Management Plan 2020

Directorate-General for Informatics

Contents

INTRODUCTION

The **Directorate General for Informatics (DIGIT)** is the Commission department responsible for **providing digital services** that support other Commission departments and European institutions delivering their daily work. In addition, DIGIT fosters and enables **cross-cut cooperation among a wider range of stakeholders**, including EU Member States and other public authorities, bringing EU citizens and businesses closer to their national and European administrations.

Following the instalment of the new College, DIGIT aligned its Strategic Plan 2020-2024 with the political guidelines of President von der Leyen, focusing on the **digital transformation** that would enable the Commission **to lead by example** other public administrations, thus making the institution "**more agile and flexible, as well as more transparent in the way it works[1]".**

In line with President von der Leyen ambition to **"drive the full digitalisation of the Commission",** in 2020 DIGIT will implement actions and initiatives **promoting the transformation of the Commission** into a **modern, sustainable and high-performing European Public Administration** (General Objective 7), as well as building **a Europe fit for the digital age** (General Objective 2).

The outputs enlisted in the following Management Plan 2020 are also closely linked to the new **digital transformation function** that the Commission has embraced already in 2018 following the adoption of the **European Commission Digital Strategy (the digital strategy)[2]**. By proposing crucial initiatives that would respond to emerging IT-related challenges, and by reshaping the way the Commission works, the ECDS implementation has already reached fundamental milestones since its adoption.

The outbreak of COVID-19 pandemic in the first quarter of 2020 demanded a swift response from the Commission, accelerating at unprecedented speed the digital transformation process. As Commission's IT service provider, DIGIT had to reprioritise its initial planning for 2020, dedicating major efforts guaranteeing accessibility, security and standard working parameters to Commission staff working remotely.

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[1] 'A Union that strives for more. My agenda for Europe': political guidelines for the next European Commission: https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf

[2] European Commission Digital Strategy: https://ec.europa.eu/info/sites/info/files/strategy/decision-making_process/documents/ec_digitalstrategy_en.pdf

In 2020, DIGIT's delivery focuses on:

➢ Digitalisation of Commission's core-corporate processes;
➢ optimisation of corporate data ecosystem to foster communication and collaboration in the Commission and better support administrative and policy processes;
➢ fostering agility, co-creation and innovation through the implementation of a Reusable Solutions Platform;
➢ protecting Commission's assets following the introduction of compulsory teleworking arrangements, in the aftermath of the COVID-19 Crisis.

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

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

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

The modernisation of the Commission goes hand in hand with the digitalisation of its core processes. This digitalisation aims to transform fundamentally the current processes (through business rationalisation, simplification and streamlining) rather than just replicating current processes electronically. This is possible by exploiting fully the capabilities offered by digital technologies, while unlocking the potential of the Commission's data.

In 2020, DIGIT will therefore continue enabling the digital modernisation of its partner DGs. In practice, DIGIT will support them in **framing, advising and implementing the digital solutions modernisation plan** advocated by the European Commission Digital Strategy.

In line with the annual work plan agreed with each partner, DIGIT will, inter-alia, deliver and operate **flagship digital solutions** in the domain of **human resources, document management, decision making, procurement, grants,** etc.

DIGIT will also enable the digital modernisation of the Commission throught the **Reusable Solution Platform (RSP).** The RSP includes already a set of proven and solid reusable building blocks that will be progressively extended. This Reusable Solutions Platform will: drive reuse, enable common user experiences, bring standardisation, reduce redundancy, increase interoperability, reinforce security, reduce 'time to market' and lower development costs for all DGs.

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

The ability of managing and exploiting data, information, knowledge and content, in a collaborative way and to effectively communicate and engage on it with internal and external stakeholders, is paramount for modern organisations and in particular for the Commission for policy shaping and administrative functioning.

This objective aims at enabling the Commission to **become a data informed organisation**, working in a collaborative way, communicating and engaging with staff, citizens and internal/exeternal stakeholders via the set-up of a corporate ecosystem to support data, information, knowledge and content management. Operationally, the objective will be implemented via the **set-up, development and evolution of the data, collaboration, web, engagement and elearning platforms.**

In 2020, work will focus on **further progressing in the implementation of the platforms to support the data, information, knowledge and content ecosystem** (EC corporate data platform, web presence platform – Europa, citizens engagement platforms – the Future of Europe online platform, collaborative platform – single integrated framework for collaboration, staff engagement platforms – My IntraComm and EU Survey, and elearning platform – EU Academy). In particular:

- **Data ecosystem**: implementation of the DataStrategy@EC according to the Action Plan, notably the data platform (including the data catalogue) and the data analytics actions;;
- **Web presence**: further progress in the migration of the web presence to the new Drupal 8 platform and continuation of the development of the Open Europa ecosystem;
- **Citizens engagement:** development of the online engagement platform for the Future of Europe Conference (with the potential of further reuse);
- **Single Integrated Framework for Collaboration**: implementation of the Collaboration Solutions Strategy via the rollout of M365 and the further integration of the corporate collaborative tools;
- **Staff and stakeholder engagement platform**: strategic definition of the technical enablers for the smart intranet and for the user centric engagement with staff.
- **EU Academy**: technical and operational set-up.

In addition, DIGIT will continue to **coordinate the work of the implementation of the Data Strategy@EC Action Plan** and the operational implementation of the monitoring of the Information Management Steering Board (IMSB) work programme.

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

The Commission will be able to become a digitally transformed, user-focused and data-driven administration only if its digital delivery model evolve to foster agility, co-creation and innovation. This delivery model should be based on an inclusive approach, incorporating contributions from all DGs to make IT development more consistent across the Commission.

DIGIT is committed to both establish and promote this digital delivery model and it will also lead by example, by applying this model when implementing digital solutions.

 In 2020, DIGIT will focus on the following key areas:

- **Establish a set of DevSecOps "foundation" services** to enable the DGs to fully automate their software delivery process
- **Establish a working culture based on open source principles** in line with the Open Source Strategy
- **Establish a solid foundation for corporate approach for Mobile Applications**
- **Establish a solid foundation for a corporate User eXperience (UX) practice**

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

The year 2020 is marked by the crisis caused by COVID-19 and, as such, is exceptional for the way the crisis has accelerated the transition towards digital modernisation of the Commission, especially through a broad adoption of remote teleworking. The new work patterns that have been adopted are here to stay and this means **bigger reliance on IT systems** and **increased use of mobile access/applications** in managing the daily business of the Commission. This results with an increase of the attack surface and, at the same time, of user's expectations – particularly in terms of user-friendliness and availability of information systems and confidentiality of the information that they process.

In response to this, DIGIT (and the Commission) has to be prepared and, therefore, insist on **prevention**, in order to make sure that **systems are adequately designed and tested**, prior to being put in operation. It is at this stage of IT systems lifecycle that **security can be integrated** in a cost-and-time-efficient way, **reducing the risk of IT security or personal data protection incidents** that are costly to respond and could cause harm on the political or reputational level.. In addition, the **introduction of specially designed landing zones** and **security templates for the cloud**, the **migration to a more modern and robust corporate security monitoring platform**, the increase of visibility of Commission's networks and the proactive and continuous search for advanced threats will allow **faster detection** and better **respond to cyber incidents on a continuous 24/7 basis**. Moreover, by **adapting the cyber awareness programme to a wider audience**, DIGIT will make sure to deliver appropriate messages and support to all Commission stakeholders. In this respect, **the activities planned in 2020 will focus on development and further improvement of the dissemination channels** in order to **expand the reach-out** and to **promote the cybersecurity awareness contents**. Significant investment of time and effort is also foreseen to **launch a unique Cybersecurity Training Programme**, preparing the interested and motivated candidates – among the Commission staff – to orientate their future career in the direction of cybersecurity, and its technical, operational, governance and legal aspects – a domain offering exciting professional evolution prospects.

In light of the recent adoption of the Communication on EU Security Union Strategy (COM/2020/605), that strives for the enforcement of common rules on security and cyber security for all EU institutions, bodies and agencies, DIGIT – in close collaboration with DG/HR/DS and CERT-EU, will also establish appropriate stakeholder groups to **develop a new framework underpinning a strong and efficient operational cooperation on cyber security across the EU Institutions**. The new framework will be developed based on existing governance structures, such as the Commission Security Expert Group, the Decentralised Agencies Network, and the Inter Institutional Committee for Digital Transformation.

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

The modernisation of the Commission cannot happen without a digitalised working environment. Building on the results already achieved in the previous years, DIGIT will continue implementing the digital workplace (DWP) that will provide Commission's staff with **personalised, state-of-the-art IT equipment embedded in a highly resilient infrastructure**.

Collaborative, secured and individualised are key parameters defining the DWP: responding to the needs of end-users in a customised way, the new working environment will enable Commission's staff to **work from anywhere any time**. This latter concept acquired growing importance following the breakout of the COVID-19 crisis: with the introduction of the 'remote by default' work pattern, it is evident the need of relying on a resilient infrastructure, which ensures seamless access to IT systems, data and digital solutions. The COVID-19 crisis accelerated certain processes, and inevitably slowed down other ones. The initiatives planned under the DWP in 2020 have been re-defined in order to respond adequately to the impact of compulsory confinement for Commission's staff. The core activities, for the first quarters of the year, will be dedicated to **expand and support the Commission's teleworking capacity**. This means to take on board more than 31.000 staff members in a very short time-frame (an exponential growth if compared to the regular number of teleworkers, which counts approximately 5.000 people). The seeking of **alternative communication tools replacing physical meetings** will also boost the videoconference offer, which is being adapted for the increasing use of internal Commission services, as well as to reach out external stakeholders. DIGIT will also continue developing and improving additional 'remote-friendly' features and applications to existing services, in order to prepare the Commission to face a smooth return to 'the new normal'.

The introduction of **Microsoft365 in a pilot phase**, a key deliverable in 2020, represents an additional improvement enabling end-users to exploit at best tools already in use (Word, Power Point, Excel, OneNote and Yammer), and discover new collaborative features, such as Teams and OneDrive. The M365 pilot phase (managed by a cross-DG Team including also HR, JRC, SG and CNECT) precedes the full roll-out of the programme expected by year end, and is conceived as a testing environment where Commission staff can explore and learn new tools.

General objective 2: A Europe fit for the digital age

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

The **Commission's digital package** of February 2020[3] for a "**Europe fit for Digital Age**", highlighted the role of the public sector in Europe's digital transformation, and of **interoperability as fundamental enabler for secure and reliable data flows and digitalisation**. The Commission explicitly committed to presenting "a reinforced EU governments interoperability strategy to ensure coordination and common standards for secure and borderless public sector data flows and services", to be developed by DIGIT by end of 2021.

Interoperability policy (as embodied by the European Interoperability Framework EIF) and interoperability support actions (in particular through the ISA² programme) are well established tools supporting effective EU policy implementation and modernisation efforts of administrations across all sectors and all levels. The Commission's internal Digital Strategy (ECDS) is the link between the administrative modernisation agendas of the European Institutions and public administrations across Europe.

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[3] Shaping Europe's digital future: https://ec.europa.eu/digital-single-market/en

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

Digital Solutions for EU-wide services are large-scale IT systems supporting the implementation of EU policies, delivering user-centric and reusable digital solutions which support EU-wide public services. The governance and responsibilities for the implementation and operation of these systems are distributed across the Commission and the Member States.

In 2020 we will launch and finalise the call for tenders for the next generation of TESTA, the **future Pan-European Secure Network**, improving the delivery of digital services for European public administrations, European Institutions and Agencies.

We will also continue to deliver new functionality and implementations of the **EU Building blocks** including a renewed CEF Building Blocks Memorandum of Understanding.

Regarding our Identity and Access Management services, we will deliver **machine-learning based EU Login adaptive security** and will integrate EU Login with its siblings EU Access and EU Sign, as well as **integrate EU Sign with ARES**. This will also improve European Commission's capabilities to directly serve EU citizens by providing them with a modern means of authentication in order to use Commission's services.

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

The following section of the Management Plan introduces actions and initiatives that are critical for the execution of DIGIT's strategic objectives, and – on a broader perspective – contribute to the delivery of all Commission's priorities. The Commission as modern administration depends on efficient management of human, financial and IT resources, relies on effective internal control and anti-fraud frameworks, and makes the best use of internal and external resources. Supporting the institution in its transition towards the future, in 2020 DIGIT will dedicate strong efforts (amongst other relevant deliverables presented in the next paragraphs) in:

  ➢ preparing a **new local HR strategy** (embedding lessons learned and core pillars identified in the past);
  ➢ Ensuring the **safeguard of assets as 'Commission's management centre'** for all IT equipment installed in the premises of the Commission;
  ➢ Playing a leading role in ensuring the application of **point 30 of the Anti-Fraud action plan** concerning the revision, update and implementation of the corporate IT Security Strategy;
  ➢ Delivering, in view of the **digital transformation** entailed by the implementation of the European Commission Digital Strategy, a **Digital Solutions Modernisation Plan**.

The internal control framework[4] supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

For DIGIT to accomplish its daily business and strategic objectives, counting on skilled and motivated staff is crucial. DIGIT Human Resource Management in 2020 will continue to focus on the engagement and development of its staff pool to enable successfully meeting the growing tasks and challenges of its expanding portfolio in the new von der Leyen Commission. The main focus areas can be grouped under the following headings:

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[4] Communication C(2017)2373 - Revision of the Internal Control Framework

- HR strategic planning
- Talent management
- Staff Engagement & Wellbeing

HR Strategic Planning

Following the overarching principles set by the soon to be published EC HR Strategy, DIGIT will draft a local HR Strategy. The DIGIT HR Strategy will be fully in line with main pillars already identified and further address a number of topics of strategic importance:

1. **HR planning related to the consolidation of the Digital Pole in Luxembourg**
   Based on the 2015 agreement between the Luxembourg authorities and the Commission, DIGIT will continue its efforts to rebalance its staffing in favour of the Luxemburg site. This will affect more specifically activities linked to the IT Security, the Data Services and the Local Data Centre Consolidation.

2. **Consolidation of DIGIT role as domain leader in SER ICT**
   DIGIT will continue to play its outward role as domain leader in SER ICT and provide support and advice to other DGs and services for the identification, training and development of staff in the IT domain. This will include guaranteeing proper selection and on-boarding of new staff joining DIGIT in the context of projects under the SER umbrella (such as datacentre consolidation, e-procurement ...).

Talent management

Know-how, competencies, experience and innovation, constitute the main competitive advantages for any organisation. Talent management, in the sense of attracting, developing, and retaining the most skilled and experienced individuals, has therefore become a priority in the HR departments of most organisations touching upon areas such as recruitment, performance management, mobility, learning, and succession planning. Main areas of engagement will be:

1. **Leadership Development**
   Specific actions aimed at building a strong and inspiring management and junior management team in DIGIT. Such actions will make full benefit of all tools already available at corporate level (ad hoc training, coaching, seminars ...) and other internal actions, ideas and good practices implemented over the last few years.

2. **Learning & Development**
   Learning and Development in DIGIT will continue to foster the skills and competencies of colleagues and contributes to sustain their motivation and engagement. In collboration with the Account Management Center, DIGIT aims to bridge the gap between the existing competencies and the competencies needed, in support of strategic objectives mentioned above. A main tool for this will continue to be a comprehensive and well balanced external training plan with the highest

possible learning return on investment. To further increase this return, knowledge sharing will be encourage through online blogs of participants to learning activities.

3. **Diversity**

A central target linked to this priority is 50% female managers on all levels by 2024. In DIGIT this translates into the concrete target of 2 first female appointments to middle management by 2022. In order to achieve this DIGIT will continue facilitating the appointment of women to roles of Team Leader, Head of Sector or Deputy Head of Unit as an effective way to prepare for middle management positions. The internal (and external) pool of female talent will strongly be considered in any internal succession planning in middle management. Further proactive efforts to this end already in place that will be continued include support through targeted individual coaching packages and external trainings.

4. **Timely and effective succession planning at all levels**

With a view to making best use of staff, the DIGIT HR Board will pay the greatest attention to the succession of colleagues leaving DIGIT. In this context, close collaboration with middle and senior management and focus on the right person at the right place on a case by case basis will create excellent opportunities of career developments of colleagues at all levels.

Staff Engagement & Wellbeing

Engagement and wellbeing efforts will continue. A central instrument to measuring the level of staff engagement and wellbeing is the bi-yearly staff survey, in which staff give feedback on various categories of their work life. In the coming years, DIGIT will aim to continue the positive trend of past surveys in its staff engagement index[5], which can be attributed to the close follow-up of the feedback received in the past surveys through action and development plans. Besides carrying on this practice, DIGIT will also aim to be a role model for the workplace of the future, building on the lessons learnt during the COVID-19 crisis in terms of ideal balance between working in the office and teleworking .

Furher, a crucial factor in staff engagement is consistent communication to staff. In collaboration with the internal communications unit, the DIGIT HR Business Correspondent will ensure that DIGIT staff is kept updated and engaged regarding any corporate and local HR activities. This will be done through well-established channels, such as MyDIGIT intranet, monthly newsletters (DG Internal: MyDIGIT; DG external: BeDigital), regular information sessions, and of course direct correspondence.**Lessons learnt from the COVID-19 crisis**

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[5] The engagement index is an aggregated employee satisfaction score based a number of questions relating to of job, workplace, development and wellbeing. The latest figure in the 2018 staff survey was 68% (EC average: 69%).

In the context of the COVID-19 crisis the need for a review of the traditional idea of staff working in offices was clearly identified and the return to normality will requiry a redefinition of a number HR "habits" and assumptions. A more permanent telework based on a stable and even wider provision of high-end tools will probably become the new norm and will trigger changes at many levels. In this perspective, DIGIT is fully committed to such a paradigm shift and will provide all the expertise, experience and ideas needed to help the central services redefine the HR function for the whole European Commission.

B. Sound financial management

DIGIT has set up internal control processes aimed at ensuring the adequate management of the risks relating to the **legality and regularity of the underlying transactions** and, taking into account the multiannual character of programmes as well as the nature of the payments concerned. The objective remains to ensure that the DG has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the total expenditure. DIGIT also set up internal control processes aimed at ensuring the adequate management of the risks relating to the revenues of DIGIT which concern services provided internally to other Commission departments and services, and those provided externally to other institutions, agencies and bodies. This process consists essentially of a series of sub-processes such as delivery of services, cost calculation and **charge back**.

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

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

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

Furthermore, a number of controls are in place to ensure the **safeguarding of information and IT Security.** In order to avoid sensitive information being "lost" (abused, made public) or its integrity breached (data altered), DIGIT makes sure that internal rules on data protection in line with Commission's rule, and internal rules on treatment of sensitive

information are being met. Additionally, physical and IT access rights to the financial systems are closely monitored.

C. Fraud risk management

DIGIT contributes to the Commission Anti-Fraud Strategy (AFS) and more specifically on a continuous basis as Lead DG to point 30 of the action plan: "Regularly revise and update the corporate IT security strategy and monitor its implementation. Optimise the systems of the Commission and the executive agencies for secure operation of e-procurement, e-grants and other channels of e-governance."

In addition, DIGIT in its own AFS focuses on measures to prevent fraud in its procurement activity, implementation of the contracts and management of external service providers considered as domains embedding some fraud risks. DIGIT anti-fraud strategy will be updated in 2020 to reflect changes in the CAFS. DIGIT action plan will also be reviewed accordingly, taking DG main fraud risks into consideration. The action plan will be implemented accordingly and updated if needed in line with potential organisational changes and revision of processes linking to fraud prevention.

D. Digital transformation and information management

Fulfilling its role as ICT domain leader, **DIGIT has been the major driving force** – in close collaboration with other Horizontal Services[6] – **of the digital transformation of the Commission**. To implement the digital transformation process – fast-paced and dynamic by definition – in a public administration as complex and diverse as the Commission, several aspects and enablers must be taken into account. **DIGIT internal strategic priorities for 2020 are shaped on these needs**, and well reflected in the first section of this Management Plan. This includes (amongst other relevant initiatives) the provision of up-to-date digital solutions, the implementation of a reusable solutions platform, the consolidation of the 'digital workplace' which redefines the Commission's working environment, the consolidation of a cybersecure digital infrastructure exploiting the benefits of private and public cloud, and the use of corporate data ecosystem for the successful achievement of the Commission's both administrative and policy goals.

However, the ambition of modernising the Commission's IT ecosystem doesn't end with the delivery of technical solutions. If – on the one hand – DIGIT provides the key enablers and expertise, and ensures a secure Commission's IT landscape, on the other hand the awareness is raising on the need of implicating the Commission Services when it comes to define their own IT requirements. With more than 1400 IT systems, applications and solutions supporting its daily business, **the Commission has the opportunity to revisit its digital solutions landscape**, and be modernised to change the way it conducts its business. For this reason, **in 2020 DIGIT will lead the development of a Digital Solutions Modernisation Plan (DSMP)**, calling for all Directorates-General to look at the systems currently in use to support their business functions, and think on how these systems should be modernised in order to be even more effective. The DSMP is a tailored process that embraces different needs of Commission Services, and translates them into concrete initiatives bringing the institution a step closer to becoming digitally transformed. Given its complexity, the collective collaboration of all Directorates-Generals is key for the successful identification of critical systems in need of modernisation, and the elaboration of concrete timelines. **The newly-created (March 2020) Unit.01 in DIGIT will be in charge of steering the process of collecting inputs about modernisation initiatives from the DGs, consolidating them into cross-DG initiatives**, and packaging them into the DSMP which will need to be submitted for approval to the IT Cybersecurity Board by year-end.

DIGIT will play also a key role in **the implementation of the Communication on Data, Information and Knowledge management,** leading coordination and specific actions of the 2020-2021 Information Management Steering Board work programme (coordination of the implementation of the data strategy action plan; coordination of the monitoring of the

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[6] DIGIT benefits from the close collaboration with SG and HR for the implementation of the 'digital Commission'.

IMSB work programme; implementation of the data platform and data analytics actions; implementation of the collaboration solutions strategy; implementation of the EU Search initiative). DIGIT will also actively maintain the inventory of DIGIT key data assets and the DIGIT data management process (roles and responsibilities).

In 2020 DIGIT will also prioritise several actions aimed at **enhancing the level of data protection compliance in the DG**:

> ➢ DIGIT's portfolio of records of processing will be revised and updated to ensure alignment with Regulation 2018/1725 and with the associated Implementing Rules, which are expected to be adopted in 2020.
> ➢ The general data protection awareness campaign started in 2019 will be extended in the course of 2020 to target specific populations (e.g. developers, project managers, service managers), and the intranet web pages devoted to data protection will be revamped to ensure easily accessible and comprehensive information for all DIGIT staff.
> ➢ A standard procedure for ensuring that data subjects access requests are efficiently handled will also be defined, aligned with the corporate guidance expected in 2020
> ➢ A common procedure for the handling of personal data breaches will be defined and applied across all services in the DG
> ➢ To be fully compliant with the Regulation, with EDPS guidance and with the forthcoming Implementing Rules, requires that the agreements DIGIT has with its internal clients (DGs & Services) and its external clients (EU Institutions) will be reviewed and revised to take account of data protection issues. Given the extent of DIGIT's services and its wide client base this is a significant undertaking, which is expected to take some years to complete. In 2020 this will be launched as a multi-annual project, with the adoption of the overall plan and standard template, and with the completion of a limited number of such revisions by year-end.

E. Sound environmental management

DIGIT promotes the EMAS corporate campaigns at local level and identifies local environmental actions and corporate initiatives in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030.

During 2020, DIGIT will focus on 4 strands through corporate and local actions: reducing energy and paper consumption, reducing emissions to air, reducing and managing waste, and promoting green public procurement.

Annexes

PART 1 – Delivering on the Commission's priorities

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities		
Main Outputs in 2020		
Output	**Indicator**	**Target**
Co-delivery with RTD of all the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of grant management	• Implementation the corporate model grants agreement adopted by the Commission in 2020 • List of DIGIT actions as agreed in the workplan	Q4 2020 100% by December 2020
Co-delivery with JRC, RTD and BUDG of all the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of eProcurement	• Co-delivery with DG BUDG the solution design of the eProcurement-SUMMA integrated solution though the mandated GPSB-SUMMA common working group • ("pre-award phase") Support for the open , restricted and negotiated procedures above the threshold requiring publication • List of remaining DIGIT actions as agreed in the workplan	Q4 2020 Q4 2020 100% by December 2020
Co-delivery with BUDG of a proposal to ITCB for a corporate solution for programming, budget planning and forecasting	• Document submitted to the corporate governance bodies	Q4 2020
Co-delivery with DEVCO/NEAR/FPI of all the priorities in the domain of External Actions procurement and grants.	• Delivery of all the OPSYS core functionalities in order to fully support the MFF • List of remaining DIGIT actions as agreed in the workplan	Q4 2020 100% by December 2020
Co-delivery with HR, PMO and EPSO of all the priorities of the HR family	• Delivery of a paperless workflow (integrated in Sysper) to support pensioners and unemployed people. • Delivery of the automation and management of supporting documents for special leave requests • List of remaining DIGIT actions as agreed in the workplan	Q3 2020 Q3 2020 100% by December 2020
Co-delivery with the SG of all the	• Implementation of the	Q2 2020

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

Main Outputs in 2020

piorities in the domain of document management.	support of qualified signature in ARES. • List of remaining DIGIT actions as agreed in the workplan	100% by December 2020
Co-delivery with the SG of all the piorities in the domain of legislative lifecycle management.	• Implementation of a pilot to integrate Edit (open source solution) with Decide. It will enable users to provide and manage feedback for Inter-Service Consultations. • List of remaining DIGIT actions as agreed in the workplan	Q4 2020 100% by December 2020
Design, deliver and manage the Reusable Solutions Platform.	Delivery according to the workplan endorsed by the RSP Steering Committee (ITCB).	• RSP wave 2 fully operational by Q4 2020.
Foster reuse through the Reusable Solution Platform	Cost avoidance resulting from reuse of RSP	• By December 2020, cost avoidance equivalent to 70 FTEs

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

Main outputs in 2020

Output	Indicator	Target
Deliverables from Data@EC Strategy: data platforms; data analytics; contribution to the deliverables for data catalogue, data policies and governance, data skills and trainings.	Progress in the delivery according to the DataStrategy@EC Action Plan roadmap and the IMSB 2020-2021work programme	Overall coordination of the progress in the implementation of the DataStrategy@EC Action Plan according to the roadmap; implementation of the specific actions led by DIGIT (data platforms and data analytics)
Data Analytics and visualisation tools	Deliver according to the DataStrategy@EC Action Plan – Action Data Analytics. Pilots agreed with the DGs successful developed. Additional corporate services available for final users.	Additional pilots and scaling up of most successful ones to corporate services
Release of the enhanced versions of the EC data platform according to roadmap embedding new corporate services and functionalities	Deliver according to the DataStrategy@EC Action Plan – Action Data Platforms including data catalogue	Enhanced versions of the EC data platform released according to roadmap
Single Integrated framework for collaborative solutions a set of corporate integrated collaborative solutions built around M365 and	Delivery according to the Collaboration Solutions Strategy. – steps towards the streamlining of the orporate offer, further	Overall progress in the implementation of the Collaboration Solutions Strategy

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.2: The Commission exploits the potential of data, information, knowledge and content management for policy shaping communication, citizens and staff engagement		
Main outputs in 2020		
incorporating/replacing the existing corporate collaborative solutions	integration of existing collaborative tools	
Implementation of the collaborative solutions strategy: Design and roll-out new collaboration framework	Progress towards the roll-out and use of the M365 collaborative framework and effectiveness of the related change management.; support of pilots.	Implementation of the collaborative framework around M365 and of the related change management
EU Survey : Provision of the service and improvement of the solution according to users requirements	Number of important surveys successfully run by stakeholders. Number of new required features positively assessed and implemented	EU Survey service available and successfully run by stakeholders
My Intracomm: development of intranet platform and provision of technical support	Set-up of dedicated features/sites; sSuccessful provision of the supporting services and of the identified development Number of new required features positively assessed and implemented	Technical support and successful development of the intranet platform (My IntraComm)
Collaboration solutions (CIRCABC, Connected, Yammer, My WorkPlace, Wikis)	Successfull provision of the supporting servies and of the identified developments Number of new required features/elements positively assessed and implemented	Technical support and development of the corporate collaborative solutions
Web Presence of the Commission (plus specific websites)	Number of technical developments successfully implemented according to the foreseen schedule in the Europa and Open Europa platforms. Number of web sites migrated to the new platforms according to schedule	Set-up of the new Europa and Open Europa platforms (Drupal 8) according to the digital transformation of the web presence strategy.
Citizens engagement platform	Successful release of the first version of the Future of Europe Conference online platform	Set-up of the Future of Europe Conference online platform within the EC technical framework – September 2020; further evolution of the platform – December 2020
Monitoring of the IMSB work programme implementation	Regualr reporting (twice per year) to the IMSB	IMSB work programme dashboard

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.3: A digital delivery model supports the Commission as a world-class agile and collaborative 'open administration'		
Main outputs in 2020		
Output	**Indicator**	**Target**
Establish a set of DevSecOps "foundation" services to enable the DGs to fully automate their software delivery process (production faster, more efficiently and with less costs).	Availability of a service catalogue of DevSecOps services, including its service level description.	Q4 2020.
Establish a solid foundation for a corporate working culture based on open source principles (as described in the Open Source Strategy)	Delivery according to the action plan endorsed by Commisison as part of the Open Source Strategy	Actions fro 2020 fully implemented by December 2020
Establish a solid foundation for corporate approach for Mobile Applications in the European Commission.	Delivery of a Mobile Applications Vision/Action plan endorsed by the ITCB.	Q4 2020.
Establish a solid foundation for a corporate User eXperience (UX) practice in the European Commission.	• Presentation of the UX Principles document at DSF • Delivery of a UX Vision/Action plan endorsed by the ITCB.	Q1 2020 Q4 2020

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.4: A Commission resilient to ever evolving digital security threats		
Main outputs in 2020:		
Output	**Indicator**	**Target**
Pilot Commission Cybersecurity Training Programme accombished by 24 participants	Timely delivery of the Commission Cybersecurity Training Programme (CTP)	Q4 2020
Realise two (2) Commission wide phishing campaigns using the new phising platform	Timely delivery of the phising campaigns	Q4 2020
New version of the Central IT Security Portal, an one stop shop entry to all cybersecurity related information	Timely completion of the steps foreseen in the project schedule	Q4 2020
Market evaluation of Security assurance runtime application self-protection products and services, in order to detect and mitigate vulnerabilities during the execution of the application	Delivery of the evaluation and implementation of the proposal	Q4 2020
20202 IT Security and Risk Report covering all the EC departments, produced as annual exercise underpinning the implementation of the	Availability of the report	Q4 2020

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.4: A Commission resilient to ever evolving digital security threats		
Main outputs in 2020:		
European Commission Digital Strategy and the IT Security Strategy		
Release of the IT Security Risk Management Methodology Guidelines	Publication of the new release of the IT Security Risk Management Methodology Guidelines	Q4 2020
Expand the scope of security monitoring by leveraging on the corporate logging infrastructure (Splunk). Migration of existing use cases and corresponding log files from the current monitoring platform to the new corporate platform	Timely implementation of the migration plan	By Q4 2020, 80%
IT security services for the Cloud: security templates are developed and adopted for any EC IaaS/PaaS deployment	Availability of security templates (also known as Landing Zones) for EC IaaS/PaaS usage	Q4 2020

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)		
Main outputs in 2020		
Output	**Indicator**	**Target**
DWP – Start of roll-out of secure Welcome domain	Number of users migrated to the secure Welcome domain	DIGIT pilot population migrated by end of the year
DWP – Extended pilot of M365 according to the use cases identified by the Collaboration Task Force	Success of M365 rollout	Rollout of a Minimum Viable Product (MVP) to all staff
DWP – Finalisation of the delivery of laptop by default	% of users with a laptop	95%
DWP – Improved IT Welcome for all staff	% of Newcomers welcomed with a coaching session getting a laptop by default	"Welcome for trainees" implemented and "Welcome for all" ready to be performed at the latest as of beginning 2021.
DWP – Finalisation of transition from fixed telephony to Skype for Business	Status of the migration	Migration finished for end-users having normal needs for the DG's agreeing on the migration to happen
DWP – Hybrid meetings :Propose a solution to interconnect meeting rooms with M365 Teams meetings	Readiness of the solution	Solution ready by end Q3 2020

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)		
Main outputs in 2020		
DWP – Migration of web-conferencing services from Cisco Webex to M365 Teams	% of meetings migrated	95 % meetings migrated by end Q4 2020 50% of conferences and events migrated by end 2020
DWP – Revamped internet connectivity to propose scalable and robust connectivity toward M65 services	Solution readiness	Internet connectivity infrastructure reviewed and bandwidth capacity increased by 50% by Q4 2020
DWP – M365 Teams. New secure access gateways from Commission users	Activities readiness	Design of the new solutions by end Q3 2020 Deployment of the new access gateways for Teams by end Q4 2020
Digital Infrastructure: Introduction of Container service support within the Cloud On Premise environment	Status of the service	Service in production, best effort mode by Q3 2020, sla based by end Q1 2021
Digital Infrastructure: Strengthen corporate alignment and support for the developer community, encompassing a shift towards hybrid cloud delivery concepts	Enriched ecosystem of corporate services for the developer community	Release of new operational services for artefact stores, container deployment mechanisms and data virtualisation
Digital Infrastructure: Continuation of consolidation of local data centres under the SER Umbrella	Number of initiated DGs	Initiate all (35) DGs before end 2020. Target depends on senior management decisions on OLAF/JRC/TAXUD approach
Secure Cloud Adoption: Cloud II adoption, migrate all existing workloads in Cloud II, which consists of imposing EUIs terms to US hyperscale providers	Active contracts under Cloud II	3 public cloud providers 2 managed service providers contracted
Secure Cloud Adoption:: Cloud providers fulfilling strong European data sovereignty criteria available in Cloud II, usable by EU Institution	Active contracts under Cloud II	1 public cloud provider contracted
Creation of a Cloud Advisory Council engaging the different cloud practitioners in the cloud governance, proposing key operational decisions and promoting the knowledge sharing across the EC.	Number of operational decisions presented for Senior Management decision Number of entities participating to the Council	1 operational solution proposed to Senior Management ("how to operate Cloud Landing Zones") 4 DIGIT Directorates formally associated (B, C, D, S) 2 DGs associated

General objective 2: A Europe fit for the digital age		
Specific objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market		
Main outputs in 2020		
Main policy activities		
Output	**Indicator**	**Target**
Transition to Digital Europe Programme (DEP) – Establishment of the interoperability part of the DEP work programme.	Prepare the content of the interoperability part of the DEP work programme 2021-2022.	Interoperability part of work DEP programme 2021-2022 adopted and available.
Support for Modernisation of Public Administrations – ISA² Work Programme 2020. - Prepare, negotiate, liaise with the Member States and Commission services. - Administer the annual work programme in accordance with the legal decision and the extended scope to businesses and citizens targeting different levels of administration. - Procurement in accordance with rules, programme implementation plan and budget.	Adopt and execute the 2020 work programme. Procure and implement actions as planned. ISA² actions are procured within the planned time frame and budget, as detailed in the Work programme.	The 2020 workprogramme is adopted and launched on time.
Support the "Europe fit for Digital Age" agenda, in particular through digital transformation of Public Administrations and data interoperability: - support and monitoring of EIF implementation - support for data models and semantic interoperability.	Regular EIF reporting cycle. Launch of SEMIC (semantic interoperability) observatory.	Publication of results after having adapted the monitoring mechanism. SEMIC Observatory launched
Regular and strengthened cooperation with Member State Chief Information Officers (CIOs), external stakeholders (such as OECD, third countries, …); launch of interoperability expert group.	CIO Network meetings Expert group meetings Meetings with other organisations and/or third countries.	Support and contribute to the 2 CIOs Network meetings organised by the respective presidencies. Organise at least 2 expert group meetings. Participate and contribute to at least 2 meetings with Western Balkans.
Participate and contribute to Single Digital Gateway (SDG) relevant actions, including the Once Only Principle(OOP) System [tbd how to deal with this at DG/directorate level]	Availability of data models for the exchange of evidences and information as well as for describing services, use of interoperability assement and testing tools.	Catalogue of Services data model for links Testbed new version Meetings and agreed evidences/information with Member States

General objective 2: A Europe fit for the digital age		
Specific objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market		
Main outputs in 2020		
Main policy activities		
	Kick off work packages needed to define the OOP Technical System in cooperation with DG CONNECT, DG GROW and Member States. Close the first iteration of the OOP workpackages	All work packages kicked-off by Q2 2020 First iteration of the OOP work packages closed by Q3 2020
Develop the Sharing & Reuse agenda, support public sector Open Source and EUPL (EU Public License uptake.	Release of updated Sharing & Reuse framework. Reporting on national open source policies.	Updated Sharing & Reuse framework; Publication of 28 country reports and corresponding factsheets on the status of open source policies.
Pursue Innovative Public Services activities and pave way towards GovTech incubator under future DEP exploring GovTech cooperation with Member States and private sector.	Innovative Public Service Assessment Framework and studying GovTech options.	Innovative Public Service Assessment Framework designed and study on possible GovTech incubator launched.
Evaluations and fitness checks		
Output	**Indicator**	**Target**
EIF Evaluation (back to back with impact assessment for future policy initiative)	Launch the EIF back to back evaluation and impact assessment (	EIF back to back procedure launched
Final Evaluation of ISA² Programme	All the necessary steps are taken to launch the ISA² final evaluation (Decide planning entry, ISG, procurement, …)	ISA² Programme Final Evaluation launched.
Initiatives linked to regulatory simplification and burden reduction		
Output	**Indicator**	**Target**
Legal interoperability screening of EU legislation to support burden reduction and better regulation.	Community on better legislation incl. Member States. Contribute to better regulation update process.	Community with Member States created. Better regulation update contribution shared.
External Communication		
Output	**Indicator**	**Target**
Promotion of interoperability and of the ISA2 programme and the use of the programme's outcomes through conferences, workshops, meetings, presentations, publications, the ISA² website, Twitter and LinkedIn accounts using the ISA² communication strategy guiding instrument.	Number of events attended with an active contribution (i.e. presentation, speech, moderation or ISA² stand) such as high level conferences, interoperability related events and events that are of relevance to the individual policy areas and topics addressed by the programme.	At least 20 events attended with an active participation. At least one major ISA² event organised. At least 5 web conferences (co-)organised. At least 2 academic / professional papers published. Number of references to ISA

General objective 2: A Europe fit for the digital age

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

Main outputs in 2020

Main policy activities

	Number of online material (videos, publications) published. Professional publications. References to EIF and ISA actions in professional and/or academic publications.	and EIF in professional publications equal or higher than preceding year [at least 3].

General objective 2: A Europe fit for the digital age

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

Main outputs for 2020

Output	Indicator	Target
EU digital solutions (EU Building Blocks and trans-european systems)	Showcase the EU digital solutions (Digit's managed services) in a revamped version of Digit's Service Catalogue. Continue to provide the building blocks of CEF to the Member States.	Showcase of EU digital solutions (managed services) in a revamped version of Digit's Service Catalogue by Q3 2020. CEF Building Blockcs Memorandum of Understanding renewed by Q2 2020.
Identity and Access Management (IAM) – EU Login: integration and architecture evolution	Continue to improve EU Login by deploying additional features to improve security and user-friendliness	By the end of 2020, deploy EU Login adaptive security based on machine learning. By the end of 2020, integrate EU Login with EU Access and EU Sign. By the end of 2020, release EU Authenticator, the next generation of EU Login mobile application
Identity and Access Management (IAM) – EU Sign: extending service integration in view of roll-out	Broaden the integration of EU Sign with main EC systems. Enable adoption of electronic signature for a larger user community within EC.	By the end of 2020, finalise integration with ARES By the end of 2020, finalise remote signature pilot
Testa: complete the procurement for the future pan-european secure network	Progress towards the implementation of the new secure network and the associated services.	Finalise the call for tender
eDelivery (EU Send) Expand the onboarding of EU-wide projects needing secure data exchange into EU SEND.	New projects onboarded	Four new projects by the end of 2020.
Support the policy DG's in the design and implementation of the business applications, where	Contribute to the design and implementation projects in the policy DG's to maximize the reuse	Increase the adoption rate of trans-european services and evolve towards a platform of

General objective 2: A Europe fit for the digital age		
Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services		
Main outputs for 2020		
one of the trans-european reusable solution is identified as an element of the overall technical design.	potential of the building blocks	integrated services, delivering value to a policy supporting system.

PART 2 - Modernising the Administration

Objective: DIGIT employs a competent and engaged workforce and contrinbutes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Main outputs in 2020:		
Output	**Indicator**	**Target**
Number and percentage of first female appointments to middle management positions.	Female representation in Management Baseline 01.02.2020: 6/20 (30%) female middle managers	+2 first female appointments by 2022.[7]
DIGIT staff engagement	Staff Engagement Index Baseline 2018 Staff Survey: 68%	1) 72% (+4%)
Wellbeing & Work-Life Balance	1) "I feel that this organisation cares about my wellbeing at work" Baseline 2018 Staff Survey: 51% 2) "I have a good balance between my work and private life" Baseline 2018 Staff Survey: 66%	1) 60% (+9%) 2) 70% (+4%)
Learning & Development	Optimal planning and execution of DIGIT's L&D needs through external training budget plan.	Full coverage of identified learning needs of DIGIT staff by external training budget of DG HR in 2020 (or best possible in the context of COVID-19 disruption)

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[7] As established in SEC(2020) 146. The target will be revised and extended for the period 2023-2024 by January 2023

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions		
Main outputs in 2020:		
Output	**Indicator**	**Target**
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	(In)tangible assets and inventories follow formal procedures for disposal of assets.	Avoid the wrong imputation in accounting system and compliance with regulatory provisions.
Efficient controls	Time-to-pay	remains > 95 % of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains < 1% of funds managed

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)[8] aimed at the prevention, detection and correction[9] of fraud		
Main outputs in 2020:		
Output	**Indicator**	**Target**
Identify and assess fraud risk	Update the risk register	Yearly completion
Raise fraud awareness	Number of anti fraud training/information sessions	At least 2 sessions/year
Strengthen fraud prevention in the procurement process	Review that the preventive actions have been followed	Yearly completion
Strengthen ex post controls to detect potential fraud	Implement the ex-post controls procedure	Yearly completion

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

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

Objective: DIGIT is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission		
Main outputs in 2020:		
Output	**Indicator**	**Target**
Devise and develop a first Digital Solutions Modernisation Plan (DSMP)	DSMP completed and submitted to the ITCB	DSMP submitted to ITCB for validation by December 2020
Definition of a common procedure for handling personal data breaches	Definition and application of the procedure across the DG	Procedure adopted in DIGIT by end of 2020
Continuation of data protection awareness campaign, targeting specific population, with a revamp of web pages dedicated to data protection	Availability of Course and learning material (including revamped web pages).	Course and learning material for specific audience and revamped web pages are available in DIGIT by end of 2020

Data protection |
| Monitoring and reporting on the implementation of the Communication on Data, Information and Knowledge Management whose aim is to transform the European Commission in a data-driven and informed organisation | Progress achieved in the implementation of the 2020-2021 IMSB work programme. | Achievement of the targets in the four priority areas of the 2020_2021 IMSB work programme: (i) adapt working methods to Commission priorities; (ii) enhance country knowledge; (iii) serve staff needs and enhance their skills; (iv) operationalise the DataStrategy@EC action plan. |
| | | |

Objective: DIGIT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work		
Main results and outputs in 2020:		
Output	**Indicator**	**Target**
Reducing energy and paper consumption:		
Promote the removal of personal printers at the Commission in line with the corporate printer allocation policy	Number of invitations sent to Commission staff to return their personal printers	1 invitation per year
Raise awareness among end users on the functionalities of multifunctional devices	Commission staff informed	1 communication per year

Objective: DIGIT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work		
Main results and outputs in 2020:		
Output	**Indicator**	**Target**
Improve paperless working methodologies at DG/service level: e.g. e-signatories, financial circuits, collaborative working tools.	Number of paperless working methodologies improved	2
Digital Infrastructure	See relevant output regarding the "Consolidation of local data centres" under Specific objective 1.6	
Reducing emissions to air:		
Raise staff awareness of the number of bike parking facilities, lockers and showers, in collaboration with OIB/OIL and communicate to OIB/OIL any complementary needs.	DIGIT staff informed	1 communication per year
Reducing and managing waste:		
Reuse of obsolete ICT equipment	% of reused ICT equipment	70 %
Enhance the promotion of the waste sorting schemes in place, in collaboration with OIB/OIL.	DIGIT staff informed	1 communication per year
Promoting Green public procurement:		
Promote the use of "green items" among EC office supplies' catalogue among DG/service's staff.	DIGIT staff informed	1 communication per year