![European Commission logo]

Strategic Plan 2020-2024

Directorate-General for Informatics

Contents

INTRODUCTION

When delivering its political priorities, the European Commission relies on a well-established planning cycle enabling all Commission Services to pre-define their work and identify the actions supporting the achievement of Commission-wide priorities over a five-years timeframe. The new strategic planning cycle started with appointment of the new College and the nomination of Ursula Von der Leyen as new President of the Commission for the period 2020-2024. The Strategic Plan is the key document entailing the path that each Service will follow in the long term to fulfil the Commission political priorities. Upon the establishment of the new College, all Commission Services have prepared their Strategic Plans based on the Political Guidelines of President Von der Leyen[1].

Part 1 of the Strategic Plan focuses on the way the DG will deliver on new Commission's priorities. The **Directorate General for Informatics (DIGIT)** will support two out of the seven General Objectives deriving from the Von der Leyen Political Priorities:

- ➢ **A Modern, High Performing, Sustainable European Public Administration (General Objective 7):** an horizontal corporate objective that entails the modernisation of the Commission as agile, flexible and digitally transformed public institution; in this context, DIGIT will shape its specific objectives around the priorities defined in the Mission Letter to Johannes Hahn[2], Commissioner for Budget and Administration, and relying on the core principles and objectives already defined in the European Commission Digital Strategy.

- ➢ **A Europe fit for the digital age (General Objective 2):** the European Commission will lead by example the digitalisation of the public sector across the EU Member States. DIGIT will support this objective by boosting the digital transformation of the European Commission, contributing to the delivery of digital solutions for EU-wide public services by exploting existing internal and external building blocks (deriving from EU-wide programmes like Connecting Europe Facility and ISA[2], or Commission's own building blocks[3]), and building on previous systems in order to provide updated EU-wide, borderless solutions.

Part 2 of this Strategic Plan identifies the strategic organisational components that are crucial for the execution of the DG's strategy. This includes human resources and financial management initiatives, as well as digital transformation and information management measures that will shape the Commission as digitally transformed, user-focused and data-driven public administration.

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[1] "A Union that strives for more" – Political Guidelines of Ursula Von der Leyen
[2] Mission Letter of Johannes Hahn
[3] like Trans European Services for Telematics, eID, eSignature, eTranslation, EU Login, etc.

PART 1. Delivering on the Commission's priorities

A. Mission statement

DIGIT's mission is to deliver secure, state-of-the-art and high-performing digital services in order to support the Commission's internal administration as well as the implementation of EU policies, and to support the increase of the maturity of digital governments in Europe. Based on these goals, DIGIT is the trusted partner responsible for providing the Commission – and whenever appropriate other European Institutions and bodies – with high quality and innovative solutions that address our institution's needs in terms of digital workplace tools, business process automation and information and communication technology infrastructure. Additionally, DIGIT also supports the modernisation of public administrations by promoting and facilitating interoperability across European Public Administrations.

In particular, DIGIT has the mandate to:

➢ **Run a secure and modern digital environment**, providing a reliable, cost-effective and secure infrastructure and services, at pace with new working and collaborative methods and aligned with expectations of staff, citizens, businesses and stakeholders.
➢ **Enable the Commission to use Data for smarter policies**, creating a high-performing Commission-wide information ecosystem combining it with the exploitation of externally collected Data, in order to support smart administrative and policy processes.
➢ **Deliver an efficient, digital Commission,** by transforming its information systems to accompagny the simplification and streamlining of its internal and external procedures in view of minimising compliance costs for business and citizens.
➢ **Create and enhance the foundations to support digital public administrations in Europe**, by creating platforms and tools that facilitate exchange of EU-wide Data and set the basis for integrated public service delivery at European level, across borders and domains.

B. Operating context

Based in Luxembourg and Brussels, DIGIT is an horizontal service of the Commission. It employs 443 statutory staff[4] (officials, contract and temporary agents), relying in addition on the collaboration with external service providers contracted via private firms and mainly providing IT developing and maintenance services, network and operating systems.

DIGIT receives and manages a yearly budget of approximately 151 million EUR[5] which is allocated for the provision of IT and telecommunication equipment and services, including corporate IT security services solutions for the entire Commission. This equals to 20% of the entire Commission's budget for Information and Communication Technology, with the remaining part being managed directly by different Commission services. The biggest

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[4] Based on 2019 allocations – source: DIGIT
[5] Budget figures for 2019 – source: DIGIT

budgetary challenge for DIGIT remains the need to use the limited financial resources available in a smart and cost-efficient way, promoting reuse and prioritising investments, with the support of corporate IT governance bodies. Technological advances and the obsolescence of old systems and equipment, the emerging challenges linked to cyber security, or unexpected need to improve the overall IT capacity and resilience (as occurred during the COVID-19 crisis in 2020, for instance) are sure to translate into the need for more financial resources if the Commission is to keep pace with. For this reason, flexible use of budget is crucial to provide prompt reaction against sudden risks.

As the corporate service provider, DIGIT's main interlocutors are other Commission services and internal stakeholders: this includes Commission staff (the end-users of workplace solutions), Information Resources Managers (IRMs), business owners of information systems for business solutions, and relevant corporate boards that liaise with DIGIT for the implementation of ICT-related governance[6]. Moreover, as a centre of excellence for IT Procurement, DIGIT also provides IT and procurement services to 60 entities among EU institutions and agencies.The foundations of DIGIT's work, however, are not just embedded in its horizontal intervention spectrum. In recent years, a series of political initiatives at EU level paved the road for DIGIT's wider mandate, and consolidated its role as domain leader in the ICT sector for the Commission in the first place.

Based on the challenge that the Commission should 'lead by example' other European public administrations, it is clear that an important component of DIGIT's role is to accompany the Institution through a transformation process, in order to fulfil the expectations raised by Member States and EU citizens. During the Tallinn Digital Summit in 2017[7], Member States urged the European Union to enhance digital innovation in the public sector and accelerate the finalisation of the Digital Single Market. With over 17 million EU citizens living or working in another Member State, 2 million citizens daily commuting and over 20 million small and medium enterprises operating across EU Member States, it became evident how digitalisation of the public sector is pivotal for the efficient managing and functioning of the Single Market. As interoperability is an essential aspect in this regard, the Commission committed in its digital strategy package to delivering a reinforced government interoperability strategy and a strengthened European Interoperability Framework (EIF[8]). Thus, part of DIGIT's mandate focuses on interoperability policy and solutions to reinforce cross-borders and cross-business cooperation.

C. Strategy

In its strategic vision for 2020-2024, DIGIT will dedicate its efforts to support the implementation of the digital Commission. Internally, by consolidating and improving the existing information technology infrastructure of the Institution. Externally, by extending the digital transformation to European public administrations, further reducing barriers across Member States through a reinforced "government interoperability" policy and the provision

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[6] This includes the Information Management Steering Board (IMSB) and the Information Technology and Cybersecurity Board (ITCB)

[7] https://www.consilium.europa.eu/en/meetings/eu-council-presidency-meetings/2017/09/29/

[8] Shaping Europe's digital future" and European strategy for data of 19 February 2020

of reusable and interoperable digital solutions and building blocks. This translates into the contribution to the following General Objectives defined at Commission level: **"a modern, high-performing, sustainable European public administration"** (**General Objective #7)** and **"a Europe fit for digital age"** (**General Objective #2).** In view of enhancing the overall performance of the Commission and based on the 'open and inclusive way of working' approach, DIGIT will contribute to **"implement the full digitalisation of the Commission"**, and to **"face up ever evolving physical and digital security threats"**[9], as laid down in the Mission Letter addressed to Commissioner Hahn, responsible for Budget and Administration. The need to **respond adequately to growing threats** (with a particular focus on cyberattacks), and the need to better **support the Commission through digital solutions** when formulating and implementing its policies for the benefit of the Union, were translated into the elaboration of a **European Commission Digital Strategy**[10] (the digital strategy) in 2018. The digital strategy represents the way forward to shape the Commission as digitally transformed, user-focused and data-driven public administration, as also advocated in the Political Agenda of the Von der Leyen Commission. Its Implementation Plan, approved by the Information Technology Cybersecurity Board (ITCB) in March 2020, further breaks down digital strategy-related actions, identifying outputs and milestones to deliver in the next years, in order to embrace the changes necessary to achieve a Digital Commission. On this basis, DIGIT has developed the specific objectives for its next Strategic Plan by referring to the core principles of the digital strategy, aligned with the latest digital strategy implementation plan.

The unexpected pandemic crisis caused by CoVid-19, spreading across the world and deeply affecting the European Union in the first quarter of 2020, certainly belongs to the (already) long list of threats that the EU institutions and EU Member States must face to guarantee the well-being of their citizens, and the protection of its economic system. Under these circumstances, releasing fast, efficient and secure digital solutions guarantees the business continuity of the entire institutional working mechanism, and shows the importance of relying on a secure, innovative and agile public administration as the Commission has proved to be. In this context, the Covid-19 pandemic has been in fact an accelator of the modernisation of the Commission. It impacted deeply the Commission's working pattern (from regular office work to 'remote by default') and sped up the uptake of new methodologies and tools.

The Covid-19 crisis also triggered the need to explore alternative working solutions across the Commission, as the concept of a **'new normal'** working landscape emerged. While a number of initiatives impacting the way the Commission works had already been launched previously (e.g. the Green Action Plan or the digital strategy), there is now a call to redesign certain working, business and organisational processes, also on the basis of the first lessons learned in the aftermath of the pandemic.

Together with other same-portfolio services (including DG HR, SCIC, DGT, OIB/OIL and BUDG), DIGIT embraced the process – led by Commissioner Hahn – to **transform the**

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[9] Mission Letter of Johannes Hahn
[10] European Commission Digital Strategy

Commission into an even more green, digital and healthy workplace. Building on the foundations of the digital transition already established through the rollout of the digital strategy, DIGIT will support efforts for improving the way the Commission employs technology, enhancing at the same time the 'greening' processes already in place, and fostering the overall transformation of the institution as an **attractive and inclusive**[11] **workplace**. Among others, DIGIT will contribute to the delivery and implementation of:

- **existing paperless procedures and enablers** (such as **electronic signatures**[12] or **eProcurement,** supported by mobile apps enabling staff to work in a smarter, seamless way) that will be further improved and integrated at corporate level;
- **remote work** as standard working pattern for the majority of the Commission's staff;
- the **use of web/videoconferencing-based meetings** as valid sustainable alternative to staff missions and physical meetings;
- more dynamic approaches to the use of office space;
- the exploitation of **data for automating the tracking and reporting of savings via dashboards.**

However, whereas the new working features will concretely influence the Commission's environmental impact[13] and produce 'green savings' and efficiencies, their implementation is not costless. Most of the previously described initiatives rely on the Commission's digital infrastructure, but the regular maintenance, update and improvement of this infrastructure and environment will also increase with the introduction of new projects.

The breakout of the COVID-19 pandemic was also a factor in extending the reflection on security-related challenges at an inter-institutional level. In July 2020, the Commission adopted a Communication on the **EU Security Union Strategy** (COM(2020) 605)[14] which builds on previous work realised by the European Parliament, the Council and the Commission in the domain of Security, and covers several threat dimensions (physical, digital, etc.) potentially affecting the EU. Digital infrastructures belong indeed to a critical category that needs special protection, and the Union Strategy is calling for a '*whole-of-society' approach*[15] that brings together EU institutions (including agencies and bodies),

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[11] DIGIT is fully engaged in supporting accessibility to Commission-related web content, applications, and collaboration solutions at both internal (staff only) and external level, with the accessibility relying on existing underlying solutions. The European Commission web presence complies with the parameters of Directive (EU) 2016/2102 on web and mobile apps accessibility, and the level of implementation of the directive, as well as its compliance, is constantly monitored.

[12] The development of digital signatures, one of the key features of the digital solutions portfolio, received a significant boost as teleworking for Commission and non-Commission staff became the rule. The new circumstances have not only encouraged a greater reuse of existing e-signature services, but have also fostered the identification of new additional 'remote-friendly' capabilities such services new. As a consequence, the adoption of more digital signature services is also paving the road for the 'paperless Commission' promoted by the College.

[13] Conferences, events and missions are among major drivers of Green House Gas emissions, hence the increase of web and video-conference-based meetings can contribute to reduce CO^2 emissions, and regular teleworking can lead to a reduction of the office space and resources (heating, electricity, water consumption, etc.) needed to accommodate staff (therefore lowering the Commission's carbon footprint), and also to a considerable reduction of daily commuting (positively impacting the overall carbon footprint).

[14] https://ec.europa.eu/info/sites/info/files/communication-eu-security-union-strategy.pdf

[15] Same as above

Member States and other relevant stakeholders, to review existing cybersecurity frameworks and adopt a coordinated approach towards cyber-threats. In line with the actions promoted by the Union Strategy, DIGIT will contribute – together with other key players in the Commission (including DG.HR.DS and CERT-EU) to the **development of a new framework embedding common rules on information security and cybersecurity for all the EU Institutions**. The new framework will establish *'mandatory and high common standards for the secure exchange of information and the security of digital infrastructures and systems across all EU institutions, bodies and agencies'*, and will enhance the inter-institutional cooperation on cybersecurity.

Another relevant novelty for DIGIT's future operating environment – with an impact over the whole Commission as well – is the **reform of corporate IT financing**. A very inclusive debate involving all Commission's services and corporate governance bodies (including the Corporate Management Board and the Information Technology and Cybersecurity Board) has led to a new approach for the financing of IT corporate systems, with the objective of better addressing the principles of economy, efficiency and effectiveness in supporting the Commission's work in implementing EU policies and programmes. The transition towards the new Commission as well as the adoption of the new Multiannual Financial Framework (MFF) represented the ideal timing for this reform. The new Rules, superseding the Guidelines on Financing of ICT previously adopted in 2016, introduce the concept of 'co-financing' from operational programmes to cover corporate IT expenditure in support of implementing those programmes

The following chapters introduce DIGIT's priorities for the next strategic cycle, framed under seven specific objectives accompanied by relevant result indicators, and explain their relation to the achievement of the afore-mentioned corporate general objectives.

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

The full digitalisation of the Commission is crucial for guaranteeing the organisation's highest working and performing standards. For this reason, most of DIGIT's deliverables for the next five years are linked to the achievement of a modern, high-performing and sustainable European Public Administration, and will address the challenges linked to the following key aspects:

- **Digital Solutions:** A modernised, state-of-the-art digital portfolio will provide the Commission with the necessary tools to fulfil its political priorities
- **Data, information, knowledge and content:** A corporate information ecosystem relying on modern solutions will allow the European Commission to take better-informed decisions, for policy-making and functioning of the organisation, and to better collaborate, communicate and engage with stakeholders and citizens.
- **Digital Delivery:** a digital delivery model based on three main pillars – agility, co-creation and innovation – will foster the digital transformation process of the Commission.
- **A Commission resilient to evolving digital security threats:** political organisations, such as the Commission, are increasingly targeted by espionage to undermine their democratic processes. The Commission's administration of public funds makes it a beacon for cyber criminals. The theft of intellectual property is another key risk. The digital transformation makes the Commission ever more dependent on its digital solutions, driving the need to reinforce security. Also a 'cyber-cultural' change is needed in the Commission, entailing a more proactive collaboration at all staff levels. This mindset and behaviour, will in the longer term help to strengthen the cybersecurity capabilities of the Commission by exploiting the benefits of cyber-awareness.
- **Digital Infrastructure and digital workplace**: A modern, trustworthy, efficient, transparent and secure Commission fully exploits the latest digital technologies available on the market, and offers to its staff the optimal conditions to perform their work. This translates into the delivery of an internal infrastructure which exploits the opportunities offered by the cloud, and the transformation of the Commission into a fit-for-future digital workplace.

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 relies on a fundamental transformation of the current processes (through simplification and streamlining) rather than just replicating these 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 practice, this implies that the Commission is endowed with a **portfolio of secure, state-of-the-art corporate digital solutions developed in partnership with Directorates General which** underpins the Commission's political priorities. This portfolio is composed of many digital systems for administrative and policy supports. The Directorates General own these systems and they are crucial for the efficiency and effectiveness of the Commission as it automates its processes. In that context, DIGIT in collaboration with the governance bodies is coordinating the implementation of the corporate Digital Solutions Modernisations Plan advocated in the digital strategy.

Inter-alia, DIGIT delivers and operates flagship digital solutions in the domain of human resources, document management, decision making, procurement, grants, web presence, citizens' engagement, collaboration, etc.

To drive efficiencies across the Commission when building digital solutions, DIGIT, in collaboration with the other DGs, has also setup a **Reusable Solutions Platform (RSP).** The platform consists in a portfolio of reusable solutions developed based on standards and best practices, fully supported and provided as managed services to the Commission and to other EU institutions. The reusable solutions offer mainly business agnostic capabilities to business solutions architectures.

The existing RSP portfolio will be progressively extended over time based on specific developments made by DGs so as to maximise synergies and leverage existing investments. This Reusable Solutions Platform will: drive reuse, enable common user experiences, facilitate streamlining of solutions architectures, bring standardisation, reduce redundancy, increase interoperability, reinforce security, reduce 'time to market' and lower development costs. It is therefore a fundamental catalyst of the modernisation of the portfolio of corporate digital solutions.

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

Data management and the ability of exploiting data is paramount for modern organisations. A key element in enabling the European Commission to become a data informed organisation is the **corporate data ecosystem to support data, information and knowledge management** in the organisation. The data ecosystem consists of data standards and technologies supporting the full data lifecycle (i.e. storage, processing, analysis, visualisation, sharing, reuse, preservation of data, etc.) and the use of data for policy-making purposes and functioning of the organisation. It can be thought of as the 'refinery' that makes the Commission's 'raw' data more valuable, useful, interoperable, reusable and exploitable.

Digitally engaging and collaborating with and communicating to stakeholders and civil society on data, information, knowledge and content are key features of modern society. Digital solutions and emerging technologies in this area facilitate the interaction of the Commission with internal **(collaboration, intranet)** and external **(web presence, collaboration, engagement, e-learning)** stakeholders and citizens.

At the policy level, the corporate data, information, knowledge and content ecosystem will **allow the Commission to take better-informed decisions, to communicate them and to engage on them with citizens and external stakeholders**. This will result in evidence-based policy-making that promotes the drive for better regulation and in communication and engagement with stakeholders and citizens. By making the most use of data to support better policy-making, the Commission will be better able to 'predict' new policy needs by detecting trends earlier. The Commission will also be able to better assess the impact of new policies and monitor and evaluate existing policies and to communicate on it with citizens through its web presence. The Commission should also lead by example and promote the participation of citizens and businesses in policy-making through shared platforms (web and engagement online platforms) and shared open-data solutions.

At the administrative level, the corporate data ecosystem will enable a better collection, sharing, use and reuse of data and information in the Commission to deliver integrated policies and to run internal processes. Finally, the corporate data ecosystem will **maximise the value of the Commission's data and ensure interoperability between the Commission's systems**. It will gradually **promote a new culture of data, information, knowledge and content sharing and collaboration,** which is necessary to address many challenges facing the Commission.

The collaboration and internal communication framework will be instrumental for an effective communication and engagement with staff, citizens, internal and external stakeholders. Operationally, this will rely on the collaboration platform (**single integrated framework for collaboration**), on the intranet platform **(My IntraComm),** on the web

presence platform **(Europa),** on the online engagement platform (the **Future of Europe online platform)** and engagement and elearning solutions **(EU Survey, EU Academy)**.

The objective aims at progressively increasing the data maturity level of the Commission, the collaboration maturity level of the Commission, the communication/engagement with staff, internal and external stakeholders and citizens. The objective operationally will be implemented via the set-up, development and evolution of the data, collaboration, web engagement and elearning platforms. Building on the implementation of the **DataStrategy@EC Action Plan** and of the **Information Management Steering Board work programmes**, as well as on the **Corporate Communication Steering Committee work programmes**, the objective will be realised via the set-up of the data ecosystem, the modern smart intranet, the single integrated framework for collaboration, the revamped web presence plaftform and the new online engagement and elearning platforms.

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 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. Nevertheless, the application of the digital delivery model is the shared responsibility of all DGs (and IT staff) of the Commission.

The **digital delivery model** promoted by the digital strategy focuses on 3 main axis : agility, co-creation and innovation:

- **Agility**: The dynamic nature of the Commission's work means it is very important that the digital delivery model is agile and can quickly deliver truly user-centric solutions. This means reducing the 'time to market' and bringing flexibility to the development and deployment processes. In that context, it is essential that IT professionals embrace agile methodologies, in particular the project management methodology Agile@EC. In addition, the DevSecOps[16] practices should enable the IT community to adopt flexible delivery methods that improve security, increase robustness and leverage cloud technologies, .

- **Innovation**: The Commission should promote the adoption of emerging technologies; to modernise the Commission and European public administrations; and to make the Commission future-proof. The digital delivery model should therefore encourage innovation.

- **Co-Creation**: The Commission is a decentralised organisation with multiple IT teams in many DGs. Thus, although DIGIT is the corporate solutions provider, it is not the only internal solutions provider. The digital delivery model should recognise and maintain this as a strength, and promote and encourage co-creation through collaboration among DGs. In that context, the new open source strategy is exemplary for what is needed in the future. In particular, DIGIT will promote a working culture based on the principles of collaboration, sharing and reuse. A concrete approach for simultaneously demonstrating and living this new reality is the DIGIT innovation lab which will continue to evolve over the coming years. By providing a natural hub where different ideas and teams from different parts of the Commission can meet and learn and work together, it will lift co-creation to a new level.

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[16] https://en.wikipedia.org/wiki/DevOps

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

A modern, high-performing digital public administration cannot be sustained unless it is secure. Cybersecurity is an essential component to the effective functioning of the organisation, and cybersecurity services must be conceived and delivered at pace with the needs of the organisation. As President Von der Leyen stated, "***digitalisation and cyber are two sides of the same coin***"[17]. As a consequence, part of DIGIT contribution to the General Objective 7 (and as further consolidation of the DG's official mandate) is realised through the offer of business-driven, fit-for-future, agile, scalable and automated cybersecurity services, enabling the Commission to operate in a secure and trustworthy environment, and safely deliver its political priorities.

Digital transformation comes with new working modalities, such as cloud, mobile, Internet of Things, big data, machine learning, social media. Each of these developments brings its own advantages to the Commission, but also carries inherent cybersecurity challenges. This is associated to the widening of the 'attack surface', that exposes the Commission to an increasing number of cyber attacks, and represents therefore the scenario in which DIGIT will operate for the next years. Under this perspective, DIGIT will focus on **meeting the challenge of the widened attack surface in a scalable and cost-effective manner**, introducing new specific services such as specially designed landing zones and templates for cloud, the use of machine learning techniques for incident detection, the automation of incident response, and the extension of services to mobile and social media platforms. In addition, the rollout of security assurance controls into agile development cycles (DevSecOps) will enhance security development and security-by-design. System owners will be capable to assess their own risks through specific tools. Key priorities will include the use of tooling to allow real-time compliance checking, and the scanning for vulnerabilities in both infrastructure and applications.

Moreover, as the **central cybersecurity capability of the Commission is destined to expand**, due to the ever evolving nature of threats and risks, the only effective and scalable response is to **raise cyber awareness across the organisation**. By adapting the cyber awareness programme to a wider audience, DIGIT will make sure to deliver appropriate messages and support to all Commission stakeholders. Top management and staff involved in the political establishment will be capable to "set the tone at the top" if provided with the necessary situational awareness. Management and system owners aware of their obligations and cabable to give the appropriate support to carry them out, will contribute to a high-level of cybersecurity in the working ecosystem. Technical teams must be further supported to ensure that IT systems are designed, architected, built, bought and run in the most secure possible way. Cyber-savy end-users will be able to protect themselves, the systems and assets they are in charge of, and ultimately guarantee a higher level of safety for the whole Commission. "***To put in place a genuine security***

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[17] Political Guidelines for the next European Commission – 2019-2024

culture and raise awareness on threats"[18] is one of the major priorities that the Commission should tackle in the next five years. Cybersecurity is a key feature for the successful implementation of a digitally secure Commission, but it can only be achieved if seen as a shared responsibility.

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[18] As reported in the Mission Letter from President Von der Leyen to Commissioner Johannes Hahn

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

To establish the "**right digital infrastructure**" quoted in Commissioner's Hahn Mission Letter and to create a **secure and user-centric digital workplace,** are the complementary objectives that DIGIT will deliver in order to support the corporate goal of a modern, high-performing and sustainable European public administration. As a result, the Commission will fully exploits the advantages of the latest technology, operating in a modern, digitally-customised ecosystem. The increased resilience against potential disruptions deriving from a secure and stable working environment, will also generate a positive impact on staff engagement and productivity. In fact, each staff member will benefit from a **modern, individualised digital workplace remotely accessible**, allowing for more flexibility and work-life balance. The key principle of the digital workplace (one of the pillars of the digital strategy) remains the "**work anywhere, anytime**" concept, which empowers the staff to work from anywhere on an actual collaborative basis with internal and external stakeholders. The major functionalities include devices (especially mobiles), office automation, mail and calendars, unified communication with advanced video-conferencing, collaboration and social networking, integration and identity-and-access management. Most of these services were successfully deployed under the previous strategic cycle, and already improved and modernised the Commission's working environment. DIGIT's role is not limited to the simple service delivery: regular maintenance, updating and improvement interventions are crucial for the proper functioning of the existing features and equipment, and the ultimate achievement of a fit-for-purpose digital workplace. In this perspective, part of this specific objective also covers the ordinary business continuity of the Commission's IT system run by DIGIT, which makes the difference when the availability of the policy-making machine is heavily challenged (as happened during the COVID-19 crisis).

The transformation entailed by the digital workplace runs in parallel with the transformation occurring in the digital infrastructure. The digital ecosystem is supported by standardised and centrally-managed IT equipment and support services as well as by cloud services. Concretely, it relies on a **hybrid infrastructure** which combines services running in the **cloud on premise** and in the **public cloud**. Exploiting the advantages of the cloud (the delivery of digital solutions in a more agile, accessible and scalable way at better controlled costs being the most evident one), DIGIT aims at driving the modernisation of the Commission by transforming its internal infrastructure through the private cloud-on-premise, while using the external sourcing of the public cloud-computing market to build a solid offering for services which can be done better and at more convenient costs. This is consequent with the diversification of the hosting offer that already started in the past years, and converges towards the creation of an on-site private cloud that will replace the current traditional data centre. The **consolidation of the Commission's local data centres** – initiated already in 2016 as part of the Synergies and Efficiency Review in the Information and CommunicationTechnology Programme (SER-ICT) – remains a fundamental strand under this specific objective. Aiming at establishing only two integrated Data Centre sites in Luxembourg with fail-over facilities, this initiative will produce concrete savings in

terms of manpower, rental and connectivity costs, and looks at improving the overall performance, resilience and security of the Commission's infrastructure services.

General Objective2 – A Europe fit for Digital Age

"I want Europe to strive for more by grasping the opportunities from the digital age within safe and ethical boundaries"[19]

The European (Digital) Single Market aims to ensure the free movement of people, services and capital across Europe in a seamless, efficient and safe way, supported by digital means. The public sector is an important enabler in this common endeavour. Europe's public sector spends 14% of GDP (around €2 trillion per year) on the purchase of services, works and supplies.[20] Digitalising Europe's public sector digitalises Europe.

EU governments have been taking steps in the past years to address existing "digital divides" and create data-driven culture and services that enable transparency, better service delivery and public participation. This has lead to a multiplication of similar initiatives, the cost of which are staggering with results that do not live up to expectations, as solutions are often not user-centric and interoperable. Therefore, the 2017 Tallinn Ministerial E-Government Declaration gives a clear political commitment by all the Member States to adopt the interoperability by default principle for their public administrations. **The European Interoperability Framework (EIF) supports this principle and gives specific guidance on how to deliver interoperable public services**.

In the Communication on "Shaping Europe's Digital Future"[21] from 19 February 2020, the European Commission underlined that for a technology to work for people, "**promoting the digital transformation of public administrations throughout Europe is also crucial".** In this respect, it has proposed a key action on "A reinforced EU governments' interoperability strategy to ensure coordination and common standards for secure and borderless public sector data flows and services (2021)".

To support the EU governments' interoperability strategy, joining forces to share reusable data and services in a secure, efficient and trustworthy way is key. International standards, technical specifications, the use of European infrastructures, tools and guides as well as European regulation and cooperative governance have to be considered.

In this broad policy context and in close partnership with other Directorates-General, Digit will address the following key aspects:

- **High-quality, trusted, interoperable, borderless digital public services**
- **Trans-European systems supporting EU-wide public services**

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[19] "[A Union that strives for more – A Europe fit for Digital Age" – Political Guidelines of Ursula Von der Leyen](#)
[20] [Public procurement in the EU – 2018 numbers](#)
[21] [Communication from the Commission COM/2020/67](#)

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

Together with Member States, DIGIT will put forward a **strengthened and comprehensive EU government interoperability policy**. A stable and inclusive **"GovTech"** (public sector use of innovative technologies) cooperation framework for actors at all levels of government will provide **an agile yet reliable, standardisation, innovation and investment mechanism** for shared essential public sector models and tools. Close cooperation with the private sector will be ensured throughout,

To this effect, DIGIT will continue **investing in and developing interoperable reusable tools under the upcoming Digital Europe Programme.** A strengthened European Interoperability Framework will be developed in close partnership with Member States. A dedicated GovTech innovation and partnership process will allow Member States and the private sector, in particular SMEs and startups, to test, experiment and scale up innovative public service solutions.

These efforts support and are fully aligned with major EU policies and legislative initiatives such as the **Single Digital Gateway** (Regulation (EU) 2018/1724), the **Open Data directive** (EU) 2019/1024 and the **eIDAS regulation** (EU) No 910/2014.

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. This concept is now evolving into the notion of a **data space** where data can be shared in a secure way respecting the privacy of its stakeholders. The Commission invests more than 267 Million EUR/year into the development and operation of these systems. Some of the biggest Digital Solutions for EU-wide services are in the areas of taxation and customs, home affairs and employment.

Digital Solution for EU-wide services can be delivered faster and at a lower cost by replicating existing solutions based on well-known standards and technical specifications. By 2024, DGs and executive agencies will develop their new digital solutions for EU-wide services, or adapt existing ones by leveraging the managed services (software as a service model) and building blocks (custom off the shelf model) offered by DIGIT. To this end, it is essential to monitor:

- the number of Information Systems **connected** to a managed service operated by DIGIT such EU LOGIN, EU SIGN, EU SEND or EU ACCESS.
- the number of Information Systems **deploying** a building block offered by DIGIT (via an EU Programme) such as eID, eSignature, eDelivery or EBSI.

Apart from EU LOGIN (already pervasive accross EU Systems), about 40% of the systems marked as Digital Solutions for EU-wide services are already reusing one or more building blocks or managed services offered by DIGIT.

D. Key performance indicators

LINK TO SPECIFIC OBJECTIVE	KPI
The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose digital workplace	KPI – 1: Overall Satisfaction level of the end users with the digital workplace solutions provided by DIGIT
A Commission resilient to ever evolving digital security threats	KPI – 2: Progress in the capacity of Cyber Awareness programme to reach out to staff
The Commission exploits the potential of data, information, knowledge and content management for policy shaping, communication, citizens and staff engagement	KPI – 3: Data, information and knowledge maturity progression

PART 2. Modernising the administration

The following section describes steps and actions that DIGIT will undertake in the next strategic planning cycle to contribute to the overall modernisation of the Commission as public administration. The modernisation process relies on several administrative pillars that are managed locally by each Directorate General, based on common principles and taking into account the individual peculiarities of the single service. These include human resources management, sound financial management, fraud risk management, digital transformation and information management, and sound environmental management.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DIGIT has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

A. Human resource management

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

With digitalisation and digital transformation high on the priority list of the Von der Leyen Commission, DIGIT's role and challenges will continue to grow over the coming years. In driving forward the digital strategy while continuing to meet the growing IT needs of its many stakeholders, DIGIT will heavily rely on its most valuable resource: its people. To accomplish DIGIT's strategic objectives, counting on skilled and motivated staff is crucial.

The Commission relies on a performance culture in which staff is motivated and can deliver work of a consistently high quality, adding value. It already seeks to recruit the brightest and the best, but motivating staff over a career needs much more than just good recruitment at the start. It requires sound mobility practice over time, aiming to place the right person in the right job at the right time. It also requires attention to the potential of staff, so that they can develop over their period of service in the Commission and realise their best.

Based on these premises and 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 will include more specifically

1. **Talent management** actions aimed at attracting, developing and retaining the best IT professionals. Ideas and experiences will be fed into the larger corporate strategy

aimed at simplifying and accelerating selection and recruitment in all locations,especially in Luxembourg.

2. **Diversity initiatives** aiming at ensuring equality and gender balance in DIGIT. Gender equality, being another high priority area of the Von der Leyen Commission, has been a leading principle in DIGIT human resource management in the past and will naturally continue to be in the coming years. A central target linked to this priority is 50% female managers on all levels by 2024. The specific nature of DIGIT's core business is reflected in the gender balance of the DG (female representation in the staff is 20%. It is particularly difficult to attract women for management positions. Nevertheless, DIGIT is determined to reach the gender target, which requires 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. Further proactive efforts to this end already in place that will be continued include support through targeted individual coaching packages and external trainings.

3. **Leadership development** 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.

4. **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[22], 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 in the evolution of the (especially digital) workplace in the Commission, building on the lessons learnt during the COVID-19 crisis in terms of ideal balance between working in the office and teleworking .

5. The **Digital Transformation** of the Commission will be fully supported by providing the adequate input and advice both from the IT and the HR expert perspective.

All the initiatives stemming from the corporate initiative for a new HR strategy will be strictly interlinked with two other major elements that deeply affect the management of human resources in DIGIT, namely the Digital Pole and the Domain Leader role in SER ICT.

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 Luxembourg site.

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[22] 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%).

This will affect more specifically activities linked to the IT Security, the Data Services and the Local Data Centre Consolidation.

Finally, a crucial factor of any HR strategy is consistent communication to staff. In collaboration with the internal communications unit, the 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.

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

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, 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.

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) aimed at the prevention, detection and correction of fraud

DIGIT contributes to the Commission Anti-Fraud Strategy and more specifically on a continuous basis as Lead DG to point 30 of its 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 main risk areas: procurement activity, implementation of the contracts, management of external service providers and resilience against cyber-attacks. DIGIT' AFS includes related objectives and actions to mitigate the risks identified during the risk-assessment exercise. This includes identifying/assessing fraud risks, raising fraud awareness (dissemination of DIGIT anti-fraud strategy and procedures, anti-fraud training, survey), checking that preventive measures in the procurement process are duly applied and implementing ex-post controls. DIGIT anti-fraud strategy is updated on a regular basis to reflect organisational changes and revision of processes linked to fraud prevention/detection/correction.

D. Digital transformation and information management

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

As author and promoter of the European Commission Digital Strategy, **DIGIT plays a leading role to drive the Commission through its digital transformation**, providing Directorates-General and Services with substantial guidance towards the implementation of the digital strategy core-principles. Thus, the first part of this Strategic Plan accurately presents the main objectives that will contribute to a digitally transformed, user-focused and data-driven Commission, based on the strategic priorities identified in the digital strategy. By default, DIGIT invests resources and efforts in developing the Commission's response to upcoming technological challenges, and this imply the use of innovative, trusted digital solutions aiming at improving the policy-making of the institution.

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 Information Management Steering Board (IMSB) work programmes (coordination of the data strategy action plan implementation and of the maintenance and evolution of the EC data ecosystem; monitoring and reporting on the progress towards the targets of the Communication on Data, Information and Knowledge Management through the monitoring of the implementaiotn of the two-years IMSB work programmes; development and evolutive maintenance of the EC data platform and of data analytics services; development and evolutive maintenance for corporate collaboration solutions; implementation and evolutive maintenance of the EU Search initiative). DIGIT will also actively maintain the inventory of DIGIT key data assets and will establish and develop the DIGIT data management process (roles and responsibilities).

The entry into force of Regulation (EU) 1725/2018 has posed distinct challenges for all providers of ICT services. Enhanced data subject rights impacts the design and deployment of all new services, and existing services/systems have also to be adapted for compliance. The full impact of the new rules in the ICT domain is only being gradually understood as stakeholders such as the Regulatory Authorities issue guidelines. DIGIT considers that given the complexity of the ICT domain, the **essential enabling factor for the application and integration of the new rules** will be the **level of data protection awareness of each of its staff members**. DIGIT senior management have endorsed this approach and mandated DIGIT Data Protection Coordinator (**DPC**) to carry out the required **training & awareness actions** over the period of the Strategic Plan. The training & awareness program has two prongs – awareness sessions organised for both general & specific populations and the production of easily accessible information (guidelines, web pages revamp etc). In addition to the data protection awareness sessions provided by corporate instances (e.g. EU Learn), DIGIT DPC will develop and deliver **monthly sessions in data protection awareness for DIGIT staff**. These will focus essentially on the basic principles of data protection and the application of these within DIGIT. Some specialised sessions will also be provided for more specific target audiences e.g. support personnel,

developers, project managers. Attendance of at least one such session will be obligatory for all DIGIT statutory staff. The focus in the first years will be on staff occupying positions where data protection priorities have been identified in the Commission data protection action plan e.g. persons working on externally-facing ICT services and systems which are used by the general public.

E. Sound environmental management

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

DIGIT promotes the EMAS corporate campaigns at local level and identifies local environmental actions 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.

To this aim, and in line with its mandate, DIGIT's contribution also includes initiatives which have an impact at corporate level, notably in the areas of Commission IT equipment and infrastructure, digital workplace, digital solutions, green public procurement.

During 2020-2024, DIGIT will progressively implement the following local actions:

- Promote the removal of personal printers at the Commission in line with the corporate printer allocation policy.
- Raise awareness among end users on the functionalities of multifunctional devices.
- Further improve paperless working methodologies: e.g. e-signatories, financial circuits, collaborative working tools.
- Promote staff awareness actions about sustainable commuting during the EU Mobility week (September) and VeloMai corporate events (May).
- Raise staff awareness on the number of bike parking facilities, lockers and showers, in collaboration with OIB/OIL and communicate to OIB/OIL any complementary needs.
- Promote staff awareness actions about waste reduction and sorting in line with the corporate EMAS waste reduction campaign (November-December).
- Implement the European Commission Guidelines for sustainable meetings and events to DIGIT meetings and events, e.g. no single-use plastics, no gadgets for conferences and events.
- Raise staff awareness as regards DIGIT waste generation in collaboration with OIB/OIL; and communicate observed trends to staff, based on verified data from Commission's Environmental Statement.
- Enhance the promotion and labelling of the waste sorting schemes in place, in collaboration with OIB/OIL.
- Promote the use of "green items" among Commission's office supplies' catalogue among DIGIT staff.
- Introduce Green Public Procurement criteria in contracts during their renewal whenever relevant.

ANNEX: Performance tables

PART 1. DELIVERING ON THE EU PRIORITIES

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

Impact indicator 1: Staff Engagement Index of the Commission

Explanation: Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it

Source of the data: European Commission

Methodology for calculating the indicator: European Commission

Baseline (2018)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase

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

Result indicator: Level of adoption of the Reusable Solution Platform

Explanation: The indicator measures the number of cumulated re-uses cases across all available reusable solutions (i.e. total number of cases where the reusable solutions are integrated in systems architectures).

Source of data: RSP Portal Dashboard

Baseline (2020)	Interim milestone (2022)	Target (2024)
110	+ 45%	+91%

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

Result indicator: Data, information, and knowledge maturity progression

Explanation: The indicator measures the data maturity level of the Commission and of its departments; it is based on a qualitative assessment (level of data maturity: ad hoc; aware; defined; savvy; driven) and assesses the related progression

Source of data: Data progression model (IMSB)

Baseline (2020)	Interim milestone (2022)	Target (2024)
Current level (to be established in 2020 Q4 and published in the Annual Activity Report 2020)	Increase	Increase

Result indicator: Collaboration maturity progression

Explanation: The indicator measures the collaboration maturity level of the Commission and of its departments; it is based on a qualitative assessment (level of data maturity: ad hoc; aware; defined; savvy;

driven) and assess the related progression

Source of data: Collaboration progression model (Information Management Steering Board)

Baseline (2020)	Interim milestone (2022)	Target (2024)
Current level (to be established in 2020 Q4 and published in the Annual Activity Report 2020)	Increase	Increase

Result indicator: Corporate web presence

Explanation: The indicator measures the move towards the revamped web platform of the Commission (Europa); it is based on a quantitative assessment of the number of web sites that move into the revamped web platform

Source of data: Number of sites migrated to the new platform (DG COMM and DIGIT)

Baseline (2020)	Interim milestone (2022)	Target (2024)
3 sites in the new web platform	70 sites	All relevant web sites

Result indicator: Use of online engagement platforms

Explanation: The indicator measures the use of the online platform for engaging with staff, citizens, internal and external stakeholders

Source of data: Use of engaging platforms/number of participants (DIGIT)

Baseline (2020)	Interim milestone (2022)	Target (2024)
0 major engagement initiatives	3 major engagement initiatives	10 major engagement initiatives

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

Result indicator: Level of adoption of DevSecOps practices.

Explanation: The indicator measures the number of projects that are applying the most important DevSecOps practices : Continuous Integration, Continuous Testing and Continuous Deployment. For each of these 3 areas, the indicactor will sum the project that have adopted the underlying practices.

Source of data: Yearly survey

Baseline (2020)	Interim milestone (2022)	Target (2024)
Current level (to be established in Q4 2020 and published in the Annual Activity Report 2020)	+10%	+20%

Specific objective 7.4: A Commission resilient to ever evolving physical and digital security threats

Result indicator 1: Level of Cyber Awareness programme reach out to staff (in %).

Explanation The indicator mesures the capacity of the Cyber Awareness Programme to reach out to staff. The growth of the audience reached is calculated in percentage.

Source of data: DIGIT and HR for the Staff population		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
15% (Staff can receive cyber awareness sessions approximately once every 7 years)	25% (Staff can receive cyber awareness sessions approximately once every 4 years)	35% (Staff can receive cyber awareness sessions approximately once every 3 years)

Result indicator 2: Time to closure for security incidents

Explanation: the indicator measures the number of working days between security incidents notification and their closure, after eradication and recovery phase

Source of data: DIGIT – CSIRC ticketing system

Baseline (2020)	**Interim milestone** (2022)	**Target** (2024)
17 working days	15,3 (-10%)	13,6 (-20%)

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose digital workplace

Result indicator 1: Overall satisfaction level of the end users with the digital workplace solutions provided by DIGIT

Explanation: the customers of the workplace solutions, i.e. the end users, are the best placed to assess whether DIGIT provides "IT services that fit their needs".

Source of data: IT Workplace solutions – User satisfaction survey. This survey started in 2015 and is run annually.

Baseline (end 2019)	**Interim milestone** (end 2021)	**Target** (2024)
Target set in the previous Strategic Plan: end users satisfaction level above 80%	Maintain end user satisfaction level above 80%	Maintain end user satisfaction level above 80%

Result indicator 2: Number of EU Institutions using cloud broker service

Explanation: Quality of the cloud broker services, measured by the number of customers

Source of data: DIGIT

Baseline (end 2019)	**Interim milestone** (end 2021)	**Target** (2024)
21	30	60

Result indicator 3: Overall infrastructure volume based on number of servers and amount of storage

Explanation: This indicator provides figures on the overall Infrastructure Volume in terms of number of servers available and amount of storage.The figures show a growth (in percentage) along the time.

Source of data: DIGIT

Baseline	**Interim milestone**	**Target**

(end 2019)	(end 2021, % over end 2019)	(end 2024, % over end 2019)
Number of servers: 14867	+79%	+332%
Storage capacity: 24894 Terabytes	+49%	+170%

General objective 2. A Europe fit for Digital Age
Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)
Explanation: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance
Origin of the indicator: European Commission
Source of the data: DESI
Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%)

Baseline	Interim milestone	Target
(2019)	(2022)	(2024)
52.45	increase	increase

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

Result indicator: Evolution of the level of uptake and reuse of interoperability models and solutions in EU Member States.
Explanation: The indicator measures the level on interoperability in the EU Member States, including the degree of cross-border interoperability.. It is a composite indicator and gather information from other EC sources such as DESI, combined with specific indicators on interoperability. It tracks the evolution of the EU Member States in the degree of compliance with the European Interoperability Framework.
Source of data: NIFO[23]

Baseline	Interim milestone	Target
(2019)	(2022)	(2024)
Scoreboard 1 EIF Principles: EU27 average value 4 (out of 5)	Scoreboard 1 EIF Principles: EU27 average value 4,5 (out of 5)	Scoreboard 1 EIF Principles: EU27 average value 5 (out of 5)
Scoreboard 2 EIF Interoperability layers: EU27 average value 3,8 (out of 5)	Scoreboard 2 EIF Interoperability layers: EU27 average value 4,3 (out of 5)	Scoreboard 2 EIF Interoperability layers: EU27 average value 4,8 (out of 5)
Scoreboard 3 EIF Conceptual model: U27 average value 3,6 (out of 5)	Scoreboard 1 EIF Conceptual model: U27 average value 4,1 (out of 5)	Scoreboard 1 EIF Conceptual model: U27 average value 4,6 (out of 5)

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[23] https://joinup.ec.europa.eu/collection/nifo-national-interoperability-framework-observatory

Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services.	Related to spending programme(s): DEP

Result indicator: Number of Information Systems connected to an EC-managed service or reusing a building block

Explanation: This indicator measures the degree to which DIGIT managed services support EU-wide public services.

Source of data: GOVIS and RSP Monitoring (Internal Commission's tools)

Baseline (2020)	Interim milestone (2022)	Target (2024)
~40%	46%	52%

PART 2. MODERNISING THE ADMINISTRATION

Objective: DIGIT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business	
Indicator 1: Number and percentage of first female appointments to middle management positions Source of data: EU Commission	
Baseline (female representation in management) (2020)	**Target** (2022)
6/20 (30%) female middle managers	+2 first female appointments to middle management[24]
Indicator 2: DIGIT staff engagement index Source of data: Commission staff survey	
Baseline (2018)	**Target** (2024)
68%	75%

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	
Indicator: Estimated risk at closure Source of data: AAR of DIGIT	
Baseline : (AAR 2019)	**Target :** (2024)
0,5%	Remains < 2% of relevant expenditure
Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy[25] aimed at the prevention, detection and correction[26] of fraud	

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

[25] 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'.

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

Indicator: Implementation of the actions included in [the service's] anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)	
Source of data: DIGIT annual activity report, DIGIT anti-fraud strategy, OLAF reporting	
Baseline (AAR 2019)	**Target** (2024)
60%	100% of action points implemented in time

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		
Indicator 1 : Degree of compliance of IT investments with the principles of the corporate Digital Strategy[27]		
Source of data: DIGIT – **EU-Login**		
Baseline (2018)	**Interim milestone** (2022)	**Target** (2024)
75%	85%	100%
Source of data: DIGIT – **EU Access**		
Baseline (2018)	**Interim milestone** (2022)	**Target** (2024)
0%	80%	100%
Source of data: DIGIT – **Compass Corporate**		
Baseline (2018)	**Interim milestone** (2022)	**Target** (2024)
0%	100%	100%
Indicator 2: Percentage of DIGIT's key data assets for which corporate principles for data governance have been implemented		
Source of data: DIGIT		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
Key data assets identified in the first inventory applying corporate goverance principles – end 2019, 29 key data assets incorporated in the EC data inventory	Extension to further data assets covering 10% additional DIGIT data assets – 33 key data assets in the EC data catalogue	Extension to further data assets covering 15% additional DIGIT data assets – 38 key data assets in the EC data catalogue
Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance		
Source of data: EU Commission		
Baseline (2018)	**Interim milestone** (2022)	**Target** (2024)

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[27] The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

An estimated 5% of statutory staff in DIGIT has attended Data Protection awareness activities	50% of existing staff attended Data Protection training and awareness sessions	All current DIGIT statutory staff have attended Data Protecction training and awareness sessions
New staff receive no obligatory data protection briefings	Information pack developed and distributed to all non-statutory staff	All new DIGIT statutory staff have to attend an obligatory data protection briefing on arrival
Non-Statutory staff does not systematically receive information on data protection policy, rules and procedure at DIGIT	Website revamped	All DIGIT non-statutory staff receive on arrival an information package outlining DIGIT's data protection policy, rules and procedures

Electronically signed on 03/09/2020 20:22 (UTC+02) in accordance with article 4.2 (Validity of electronic documents) of Commission Decision 2004/563

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