with the Commission to set R&D priorities. This partnership will fund over 80% of the EU SST budget in 2024 through open calls to EU industries. The **EU SST Partnership**, operational since September 2023, offers SST services to 150+ organizations and 400 satellites for a minimum of three years. In 2024, the Commission will establish **SST General Security Requirements** and appoint the SST security monitoring entity, while the **EU SST Front Desk**, now under EUSPA ⁽³⁷⁾, oversees security interfaces and user engagement. The **Copernicus emergency management service**, under JRC coordination, will continue supporting EU disaster responses, while the **three Copernicus security services** (border & maritime surveillance, support to EU external action), delegated to the European Border and Coast Guard Agency (Frontex), the European Maritime Safety Agency (EMSA) and the Satellite Centre of the EU (SatCen), will revamp portfolios for improved inter-agencies cooperation and users' needs.

⁽³⁴⁾ Horizontal working party on enhancing resilience and countering hybrid threats.

⁽³⁵⁾ including Space Weather Events and Near-Earth Objects

⁽³⁶⁾ JOIN(2022)4

⁽³⁷⁾ C(2022) 3619 COMMISSION DECISION of 3.6.2022 selecting the European Union Agency for the Space Programme as the SST Front Desk pursuant to Regulation (EU) 2021/696.

Galileo Public Regulated Service (PRS) : Initial Operational Capability (IOC) in 2024

- Most secure and robust Galileo navigation service offering to authorised governmental users uninterrupted world-wide positioning, velocity and timing (PVT) solution even in the most serious crisis situations
- Access to Galileo PRS by non-EU countries should also start in 2024 after the signature of the corresponding International Agreement with Norway.

Galileo Open Service Navigation Message Authentication (OSNMA) : Initial Services in 2024

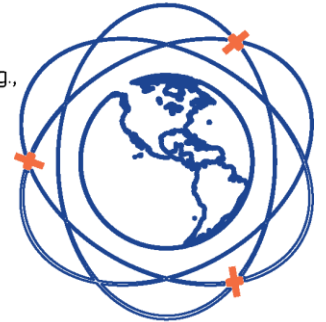
- Provides authentication of the navigation message and is suitable for a wide range of users (e.g., Smart Tachograph, Telematics, logistics)

Galileo Assisted Commercial Authentication Service (ACAS) : Initial capability in 2024

- Provides positioning authentication

Galileo Emergency Warning Satellite Service (EWSS) : Initial Service in 2025

- Broadcasts alerts to population at threat
- Direct contribution to the United Nation's Programme for Disaster Risk Resilience
- Demonstration in Belgium in 2024 with civil protection authorities
- Service and infrastructure implementation activities will continue in 2024



Access to space and satellite launches in 2024



To maintain leadership in space, the EU must ensure autonomous, reliable access with comprehensive launch solutions and resilient supply chains. This is crucial for projects like Galileo, Copernicus, and future initiatives. DG DEFIS will continue consultations on the EU launcher sector's future, engaging key stakeholders to ensure autonomous solutions for European satellite launches.



Communication To promote SST/SSA and IRIS², DG DEFIS will conduct communication activities, emphasising IRIS² services upon system readiness. A real-time demonstration event showcasing life-saving space services and testing the Galileo SAR user interface is planned. DEFIS will collaborate with DG for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and the Joint Research Centre (JRC) for emergency services promotion. Additionally, Copernicus satellite launches (Sentinel-1C & -2C) will be leveraged to highlight EU Space benefits for the public.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework ⁽³⁸⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and are reduced to acceptable levels through cost-effective controls. DG DEFIS has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles. The relevant performance tables relating to this section can be found in the Annex (pages 36 - 41).

A. Human resource management



DG DEFIS is supporting innovation and technological developments in the high-tech sectors of space and defence industry. **Ensuring that the necessary expertise is available** within the DG is a key aspect of human resource (HR) management. Expertise is provided through a large presence of seconded national experts (17% of staff), equally important presence of temporary agents (16% of staff) and in-house knowledge of technically trained staff. This expertise will be reinforced by the selection of officials through specialised EPSO competitions (published in July 2022 - outcome end of 2023) to attract highly skilled candidates with experience in the field of space and defence.

DG DEFIS has established **a tailored local HR strategy** based on the list of workforce planning and learning needs of the DG DEFIS. A second Away Day will be organised for all DEFIS staff again in 2024 to allow DG DEFIS staff to better know each other, improve staff awareness of the DG's objectives, enhance the inter-unit collaboration and to foster staff engagement. The first Away Day organised in 2022 after the COVID-19 pandemic was extremely useful in terms of working methods, including suggestions on how to break silos.

Internal communication activities will be continued to keep staff well informed about the latest developments i.e. via the weekly internal newsletters 'DEFIS BUZZ', the organisation of DG DEFIS' lab seminars and regular staff meeting(s) with the Director-General. **Two dedicated seminars for newcomers** will be organised in physical form in 2024 to allow staff to have a good knowledge overview of DG DEFIS activities and to connect with colleagues.

More generally, DG DEFIS wants to retain its talents and focuses **on enabling people** to unlock their full potential by matching people's competencies and aspirations with corporate business needs. The HR Correspondent team will therefore focus **on allocating human resources** taking due account of the Commission's work programme and DG DEFIS' policy

⁽³⁸⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework.](#)

priorities. Quotas for staff and budget for external staff will be managed by the HR correspondent in close cooperation with senior management to allow for flexibility and reactivity to changing needs in light of the implementation of the EU Space Programme and the European Defence Fund (EDF), the European Defence Industry Reinforcement through common Procurement Act (EDIRPA), the Regulation on supporting the ammunition production (ASAP) and the Union Secure Connectivity Programme (IRIS²).

DG DEFIS will continue to promote **internal mobility, mentoring and flexible staff allocation** that will be put in practice fully in 2024. These actions will give insights to staff into the work of other units and facilitate synergies, including between the Space Programme, the EDF and Horizon Europe.

DG DEFIS is also encouraging the set-up of **thematic taskforces** to facilitate cross-directorate cooperation and to leverage existing expertise in the DG. **Five taskforces will be continued in 2024**, focusing on (i) skills (as a follow-up of in view of the European Year for Skills in 2023); (ii) raw materials (to inform the reflection on the Critical Raw Materials Act); (iii) IRIS² (to prepare the market consultation and subsequent call for tender); (iv) Economic Security (to implement the Strategy published in 2023) and (v) the development of Copernicus Earth observation services for governmental use.

DG DEFIS launched in 2023 '**Task Force Defence Industrial Reinforcement for EU and Ukraine**' that will continue to deliver in the first half of 2024. ASAP is a direct response to the Council's call to urgently deliver ammunition, and if requested missiles, to Ukraine and to help Member States refill their stocks. DG DEFIS has set up of a Task Force to urgently implement this instrument under direct management by calling the experienced colleagues from other services of the European Commission and the Executive Agencies.

In relation to **gender balance**, when selecting middle managers, the DG will be attentive to respecting the gender balance reached for middle management functions (50% at present for the 12 occupied posts). The HRC team will map and encourage eligible staff to apply to the **corporate Female Talent Development Programme 2024**.

The implementation of DG DEFIS' workplan on **Equality, Diversity and Inclusion**, which includes a series of actions going beyond gender equality, will be continued. The **improvement of working conditions** is continuously pursued. The focus will be on raising awareness among staff and on making full use of work/life balance instruments available for staff.

Learning and development opportunities will be promoted by means of internal communication channels. Introductory training and mentoring for newcomers will be organised on regular basis. DG DEFIS will advertise presential and e-learning opportunities for colleagues (i.e. webinars, e-learning modules, lunch-time labs) and talent management projects.

The relevant performance table can be found in the Annex (page 36).

B. Sound financial management



In line with its control strategy, DG DEFIS will ensure that the objectives set in the relevant performance table are met (see Annex, page 37). Moreover, the tight supervision, through both budgetary and cost control of entrusted entities, supporting the implementation of DG DEFIS programmes, will continue. In 2024, DG DEFIS will be attentive to ensuring a smooth implementation of the EDF, ASAP and EDIRPA programmes. The necessary financial controls will be carried out during the grant preparation stage to provide assurance to the authorising officer for grant signature.

DG DEFIS will support and contribute to developing **a corporate common approach in financial management**, through eProcurement, the Public Procurement Management Tool (PPMT), eGrant for the EDF grants and the management of expert groups. All the above actions and controls will ensure that DG DEFIS can manage adequately the risks related to the legality and regularity of the underlying transactions, taking into account the multiannual character of the programmes, as well as the nature of the payments concerned. The main control objective is to ensure that the estimated risk at closure is below 2% of the relevant expenditure (materiality threshold).

C. Fraud risk management



DG DEFIS developed an **anti-fraud strategy** with a set of actions that will continue in 2024 such as a mandatory newcomers' training session where new staff members are informed on staff obligations, ethics, and fraud prevention.

However, the anti-fraud strategy will be **reviewed in 2024**, with the collaboration and under the supervision of OLAF, because of the increased volume of actions under direct management with the implementation of the EDF programme.

DG DEFIS will emphasise ethics and fraud prevention through proportionate and targeted preventive ex-ante controls. **Ex-ante controls** are performed both during the pre-contractual and the contractual phases to prevent fraud i.e.:

- a certificate on the absence of flag from the Commission's Early Warning System and the Central Exclusion Database (EDES);
- the evaluations of grant proposals done in cooperation with independent external experts to avoid conflict of interests and lobbying by stakeholders;
- a full financial viability is performed for most partners, notably to assess the level of pre-financing that may be granted after the signature of the agreement;
- control assessments are processed to ensure that the involved companies are EU-owned, are SMEs or not, and to determine accordingly the right level of EU support;
- or notably through desk check control for grants.

Member States' strong supervision of the defence sector mitigates the risk of systemic fraud in defence-related companies. The relevant performance table can be found in the Annex (page 38).

D. Digital transformation and information management

In line with its IT strategy for 2020-2024 and the principles and goals of the EC Digital Strategy, DG DEFIS continues handling digital transformation as a priority for 2024 and will work on the consolidation of existing Information Systems as well as with the deployment of new ones.

Digital transformation

Fostering a Digital culture: DG DEFIS supports initiatives to increase the **digital skills** for its staff. DG DEFIS, in collaboration with central services, promotes knowledge hours and info sessions on different subject such as cybersecurity awareness, innovative technologies or digital-ready policy making. DG DEFIS will encourage the use of the **collaborative tools** implemented on M365 and the available secure tools like S-CIRCABC, to collaborate in a secure way. In addition, DEFIS will continue to organise IT and information security trainings for staff and managers, in collaboration with DIGIT and HR.DS.

Digital-ready policymaking: DG DEFIS will continue to make use of its policy-supporting Information Systems. DG DEFIS focuses on the improvement of the communication between policy making and IT, and to increase the overall level of IT literacy to foster digital-ready policy making. Through the implementation of new Information Systems, like the **European Defence Industry Platform**, or the improvement of operational Information Systems, like **DEFEND-S** or the **EUDIS** Coaching Platform, DEFIS will reinforce the links between the shaping of the IT system and the supported legislation.

Business-driven digital transformation: DG DEFIS will observe the usage of innovative technologies within the Commission to adapt them to its processes to reduce inefficiencies and boost productivity. Currently, DG DEFIS is using **an AI-based solution** for the match of **mentors and mentees**. This implementation of modern methods of data analysis will further improve its contribution to the Commission's data ecosystem aiming at increased transparency.

Digital landscape: DG DEFIS applies and will continue to use the **Dual Pillar approach** with a proper analysis in all digital investments. In addition, DG DEFIS will continue to pursue the reuse of solutions. DG DEFIS works in collaboration with other DGs to reuse existing systems or to promote the creation of corporate solutions, when required.

The relevant performance table can be found in the Annex (page 38-39).

Information and IT security rules

Under the framework of the EDF Regulation, the EU Space Regulation and the FDI Screening Regulation, DG DEFIS handles **sensitive and classified information** (EUCI). DG DEFIS is a prime target for those actors that seek to gather sensitive information because it manages a significant volume of sensitive and classified information due to the strategic dimension of the policies and programmes covered by its mission. DG **DEFIS information security strategy** from 2020 identified **five objectives**:

1. active contributor to the reinforcement of the Commission security;
2. internal security organisation of DG DEFIS;
3. security awareness of DG DEFIS staff;
4. secure DG DEFIS sensitive non-classified or classified RESTREINT UE/EU RESTRICTED;
5. secure DG DEFIS information that is classified CONFIDENTIEL UE/EU CONFIDENTIAL and SECRET UE/EU SECRET.

In 2023, DG DEFIS deployed 54 RESTREINT UE/EU RESTRICTED Laptops (RTOP). The RTOP Information System, ensures secure remote processing of RESTREINT UE/EU RESTRICTED information for enhanced staff mobility while maintaining stringent EU classified information (EUCI) security. Ongoing efforts involve integrating and maintaining measures to enhance IT security. In 2024, DG DEFIS will ensure all the IT Security Plans for its Information Systems are two years old maximum. To secure the end-user environment, DG DEFIS has largely migrated its staff to the Welcome environment and has the commitment to complete the migration of the DG personnel to the Welcome domain by the end of 2024.

Data, information and knowledge management

DG DEFIS contributes to the **corporate data governance** and **data policies** as a member of the **internal market team of the Information and Management Steering Board** (IMSB). Additionally, DG DEFIS leads efforts to enhance **information and knowledge management** within its units, implementing collaborative methods through M365 tools. Leveraging European cloud services, Copernicus aims to streamline user access and support the **Integrated Data Management strategy**, enhancing its role as a 'system of systems' and promoting smoother convergence with '**DestinE**' for improved user experience with EU-funded environmental and digital services.

Furthermore, DG DEFIS participates as user on the **GPT@JRC** pilot, a platform to safely use and experiment with GPT technology by enabling access to conversational AI.

Data protection

To ensure rigorous implementation of the data protection rules, DG DEFIS **Data Protection Coordinator (DPC)** will focus efforts on three areas:

- **increase awareness** at all levels of DG DEFIS staff, focusing on the needs of every type of actor and on the practical implementation, e.g. the most recurrent and risky activities, such as public procurement, meetings and events, consultations, IT tools, international transfers and on procedures for data subject requests;
- **promote the use of ‘unit inventories’** of processing operations to improve continuous compliance monitoring and in particular the implementation of the Commission’s Data Protection Action Plan (C(2018) 7432 final);
- ensure that DG DEFIS **IT systems and websites comply** with data protection rules, including security aspects.

DG DEFIS will continue working on mapping the degree of implementation per unit (to target awareness actions) and internally communicate corporate developments, with a strong focus on ensuring compliance with data protection rules and efficiently managing breaches. The DPC team will set up a **dedicated SharePoint** site with comprehensive Data Protection information for DEFIS staff, conduct sessions for newcomers, and arrange meetings with data protection contact points, all geared toward ensuring compliance and effective management of data breaches.

E. Sound environmental management



In 2024, DG DEFIS intends to contribute to the implementation of the action plan and Commission Communication on greening the Commission ⁽³⁹⁾, with the objective to reduce net greenhouse gas emissions by at least 60% by 2030 compared to 2005 and to compensate carbon emissions with carbon removals in order to reach climate neutrality by 2030 by focusing on the following actions:

- systematic **verification of missions** by management to ensure that they are necessary and cannot be performed online;
- favouring **hybrid format meetings and events** to facilitate remote participation without the need for travelling;
- **digitalisation of the workplace** by promoting paperless working processes;
- participation to **circular economy initiatives** i.e. through dedicated calls aiming to greening the aerospace and defence industry.

The implementation of the Commission guidelines for sustainable meetings and events ⁽⁴⁰⁾ and of the specific guidelines circulated in 2020 will continue to be promoted via internal communication channels. Corporate campaigns will be handled in close partnership with OIB and DG GROW, with which DG DEFIS shares its building. The relevant performance table can be found in the Annex (pages 40-41).

⁽³⁹⁾ C(2022) 2230

⁽⁴⁰⁾ https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf

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

In order to reduce the environmental impact and following the efforts made in previous years, digital solutions are strongly encouraged in DG DEFIS whenever possible and appropriate. In close cooperation with DIGIT, investments in modern and secured equipment allowing to hold professional videoconferencing instead of traveling worldwide intensively for negotiations. Some concrete examples of actions:

- Reduction of the number of missions together with a limited number of staff per mission;
- Considerable reduction of mission budgets and of carbon footprint of the DG;
- Substitution of traditional promotional materials with sustainable promotional materials.

Moreover, DG DEFIS is regularly revising its working processes to improve efficiency when possible.

ANNEX: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

General objective: A European Green Deal		
Specific Objective: 1.1 Reliable data and services of the EU Space Programme are cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability		
<i>Related to spending programme(s): EU Space Programme</i>		
Main outputs in 2024:		
New policy initiatives		
Output	Indicator	Target
Launch procurement for development of a PEFCR for space	Publication of the call	2024
External communication actions		
Output	Indicator	Target
Organisation of SDA expert group meetings and the related sub-group meetings	- Number of meetings of the main expert group	- 2 meetings
	- Number of meetings of subgroups (per subgroup)	- 3 meetings
Touring of "Copernicus Earth Art" exhibition	- Number of events organised	- 6 locations in different EU Member States (geographically balanced)
	- Number of attendees [physical and online]	- 10 000 attendees
Promotion of EU Space based opportunities for agriculture: - Berlin International Green Week, Berlin (DE) - International Agriculture Show, Paris (FR)	- Number of events organised	- Stands and training sessions at 2 agriculture related events in the EU
	- Number of attendees [physical and online]	- 30 000 attendees
Organisation of the EU Space Week 2024 under the Council's Presidency	Number of attendees [physical and online]	2 500 attendees (800 onsite + 1 700 online)
Animation of a webpage dedicated to DG DEFIS contribution to the Green Deal objective	Number of visits	5 000 visits
Promoting the European Green Deal priority on social media accounts	- Number of impressions	- 30.3 million impressions
	- Number of engagements	- 950 000 engagements
	- Followers' growth rate	- 27 000 new followers
	- 'Percentage of audience reached having a more positive opinion of the post's topic as a result of engaging with the Commission or its content on social media	- 70% of the audience

Other important outputs		
Output	Indicator	Target
Copernicus European State of the Climate Report	Publication of the report	Q2 2024
Annual Ocean State Report	Publication in the "Science" Journal State of the Planet special issue	Q4 2024
Pilot project study for high cadence monitoring for the EU Green Deal relating to EU Space Programme (Copernicus)	Final Report	Q4 2024

General objective: A Europe fit for the digital age

Specific Objective: 2.1: Modern and well-functioning EU space-enabled services to support the Union's priorities

Related to spending programme(s): EU Space Programme

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 ⁽⁴¹⁾ Regulation proposal for an EU Space Law	Adoption by the Commission of a Regulation proposal	Q1 2024
Secure Connectivity (Iris ²) implementation	Main concession contract will be awarded to establish the system	Q2 2024
Impact Assessment for a new Space Programme Regulation 2028-2034	Regulatory Scrutiny Board (RSB) 'validation'	Q4 2024

⁽⁴¹⁾ Initiatives that are part of the 2024 CWP are marked with the following icon 

External Communication

Output	Indicator	Target
Mid-term evaluation of the EU Space Programme and of EUSPA	- Publication of the evaluation Staff Working Document	- Q2 2024
	- Adoption of the Communication	- Q2 2024
Dedicated campaign to promote IRIS ²	Seminar and workshops/events	3 workshops/events 4.000 attendees
Promoting opportunities for developing new applications based on space data	- CASSINI Hackathons and challenges	- 3 hackathons, 1 challenge
	- Publication of results of Horizon Europe calls	- 1 annual publication
Preparation of the next EU Space Regulation 2028-34	Targeted seminars will be organised with the Member States, industry and other relevant actors	5 seminars

Evaluations and fitness checks

Output	Indicator	Target
Mid-term evaluation of the EU Space Programme and of EUSPA	- Publication of the evaluation Staff Working Document	- Q2 2024
	- Adoption of the Communication	- Q2 2024

Public consultations

Output	Indicator	Target
Public consultation for the preparation of the Space Programme 2028-2034	Launch of the Public consultation	Q3 2024

Other important outputs

Output	Indicator	Target
IRIS ² Procurement for a multi-supplier contract for the purchase of satellite communication services	Publication of open call for tender	Q2 2024


General objective: A Europe fit for the digital age

Specific Objective: 2.2: EU Space Programme maximises socio-economic benefits

Related to spending programme(s): EU Space Programme, European Defence Fund, Horizon Europe

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
Staff Working Document on uptake of space data and services	Adoption	Q1 2024 (SWD)
 (42) Strategy on Space Data Economy	Adoption by the Commission	Q4 2024
CASSINI Investment Facility - Seed and Growth Funding: EIF signing investment agreements with VC funds and co-investments (InvestEU)	Number of VC funds signed by EIF per year & number of co-investments signed by EIF	4 investment agreements and 1 co-investment signed. Indicative EU guarantee amount target: €160m.
CASSINI Investment Facility - Seed and Growth Funding: companies receiving investments from venture capital funds (InvestEU)	Number of companies signed by venture capital funds (subscription agreements signed)	50-60 new venture capital investments in space-related companies per year (when fully operational). KPIs reported by EIF to InvestEU with a delay of appr 1 year.
European Flight Ticket Initiative with ESA to stimulate new European launcher systems via open competition and access to procurement of launch services for In-Orbit demonstration and Validation needs.	<ul style="list-style-type: none"> - Signature of frame contracts - Signature of work orders 	<ul style="list-style-type: none"> - Q1 2024 - Q2 2024
<ul style="list-style-type: none"> - Horizon Europe Work programme 2025 - Commission Implementing Decisions for the 2024 Horizon Europe – Space call - Horizon Europe Space Partnership - EU Strategy for Space R&I 	<ul style="list-style-type: none"> - Adoption by the Commission - Adoption by the Commission - Start - Consultations and preparatory work 	<ul style="list-style-type: none"> - Q4 2024 - Q4 2024 - Q1 2024 - Q1-Q4 2024

Enforcement actions

Output	Indicator	Target
Development of OCT technology roadmap autonomous systems and on a subset of semiconductors family	Delivery of the roadmaps	Q4 2024

(42) Initiatives that are part of the 2024 CWP are marked with the following icon 

Output	Indicator	Target
Development of new set of thematic OCT reports in response to the second round of OCT critical technologies	Delivery of the reports	Q3-Q4 2024
EP Pilot Project “New vision for Resilient and Autonomous access to space”	Launch of studies	Q2 2024
EP Pilot Project “Mobile Responsive Launch Systems”	Launch of the study	Q2 2024
Preparatory Action “Game-changing innovation for European launch solutions”	Launch of the call for prizes	Q2 2024

External communication actions

Output	Indicator	Target
Promotion of EU Space, EDF and AZEA based opportunities for entrepreneurship and skills development within the ecosystem: <ul style="list-style-type: none"> - 16th European Space Conference, Brussels (BE) - ILA air show, Berlin (DE) - 75th International Astronautical Congress, Milan (IT) 	<ul style="list-style-type: none"> - Number of events - Number of participants 	<ul style="list-style-type: none"> - 3 events - 120 000 attendees
Promotion of EU Space and EDF based opportunities for entrepreneurship and skills development beyond the ecosystem: <ul style="list-style-type: none"> - VivaTech, Paris (FR) - Eurosatory, Paris (FR) - Web Summit, Lisbon (PT) - Slush, Helsinki (FI) 	<ul style="list-style-type: none"> - Number of events - Number of participants 	<ul style="list-style-type: none"> - 3 events - 250 000 attendees
Animation of a webpage dedicated to DG DEFIS-led policies contribution to the digital age	<ul style="list-style-type: none"> - Number of visits 	<ul style="list-style-type: none"> - 5 000 visits
Promoting the Digital Agenda priority on social media accounts	<ul style="list-style-type: none"> - Number of impressions - Number of engagements - Number of new followers - Percentage of audience reached having a more positive opinion of the post’s topic as a result of engaging with the Commission or its content on social media 	<ul style="list-style-type: none"> - 13 million impressions - 400.000 engagements - 11.000 new followers - 70% of the audience

Other important outputs

Output	Indicator	Target
Study on EU space value chains resilience	Delivery of the study	Q1 2024

Output	Indicator	Target
Study on Criticality of advanced materials for the EU space value chains	Launch of the study	Q2 2024
Unified procurement framework and online aggregation platform for European institutional launch service	Start of the preparation with dedicated consultations and workshops	Q2 2024
Creation of an Online Hub covering a web-based databased and associated service	Launch of the procurement	Q1 2024
CASSINI Matchmaking	Number of startup companies, investors, and corporates participating in CASSINI Matchmaking	100+ participating startup companies at 8 CASSINI events.
CASSINI Business Accelerator	Number of participating startup companies enrolled in CASSINI Business Accelerator, quality of applicants, contents of coaching and events, and satisfaction level	40 companies enrolled (20 per batch of 6 months).
CASSINI Speed-dating	Number of Advice on public funding, procurement, and CASSINI actions. Gaining knowledge about startup companies	Appr. 40 companies at 4 events.
CASSINI Hackathons & Mentoring, CASSINI Challenges	Number of CASSINI Hackathon events organised; number of teams and participants supported	2 hackathons with appr 1000 participants & 1 CASSINI Challenge.


General objective: A Stronger Europe in the World

Specific Objective: 4.1: Fostered innovation capacity and competitiveness of the European defence industry and strengthened EU defence supply chains due to increased cross-border R&D cooperation involving in particular SMEs and mid-caps

Related to spending programme(s): EU Space Programme, European Defence Fund

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 (43) European Defence Industrial Strategy	Communication	Q1 2024
European Defence Investment Programme	Regulation	Q1 2024
Adoption of the award decision for the Act in Support of Ammunition Production (ASAP) calls	Adoption by Commission	Q1 2024

(43) Initiatives that are part of the 2024 CWP are marked with the following icon 

Output	Indicator	Target
Grant Agreement signature for the ASAP calls.	Signature by the Commission and project coordinators	Q2 2024
Adoption of the Work Programme for the European defence industry reinforcement through common procurement act (EDIRPA)	Adoption by Commission	Q1 2024
Publication of calls for EDIRPA proposals	Publication by Commission	Q1 2024
Adoption of the award decision for the EDIRPA Calls	Adoption by Commission	Q4 2024
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Implementation of EU Space Strategy for Security and Defence	Annual Report on implementation (joint COM-HRVP)	Q4 2024
EU Space ISAC (Information sharing and analysis centre)	Kick-off of pilot phase	Q1 2024
Evaluations and fitness checks		
Output	Indicator	Target
EDF Interim Evaluation	Prepare the interim evaluation and obtain a positive opinion by RSB on Interim Evaluation to EDF.	Final draft of interim evaluation by Q4 2024.
External communication actions		
Output	Indicator	Target
Organisation of EDF Info Days, Brussels (BE)	- Number of attendees [physical and online]	- 2 000 attendees
Participation in national EDF info days with expert speakers with a geographical balance	- Number of workshops - Number of attendees [physical and online]	- 5 events - 500 attendees
Promotion of EU's defence industry initiatives at fairs - Eurosatory, Paris (FR)	- Number of events - Number of attendees [physical and online]	- 1 event - 60 000 attendees
Development of video-materials promoting results of EDIDP-EDF calls	- Number of views to each video	- 10 videos
Promoting Stronger Europe in the World priority on social media accounts	- Number of impressions - Number of engagements - Followers' growth rate - Percentage of audience reached having a more positive opinion of the post's topic as a result of engaging with the Commission or its content on social media	- 4.6 million impressions - 140.000 engagements - 3 000 new followers - 60% of the audience
Increase awareness of the achievements of EDF	- Number of engagements on social media	- 300 000 engagements on social media channels

Other important outputs

Output	Indicator	Target
Annual EDF Work Programme	Adoption by Commission	Q2 2024
Adoption of the award decision for the EDF 2023 Calls	Adoption by Commission	Q4 2024
Grant Agreement signature for the EDF 2023 Calls.	Signature by the Commission and project coordinators	Q4 2024
EUDIS Hackathon and Mentoring	First hackathon event	Q2 2024
Joint EUDIS and CASSINI Hackathon and Mentoring	Second joint hackathon event	Q4 2024
EUDIS Business Accelerator	Launch contract	Q4 2024
EUDIS Matchmaking	Launch contract	Q4 2024

General objective: Promoting our European way of life

Specific Objective: 5.1: Security actors have access to EU autonomous tools, space-enabled services, and technologies, needed to build resilience to security threats, safety hazards and crisis situations

Related to spending programme(s): EU Space Programme, European Defence Fund

Main outputs in 2024:

External communication actions

Output	Indicator	Target
Promotion of DEFIS-led policies at EU Open Doors Day	- Number of attendees [physical and online]]	- 5 000 attendees
Promotion of EU Space / Galileo SAR / Copernicus Emergency Management Service activation	- Number of events - Number of engagement/impressions on social media - Number of attendees [physical and online] - Number of journalists/influencers following the event	- 1 live demonstration organised - 2 000 000 engagement/impressions on social media channels - 5 000 attendees - 20 journalists/influencers
Animation of a dedicated webpage on DG DEFIS Europa platform promoting DG DEFIS contribution to this objective	- Number of visits	- 5 000 visits

Output	Indicator	Target
Promoting our European Way of Life priority on social media accounts	<ul style="list-style-type: none"> - Number of impressions - Number of engagements - Number of new followers - Percentage of audience reached having a more positive opinion of the post's topic as a result of engaging with the Commission or its content on social media 	<ul style="list-style-type: none"> - 2.5 million impressions - 80 000 engagements - 2 000 new followers - 70% of the audience
Other important outputs		
Output	Indicator	Target
Commission Implementing Decision on the general security requirements for the SST sub-component of the Union Space Programme	Adoption by the Commission	Q1 2024
Commission Decision on the establishment of a security monitoring structure for the EU Space Surveillance and Tracking subcomponent of the EU Space Programme	Adoption by the Commission	Q1 2024
Organise regular meetings under the STM Stakeholder Mechanism	Number of meetings	At least two meetings per group

Part 2 – Modernising the administration

A. Human resource management

Objective: DG DEFIS 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
Reaching quantitative DG targets for female appointments to middle management functions.	Female appointment, including first appointment to middle management positions	50 % of middle management positions
Promote virtual and e-learning opportunities for colleagues (i.e. webinars, e-learning modules)	Number of virtual and e-learning training sessions followed by DG DEFIS staff	10 % of training sessions followed by virtual means
Organise an away day	Staff attendance Staff satisfaction survey	90 % of DG DEFIS staff

Output	Indicator	Target
Staff's emotional, cognitive and physical connection to the job, organisation and the people within it	Staff Engagement Index ⁴⁴	62,5% in 2024
Maintenance and animation of DG DEFIS intracomm website	Number of visits	5 .000 visits
Publication of weekly internal newsletters 'DEFIS BUZZ'	Number of recipients and readers	- 150 readers per edition
Organisation of DG DEFIS Lab seminars	- Number of editions - Number of attendees	- 6 editions - 400 attendees
Organisation of regular meeting(s) of the Director-General with the staff	- Number of meetings - Number of attendees and quality of interactions	- 4 meetings - 175 attendees each

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	Risk at payment	Remains < 2 % of relevant expenditure (⁴⁵)
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (<i>where relevant</i>) Safeguarded information (<i>where relevant</i>)	Percentage of write-off of the value of the assets due to inventory mismanagement	< 1% of the total value of the assets
Efficient controls	- Budget execution - Timely payments	- Remains >99% % of commitment and payment appropriations executed - Remains >98% of payments (in value) made on time

⁽⁴⁴⁾ DG DEFIS was created end of 2019 by the transfer from DG GROW of Directorates I and J. The staff engagement index for these two directorates was 60% in 2018 and was taken as baseline for DG DEFIS.

⁽⁴⁵⁾ For the Research, industry, space, energy and transport family, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria for the risk at payment (see also management plan 2022).

Output	Indicator	Target
Economy of controls	<ul style="list-style-type: none"> - Overall cost of control as a percentage of the total commitment appropriations consumed at the end of the year. - Overall cost of control as a percentage of the total annual amount delegated excluding any remuneration paid 	<ul style="list-style-type: none"> - Remains less than 10% of funds managed - Remains less than 5% 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) ⁽⁴⁶⁾ aimed at the prevention, detection and correction ⁽⁴⁷⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Assessing the risks of fraud for grants financed under direct management	Update the anti-fraud strategy	Document ready by mid-2024

D. Digital transformation and information management

Objective: DG DEFIS 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
Increase staff cyber-awareness in DG DEFIS	Percentage of staff attending awareness raising activities.	Staff: 60%
Update/develop IT security plans	Percentage of IT systems with a less than two years old IT security plan	Information Systems: 100%
Compliance attestation with IT security standards	Percentage of IT systems with Compliance attestation on GRC tool	Information Systems: 100%
Migration to Welcome domain	Percentage of users migrated to Welcome domain	Staff: 100%
Collaboration to implementation of AI tools	Number of users collaborating on the GPT@JRC AI tool	Staff: 10 users

⁽⁴⁶⁾ [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’.

⁽⁴⁷⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG DEFIS key data assets	Percentage of implementation of the corporate principles for data governance for DG DEFIS key data assets	Interim milestone: 50%
Increase staff awareness in DG DEFIS on personal data protection rules.	Percentage of staff attending awareness raising activities.	Staff: 50%
Map degree of implementation of data protection procedures	<ul style="list-style-type: none"> - Number of records due - Number of privacy statements due Percentage of Unit inventories	<ul style="list-style-type: none"> - Percentage of records prepared - Percentage of privacy statements prepared Number of Unit inventories prepared
DG DEFIS IT systems complying with data protection rules.	Number of DG DEFIS IT systems.	Percentage of DG DEFIS IT systems complying with data protection rules.
Digital Culture Promote and monitor staff's digital skills. Promote the use of online collaborative tools, incentivise and empower staff.	% of staff using Teams	Staff: 40 %
Digital-Ready EU policymaking Ensure outputs related to digital consideration that are taken into account in the early stages of the design of policy initiatives.	% of staff that has followed the digital-ready policymaking course on EU Academy/EU Learn.	Staff: 5 %
Business-driven Digital Transformation Common approach to document, automate (where possible) and rethink business processes using digital tools. Ensure the sharing and publishing of and the reusability of the data assets of the department.	% of Information Systems with innovative technology capabilities;	Information System: 5 %
Seamless Digital Environment Information Systems streamlined, fit for purpose and running on supported technologies. Cloud first approach with Information Systems owned by the department.	% of Information systems owned by DG DEFIS using (any) cloud infrastructure service.	Information Systems: 30 %
Green, Resilient and Secure Digital Infrastructure Improvement of the performance as captured in the risk maturity quadrant (RMQ).	Improve the values from the Risk-Maturity Quadrant.	Move to the "Recognise" quadrant
Implementation of the corporate principles for data governance for [the service's] key data assets	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	Target by 2024: 80%

E. Sound environmental management

Objective: Department X 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)
Reduced emissions from staff missions ⁽⁴⁸⁾ (based on corporate Staff's professional trips (missions), optimise and gradually reduce CO2 emissions (e.g. by optimising the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Number of missions	Optimise number of missions in respect to pre-COVID-19 period Reduce DG's CO2 emissions from missions (%) in comparison with 2023 data

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

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service's office paper use in collaboration with OIB where appropriate.	- Number of actions - % of staff informed - % of Ares e-signed documents -	1 action per year - 100 % of DG DEFIS staff informed - Reduce paper consumption (%) with respect to 2023

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 of green events	At least 1 event

⁽⁴⁸⁾ Data provided by PMO/MiPs

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

Output	Indicator	Target (2019 as baseline, as appropriate)
Encourage actions underpinning the use of space data, services and applications in support of the EU Green Deal	<ul style="list-style-type: none"> - Number of projects funded - Overall amount in EUR 	<ul style="list-style-type: none"> - Equal or above 2023 results - Equal or above 2023 results

No V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	% of sustainable commuters ⁽⁴⁹⁾ at DG/service	Increase % of sustainable commuters

⁽⁴⁹⁾ Sustainable commuting usually refers to environmentally friendly travel modes, such as: public transport (bus, tram, subway, light rail), walking, cycling, and carpooling.

