



2019

Annual Activity Report

Annexes

DIGIT

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ANNEXES

ANNEX 1: Statement of the Resources Director

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Director-General on the overall state of internal control in the DG.

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

Brussels, 31 March 2020

Petra KNEUER

(e-signed)

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

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

This annex is the annex of section 2.2 “Other organisational management dimensions”.

Human Resource Management

Objective: The DG deploys effectively its resources in support of the delivery of the Commission’s priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.			
Indicator 1: Percentage of female representation in middle management <i>Source of data: Targets for female representations in management functions in the European Commission for the years 2015-2019 [SEC(2015)336]</i>			
Baseline (2015)	Target (decided at Commission level) (2019)	Latest known results (2019)	
22.7%	35%	30%	
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being <i>Source of data: Commission staff survey</i>			
Baseline (2014)	Target (2019)	Latest known results (2018)	
34%	40%	58%	
Indicator 3: Staff engagement index <i>Source of data: Commission staff survey</i>			
Baseline (2014)	Target (2019)	Latest known results (2018)	
65.7%	69%	68%	
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
HR-1 Increase of overall staff satisfaction & productivity	a) Staff Engagement: The baseline indicator for staff engagement remains the staff Survey 2016 (63%). An increase of 5% is targeted in the 2018 staff survey. Should this target not be achieved, an action plan will be formulated to further increase staff engagement.	a) 68% (+5%)	a) Target reached: “Staff Engagement Index” in Staff Survey 2018: 68%

	<p>b) Wellbeing: Continue to supporting DG HR in putting into practice the Fit@Work Strategy and Action Plan.</p> <p>Baseline: Wellbeing index score of staff survey 2016: 56%.</p>	<p>b) 61% (+5%).</p>	<p>b) Target partially reached²:</p> <p>“Well-being and Work-life balance” in Staff Survey 2018: 58%</p> <p>Full collaboration with DG HR on implementing the Fit@Work Strategy and Action Plan throughout the year</p> <ul style="list-style-type: none"> - Communications to staff on “Digital Break” and “Work-life balance for parents” initiatives - DIGIT Activity fair on 24.09 as part of the European Week of Sport.
<p>HR-2 Planning and execution of a comprehensive Learning & Development Plan</p>	<p>a) Optimal planning and execution of DIGIT’s L&D needs through external training budget plan.</p> <p>b) In close cooperation with the AMC, encourage and support career development opportunities of staff through career guidance, targeted coaching, workshops, mobility, etc.</p> <p>Baseline: Staff survey 2016</p> <ul style="list-style-type: none"> - Current Job: 64% - Professional Future: 33% 	<p>a) Full coverage of identified learning needs of DIGIT staff by external training budget of DG HR in 2019.</p> <p>b) Implementation of career guidance and development programs (See above: talent management)</p> <ul style="list-style-type: none"> - Current Job: 67% (+3%) - Professional Future: 33% (+3%) 	<p>a) Target reached:</p> <p>97,1% of L&D budget 2019 consumed by the end of the year</p> <p>b) Target partially reached³:</p> <p>Staff Survey 2018:</p> <ul style="list-style-type: none"> - “My Job” = 65% (+1%) - “Professional Future” = 43% (+10%) <p>Throughout the year a wide range of career support and development actions have been implemented (many in context of the DG’s staff survey</p>

² The scores of the staff survey 2016 and 2018 are not fully comparable as they use different parameters / questions as their input. This being taken into account, the 2018 score shows an increase of 2% since 2016 (yet 3% short of 2019 target).

³ The scores of the staff survey 2016 and 2018 are not fully comparable as they use different parameters / questions as their input. This being taken into account, the 2018 score for the rough equivalents “My Job” and “Professional Future” show an increase of +1% (2% below target) and +10% (7% above target) respectively from 2016.

			<p>development plan):</p> <ul style="list-style-type: none"> - Individual coaching packages for in the context of the DIGIT Talent Development Scheme (with focus on female talents). - Active promotion of the AMC's career guidance services to staff - Open call for expression of mobility into the Data services in DIGIT
<p>HR-3 Continued implementation of DIGIT HR Strategy aimed to sustain the delivery of DIGIT's priorities in the coming years (see above: HR strategic planning)</p>	<p>a) HR planning related to the consolidation of the Digital Pole in Luxembourg</p> <p>b) Reflection on the conversion of some external providers into statutory staff</p> <p>c) Timely and effective succession planning at all levels</p> <p>d) Integration of new staff members resulting from synergy and efficiency__project on ICT</p>	<p>Implementation of set measures and strategic goals specified above</p>	<p>a) Target achieved</p> <p>b) Target achieved</p> <p>c) Target achieved: Junior and middle management positions are constantly monitored by the DIGIT BC Team. An internal pool of potential management successors is being built up in the context of the in-house AD male & female talent development, by providing individual coaching, career guidance, training (see <i>HR-2b above</i>).</p> <p>d) Target achieved</p>
<p>HR-4</p> <p>Ensuring understanding of Personal Data Protection in DIGIT – awareness raising campaign</p>	<p>Awareness raising campaign amongst DIGIT staff launched.</p> <p>Number of trainings launched and attended by DIGIT staff.</p>	<p>Launch of DP trainings and awareness raising campaign by end of 2019.</p>	<p>Target reached:</p> <p>The Data Protection Team has delivered a number of ad hoc information / awareness raising sessions with DIGIT staff.</p>

<p>HR – 5</p> <p>Action plan as follow-up of staff opinion survey 2018</p>	<p>Approval of action plan by Director-General</p>	<p>By end of Q2 2019</p>	<p>Target reached</p> <p>Staff Survey Development Plan for DIGIT has been drafted and mostly implemented (some actions still ongoing). Implemented /ongoing actions include:</p> <ul style="list-style-type: none"> - Wellbeing: various communications to staff on Fit@Work activities and initiatives (see HR-1b) - L&D: Encouraging knowledge sharing of colleagues having participated in and L&D activity via Blog on DIGIT intranet. - Management: Weekly senior management meeting flash reports published for transparency. Monthly “Coffee with Directors” organised as informal chats for management accessibility and silo breaking.
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Financial Management: Internal control and Risk management

Objective 1: Effective and reliable internal control system providing the necessary assurance regarding <u>the legality and regularity</u> of underlying transactions			
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
IC- 1 Implementation of the programme of checks in line with the control strategy	Error rate detected	less than 2%	Less than 2%

Objective 2: Effective and reliable internal control system in line with <u>sound financial management.</u>			
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
IC – 2 Cost-effectiveness of controls on :		Maintain same levels as in AAR 2018 (latest known results AAR 2018):	
Procurement payments &	Positive conclusion in AAR 2019	payments costs/funds = 0.50%	Payments costs/funds = 0.49%
Revenues (charge-back services)	Positive conclusion in AAR 2019	procurement costs/funds = 0.046%	procurement costs/funds = 0.18%
		Chargeback Costs/funds = 0.35%	Chargeback Costs/funds = 0.36%
IC – 3 Timely execution of payments	Percentage of payments on the administrative budget made within the time limits	> 95%	AAR 2019 : 97.6%
		Latest known result AAR 2017 : 98.5%	
IC – 4 Internal Control overall assessment	Positive conclusions in AAR 2019 for each IC component	Maintain or improve conclusions for each IC	AAR 2019 :

		component Latest known results AAR 2018: Control Environment-> category 1 Risk Assessment-> category 1 Control Activities-> category 3 Information and Communication -> category 1 Monitoring activities -> category 1	Control Environment-> category 1 Risk Assessment-> category 1 Control Activities-> category 2 Information and Communication -> category 1 Monitoring activities -> category 1
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Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
IC-5 Implementation of an up-to-date anti- fraud strategy	Anti-fraud strategy up to date and implemented.	Anti-fraud strategy will be updated once the corporate CAFS is available. Actions planned in the current strategy will be timely implemented by 31/12/2019	Anti-fraud strategy will be updated once the corporate CAFS is available. Actions planned in the current strategy was timely implemented by 31/12/2019

Information management aspects

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable			
Indicator 1: Percentage of registered documents that are not filed (ratio) Source of data: Hermes-Ares-Nomcom (HAN) ⁴ statistics			
Baseline (2015)	Target (2020)	Latest known results (2019)	
2.28%	0%	0.75%	
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG Source of data: HAN statistics			
Baseline (2015)	Target (2020)	Latest known results (2019)	
73.93%	80%	71,7%	
Indicator 3: Percentage of HAN files shared with other DGs Source of data: HAN statistics			
Baseline (2015)	Target (2020)	Latest known results (2019)	
0.25%	2%	24,8%	
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
IM-1 Maintain effective document management system (mature procedure in DIGIT). If/where appropriate, review procedures in place with a view to optimise the process.	Overall compliance with the composite indicator published annually by the Secretariat General.	Compliance maintained.	Compliance maintained

⁴ Suite of tools designed to implement the e-Domec policy rules.

External communication activities

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.			
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
EC – 1 Connecting Europe Facilities - Provide interoperable solutions to Member States:			
<p>1. Regular and balanced promotion of the CEF building blocks (new and established) via CEF Digital and relevant social media.</p> <p>2. Raise awareness of the CEF Context Broker building block (especially on IoT and Smart Cities), eArchiving building block and Big Data Test Infrastructure (BDTI).</p> <p>3. Support CEF eInvoicing building block ahead of 18 April 2019 legal deadline and beyond (deadline extendable for regional and local actors).</p>	<p>1. Number of articles and Success Stories published.</p> <p>2. Dissemination and promotion activities for broadening the stakeholder base and increase engagement with them; Monitoring uptake with regard to functionality and geographical spread</p> <p>3. a) Onboarding of public and private sector stakeholders'</p>	<p>1. Minimum 10 per month on average published.</p> <p>2. Regular news and Success Stories on CEF Digital published. Relevant events organised and supported.</p> <p>3. a) Reinforced support to Member States lagging behind in terms of uptake of eInvoicing</p>	<p>1. Advanced as expected both on CEF Digital and Social Media: 132 articles and 15 Success Stories during 2019 alone> CEF Digital reached over a million unique page views in 2019.</p> <p>2. Progress as expected both on CEF Digital and Social Media, in addition to several events organised and supported, including several ones for the new Blockchain building blocks:</p> <p>a) 658 participants (online and onsite) in the meet eArchiving event.</p> <p>b) The building blocks are included in the important smart cities declaration "Join, Boost, Sustain"</p> <p>c) Over 500 registrations to the PcP Blockchain webinar and 250 for the Sigital Innovation Challenge webinar.</p> <p>3. a) Progress as expected, support provided to several Member States, including the creation of country sheets, published on CEF Digital.</p>

<p>4. Promote the interconnection of national eID means in the context of eIDAS.</p>	<p>b) Information campaigns</p> <p>c) Success Stories</p> <p>d) Organise and promote trainings in MS (even after legal deadline)</p> <p>4. a) Promote eIDAS material in collaboration with DG CNECT</p> <p>b) Success Stories on implementation of eID building blocks</p>	<p>b) One social media campaign launched</p> <p>c) Minimum four Success Stories published</p> <p>d) Minimum five trainings in the MS organised</p> <p>4. a) Minimum three articles published</p> <p>b) Minimum three success stories published</p>	<p>b) Campaign launched together with DG GROW to celebrate the deadline date.</p> <p>c) 10 Success Stories published so far and several news items.</p> <p>d) 12 training courses (AT, HR, CY, DK, EE, FI, HU, IE, IT, LV, RO)</p> <p>4. a) 30 articles published on Social Media and CEF Digital</p> <p>b) Four Success Story published about eSignature, eight about eID and 15 published about eDelivery</p>
<p>EC – 2 Promotion of the ISA2 programme: Constantly promoting the use of the programme's outcomes through conferences, workshops, meetings, presentations, the ISA² website, Twitter and LinkedIn account, electronic and paper publications, direct mailings to stakeholders using the ISA² communication</p>	<p>a) 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.</p>	<p>a.1) At least 40 events attended with an active participation.</p> <p>a.2) ISA² events organised:</p> <ul style="list-style-type: none"> • At least two major events 	<p>a.1) During 2019, ISA² programme was represented in 29 events across EU and beyond promoting solutions of the programme to different stakeholders. Different formats were used to present ISA² programme: presence with a stand, speaker with a stand and also a panel with a stand.</p> <p>a.2) 2 major conferences were organised during the course of the year: 2nd Sharing & Reuse conference in Bucharest during the 1st half and an annual SEMIC conference in</p>

<p>strategy guiding instrument.</p>		<p>organised p.a.</p> <ul style="list-style-type: none"> • At least 5 web conferences organised. 	<p>Helsinki, Finland during the 2nd half of the year. SEMIC 2019 has gathered around 200 participants on site and more than 180 followers online.</p> <p>During the year 10 targeted workshops and webinars have been held with more than 3500 active participants. The ISA² website played an important role spreading the news about the solutions and achievements of the programme with website traffic reaching more than 150 000 visitors. Social media channels input has increased as number of followers has reached almost 3000.</p>
<p>EC-3 EU FOSSA Free and Open Source Software Auditing: DIGIT is implementing this programme and will launch several communication campaigns and one big event</p>	<p>a.1) Coverage of the programme in specialist journals</p> <p>a.2) Event organised</p>	<p>a.1) Coverage in at least 5 major online publications per quarter of activity</p> <p>a.2) An event, targeting one of the open source communities organised with participation of the community's key contributors</p>	<p>Achieved Excellent results</p> <p>a.1) hundreds of online publications including Forbes, Der Spiegel, Le Monde, Bleepingcomputer, Threat Post, ZDnet and Security Boulevard</p> <p>a.2) Three hackathon events including important open source communities (Symphony, Apache Software foundation, PHP) and EU open source projects.</p> <p>A joint DIGIT/CNECT conference event on the future of open source software and hardware "Open Source beyond 2020 - Powering a Digital Europe" with the wide participation of:</p> <ul style="list-style-type: none"> - key decision makers and buyers from European Public Services and the Private sector - Large/medium/small and micro open source software and hardware companies - open source software and hardware professional services companies including SMEs. - Academia

	a.3) Sufficient advertising of the bug bounties	a.3) Active participation of researchers in the bug bounties.	a3) Huge participation of researchers (in the magnitude of thousands) discovering hundreds of vulnerabilities including some critical once.
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ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - DG DIGIT - Financial Year 2019**Table 1 : Commitments****Table 2 : Payments****Table 3 : Commitments to be settled****Table 4 : Balance Sheet****Table 5 : Statement of Financial Performance****Table 5 Bis: Off Balance Sheet****Table 6 : Average Payment Times****Table 7 : Income****Table 8 : Recovery of undue Payments****Table 9 : Ageing Balance of Recovery Orders****Table 10 : Waivers of Recovery Orders****Table 11 : Negotiated Procedures****Table 12 : Summary of Procedures****Table 13 : Building Contracts****Table 14 : Contracts declared Secret****Table 15 : FPA duration exceeds 4 years**

Additional comments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG DIGIT

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0,23	0,23	100,00 %
	01 04	Financial operations and instruments	0,03	0,03	99,51 %
Total Title 01			0,26	0,26	99,94 %

Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1,31	1,31	99,99 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1,47	1,24	84,40 %
	02 03	Internal market for goods and services	1,2	1,2	100,00 %
Total Title 02			3,98	3,75	94,22 %

Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,73	0,73	100,00 %
	04 02	European Social Fund (ESF)	0,19	0,19	100,00 %
	04 03	Employment, Social Affairs and Inclusion	1,45	1,45	100,00 %
Total Title 04			2,37	2,37	100,00 %

Title 05 Agriculture and rural development					
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0,2	0,2	99,98 %
	05 04	Rural development	0,23	0,23	99,94 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0,33	0,33	99,96 %
Total Title 05			0,76	0,76	99,96 %

Title 06 Mobility and transport					
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0,92	0,92	99,99 %
	06 02	European transport policy	0,47	0,47	99,99 %
	06 03	Horizon 2020 - Research and innovation related to transport	0,17	0,17	96,61 %
Total Title 06			1,56	1,55	99,62 %

Title 07 Environment					
07	07 01	Administrative expenditure of the 'Environment' policy area	0,32	0,32	100,00 %
Total Title 07			0,32	0,32	100,00 %

Title 08 Research and innovation					
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Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 30/03/2020

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG DIGIT

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	9,47	9,47	100,00 %
Total Title 08			9,47	9,47	100,00 %

Title 09 Communications networks, content and technology

09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	1,98	1,98	100,00 %
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	21,62	21,62	100,00 %
	09 04	Horizon 2020	0,02	0,02	100,00 %
Total Title 09			23,61	23,61	100,00 %

Title 10 Direct research

10	10 01	Administrative expenditure of the 'Direct research' policy area	2,52	2,52	100,00 %
Total Title 10			2,52	2,52	100,00 %

Title 11 Maritime affairs and fisheries

11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0,09	0,09	99,88 %
	11 06	European Maritime and Fisheries Fund (EMFF)	0,66	0,66	99,99 %
Total Title 11			0,75	0,75	99,98 %

Title 12 Financial stability, financial services and capital markets union

12	12 02	Financial services and capital markets	0,03	0,03	100,00 %
Total Title 12			0,03	0,03	100,00 %

Title 13 Regional and urban policy

13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	1,79	1,79	99,99 %
	13 03	European Regional Development Fund and other regional operations	0,27	0,27	99,93 %
Total Title 13			2,06	2,06	99,98 %

Title 14 Taxation and customs union

14	14 02	Customs	3,87	3,87	100,00 %
	14 03	Taxation	1,34	1,34	100,00 %
	14 04	Policy strategy and coordination	0	0	0,00 %
Total Title 14			5,21	5,21	100,00 %

Title 15 Education and culture

15	15 01	Administrative expenditure of the 'Education and culture' policy area	2,69	2,32	86,52 %
	15 02	Erasmus+ programme	0,58	0,58	100,00 %

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

Refresh date : 30/03/2020

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG DIGIT

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
	15 05	European Solidarity Corps	0,2	0,2	100,00 %
Total Title 15			3,47	3,11	89,56 %

Title 16 Communication

16	16 01	Administrative expenditure of the 'Communication' policy area	1	1	100,00 %
	16 03	Communication actions	5,98	5,98	100,00 %
Total Title 16			6,98	6,98	100,00 %

Title 17 Health and food safety

17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0,79	0,79	99,99 %
	17 03	Public health	0,97	0,97	100,00 %
	17 04	Food and feed safety, animal health, animal welfare and plant health	1,89	1,89	100,00 %
Total Title 17			3,65	3,65	100,00 %

Title 18 Migration and home affairs

18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0,57	0,57	99,94 %
	18 02	Internal security		0	
	18 03	Asylum and migration	0,4	0,4	100,00 %
	18 04	Fostering European citizenship	0,48	0,48	100,00 %
Total Title 18			1,44	1,44	99,98 %

Title 19 Foreign policy instruments

19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,55	0,55	99,98 %
Total Title 19			0,55	0,55	99,98 %

Title 20 Trade

20	20 02	Trade policy	0,68	0,68	100,00 %
Total Title 20			0,68	0,68	100,00 %

Title 21 International cooperation and development

21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	9,45	9,32	98,58 %
	21 08	Development and cooperation worldwide	0,1	0,1	100,00 %
Total Title 21			9,55	9,42	98,60 %

Title 22 Neighbourhood and enlargement negotiations

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG DIGIT

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	5,52	5,52	100,00 %
	22 02	Enlargement process and strategy		0	
Total Title 22			5,52	5,52	100,00 %

Title 23 Humanitarian aid and civil protection

23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0,11	0,11	100,00 %
	23 03	The Union Civil Protection Mechanism	0,24	0,24	100,00 %
	23 04	EU Aid Volunteers initiative	0,27	0,26	99,94 %
Total Title 23			0,62	0,62	99,98 %

Title 24 Fight against fraud

24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0,54	0,54	100,00 %
Total Title 24			0,54	0,54	100,00 %

Title 25 Commission's policy coordination and legal advice

25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	9,34	9,34	99,99 %
Total Title 25			9,34	9,34	99,99 %

Title 26 Commission's administration

26	26 01	Administrative expenditure of the 'Commission's administration' policy area	50,12	47,37	94,51 %
	26 03	Services to public administrations, businesses and citizens	16,67	16,39	98,34 %
Total Title 26			66,79	63,77	95,47 %

Title 27 Budget

27	27 01	Administrative expenditure of the 'Budget' policy area	0,58	0,57	99,91 %
Total Title 27			0,58	0,57	99,91 %

Title 28 Audit

28	28 01	Administrative expenditure of the 'Audit' policy area	0,13	0,13	100,00 %
Total Title 28			0,13	0,13	100,00 %

Title 29 Statistics

29	29 01	Administrative expenditure of the 'Statistics' policy area	0,13	0,13	99,97 %
	29 02	The European statistical programme	6,12	6,12	100,00 %
Total Title 29			6,24	6,24	100,00 %

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

Refresh date : 30/03/2020

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG DIGIT

			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 31 Language services					
31	31 01	Administrative expenditure of the 'Language services' policy area	0,97	0,97	99,97 %
Total Title 31			0,97	0,97	99,97 %
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area	0,69	0,69	99,99 %
	32 02	Conventional and renewable energy	0	0	0,00 %
	32 03	Nuclear energy	0,09	0,09	99,88 %
	32 04	Horizon 2020 - Research and innovation related to energy	0,11	0,11	99,97 %
Total Title 32			0,88	0,88	99,98 %
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0,44	0,44	100,00 %
	33 02	Rights, equality and citizenship	0,16	0,16	99,99 %
	33 03	Justice	0,58	0,58	100,00 %
	33 04	Consumer programme	0,45	0,45	100,00 %
Total Title 33			1,64	1,64	100,00 %
Title 34 Climate action					
34	34 01	Administrative expenditure in the 'Climate action' policy area	0,65	0,65	100,00 %
Total Title 34			0,65	0,65	100,00 %
Title XX Administrative Expenditure allocated to policy areas					
XX	XX 01	Administrative Expenditure allocated to policy areas	167,05	162,86	97,49 %
Total Title XX			167,05	162,86	97,49 %
Total DG DIGIT			340,18	332,22	97,66 %

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

% Outturn on Commitment Appropriations in 2019 for DG DIGIT

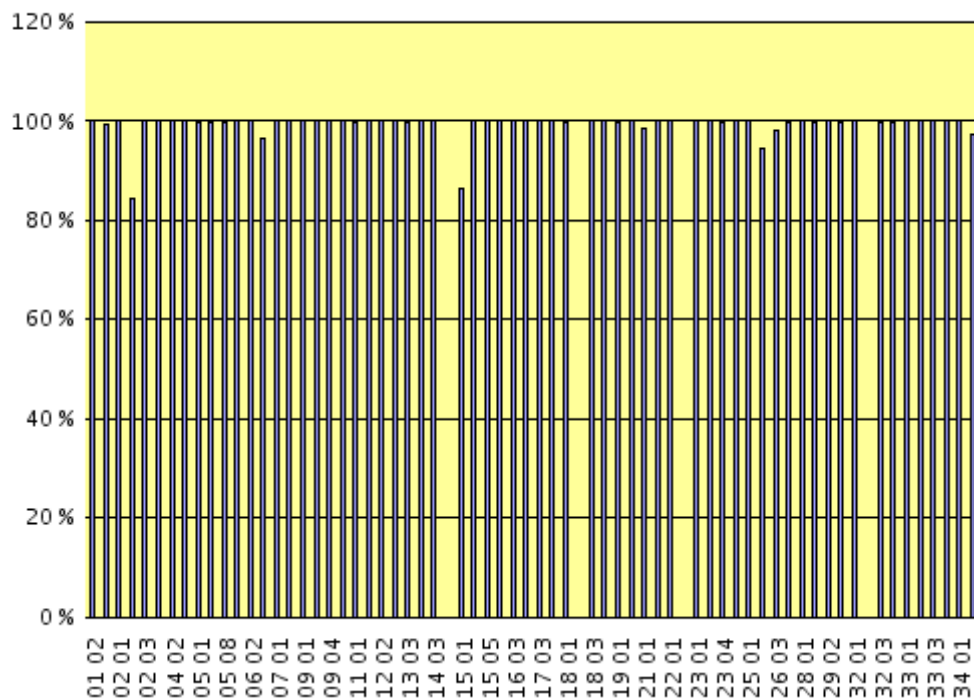


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG DIGIT					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0,1	0,1	100,00 %
	01 04	Financial operations and instruments	0	0	#DIV/0
Total Title 01			0,1	0,1	100,00%
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1,31	0,9	68,54 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1,48	0,3	19,91 %
	02 03	Internal market for goods and services	1,07	1,07	100,00 %
Total Title 02			3,87	2,27	58,62%
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,73	0,55	76,01 %
	04 02	European Social Fund (ESF)	0,13	0,13	100,00 %
	04 03	Employment, Social Affairs and Inclusion	1,31	1,31	100,00 %
Total Title 04			2,16	1,99	91,91%
Title 05 Agriculture and rural development					
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0,2	0,03	14,08 %
	05 04	Rural development	0,38	0,38	100,00 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0,38	0,4	106,45 %
Total Title 05			0,96	0,81	84,82%
Title 06 Mobility and transport					
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0,92	0,78	85,25 %
	06 02	European transport policy	1,02	1,01	99,54 %
	06 03	Horizon 2020 - Research and innovation related to transport	0,17	0	0,00 %
Total Title 06			2,11	1,8	85,14%
Title 07 Environment					
07	07 01	Administrative expenditure of the 'Environment' policy area	0,32	0,15	45,83 %
Total Title 07			0,32	0,15	45,83%
Title 08 Research and innovation					
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	9,47	10,66	112,63 %
Total Title 08			9,47	10,66	112,63%
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	1,98	1,73	87,46 %
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	13,52	13,47	99,63 %
	09 04	Horizon 2020	0,08	0,08	100,00 %
Total Title 09			15,58	15,28	98,08%

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

Refresh date : 30/03/2020

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG DIGIT					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	2,52	3,52	139,60 %
Total Title 10			2,52	3,52	139,60%
Title 11 Maritime affairs and fisheries					
11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0,09	0,09	107,78 %
	11 06	European Maritime and Fisheries Fund (EMFF)	0,84	0,81	97,03 %
Total Title 11			0,92	0,91	98,05%
Title 12 Financial stability, financial services and capital markets union					
12	12 02	Financial services and capital markets	0,29	0,29	100,00 %
Total Title 12			0,29	0,29	100,00%
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	1,79	1,74	97,58 %
	13 03	European Regional Development Fund and other regional operations	0,57	0,57	100,00 %
Total Title 13			2,36	2,31	98,17%
Title 14 Taxation and customs union					
14	14 02	Customs	3,2	3,2	100,00 %
	14 03	Taxation	0,53	0,53	100,00 %
	14 04	Policy strategy and coordination	0	0	#DIV/0
Total Title 14			3,73	3,73	100,00%
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	2,69	1,96	72,93 %
	15 02	Erasmus+ programme	0,05	0,05	100,00 %
	15 05	European Solidarity Corps	0,4	0,2	49,92 %
Total Title 15			3,14	2,21	70,44%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	1	0,8	80,01 %
	16 03	Communication actions	6,19	6,19	100,00 %
Total Title 16			7,19	6,99	97,21%
Title 17 Health and food safety					
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0,79	1,01	127,87 %
	17 03	Public health	1,19	1,19	100,00 %
	17 04	Food and feed safety, animal health, animal welfare and plant health	1,26	1,26	100,00 %
Total Title 17			3,24	3,46	106,82%
Title 18 Migration and home affairs					
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0,57	0,57	100,76 %
	18 03	Asylum and migration	0,31	0,31	100,00 %

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Refresh date : 30/03/2020

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG DIGIT					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
18	18 04	Fostering European citizenship	0,27	0,26	96,23 %
Total Title 18			1,14	1,14	99,50%
Title 19 Foreign policy instruments					
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,55	0,75	134,66 %
Total Title 19			0,55	0,75	134,66%
Title 20 Trade					
20	20 02	Trade policy	0,25	0,25	100,00 %
Total Title 20			0,25	0,25	100,00%
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	9,45	11	116,37 %
	21 08	Development and cooperation worldwide	0,05	0,2	441,74 %
Total Title 21			9,5	11,2	117,91%
Title 22 Neighbourhood and enlargement negotiations					
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	5,52	3,27	59,22 %
Total Title 22			5,52	3,27	59,22%
Title 23 Humanitarian aid and civil protection					
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0,11	0,18	163,50 %
	23 03	The Union Civil Protection Mechanism	0,37	0,37	99,91 %
	23 04	EU Aid Volunteers initiative	0,17	0,17	100,00 %
Total Title 23			0,66	0,73	110,70%
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0,54	0,41	74,92 %
Total Title 24			0,54	0,41	74,92%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	8,77	8,17	93,14 %
Total Title 25			8,77	8,17	93,14%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	62,71	47,94	76,45 %
	26 03	Services to public administrations, businesses and citizens	29,59	19,53	66,00 %
Total Title 26			92,29	67,46	73,10%
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area	0,58	0,49	84,68 %
Total Title 27			0,58	0,49	84,68%
Title 28 Audit					
28	28 01	Administrative expenditure of the 'Audit' policy area	0,13	0,05	38,12 %

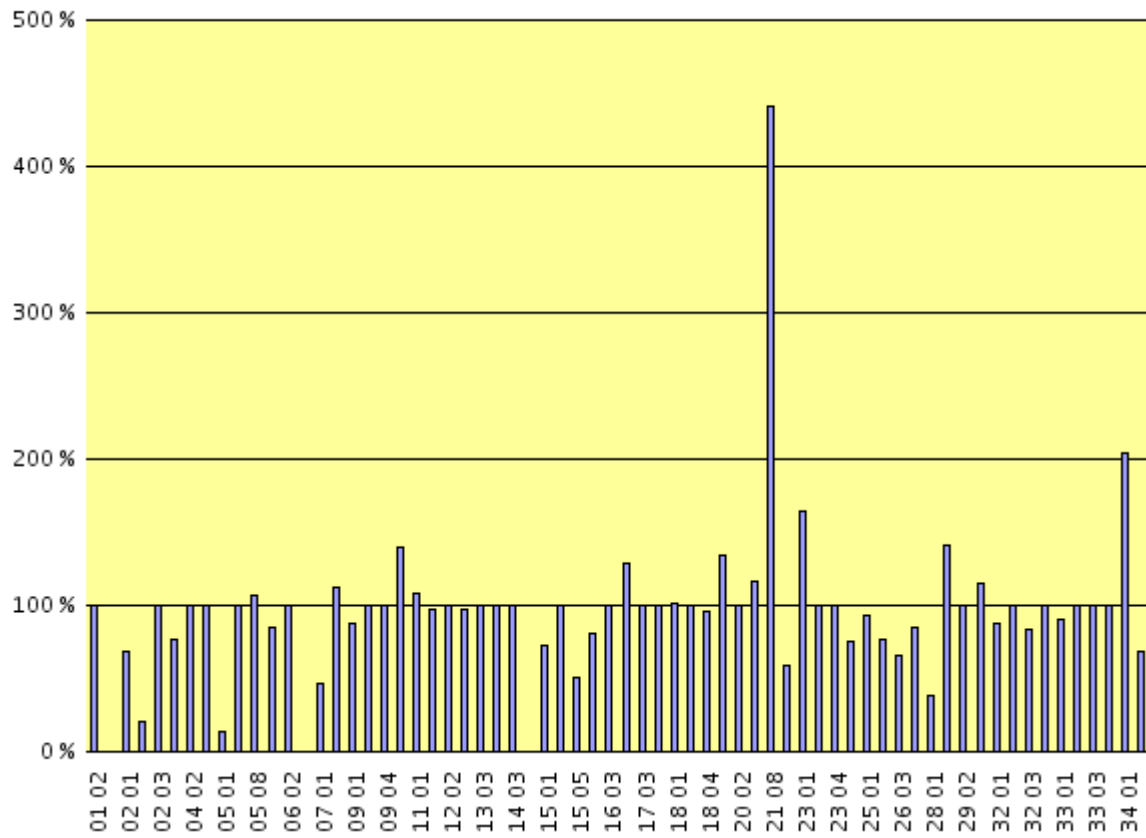
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TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG DIGIT					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Total Title 28			0,13	0,05	38,12%
Title 29 Statistics					
29	29 01	Administrative expenditure of the 'Statistics' policy area	0,13	0,18	140,90 %
	29 02	The European statistical programme	4,62	4,62	100,00 %
Total Title 29			4,74	4,79	101,08%
Title 31 Language services					
31	31 01	Administrative expenditure of the 'Language services' policy area	0,97	1,12	114,64 %
Total Title 31			0,97	1,12	114,64%
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area	0,69	0,6	86,85 %
	32 02	Conventional and renewable energy	0,29	0,29	100,00 %
	32 03	Nuclear energy	0,06	0,05	83,30 %
	32 04	Horizon 2020 - Research and innovation related to energy	0,04	0,04	100,00 %
Total Title 32			1,08	0,98	90,72%
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0,44	0,4	90,43 %
	33 02	Rights, equality and citizenship	0,12	0,12	100,00 %
	33 03	Justice	0,69	0,69	100,00 %
	33 04	Consumer programme	0,67	0,67	100,00 %
Total Title 33			1,92	1,88	97,80%
Title 34 Climate action					
34	34 01	Administrative expenditure in the 'Climate action' policy area	0,65	1,34	204,37 %
Total Title 34			0,65	1,34	204,37%
Title XX Administrative Expenditure allocated to policy areas					
XX	XX 01	Administrative Expenditure allocated to policy areas	246,05	166,62	67,72 %
Total Title XX			246,05	166,62	67,72%
Total DG DIGIT			433,3	327,1	75,49 %

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

% Outturn on Payment Appropriations in 2019 for DG DIGIT



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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 02	Economic and monetary union	0,23	0,00	0,23	100,00%	0,02	0,25	0,12
	01 04	Financial operations and instruments	0,03		0,03	100,00%	0,00	0,03	0,00
Total Title 01			0,26	0,00	0,26	100,00%	0,02	0,28	0,12

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	1,31	0,25	1,07	81,26%	0,00	1,07	0,65
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1,24	0,06	1,19	95,55%	0,00	1,19	0,24
	02 03	Internal market for goods and services	1,20	0,14	1,06	88,58%	0,06	1,12	1,00
Total Title 02			3,75	0,44	3,31	88,33%	0,06	3,37	1,89

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Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,73	0,28	0,45	61,86%	0,00	0,45	0,29
	04 02	European Social Fund (ESF)	0,19	0,04	0,14	76,74%	0,00	0,14	0,08
	04 03	Employment, Social Affairs and Inclusion	1,45	0,77	0,68	47,02%	0,01	0,69	0,55
Total Title 04			2,37	1,09	1,28	53,97%	0,01	1,28	0,92

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Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
05	05 01	Administrative expenditure of the 'Agriculture and rural development' policy area	0,20	0,00	0,19	97,53%	0,00	0,19	0,02
	05 04	Rural development	0,23	0,18	0,05	22,23%	0,02	0,07	0,22
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0,33	0,24	0,09	27,52%	0,00	0,09	0,16
Total Title 05			0,76	0,42	0,34	44,15%	0,02	0,35	0,40

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Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 01	Administrative expenditure of the 'Mobility and transport' policy area	0,92	0,46	0,46	49,83%	0,00	0,46	0,32
	06 02	European transport policy	0,47	0,23	0,24	50,40%	0,03	0,26	0,82
	06 03	Horizon 2020 - Research and innovation related to transport	0,17		0,17	100,00%	0,00	0,17	0,00
Total Title 06			1,55	0,69	0,86	55,42%	0,03	0,89	1,15

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
07	07 01	Administrative expenditure of the 'Environment' policy area	0,32	0,01	0,31	96,43%	0,00	0,31	0,14
Total Title 07			0,32	0,01	0,31	96,43%	0,00	0,31	0,14

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	9,47	4,83	4,64	49,00%	0,00	4,64	5,85
Total Title 08			9,47	4,83	4,64	49,00%	0,00	4,64	5,85

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Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	1,98	1,06	0,91	46,24%	0,00	0,91	0,67
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	21,62	1,84	19,79	91,51%	9,13	28,91	20,76
	09 04	Horizon 2020	0,02	0,00	0,02	100,00%	0,00	0,02	0,08
Total Title 09			23,61	2,90	20,72	87,73%	9,13	29,84	21,51

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
10	10 01	Administrative expenditure of the 'Direct research' policy area	2,52	0,57	1,95	77,25%	0,00	1,95	2,98
Total Title 10			2,52	0,57	1,95	77,25%	0,00	1,95	2,98

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TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
11	11 01	Administrative expenditure of the 'Maritime affairs and fisheries' policy area	0,09	0,03	0,05	61,66%	0,00	0,05	0,06
	11 06	European Maritime and Fisheries Fund (EMFF)	0,66	0,13	0,53	80,31%	0,10	0,63	0,78
Total Title 11			0,75	0,16	0,59	78,13%	0,10	0,69	0,84

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
12	12 02	Financial services and capital markets	0,03	0,00	0,03	100,00%	0,08	0,11	0,37
Total Title 12			0,03	0,00	0,03	100,00%	0,08	0,11	0,37

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	1,79	1,08	0,71	39,50%	0,00	0,71	0,66
	13 03	European Regional Development Fund and other regional operations	0,27	0,25	0,02	5,74%	0,00	0,02	0,32
Total Title 13			2,06	1,33	0,72	35,11%	0,00	0,72	0,98

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Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
14	14 02	Customs	3,87	1,76	2,10	54,39%	0,84	2,94	2,27
	14 03	Taxation	1,34	0,03	1,31	97,75%	0,34	1,65	0,84
	14 04	Policy strategy and coordination	0,00		0,00	0,00%	0,01	0,01	0,01
Total Title 14			5,21	1,79	3,41	65,55%	1,19	4,60	3,12

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
15	15 01	Administrative expenditure of the 'Education and culture' policy area	2,32	0,69	1,63	70,13%	0,00	1,63	1,27
	15 02	Erasmus+ programme	0,58	0,00	0,58	99,49%	0,00	0,58	0,05
	15 05	European Solidarity Corps	0,20	0,00	0,20	100,00%	0,22	0,42	0,42
Total Title 15			3,11	0,70	2,41	77,56%	0,22	2,63	1,73

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Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
16	16 01	Administrative expenditure of the 'Communication' policy area	1,00	0,38	0,62	62,02%	0,00	0,62	0,42
	16 03	Communication actions	5,98	0,39	5,58	93,45%	0,92	6,50	6,71
Total Title 16			6,98	0,77	6,21	88,93%	0,92	7,12	7,13

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0,79	0,25	0,54	68,52%	0,00	0,54	0,76
	17 03	Public health	0,97	0,49	0,48	49,54%	0,05	0,53	0,75
	17 04	Food and feed safety, animal health, animal welfare and plant health	1,89	0,00	1,89	100,00%	0,01	1,90	1,28
Total Title 17			3,65	0,74	2,91	79,80%	0,06	2,98	2,80

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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0,57	0,09	0,48	84,32%	0,00	0,48	0,48
	18 02	Internal security	0,00		0,00	0,00%	0,00	0,00	0,31
	18 03	Asylum and migration	0,40	0,08	0,32	80,33%	0,00	0,32	0,23
	18 04	Fostering European citizenship	0,48	0,01	0,47	97,86%	0,00	0,47	0,24
Total Title 18			1,44	0,18	1,26	87,71%	0,00	1,26	1,27

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,55	0,21	0,34	62,05%	0,00	0,34	0,54
Total Title 19			0,55	0,21	0,34	62,05%	0,00	0,34	0,54

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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Trade policy	0,68	0,05	0,63	92,84%	0,00	0,63	0,20
Total Title 20			0,68	0,05	0,63	92,84%	0,00	0,63	0,20

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	9,32	4,39	4,93	52,89%	0,00	4,93	6,79
	21 08	Development and cooperation worldwide	0,10	0,02	0,08	76,59%	0,00	0,08	0,18
Total Title 21			9,42	4,41	5,00	53,14%	0,00	5,01	6,97

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TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	5,52	1,69	3,83	69,42%	0,00	3,83	1,58
	22 02	Enlargement process and strategy	0,00		0,00	0,00%	0,00	0,00	0,00
Total Title 22			5,52	1,69	3,83	69,42%	0,00	3,83	1,58

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0,11	0,09	0,02	20,73%	0,00	0,02	0,09
	23 03	The Union Civil Protection Mechanism	0,24	0,08	0,16	65,99%	0,00	0,16	0,29
	23 04	EU Aid Volunteers initiative	0,26	0,02	0,25	92,64%	0,12	0,36	0,27
Total Title 23			0,62	0,19	0,43	69,24%	0,12	0,54	0,66

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Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0,54	0,15	0,40	73,08%	0,00	0,40	0,26
Total Title 24			0,54	0,15	0,40	73,08%	0,00	0,40	0,26

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	9,34	2,64	6,70	71,76%	0,00	6,70	5,60
Total Title 25			9,34	2,64	6,70	71,76%	0,00	6,70	5,60

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	47,37	19,93	27,44	57,93%	0,00	27,44	28,60
	26 03	Services to public administrations, businesses and citizens	16,39	1,63	14,77	90,07%	8,51	23,28	26,47
Total Title 26			63,77	21,56	42,21	66,19%	8,51	50,72	55,07

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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
27	27 01	Administrative expenditure of the 'Budget' policy area	0,57	0,04	0,53	92,60%	0,00	0,53	0,44
Total Title 27			0,57	0,04	0,53	92,60%	0,00	0,53	0,44

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
28	28 01	Administrative expenditure of the 'Audit' policy area	0,13	0,04	0,09	69,06%	0,00	0,09	0,03
Total Title 28			0,13	0,04	0,09	69,06%	0,00	0,09	0,03

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
29	29 01	Administrative expenditure of the 'Statistics' policy area	0,13	0,07	0,06	45,03%	0,00	0,06	0,11
	29 02	The European statistical programme	6,12	1,84	4,27	69,85%	0,29	4,57	3,11
Total Title 29			6,24	1,91	4,33	69,35%	0,29	4,62	3,21

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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
31	31 01	Administrative expenditure of the 'Language services' policy area	0,97	0,32	0,65	66,66%	0,00	0,65	0,79
Total Title 31			0,97	0,32	0,65	66,66%	0,00	0,65	0,79

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
32	32 01	Administrative expenditure in the 'Energy' policy area	0,69	0,31	0,38	55,03%	0,00	0,38	0,29
	32 02	Conventional and renewable energy	0,00	0,00	0,00	0,00%	0,00	0,00	0,29
	32 03	Nuclear energy	0,09	0,00	0,09	100,00%	0,01	0,10	0,06
	32 04	Horizon 2020 - Research and innovation related to energy	0,11	0,02	0,09	83,10%	0,00	0,09	0,03
Total Title 32			0,88	0,33	0,55	62,93%	0,01	0,57	0,66

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

Refresh date : 30/03/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0,44	0,15	0,29	66,39%	0,00	0,29	0,26
	33 02	Rights, equality and citizenship	0,16	0,03	0,14	84,10%	0,00	0,14	0,10
	33 03	Justice	0,58	0,13	0,46	78,27%	0,00	0,46	0,56
	33 04	Consumer programme	0,45	0,25	0,20	43,75%	0,00	0,20	0,42
Total Title 33			1,64	0,55	1,08	66,16%	0,00	1,08	1,34

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
34	34 01	Administrative expenditure in the 'Climate action' policy area	0,65	0,26	0,40	60,79%	0,00	0,40	1,10
Total Title 34			0,65	0,26	0,40	60,79%	0,00	0,40	1,10

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

Refresh date : 30/03/2020

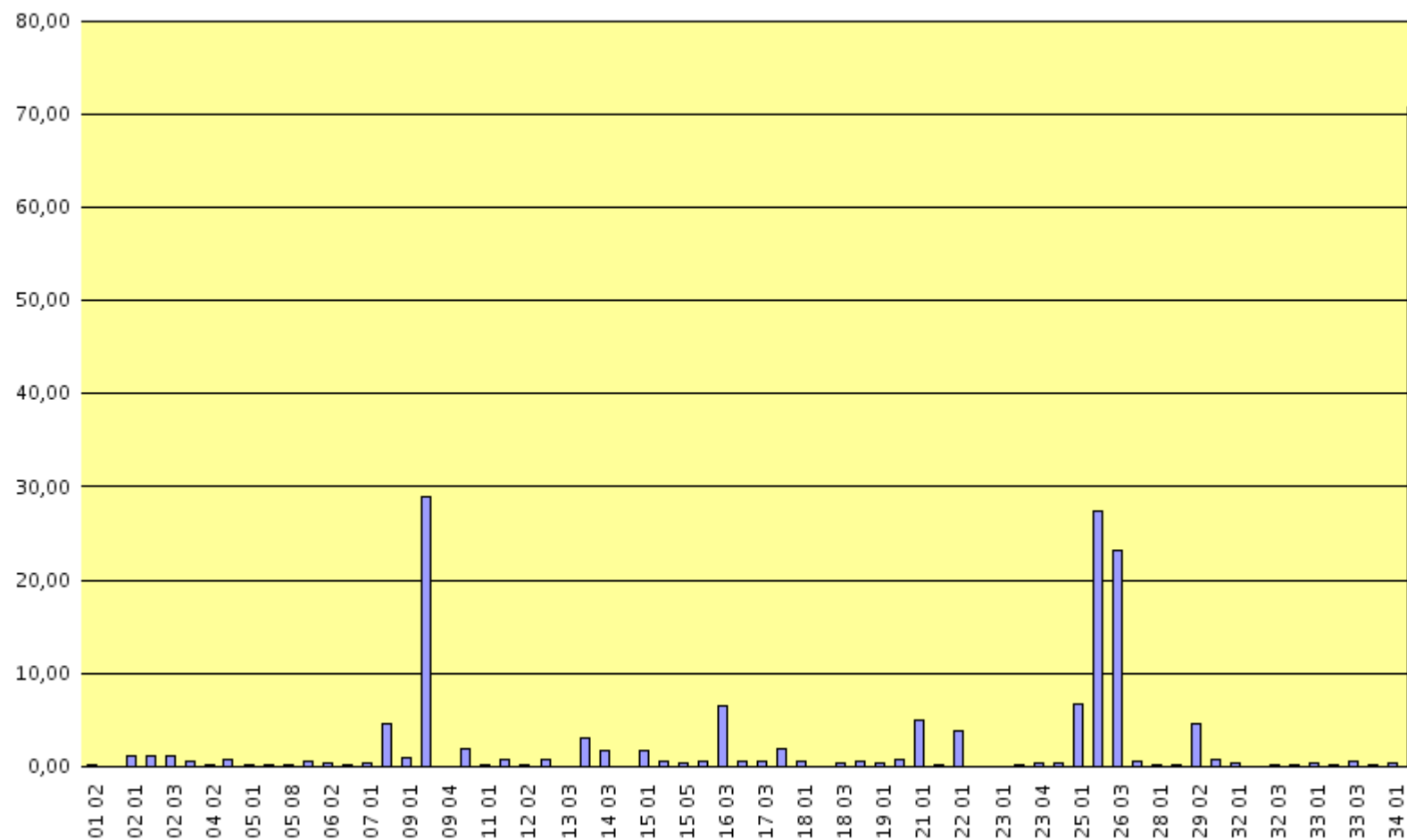
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG DIGIT

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
XX	XX 01	Administrative Expenditure allocated to policy areas	162,86	92,00	70,86	43,51%	0,00	70,86	78,71
Total Title XX			162,86	92,00	70,86	43,51%	0,00	70,86	78,71
Total for DG DIGIT			332,22	142,98	189,24	56,96 %	20,75	209,99	210,36

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

Refresh date : 30/03/2020

Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG DIGIT



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

Refresh date : 30/03/2020

TABLE 4 : BALANCE SHEET for DG DIGIT

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS	32.509.365,87	40.725.925,11
A.I.1. Intangible Assets	5.793.587,72	6.543.571,31
A.I.2. Property, Plant and Equipment	26.715.778,15	34.182.353,80
A.II. CURRENT ASSETS	249.629	242.544,82
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	249.629,00	240.828,15
A.II.6. Cash and Cash Equivalents	0,00	1.716,67
ASSETS	32.758.994,87	40.968.469,93
P.I. NON CURRENT LIABILITIES	-10.434.759,81	-6.813.131,63
P.I.3. Non-Current Financial Liabilities	-10.434.759,81	-6.813.131,63
P.II. CURRENT LIABILITIES	-4.478.043,44	-9.630.551,87
P.II.3. Current Financial Liabilities	-5.129.215,52	-5.174.502,21
P.II.4. Current Payables	651.172,08	-4.445.249,66
P.II.5. Current Accrued Charges & Defrd Income	0,00	-10.800,00
LIABILITIES	-14.912.803,25	-16.443.683,5
NET ASSETS (ASSETS less LIABILITIES)	17.846.191,62	24.524.786,43
P.III.2. Accumulated Surplus/Deficit	1.248.499.389,76	971.557.050,97
Non-allocated central (surplus)/deficit*	-1.266.345.581,38	-996.081.837,4
TOTAL DG DIGIT	0,00	0,00

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

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG DIGIT

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1 REVENUES	-24.068.478,01	-21.365.157,92
II.1.1. NON-EXCHANGE REVENUES	-223.763,35	-581.753,82
II.1.1.5. RECOVERY OF EXPENSES		-27.632,44
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-223.763,35	-554.121,38
II.1.2. EXCHANGE REVENUES	-23.844.714,66	-20.783.404,1
II.1.2.2. OTHER EXCHANGE REVENUE	-23.844.714,66	-20.783.404,10
II.2. EXPENSES	325.927.002,1	298.307.496,71
II.2. EXPENSES	325.927.002,1	298.307.496,71
II.2.10. OTHER EXPENSES	287.605.898,74	266.316.922,34
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC	39.174.498,78	32.266.482,49
II.2.6. STAFF AND PENSION COSTS	-1.296.100,00	-525.200,00
II.2.8. FINANCE COSTS	442.704,58	249.291,88
STATEMENT OF FINANCIAL PERFORMANCE	301.858.524,09	276.942.338,79

Explanatory Notes (facultative):

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

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

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

Refresh date : 30/03/2020

TABLE 5bis : OFF BALANCE SHEET for DG DIGIT

OFF BALANCE	2019	2018
OB.1. Contingent Assets	13.282.843,5	13.928.843,5
GR for performance	13.132.843,50	13.928.843,50
OB.1.3. CA Other	150.000,00	
OB.3. Other Significant Disclosures	-3.312.845,23	-4.118.065,59
OB.3.5. Operating lease commitments	-3.312.845,23	-4.118.065,59
OB.4. Balancing Accounts	-9.969.998,27	-9.810.777,91
OB.4. Balancing Accounts	-9.969.998,27	-9.810.777,91
OFF BALANCE	0,00	0,00

Explanatory Notes (facultative):

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

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

TABLE 6: AVERAGE PAYMENT TIMES in 2019 for DIGIT

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	8853	8622	97,39 %	12,83	231	2,61 %	48,24
60	182	182	100,00 %	12,12			

Total Number of Payments	9035	8804	97,44 %		231	2,56 %	
Average Net Payment Time	13,72			12,81			48,24
Average Gross Payment Time	15,09			14,17			50,05

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	27	454	5,02 %	9035	20.116.995,67	6,09 %	330.357.689,73

Late Interest paid in 2019			
DG	GL Account	Description	Amount (Eur)
DIGIT	65010000	Interest expense on late payment of charges	20 999,72
DIGIT	65010100	Interest on late payment of charges New FR	19 395,66
			40 395,38

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

Refresh date : 30/03/2020

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2019 for DG DIGIT

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	20.474.195,42	280.040,00	20.754.235,42	20.224.566,42	280.040,00	20.504.606,42	249.629,00
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	1.018.385,37	0,00	1.018.385,37	1.018.385,37	0,00	1.018.385,37	0,00
60	CONTRIBUTIONS TO UNION PROGRAMMES	6.610,00	0,00	6.610,00	6.610,00	0,00	6.610,00	0,00
66	OTHER CONTRIBUTIONS AND REFUNDS	217.153,35	0,00	217.153,35	217.153,35	0,00	217.153,35	0,00
Total DG DIGIT		21.716.344,14	280.040	21.996.384,14	21.466.715,14	280.040	21.746.755,14	249.629

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

Refresh date : 30/03/2020

**TABLE 8 : RECOVERY OF PAYMENTS in 2019 for DG DIGIT
(Number of Recovery Contexts and corresponding Transaction Amount)**

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
No Link			537	20.269.457,89		
Sub-Total			537	20.269.457,89		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES	526	4.049.968,86			526	4.049.968,86	550	15.867.376,67	95,64%	25,52%
Sub-Total	526	4.049.968,86			526	4.049.968,86	550	15.867.376,67	95,64%	25,52%
GRAND TOTAL	526	4.049.968,86			526	4.049.968,86	1.087	36.136.834,56	48,39%	11,21%

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

Refresh date : 30/03/2020

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2019 for DG DIGIT

	Number at 1/01/2019	Number at 31/12/2019	Evolution	Open Amount (Eur) at 1/01/2019	Open Amount (Eur) at 31/12/2019	Evolution
2018	7		-100,00 %	280.040,00		-100,00 %
2019		4			249.629,00	
	7	4	-42,86 %	280.040,00	249.629,00	-10,86 %

TABLE 10 :Recovery Order Waivers >= 60 000 € in 2019 for DG DIGIT

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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Total DG DIGIT	
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Number of RO waivers	
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Justifications:

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

TABLE 11 :Negociated Procedures in 2019 for DG DIGIT**Internal Procedures > € 60,000**

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	3	287.904.118,25
Annex 1 - 11.1 (c) - Extreme urgency caused by unforeseeable events not attributable to the contracting authority	1	456.500,00
Total	4	288.360.618,25

TABLE 12 : Summary of Procedures in 2019 for DG DIGIT**Internal Procedures > € 60,000**

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure without prior publication (Annex 1 - 11.1)	4	288.360.618,25
Open procedure (FR 164 (1)(a))	1	108.666.493,00
Restricted procedure with Dynamic purchasing system (FR 164 (1)(b))	1	417.723.287,00
Total	6	814.750.398,25

Additional Comments:

TABLE 13 : BUILDING CONTRACTS in 2019 for DG DIGIT

Legal Base	Procedure subject	LC/FW?	Contract/ FW Number	Contractor Name	Contract/FW Subject	Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET in 2019 for DG DIGIT

Legal Base	Procedure subject	LC/FW?	LC Contract/Grant type or FW type	LC Date	Contract/FW Number	Contractor Name	Contract/FW Subject	Amount (€)

TABLE 15 : FPA duration exceeds 4 years - DG DIGIT

None of your FPA (if any) exceeds 4 years

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

Refresh date : 30/03/2020

ANNEX 4: Materiality criteria

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

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

- the extent of the event (number of affected stakeholders)
- consequences of the event (measured directly as the severity of impact on other EC Institutions, Member States administrative bodies, external suppliers/beneficiaries or the general public)
- the duration of the event (number of months until the situation is restored to business as usual and the effects of the event have been corrected).

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

Relevant Control System : Procurement			
Stage 1: Ex-ante - Planning			
Main internal control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).			
Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
The needs are not well defined (operationally and economically) and the decision to procure was inappropriate to meet the operational objectives	Publication of intended procurements / Work programme.	100% of the forecast procurements (open procedures with prior notification) are published in the OJEU (Prior Information Notice) and justified in a note addressed to the AO(S)D	<p><u>Effectiveness:</u> Number of projected procurement procedures cancelled</p> <p><u>Benefits (qualitative):</u> Better value for money, deterrent effects, efficiency gains, system improvements, compliance with regulatory provisions, no litigation</p> <p><u>Efficiency:</u> average cost per procurement procedure</p> <p><u>Economy (costs):</u> estimation of cost of staff involved and the related contract values</p>
	Validation by AO(S)D of the justification (economic, operation) for launching a procurement process	100% of the forecast procurements	
	General orientation, objectives of the procurement and means are discussed in Management Meetings	All major (above 144 000 EUR) procurement procedures are discussed at the DIGIT Procurement Board chaired by the Director General	
The best offer/s are not submitted due to the poor definition of the tender specifications.	AOSD supervision and approval of specifications.	100% of the specifications are scrutinised	<p><u>Effectiveness:</u> Number of 'open' or procedures where only one or no offers were received ? / Number of requests for clarification</p> <p><u>Benefits:</u> limit the risk of litigation, limit the risk of cancellation of a tender.</p> <p><u>Efficiency:</u> Estimated average cost of a procurement procedure.</p> <p><u>Economy (costs):</u> Estimation of cost of staff involved and the related contract values</p>
	All pending legal challenges are closely monitored.	100% of litigation cases.	
	Publication of intended procurements / Work programme.	100% of the forecast procurements (open procedures with prior notification) are published in the OJEU (Prior Information Notice)	

<p>the most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process</p>	<p>Formal evaluation process: Opening committee and Evaluation committee</p> <p>Consultation of the DIGIT procurement Board and GAMA advisory body.</p> <p>Exclusion criteria documented</p> <p>Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on decision.</p>	<p>of the offers a Random selection by the GAMA body.</p> <p>100% checked</p> <p>100% when conditions are fulfilled</p>	<p><u>Effectiveness:</u> Numbers of 'valid' complaints or litigation cases filed.</p> <p><u>Benefits:</u> Potential irregularities/ inefficiencies prevented</p> <p>Avoid contracting with excluded economic operators</p> <p>Amount of procurements successfully challenged during standstill period.</p> <p><u>Efficiency:</u> Estimate average cost of procurement procedure</p> <p><u>Economy (costs):</u> estimation of costs involved</p>
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Relevant Control System : Procurement

Stage 2: Ex-ante - Financial transactions

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>The products / services / works foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions.</p> <p>Business discontinues because contractor fails to deliver</p>	<p>Operational and financial checks in accordance with the financial circuits</p> <p>Operation authorisation by the AO(S)Ds</p> <p>Management of sensitive functions</p>	<p>100% of the contracts (SCs) are controlled</p> <p>100 % of financial transactions controlled ex-ante (this includes : commitments and payments)</p> <p>Each year</p>	<p><u>Effectiveness:</u> % error rate prevented (amount of errors/irregularities averted over total payments)</p> <p>Number of irregularities found ? NC events related ?</p> <p><u>Benefits:</u> Amount of irregularities, errors and overpayments prevented by the controls</p> <p><u>Efficiency:</u> Average cost per transaction % cost over annual amount disbursed Time-to- payment Late interest payment and damages paid (by the Commission)</p> <p><u>Economy (costs):</u> estimation of cost of staff involved</p>

Relevant Control System : Procurement

Stage 3: Ex-Post – Supervisory measures

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment.</p>	<p>Supervisory desk review financial transactions & procurement procedures (ex-post control)</p>	<p>Sample in line with ex-post procedures in place (for financial transactions & procurement procedures)</p>	<p>Effectiveness: Amounts associated with errors detected (related to fraud, irregularities and error). In % over total checked. Number system improvements made.</p>
	<p>Review of ex post results</p>	<p>Any systemic problem in procurement procedures and in financial transaction procedures are reported and analysed</p>	<p>Benefits: Amounts detected associated with fraud & error Deterrents & systematic weaknesses corrected Preventing unauthorized access to financial systems</p>
	<p>Review of exceptions and non-compliance reports</p>	<p>At least once a year: Evaluation of non-compliance and exception reports</p>	<p>Efficiency: Costs of the ex post controls and supervisory measures with respect to the 'benefits'.</p>
	<p>Review of incidents occurred during procurement procedures</p>	<p>Corrective measures taken if appropriate (cost - effectiveness criteria). Revision of procedures and/or checklists.</p>	<p>Average cost of an ex-post control Average cost of financial systems access rights control</p>
	<p>Close monitoring of physical and IT access rights to financial systems</p>	<p>Yearly control on financial systems access rights</p>	<p>Economy (costs): estimation of cost of staff involved</p>

Relevant Control System : Revenues (Chargeback)

Stage 1 : Recognition: establishment of the Commission's rights

Main internal control objectives: Ensuring that the Commission establishes its revenue entitlements correctly and sets up its management reporting and information security; Compliance (legality & regularity); Sound Financial Management (effectiveness, efficiency, cost-effectiveness); Prevention of fraud (anti-fraud strategy); Reliable Reporting (true and fair view).

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>The MOUs / SLAs embed weaknesses that would undermine the Commission's legal rights in terms of revenue entitlements</p>	<p>Information on the IT services and their costs are available on line on DIGIT web pages as well as on request.</p> <p>Specific information on the IT services delivered can be found in specific technical (SLAs, hosting proposals, etc.) and administrative (MoUs) documents.</p> <p>Hierarchical validation of the operation with legal & financial circuits, within the authorising department</p>	<p>All services</p>	<p><u>Effectiveness:</u> value of the charge-back amount</p> <p><u>Benefits:</u> The pooling of resources in order to achieve better services at a lesser cost</p> <p><u>Efficiency:</u> know-how, capacities and resources developed can be made available for a fraction of the cost of what it would cost developing them internally or procuring them in the open market</p>
<p>Recognition of the revenues are not done at the right moment (e.g. when they become due) or not for the right amount</p>	<p>Services, costs and performance indicators are defined and described in technical documents (services catalogues, Service Level Agreements (SLAs), hosting proposals, etc.) and administrative and budgetary provisions are set up in memoranda of understanding (MoUs) approved by the Customer and by DIGIT, service supplier.</p>	<p>All services</p>	<p>the goods and services may not be available off-the-shelf</p> <p><u>Economy (costs):</u> Cost of control of charge-back activities in this phase / Amount charged-back.</p>

Relevant Control System : Revenues (Chargeback)

Stage 2 : Protection: recording, follow-up and accounting of the Commission's rights

Main internal control objectives: Ensuring that the Commission establishes its revenue entitlements correctly and sets up its management reporting and information security; Compliance (legality & regularity); Sound Financial Management (effectiveness, efficiency, cost-effectiveness); Prevention of fraud (anti-fraud strategy); Reliable Reporting (true and fair view).

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>The implementation of the MOUs / SLAS entails weaknesses, which lead to the Commission's legal rights in terms of revenue entitlements not being duly protected and/or registered and/or reliably reported</p>	<p>For sub delegated budget lines DIGIT provides the Authorising Officer by Delegation (AOD) with a report to be annexed to the AAR.</p> <p>Checking & filing of supporting documents</p>		<p><u>Effectiveness:</u> value of the charge-back amount</p> <p><u>Benefits :</u> The pooling of resources in order to achieve better services at a lesser cost</p> <p><u>Efficiency:</u> know-how, capacities and resources developed can be made available for a fraction of the cost of what it would cost developing them internally or procuring them in the open market the goods and services may not be available off-the-shelf</p> <p><u>Economy (costs):</u> Cost of control of charge-back activities / Amount charged-back.</p>

Relevant Control System : Revenues (Chargeback)

Stage 3 : Ex-post – Supervisory measures

Main internal control objectives: Ensuring that any weakness in the procedures (chargeback) is detected and corrected

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment</p>	<p>Supervisory measures : regular follow-up of the Master Table</p> <p>Reconciliation for ROs : DWH ABAC with the Master Table</p> <p>Reconciliation of co-delegated budget lines in ABAC Workflow with the Master Table</p>	<p>100%</p>	<p><u>Effectiveness:</u> value of the charge-back amount</p> <p><u>Benefits :</u> Amounts detected associated with error corrected</p> <p><u>Efficiency:</u> estimation of cost of staff involved</p> <p><u>Economy (costs):</u> Cost of control of charge-back activities / Amount charged-back</p>

Relevant Control System : Non-expenditure items : (In)tangible Assets

Stage 1 : Recognition: establishment of the Commission's rights

Main internal control objectives: Ensuring that the Commission establishes its assets ownership and liabilities correctly and sets up its management reporting and information security; Sound Financial Management (effectiveness, efficiency, cost-effectiveness); Prevention of fraud (anti-fraud strategy); Safeguarding Assets (incl. accounting); Reliable Reporting (true and fair view).

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
<p>Recognition of the assets, is not done at the right moment (e.g. when they become due, when the ownership is transferred, when they become certain) or not for the right amount</p>	<p>Hierarchical validation of the operation with legal & financial circuits, within the authorising department</p> <p>AccO verifying that AO(S)Ds establish inventory and information flow into ABAC (cf. validation of local systems)</p>	<p>100%</p> <p>100%</p>	<p><u>Effectiveness:</u> Value of the assets concerned</p> <p><u>Benefits:</u> The (average annual) total value of the significant errors detected/avoided - and thus prevented in terms of the Commission's rights</p> <p><u>Efficiency:</u> Value of assets in relation to the cost of staff involved</p> <p><u>Economy (costs):</u> estimation of cost of staff involved</p>

Relevant Control System : Non-expenditure items : (In)tangible Assets

Stage 2 : Protection: recording, follow-up and accounting of the Commission's rights

Main internal control objectives: Ensuring that the Commission registers and protects its assets ownership and liabilities correctly, reports transparently ; Compliance (legality & regularity); Sound Financial Management (effectiveness, efficiency, cost-effectiveness); Prevention of fraud (anti-fraud strategy); Safeguarding Assets (incl. accounting); Reliable Reporting (true and fair view).

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
Assets- EU accounting rules are not respected	<p>Clear procurement, accounting, inspection, depreciation and disinvestment rules; EU accounting rules</p> <p>(In)tangible assets and inventories follow formal procedure for disposal of assets</p>	<p>For 100% of the assets.</p> <p>Close follow up of inventory and depreciation</p>	<p><u>Effectiveness:</u> Value of the assets concerned number of findings about incorrect registration of items</p> <p><u>Benefits:</u> Avoid the wrong imputation in accounting system and compliance with regulatory provisions.</p> <p><u>Efficiency:</u> Value of assets in relation to the cost of staff involved</p> <p><u>Economy (costs):</u> estimation of cost of staff involved</p>
Failing to prevent, detect and correct negligence, irregularities, errors, losses or attempted fraud.	<p>Controls aiming at safeguarding the assets it purchases and manages on behalf of all the DGs and services of the Commission:</p> <ul style="list-style-type: none"> • 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.) 	<p>100% during the life-cycle of the items</p> <p>Physical check at least every two years</p>	

Relevant Control System : Non-expenditure items : Information & IT security

Stage 1 : Protection: recording & follow-up of the Commission's rights

Main internal control objectives: Sound Financial Management (effectiveness, efficiency, cost-effectiveness); Prevention of fraud (anti-fraud strategy); Safeguarding Information ; Reliable Reporting (true and fair view)

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage frequency and depth of controls	Possible Cost-effectiveness indicators (3Es)
sensitive information is 'lost' (abused, made public) or its integrity breached (data altered)	Internal rules on data protection in line with Commission's rule, and internal rules on treatment of sensitive information Close monitoring of physical and IT access rights to financial systems	100% Yearly control on financial systems access rights	<u>Effectiveness:</u> Nr of events during the reporting year <u>Benefits:</u> Avoid the non-compliance with regulatory provisions and loss of information / preventing Commission's exposure
sabotage, destruction of critical documents, damage to equipment, theft of high-value equipment or sensitive information by external parties / contractors	Organisation of meetings with HR/DS to standardise and reinforce the access security measures for external staff (use of a single Information system....) Security clearance for contractors when needed Close monitoring of physical and IT access rights to financial systems	security rules and culture to be adjusted in view of latest technical developments and 'possibilities' Right to clearance 100% checked Yearly control by ICC on financial systems access rights	No unauthorised access <u>Efficiency:</u> no reputational events damaging Commission <u>Economy (costs):</u> estimation of cost of staff involved
Politically or economically motivated computer crime (hacking) to conduct sabotage or espionage against the Commission's IT systems.	increase the Commission's capability for detection, preventive and responsive measures ensure that key IT security processes are implemented consistently across the Commission for main corporate IT systems. improve global IT infrastructure security level through network and endpoint securisation and security oversight of key corporate systems	Application of IT security governance rules Commission wide	<u>Effectiveness:</u> Nr of events during the reporting year <u>Benefits :</u> the number avoided breaches (annually) and thus preventing Commission's exposure <u>Efficiency:</u> no reputational events damaging Commission <u>Economy (costs):</u> estimation of cost of staff involved (DIR S of DIGIT + all various stakeholders (end-users, technical staff, decision makers)

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

ANNEX 7: EAMR of the Union Delegations

ANNEX 8: Decentralised agencies and/or EU Trust Funds

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

ANNEX 10: Specific annexes related to "Financial Management"

Table Y - Overview of the estimated cost of controls at Commission (EC) level:

Title of the Relevant Control System (RCS)	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
	EC total costs (in EUR)	funds managed (in EUR) ⁵	Ratio (%) (a)/(b)	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%) (d)/(e)	EC total estimated cost of controls (in EUR) (a) + (d)	Ratio (%) (g)/(b)
Procurement	4 654 670	1 474 069 876	0,32%	10 940	17 806 457	0,06%	4 665 610	0,31%
Revenues (Chargeback)	503 640	156 571 817	0,32%	55 960	156 571 817	0,04%	559 600	0,36%
Assets	612 640	32 758 995	1,9%	229 740	32 758 995	0,70%	842 380	2,6%
OVERALL total estimated cost of control at EC level	5 770 950	1 663 400 687	0,35%	296 640	207 137 269	0,14%	6 067 590	0,32%

(a) Procurement : total costs ex ante controls on procurements + financial transactions (= payments and commitments)
 Revenues (Chargeback) : total cost ex ante controls in Chargeback area
 Assets : total cost ex ante controls in Assets area

(b) Procurement : Funds managed = EUR procurements made + EUR financial transactions (=payments and commitments)
 Revenues (Chargeback): Funds managed = EUR XXX amount charged back
 Assets = table 4 of Annex 3

(d) Procurement : total costs ex post controls on procurements + financial transactions (= payments and commitments)
 Revenues (Chargeback) : total cost ex post controls in Chargeback area
 Assets : total cost ex post controls in Assets area

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

Audit observations and recommendations

IAS audits

During 2019, IAS performed the following audit:

IAS - 2018 - IT Project management practices for multi-DGs projects

The audit objective was to assess the internal controls in place for the planning and execution of big programs and projects with a Multi-DG (corporate) dimension. It also included assessment of the effectiveness of project management practices (in particular PM2@EC), notably related to the gathering of requirements, stakeholder management, testing, achievement of project objectives and acceptance, and resource control.

The IAS issued 6 important recommendations. IAS agreed upon the action plan proposed by DIGIT in December 2019. The implementation of the first recommendation, relating to the role of the project management office and new delivery model is due by end 2020. The other five recommendations are due by end 2021. They focus on the following issues: project management methodology, total cost of ownership, risk management, quality control and user acceptance testing.

The IAS also conducted **five follow-up audits**:

IAS - 2012 - Charge-back process in the Commission (multi-DGS)

The two remaining important recommendations concerning the Charge-Back Process in DG DIGIT related to the identification of IT services to be charged-back and Communication on costs. They have both been **closed** by IAS on 12/4/2019.

IAS – 2015 - Management of Intra Muros

The first recommendation was composed of 2 parts; a) at corporate level (led by HR, DIGIT contributor) and rated very important, requires the definition of a corporate framework for using intra-muros contractors. Part b) of the recommendation (DG level) rated important and addressed to DIGIT, requested analysis of the consequences of using intra-muros and an outline of a future strategy. The second recommendation, addressed to DIGIT and rated very important, focused on means to control the value for money in 'Time and means' contracts.

DIGIT duly provided its contribution to HR for part 1a) and implemented fully part 1b) as well as the second recommendation. DIGIT notified IAS that these were ready for review in June 2019. At the time of writing, these recommendations are pending IAS review.

IAS - 2017 - Corporate IT governance framework and portfolio management

The overall objective of the audit was to evaluate the current corporate IT governance arrangements in the Commission. Two very important recommendations were issued and fully implemented by DIGIT in 2019. Consequently, IAS performed a follow-up audit, and concluded that both recommendations were duly implemented and risks mitigated. The recommendations and audit were **closed** in October 2019.

IAS - 2017 - Procurement process in DIGIT

The objective of the audit was to assess the adequacy of the design and the effective implementation of DIGIT's internal control systems for the management of the procurement process and the effectiveness and efficiency of the related financial circuits. IAS issued four important recommendations. The recommendations on "ex- post controls" and "(very) low value procurements process" were **closed** in September 2019 following a 1st follow-up audit.

The other two recommendations on "ex-ante controls" and "sensitive functions and follow-up of the ABAC access rights review" are considered by DIGIT as implemented and were sent for review respectively on 5/12/2019 and 14/01/2020.

IAS - 2017 - Programme and project management in the HR family (HR, PMO, EPSO, DIGIT)⁴

The objective of the audit was to assess the adequacy of the design and the effectiveness and the efficiency of the governance, management and control systems put in place by the HR family (DG HR, PMO and EPSO) and DG DIGIT to manage IT related or enabled programmes and projects. Three recommendations were issued (two very important and one important). HR as Chef de File in this audit coordinated the preparation of the action plan, and IAS approved it in February 2018. The different services have implemented fully the three recommendations and IAS **closed** them in October 2019 after a follow-up audit.

These follow-up audits conducted to the closure of nine recommendations (of which three rated "very important").

Regarding the implementation of recommendations issued in previous years by the IAS, DIGIT implemented fully or still implements a number of these. The information provided on some audits complements that provided in part 2.1.2.:

IAS – 2014 - Management of European Commission Authentication Service – ECAS

The implementation of the two last important recommendations (out of 8 recommendations initially) continued in 2019 and is still on-going. They relate to "further enhancing the level of the service offered", and "improving the security of ECAS". Finalisation of both is expected by mid 2020. The risks related to ECAS are thus globally mitigated.

IAS - 2016 - Management of IT Security (Privileged Access and Vulnerability Management)

The three "important" recommendations relate to improving the usability of security logs and updating the IT security Framework derived from the Commission Decision C(2017)46 on the security of communication and information systems in the European Commission. Two of these have been implemented fully by the end of 2019 as foreseen. For the last one, implementation is well advanced and expected to be fully delivered by 2020, in line with the target dates.

IAS - 2017 - Synergy and efficiency review – Multi-DGs (DIGIT, SG, HR, BUDG, COMM, OIB, JRC, SCIC)

The first important recommendation (impacting DIGIT) relates to "Implementing the SER in practice". It is composed of seven sub-observations. DIGIT took the lead for one (1.6) dedicated to strengthening governance arrangements for the building block project. This project started in 2018 already and DIGIT ran 6 working groups covering specific topics. DIGIT was also co-owner for another part (1.5) dedicated to ensuring the absence of gap/overlap in the reporting mechanism from the Domain leaders to the Corporate Management Board and from the steering committees for a particular domain to the CMB. For both sub-observations, DIGIT implemented the actions foreseen and on 10/12/2019, indicated them as ready for review by the IAS.

⁴ The implementation of the last recommendations enabled the closure of the audit as a whole.

IAS - 2018 - CEF Telecom Governance – Multi-DGs (DIGIT, DGT, EMPL, GROW, SANTE, JUST)

The objective of this audit was to assess the adequacy of the design and the effectiveness of the Commission's CEF Telecom governance arrangements, i.e. the structures and processes put in place by the Commission to steer, manage and monitor its activities in order to achieve the CEF Telecom policy objectives. The audit report includes only one important recommendation addressed to DIGIT. It relates to the proper management of Memorandum of Understanding when DIGIT is the solution provider. IAS approved the action plan relating to this recommendation in April 2019. DIGIT implemented the action plan promptly and indicated the recommendation as ready for review end June 2019. The recommendation has not yet been followed-up by the IAS.

ANNEX 12:

Performance tables

Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments			
Result indicator: The digital transformation composite index (goes from 0% to 100%) [KPI-1] Relevance: The proposed result indicator provides a composite index of the Commission's digital transformation performance indicators, taking into account the three key deliverables: standardization of corporate business processes, Common Business Architecture, and digital tools. Source: DG DIGIT			
Baseline (2015)	Milestone (2017)	Target (2020)	Update for AAR 2019
< 10%	Between 10% and 20%	Above 50%	39.5%
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
SER – DIGITAL TRANSFORMATION: AUTOMATION OF CORE CORPORATE PROCESSES			
1.1 Provide corporate digital services and enable digital modernisation in the domain of grant management.	Deliver according to the workplan of the Grants & Procurement Steering Board (GPSB)	Deliver all the priorities of the GPSB	Achieved
1.2 Provide corporate digital services and enable the digital modernisation in the domain of e-Procurement	Deliver according to the workplan of the e-Procurement steering committee.	Deliver all the priorities of the GPSB.	Partially achieved , delays encountered The new eProcurement solution (eSubmission module) to support Open procedures has been put in prod end 2019 with delay. The support for Restricted and Negotiated procedures have not been delivered in 2019, but are planned for Q1 2020. The support for 'Specific contract under Framework contract with re-opening of competition' has been put in production for External actions in synergy with the Opsys programme. . The pilot for 'Specific contract under Framework contract with cascade' has been moved to 2020. The rest of the activities have been delivered as planned.
1.3 Provide corporate digital services and enable the digital modernisation of DEVCO/NEAR/FPI in the domain of e-Procurement and e-Grant	Deliver according to the workplan of DEVCO/NEAR/FPI.	Deliver according to the workplan of DEVCO/NEAR/FPI.	Achieved (with delay) OPSYS 3.0 went live end of 2019 and was opened to all users in January 2020. This included the support for 'Specific contract under Framework contract with re-opening of competition' in synergy with the eProcurement programme.
1.4 Provide corporate digital services and enable digital modernisation in the domain of human resources management	Deliver according to the workplan of the HR family (HR, PMO and EPSO).	Deliver all the priorities of the HR family	Achieved The action planned following the HR IT audit was implemented. Rollout of Sysper to the Council and pensioners done. Through the CAST software assessment, the technical debt further reduced in the HR systems as well as assessing the digital fitness. The introduction of the Staff Matter portal transformed the support given by HR and PMO to staff (30% reduction in number of tickets). JSIS mobile rolled out to pilot DGs covering HR medical sickness and JSIS coverage certificates. Implementation of the new budget forecast module for Contractual Agents / Seconded National

			<p>Experts.</p> <p>Rollout of the AGM application as a standard solution for expert meetings</p> <p>Support EPSO in the evaluation of an off-the-shelf solution and adapt architecture to support future integrations, including a first release of the micro services foundation. Moreover, enhanced users' experience with EPSO's Recruiter Portal (several projects).</p> <p>Market studies covering the new Payroll application and HR Family IT mobile. Results show that a new payroll system need to linked to the HR application(s) and that the mobile program should cover all claim management systems (missions, medical, sickness insurance etc.)</p>
<p>1.5 Provide corporate digital services and enable digital modernisation in the domain of document management</p>	<p>Deliver according to the workplan (defined and agreed with SG during 2019), which will include initiatives to modernise the solutions in this domain</p>	<p>Establish an action plan and define priorities according to the Work Plan agreed with SG. Delivery of priorities as defined in the action plan.</p>	<p>Achieved: the support for the new security note and markings was implemented, AresLook was modernised to be compatible with Office 365, HRS was exposed through API Gateway to enable cloud-based development of clients, Compass/CDC integration was added. HAN was rolled out to four new institutions: EFSA, ENISA, ACER and IMI. The number of corporate HRS clients passed 120. HPS was integrated with the Archis Scanning platform. Following decommission of the President's mail – Sybil, the content was archived in a-Rep for future consultation. A proof of concept with three suppliers for the future Archive Management System (HPS III) led to the preparation of the business case where the solution is expected to be in place by 2022.</p>
<p>1.6 Provide corporate digital services and enable digital modernisation in the domain of legislative lifecycle management</p>	<p>Deliver according to the workplan (defined and agreed with SG during 2019), which will include initiatives to modernise the Solutions in this domain</p>	<p>Establish an action plan and define priorities according to the Work Plan agreed with SG. Delivery of priorities as defined in the action plan.</p>	<p>Partially achieved</p> <p>The Decide Workplan has been executed largely according to plan. This includes</p> <p>(i) Edit/LEOS – legislative drafting tool: testing on concrete cases ongoing in the Commission, e.g. TAXUD uses Edit for drafting a legislation, and piloting in the Council. In 2019, Edit has been integrated in Decide Consultation;</p> <p>(ii) Replies: rollout of the new module in July designed from the beginning as a user centric application to better assist the users in their daily tasks. It handles the Parliamentary questions and the Ombudsman and thus replaces BASIL</p> <p>(iii) RegCOM – Register of Comitology: in progress, deployment rollout in May/June 2020, and</p> <p>(iv) 'Inter-institutional Decide': The analysis was conducted in 2019. It highlighted that it highly depends on non-existing services to be provided by the Council and the EP. The implementation is planned in 2020</p>
<p>1.7 Analytics Services Provide at EC corporate level the analytics solutions already successfully tested at local level, or develop new ones.</p>	<p>Number of analytics services and tools developed and deployed at corporate level</p>	<p>Identification of potential solutions and tools suitable to become corporate services and tools for data analytics (Q2 2019); Development and testing of the related corporate services and tools (Q4 2019)</p>	<p>Partially achieved</p> <p>DIGIT worked in close cooperation with DGs on a number of identified prototypes. Some of these initiatives after the prototype phase became projects that are currently be developed aiming at providing reusable solutions. The targets for 2019 were achieved. This work will continue in 2020.</p>

<p>1.8 Federated Catalogue of Services – single online entry point to data services This service aims at providing an easy and user-centric entry point to a set of corporate data services provided by the Data4Policy DGs</p>	<p>Number of corporate data services offered in the catalogue</p>	<p>Increased and enhanced offer of data services (according to availability in the catalogue as result of point 1.7)</p>	<p>Achieved The development of the Federated Catalogue of Services has been merged in the development of the data platform whose aim is to provide data services on top of the data platform infrastructure.</p>
<p>1.9 Data Ecosystem – build a data ecosystem that includes a set of interoperable data repositories, corporate base registries, associated tools and frameworks for data sharing and reuse between DGs and external stakeholders</p>	<p>Progress achievements according to the DataStrategy@EC Action Plan</p>	<p>By 2019, establish the technical governance for the data ecosystem: establish master data and base registries; establish taxonomies for the Commission's data; develop semantic interoperability standards for the management of corporate data, metadata and secure exchange of data.</p>	<p>Partially achieved The work on the EC data ecosystem progressed as expected and according to schedule. In particular, in the context of the DataStrategy@EC Action Plan implementation, focus in 2019S2 was on starting the work on data policies and governance, reference and master data, preparatory work on the data catalogue development, on data security and</p>
<p>1.10 EC Corporate Data Platform – a technological platform for data sharing and analytics Set up a central data environment where EC users can share and reuse data, data scientists and non-technical users can experiment with data analytics tools, and successful projects can be scaled up to operations.</p>	<p>Progress achievements according to the DataStrategy@EC Action Plan</p>	<p>Q1 2019 – launch of the data assets inventory Q2 2019 – Implementation of selected business cases on the Data Platform Q2 2019 – initiation of the data catalogue; Q2 2019 - master data governance foundations; Q1-Q3 2019 - establishment of selected data labs Q3-Q4 2019 - progressive extension of the coverage of data inventory and catalogue</p>	<p>Achieved The objective for 2019 have been achieved (with the exception of the extension of the data catalogue) in line with the planning for 2019 as outlined in the DataStrategy@EC Action Plan. The first and second version of the data platform have been released with a first set of services (data lab, some analytics services) available on it. First instances of dedicated data lab have been activated. The data inventory exercise, one of the 8 actions of the DataStrategy@EC Action plan led by DIGIT, was completed under the leadership of JRC by end 2019 and the analysis of the results started. This action is instrumental to the corporate data platform. The foundation of master data governance have been discussed and work has started on reference data.</p>
<p>1.11 Big Data Sandbox – a technological platform for running pilot projects on Big Data Provide a complete</p>	<p>Release of the Big Data Sandbox Specific projects with Member States identified, developed and implemented</p>	<p>-Q1 2019 – First release of Big Data Sandbox - Q1 2019 – Two projects implemented in the sandbox with</p>	<p>Achieved The use of the Big Data Test Infrastructure progressed along 2019 with the implementation of the selected cases.</p> 

<p>set of data and analytics services, to allow DGs and EU organisations to experiment with Big Data Technologies, and move towards data driven policy making.</p>		<p>Member States</p> <p>- Q3-Q4 2019 - progressive identification and implementation of additional projects</p>	
<p>1.12 HPC for the EC Explore how to use High Performance Computing in order to address relevant use cases such as the elaboration of large volumes of data, case management, and intensive application of Artificial Intelligence for advanced predictive analysis for policy making.</p>	<p>Number and relevance of selected cases</p> <p>Status of progress in identification and implementation</p>	<p>Q1 2019 - identification of the requirements for 2 specific PoCs for implementation: statistics with ESTAT, macroeconomic scenarios with ECFIN</p> <p>Q2 2019 – foundation for the implementation of the identified PoCs</p> <p>Q4 2019 – Identification and first steps towards foundation for additional selected use cases for HPC</p>	<p>Not achieved In 2019, the preliminary work for the identification of the requirements for the PoCs did not advance according to the roadmap given the non-prioritisation of this work by the partners involved. This work is postponed to 2020.</p>

SER – DIGITAL TRANSFORMATION: ARCHITECTURE COMPONENTS



<p>1.13 Reusable Solutions Platform DIGIT will establish, promote and support a sustainable delivery platform for a set of reusable building blocks and reusable services</p>	<p>Progress in the Establishment of a Reusable Solution Platform (RSP)</p>	<p>By Q4 of 2019, finalise Inception phase of the RSP establishment:</p> <ul style="list-style-type: none"> - Approve Project Charter for RSP establishment - Approve v2 of RSP Governance Model - Identify a first set of 4 to 6 Reusable Solutions and define the RSP portfolio baseline. - Identify the Catalogue(s) to “host” the RSP portfolio - Agree on a strategy for consolidating 	<p>Achieved: The RSP Project Charter is approved. The RSP Governance has been established (ITCB is the Steering Board). The Master Plan 2020 has been completed. The SER Cost Avoidance model and figures have been endorsed by the RSP Governance.</p> <p>Target & end date: % completion</p> <ul style="list-style-type: none"> - RSP Project Charter approved : 100% • - RSP Governance validated : 100% - RSP Portfolio endorsed: 100% - RSP Catalogues & Cartography consolidation Action Plan by 31-12-2019: 80% - RSP Monitoring and Reporting Framework operational by 31-12-2019: 80% <p>Emerging difficulties:</p> <ul style="list-style-type: none"> - EU Access Strategy is at risk to be delayed given difficulties at Data Centre services to meet the requirements of the complex EU Access Platform. Planned Improvements in data centre service are not yet visible. •
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		<p>DIGIT IT Cartography Solutions</p> <ul style="list-style-type: none"> - Have EU Access Strategy Approved by ITCB – Q1 • DIGIT version of UUM&DS operational as component of EU Access – Q4 	<p>DIGIT (Corporate) UUM&DS pilot as precursor to EU Access was completed by end Q4 2019 as scheduled.</p>
<p>1.14 Update of Open Source Strategy</p>	<p>Adoption of the Open Source Software Strategy as a Commission Decision</p>	<p>Open Source Software Strategy adopted as a Commission Decision.</p>	<p>Partially achieved – slightly delayed The updated Open Source Strategy and associated action plan have been finalised and supported by all levels (including the ITCB, the previous and the new Cabinet).</p> <p>The adoption of the strategy as a Communication to the Commission is ongoing.</p>
<p>1.15 Pan-European Network – implementation of the new network strategy</p>	<p>Publish the call for tender to replace the Testing contract</p>	<p>Call for tender successfully launched by year-end 2019;</p>	<p>Partially achieved – slightly delayed Phase 1 of the restricted procedure is complete. The specifications of the call for tender are finished and ready to be published. The publication has been delayed not to interfere with the negotiation on the new contract for the continuity until 2023. It is foreseen to be published during February 2020.</p>

SER - INFORMATION AND KNOWLEDGE MANAGEMENT



<p>1.16 Contribute to the implementation of the Communication on data, information and knowledge management</p>	<p>Milestones achievement according to the respective thematic roadmaps and action plans: collaboration solutions strategy roadmap; DataStrategy@EC action plan; Corporate Search roadmap; Data, Information and Knowledge management Work Programme 2018-19 supporting activities implemented: monitoring, reporting, support to coordination, support to communication</p>	<p>Implement the actions under the remit of DIGIT from the Work Programme 2018-19</p> <ul style="list-style-type: none"> - collaboration solutions strategy actions according to the collaboration solution strategy roadmap; - DataStrategy@EC implementation according to the DataStrategy@EC action plan; - Corporate Search deployment to staff, further ingestions of corporate sources; - support to the management of the Work Programme 2018-19) 	<p>Achieved Work has progressed according to the implementation roadmaps: in the area of collaboration (collaboration solutions strategy roadmap and work on the single integrated framework for collaboration around O365); as regards Data (DataStrategy@EC Action Plan – release of data platform, release of the framework for data governance and policies, progress on data skills, data catalogue and data skills); for EU Search (open to the staff in January 2020); support to the implementation of the data, information and knowledge management work programme (monitoring and reporting for 2019; contribution to the communication campaign, contribution to the coordination work, contribution to the finalisation of the 2020-2021 work programme).</p>
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SER – COMMUNICATION

<p>1.17 Digital transformation of the web presence of the European Commission</p>	<p>Delivery of the new platform for the web presence of the Commission (Europa) Start of the migration of the web sites</p>	<p>2019 - Set-up of the new platform for the web presence of the Commission (Europa). 2019 S2 - Planning of the migration of the existing sites.</p>	<p>Achieved The development of the new technical platform (Drupal 8) continued according to the roadmap. New sites have been onboarded and planning for the migration have been set-up, in close cooperation with DG COMM.</p>
<p>SER – ICT - OPTIMISED IT INVESTMENT</p>			
<p>1.18 Corporate IT Governance – On behalf of the corporate CMB and ITCB, provide strategic oversight and reviewing, monitoring coordinating the implementation for the new Digital Strategy</p>	<p>a) The IT Investment Team will prepare all ITCB Agendas b) IT Investment Team will ensure the operational coordination of the EC Digital Strategy actions</p>	<p>a) As from 2019, the IT Board will oversee the implementation of the strategy within the existing IT governance framework and DIGIT will coordinate its implementation b) DIGIT will initiate interinstitutional actions that will allow economies of scale (e.g. tenders for public cloud services, licences, hardwares), trusted data exchange</p>	<p>Achieved During the year 2019, the IT Investments Team brought 123 assessments or points for discussion to the ITCB, which is an increase of 98% compared to 2018 (62 points). Partially achieved No progress on inter-institutional aspects, at the exception of Offices and services (e.g.: OP, OIB, PMO, SCIC) which are deeply involved in the drafting of the modernisation plan.</p>
<p>1.19 Work requested by the European Parliament PA EU-FOSSA 2 The project aims at securing the Open Source Software that the EU institutions use.</p>	<p>Finalise the EU FOSSA 2 Preparatory Action</p>	<p>Delivery of the following: <ul style="list-style-type: none"> • Bug Bounties • Hackathons • Drupal security issue • Updated Inventory of OSS </p>	<p>Achieved</p> <ul style="list-style-type: none"> • 15 bug bounty programmes launched • 3 Hackathons done • Drupal security improvements done • Inventory of OSS was delivered and reviewed
<p>1.20 PA on data analytics solutions for policy making</p>	<p>Techniques identified and developed</p>	<p>2019 - identification, development, implementation and promotion of data analytics techniques for evidence policy making (analysis</p>	<p>Achieved The work on analytics solutions for policy making has progressed as scheduled and all foreseen actions have been launched: the service for the analysis of the citizens feedback further progress in its revamping; disinformation tools, platform and experts support have been explored and/or activated; the collection of information on EU funded projects has continued in the context of the EUResults project.</p>

		of citizens feedback, analytics to monitor the implementation of European policies, data mining)	
1.21 Set up the coordination function for the Digital Strategy Implementation at corporate level	Corporate function mandated to coordinate and monitor the EC DS implementation on behalf of the ITCB, will be operational.	Mid-2019: Operational	Achieved 2020 Roadmap to the Digital Commission proposes additional measures to strengthen the coordination function beyond the extended IT investment team.
1.22 Provisioning of enablers for the Digital Strategy Implementation	Strengthen Enterprise Architecture Capability to guide actively the Digital Strategy Implementation.	By end of 2019	Achieved & operational Methodology: Achieved & operational Achieved & operational
1.23 Digital Solution Modernisation Plan	<ul style="list-style-type: none"> - Agreement on approach, scope, priorities covering all families and retained business domains - First version of the Corporate Modernisation Plan - Identification of potential Building Blocks 	<ul style="list-style-type: none"> - 3/2019: Kick-off - 10/2019 first version adopted in view of 2020-planning - Identification of potential Building Blocks reached by 10/2019 	Partially achieved Strategic analysis for the EC's core administration is completed. Contributions from policy DGs and families to be completed in 2020 in function of the new Commission taking office and the refinement of the MFF2021-2027 political objectives. Portfolio of building blocks updated, including innovative enablers.
ECDS DIGITAL DELIVERY MODEL			
DEVELOPMENT OF A NEW COMMISSION-WIDE DIGITAL DELIVERY MODEL BASED ON INTEROPERABILITY, REUSABILITY AND DATA SHARING.			
1.24 Enterprise Architecture Define the guidelines, standards and reusable components on the four Enterprise Architecture layers: Business Architecture, Application Architecture, Data Architecture and Infrastructure		a) 2 in 2019	Not Achieved - Delayed Due to reprioritisation in (digital solution modernisation plans) and resource issues, the Enterprise Architecture activities have delays. A Business Case for Corporate Architecture was drafted. a) 0

<p>Architecture</p> <p>a) Reusable Solution Quality Assurance (QA) by Reusable Solution Platform Workgroup: Establish QA principles and metrics for reusable solutions;</p> <p>b) Add reusable solutions to CoRA⁷: Enrich CoRA with a description of how to make use of each reusable solution inside a CoRA-compliant architecture</p> <p>c) Establish a Data Reference Architecture & incorporate privacy by design (GDPR)</p> <p>d) Develop and disseminate Technical Reference Architecture standards</p>	<p>a) Number of reusable solutions evaluated</p> <p>b) Number of reusable solutions incorporated in CoRa</p> <p>c) Data Reference Architecture (DaRA):</p> <p>d) Enrich CoRA with a Data Reference Architecture</p> <p>e) Add GDPR - compliance to CoRA</p> <p>f) Establish architectural principles and guidelines so that IT systems respects GDPR;</p> <p>g) Number of Digital Native Application (DNA) Components /</p>	<p>b) 2 in 2019</p> <p>c) 1/2019</p> <p>d) Q2/2019</p> <p>e) Q4/2019</p> <p>f) components / templates available to the developer community by Q4/2019;</p>	<p>b) 0</p> <p>c) DaRA available, not yet fully integrated in CoRA</p> <p>d) x</p> <p>e)&f) Collection of recommendations was completed but not yet reflected in CoRA and guidelines</p> <p>g) 0</p>
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⁷ CoRA : Corporate Reference Architecture

	templates used and documented by the Competence Centres		
<p>1.25 Software Factory – Standardisation of Software Development</p> <p>Industrialise software development by making use of Competency Centres in the New Delivery Model Competency Centres are pools of specialised & standardised resources (e.g. Java developers, database developers, project managers, user interface developers, testers, architects) which are required to staff a development project.</p>	<p>Use of the “Development Project KPI (Key Performance Indicator) dashboard” which was piloted in 2018</p> <p>Number of projects using alternative sourcing mode (i.e. other than Time & Means)</p> <p>Spare capacity level of the Competency Centres (spare capacity level = available resources to do new development. If spare capacity = 0% this means all available resources are allocated 100% on ongoing projects)</p>	<p>a) 50% of ongoing development projects in DIGIT’s Software Factory using the KPI dashboard by Q1</p> <p>b) 10% of DIGIT’s Software Factory projects make (partial) use of alternative sourcing mode (i.e. other than Time&Means: framework contracts DIGIT-XM and DIGIT-SM) for new or existing projects.</p> <p>c) Competency Centres having a spare capacity of 10% by Q2 (i.e. development capacity immediately available for kick-starting new projects)</p>	<p>Partially achieved</p> <p>The New Delivery Model Competency Centres have all been put in place and function as expected. They were however facing two big difficulties: a lack of budget to finance the horizontal activities (i.e. not directly related to a specific project) and the uncertainty on projects budget affecting resource planning. A consensus has been found on a way to address this in 2020.</p> <p>a) Delivered: 72% of ongoing development projects are using the KPI dashboard, i.e. 22% more than the target</p> <p>b) Delivered: The DIGIT-SM contract was not awarded in 2020. Nevertheless, 55% of DIGIT Software Factory projects make partial use of QTM</p> <p>c) contracts (DIGIT-XM) Not delivered: Lack of financing has prevented reaching this objective</p>

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Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions	<input checked="" type="checkbox"/> Related spending programme: ISA ²
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<p>Result indicator: Degree of alignment of National Interoperability Frameworks (NIF) with the revised European Interoperability Framework (EIF), as well as the degree of their implementation.</p> <p>Relevance: The revision of the EIF is one of the actions identified in the Digital Single Market strategy established by the Commission and will contribute to its implementation. The indicator is directly linked with this action, in particular the transposition and implementation of the EIF by the Member States, and will guide the European administrations in their efforts to put in place seamless European public services.</p> <p>Source: Data extracted from the National Interoperability Framework Observatory.</p>

Baseline (2015)	Milestone(2018)	Target (2020)	Update for AAR 2019
<ul style="list-style-type: none"> NIFs/EIF alignment rate 72% NIFs implementation rate 28% 	<ul style="list-style-type: none"> NIFs/EIF alignment rate 80% NIFs implementation rate 40% <p>As defined for the ISA² interim evaluation</p>	<ul style="list-style-type: none"> NIFs/EIF alignment rate 90% NIFs implementation rate 60% <p>As defined for the ISA² final evaluation</p>	<p>The first data collection of the EIF monitoring according to the new mechanism is completed. The data is now being processed to check the level of NIF/ EIF alignment per MS and EU average.</p> <p>The overview results per MS will be available in Q2 2020 in the state-of-play report on Digital government and interoperability. Moreover, the results displayed as individual KPIs and 3 score boards will be accessible in a visualisation or Business Intelligence tool (Redisstat) in Q3 2020</p>

Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
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IMPORTANT ITEMS LINKED TO THE ISA² PROGRAMME
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2.1 Support to Digital Single Market Strategy	Indicator	Target	Achieved
<p>a) Support the implementation of the revised European Interoperability Framework (EIF), through the ISA2 programme.</p> <p>b) Participate and contribute to relevant DSM actions such as the Catalogue of ICT Standards, the eGovernment Action Plan 2016-2020, Tallinn declaration actions (including Once Only Principle), etc.</p>	<p>a) Support the implementation of the revised EIF.</p> <p>b) Contribute to relevant DSM initiatives from the interoperability point of view.</p>	<p>a) Launch the monitoring for all MS and ISA² countries with the new mechanism adapted to the last version of the European Interoperability Framework.</p> <p>b) Continue promoting the services supporting semantic models and the ICT standards catalogue. Support monitoring (progress made by Member</p>	<p>Achieved</p> <p>a) The first data collection of the EIF monitoring according to the new mechanism is completed and the processing work has started. The overview results will be available in Q2 2020 in the state-of-play report on Digital government and interoperability.</p> <p>b) Continue promoting the services that support semantic models and the ICT standards catalogue. Contribution to the implementation of the actions deriving from the Tallinn declaration, such as the Once Only Principle and Interoperability by default through workshops and raising awareness of EIRA (European Interoperability Reference Architecture), both to the Member States and to the Commission. Interoperability Maturity Assessment of a Public Service and</p>

		States) and implementation of the actions deriving from the Tallinn declaration, such as the Once Only Principle and Interoperability by default.	European Legislation Identifier are other examples of solutions helping the Member States in the digitalisation of their public administrations ensuring interoperability.
2.2 Perform digital and interoperability checks in EU Legislation	<p>Digital checks:</p> <ul style="list-style-type: none"> % of major Commission proposals screened <p>Interoperability checks:</p> <ul style="list-style-type: none"> number of legal acts assessed 	<p>Digital checks:</p> <ul style="list-style-type: none"> all major proposals of the Commission are screened for possible ICT impacts <p>Interoperability checks:</p> <ul style="list-style-type: none"> apply the interoperability checks methodology to at least 10 legal acts 	<p>Achieved</p> <p>The legal interoperability team screened 203 initiatives – announced on the ‘Have your say’ Europa webpage – in 2019. Out of these items, 103 proposals were pre-assessed by relying on the new ‘legal interoperability screening methodology’, which is a combination of the previous digital and interoperability checks.</p>
2.3 ISA² interim evaluation	All the necessary steps are taken to deliver the ISA ² interim evaluation (public consultation, ISG, ...)	ISA ² interim evaluation ready for adoption second-half 2019.	<p>Achieved</p> <p>The Commission adopted its Report on the Results of the interim evaluation of the ISA² programme timely – COM(2019) 615 of 23/9/2019. This document concludes that the ISA² Programme has been performing well so far.</p>
2.4 Implement ISA² annual work programme 2019	a) 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; procure in accordance with procurement rules and programme’s implementation	a) Adopt and execute the 2019 work programme. Procure and implement actions as planned.	a) The 2019 work programme is adopted and launched on time (Q1 2019); actions are procured within the planned time frame and budget, as detailed in the Work programme.
			<p>Achieved</p> <p>a) The 2019 work-programme was executed as planned.</p>

plan and budget.			
b) Prepare next year's work programme.	b) Prepare the 2020 work programme	b) The 2020 work programme is prepared as per legal basis; draft version following ISC will be ready by end of 2019.	b) The 2020 Work programme proposal was presented and discussed with the Member States in the coordination group meeting of October and the ISC was launched end of November. The final version was formally shared with the committee members in December for adoption in Q1 2020. General agreement from Member States and from Commission Services.
OTHER IMPORTANT OUTPUTS			
2.5 Collaboration with Member States CIOs – Support the Chief Information Officers network in order to boost public sector transformation and implement digital solutions for EU-wide policies Collaboration with external stakeholders (OECD, EPA, ...)	Sharing of outputs between OECD and ISA ² (such as the NIFO results). Engage with external interoperability stakeholders.	Participate and give the requested support to the 2 CIOs network meetings organised by each presidency. Participate to meetings and events with OECD and other international organisations.	Achieved DIGIT contributed to the OECD task force on governance and actively participated in the eLeaders meeting in Brussels in September. We supported the Finnish presidency in the organisation of the CIO meeting in October. Following up on the conclusions of this meeting, DIGIT organised a design-thinking workshop with the CIOs in Brussels with a representation of 25 countries.
2.6 Connecting Europe Facility (CEF)	Provision of core service platforms according to the mandate of the CEF work programmes	10% increase in number of reuse instances of CEF building blocks, by Commission and Member States	Achieved From 158 reuse cases reported in Q1/2019 to 198 reuse cases in Q3/ 2019.

Specific objective 3: Provision of a modern office automation environment

Result indicator: Overall satisfaction level of end users with the digital workplace solutions provided by DIGIT [KPI-2]

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

Source: *IT Workplace solutions – 2018 User satisfaction survey.*
This survey is run annually since 2015. The results of the survey compare to the Key Performance Indicator (KPI) defined in the ITIC Service Level Agreement (SLA).

Baseline (2015) Target set in the SLA (80%) achieved	Milestone (2017) Maintain end user satisfaction at least at the level of 80%.	Target (2020) Maintain end user satisfaction at least at the level of 80%.	According to the IT Survey, 92% of the respondents find the service of the service desk good or satisfactory. 90% of the correspondents who had received a new laptop were positive or neutral. <i>(SOURCE: DIGIT IT Survey 2019).</i>
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Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
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SER – Digital Workplace (DWP): Roll-out of the DWP



3.1 Devices			Achieved
a) Transition from desktop to laptop by default	a) Proportion of laptops vs desktops in the European Commission	a) Completed by 31/12/2020 – a level of completion above 60% is expected to be reached by 31/12/2019	a) By end 2019, around 85% of users have received a laptop. The transition should be finalised during 2020 as planned.
b) Improvement of the mobile services	b) Seamless Unified Communications (Skype for Business) available on mobile devices	b) Service available for target population enrolled in DWP environment	Not achieved, slightly delayed b) Pilot of UCC on Mobile is slightly delayed with only a few persons in DIGIT currently enrolled. It is expected to be rolled out in DIGIT during February/March 2020.
3.2 Office automation Migration of Digital Workplace back office infrastructure	New infrastructure in production	Completed by 31/12/2019	Achieved The back office infrastructure is in production and supporting the first users in Welcome since December 2019.
3.3 New ways of working Pilot on flexdesking	Tools enabling flexdesking deployed in dedicated zones of DIGIT buildings	By 31/12/2019	Achieved The flexdesking pilot in DRB D3 was delivered in September 2019.
3.4 Unified Communication (UC)			Achieved
a) Corporate-wide roll-out of UC solution	a) Number of DGs on Unified Communication	a) By 31/12/2019, 80% of target population on UC	a) End of December, 99.5% of the targeted users are enrolled in UC
b) Continue phase-out of legacy	b) Proportion of legacy fixed	b) By 31/12/2019,	b) End of December, 72% of the targeted users are using UCC telephony services instead of

telephony	telephony phased out	legacy telephones removed for 50% of target population	legacy telephony services
<p>3.5 Integration, and Identity and Access Management (IAM)</p> <p>Seamless and secured access to cloud services using strong identity management (EU login)</p>	<p>Publication Office migrated to Office 365 based on EU login, serving as a pilot for the future Commission wide deployment of a hybrid cloud office automation environment</p>	<p>Completed by 31/12/2019</p>	<p>Achieved</p> <ul style="list-style-type: none"> • Identity federation between EU Login NS Microsoft Office 365 cloud-based services was implemented in December 2019. • The hybrid cloud office automation environment is ready from a technical point of view and access for all staff can be enabled after regulatory approval. • Now that the pre-requisites for 2 Way SSL for reverse proxy has been activated by SNET team, EU Login integration can be carried out with this capability to improve services of EU Login for Cloud based applications

Specific objective 4: Standardized and centralized management of end-user IT equipment and support services

Result indicator: Overall satisfaction with the support provided by the IT Helpdesk (call centre & proximity teams)

Relevance: The users of the ITIC services are best able to assess whether DIGIT provides "IT services that fit their needs".

Source: *IT Workplace solutions – 2018 User satisfaction survey. This survey is run annually since 2015. The results of the survey compare to the Key Performance Indicator (KPI) defined in the ITIC SLA.*

Baseline (2015)	Milestone (2017)	Target	Update for AAR 2019
Target set in the SLA (80%) achieved	Maintain end user satisfaction with the support provided by the IT Helpdesk at least at the level of 80%.	Maintain end user satisfaction with the support provided by the IT Helpdesk at least at the level of 80%.	According to the IT Survey, 92% of the respondents find the service of the service desk good or satisfactory. 90% of the correspondents who had received a new laptop were positive or neutral. (SOURCE: DIGIT IT Survey 2019).

Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
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SER - CONSOLIDATION AND STANDARDISATION: CENTRALISED MANAGEMENT OF IT EQUIPMENT

<p>4.1 Centralise IT equipment management</p> <p>Adapt and optimise internal processes</p>	Centralised processes for IT equipment management designed and fully implemented, replacing the legacy decentralised processes heavily relying on IRMs	Finalised by 31/12/2019	Achieved For most DGs with operational budget the acquisition of laptops has now been centralised. Only remaining DGs are CNECT and REGIO.
<p>4.2 Optimise IT logistics processes</p> <p>a) Unified request portal for staff</p> <p>b) Streamlined logistics process for newcomers</p>	<p>a) Portal available</p> <p>b) Process implemented</p>	Finalised by 31/12/2019	<p>Achieved</p> <p>a) My IT Support portal, available for IT Services, will be reused for logistic requests. The portal is available and the main functionality is present. OIB is currently testing the first requests they are interested to include: requests for newcomers/ moves/ departures.</p> <p>b) The pilot for onboarding newcomers (external staff) for DIGIT was successful and is being extended to other DGs gradually.</p>

<p>4.3 Explore new paradigms and channels for user support (full automation of support tasks, self-service functionalities, live chat for interaction with users, end user knowledge base, service desk video conferencing, etc.)</p> <p>The user needs research pilot started in 2018 will be followed-up through new pilots in more DGs.</p>	<ul style="list-style-type: none"> • Service desk video-conferencing • Instant messaging with agents • Implement and provision a knowledge management database in preparation of a self-service portal 	<p>New pilots in more DGs implemented by 31/12/2019</p>	<p>Achieved</p> <p>Instant messaging with agents: proof of concept with current IT Service management tool was completed and results were not satisfactory. New market products will be analysed in the context of the review of IT Service management landscape. A welcome desk was set-up for the blue book trainees (700 persons in BXL & LUX) as well as new staff for the cabinets. The pilot was very successful, making these persons operational much quicker than before. The Welcome desk concept will be generalised to all staff arrivals and categories during 2020.</p>
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Specific objective 5: Modernised data centre operations towards a hybrid cloud

Result indicator: Satisfaction of IT professionals with data centre operations

Relevance: IT professionals – the Information Resources Managers (IRMs) – of the Commission's services are best able to assess whether DIGIT provides the data centre operations "at the right service level, at the right place and right cost".

Source: DIGIT IRM satisfaction survey run annually with a sample of DGs

Baseline (2015) Overall satisfaction between 65 and 70%.	Milestone (2017) Increased satisfaction by a minimum of 10% as compared to baseline.	Target (2020) User satisfaction between 85 and 90%.	Update for AAR 2019 The IRM satisfaction survey, following internal reorganisation, has not been running since 2017
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Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
5.1 Inter-institutional Cloud brokering by providing Cloud resources and managing cloud contracts	Financial volume of cloud resources purchased and managed by the cloud broker service on behalf of the participating institutions and agencies	Reach a financial volume of 5 M€	Achieved During 2019 a financial volume of 8M€ was managed by the broker on behalf of the 15 participants institutions and agencies
5.2 Creation of a private cloud on premise	New private cloud on premise service available via the DIGIT service catalogue	By 31/12/2019	Achieved First services available, with limited support and limited scale. To be noted that this is a program that will continue to grow and develop for years to come.
5.3 DevSecOps a) Building a DevSecOps community b) DevSecOps Development Toolkit c) Hosting services enabling DevSecOps	a) Ops4devs events organization b) Availability of new mechanism to enable DevSecOps practices as part of the service4developers offering c) Evolution of hosting services enabling Dev Sec Ops by offering application monitoring and application log correlation services	a) Organization of 2 ops4devs conferences and 4 ops4devs cafes b) Ability to run containers in Service4developers (Q3 2019) c) Application performance monitoring service published in the Service catalogue; log correlation service available in Service Catalogue (Q2 2019)	Achieved a) Three Ops4Devs conferences have been organised (January, June and November 2019),- each with an occurrence in both Luxembourg and Brussels, gathering around 100 participants each. In addition, 4 Ops4Devs cafés have been held (March, May, September and October 2019). b) Containers as IaaS (Infrastructure as a Service) are available on SRV4DEV, while the usage of Containers as PaaS (Platform as a Service) can be enabled on request, and will be part of the standard offering in the next release of SRV4DEV. Container-based technologies are also used to deploy managed hosting services in the public cloud. c) The two new services have been launched and are available in the Service Catalogue.

<p>5.4 Delivery of Public-Cloud-based hosting services</p>	<p>Inclusion of additional hosting services based on the offering of public cloud providers as an integral part of the DIGIT Service Catalogue</p>	<p>DIGIT Hosting Service offering available for:</p> <ul style="list-style-type: none"> - WildFly/JBOSS with integrated Load Balancer - PostgreSQL - Object Storage - Reverse Proxy Mapping • <p>Creation of specialized cloud support group to cover first and second level support for cloud based hosting services.</p>	<p>Achieved</p> <p>The first generation of Cloud-based DIGIT managed services has been launched in December, 2019.</p> <p>The services are:</p> <ul style="list-style-type: none"> • WildFly/JBOSS with integrated Load Balancer • PostgreSQL • Object Storage • Reverse Proxy Mapping <p>The services are supported by a specialized support group covering first and second level support for cloud based hosting services.</p>
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Specific objective 6: Consolidated data centres

Result indicator: Consolidation level of data centres [KPI-3]

Source: DIGIT

Baseline (2015)	Milestone (2017)	Target (2019)	Update for AAR 2019
No consolidation so far, but inventory of Local Data Centres (LDC) completed.	<ul style="list-style-type: none"> - New corporate data centre in Betzdorf operational, old JMO data centre phased out. - Consolidation of the other corporate data centres (Bech, Host) well on its way. - The LDC of 5 DGs are integrated into the DIGIT Infrastructure. - First case of local data centre fully consolidated (ESTAT). 	<ul style="list-style-type: none"> - 80% of all LDC consolidated into the corporate data centre and Cloud (Clarification: the multi-annual roadmap includes a start of consolidation activities for 80% of DGs by 2019. - Full consolidation of the DIGIT corporate data centre into two main sites (Betzdorf and Windhof). 	<p>Consolidation started for 94% of all LDC into the corporate data centre and Cloud (finalisation of consolidation expected by 2022)</p> <p>New Corporate Data Centres in Betzdorf and Windhof fully operational</p>

Main outputs in 2019

Description	Indicator	Target	 Update for AAR 2019
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SER – CONSOLIDATION AND STANDARDISATION: CONSOLIDATED LOCAL DATA ROOMS

<p>6.1 Data centre consolidation</p>	<p>Number of local data rooms consolidated</p>	<p>Consolidation finished for the following DGs:</p> <p>COMP (Q1 2019) RTD (Q2 2019) TRADE (Q3 2019) GROW (Q4 2019) SANTE (Q4 2019) CNECT(Q4 2019)</p>	<p>Achieved (with three exceptions)</p> <p>COMP (100%) – Consolidation completed.</p> <p>RTD (100%) – Consolidation completed.</p> <p>TRADE (90%) – Consolidation completed.</p> <p>GROW (90%) – Consolidation ongoing, closure postponed to 2020Q1, due to delivery delay of HCI service on DIGIT side.</p> <p>SANTE (70%) – Consolidation ongoing, closure postponed to 2020Q3. Main reasons for delay are technical complexities and limited resources from SANTE.</p> <p>CNECT (30%) – Consolidation ongoing, closure postponed to 2020Q4. Special agreement with CNECT to postpone by 1 year (resource issues on CNECT side) at the same time realising 3FTE of savings despite closure date move.</p>
<p>6.2 Extension of the Betzdorf datacentre</p> <p>As a result of the</p>	<p>Two datacentre rooms delivered and operational</p>	<p>Completed by 31/12/2019</p>	<p>Achieved</p> <p>The two data centres are delivered and operational</p>

political agreement between the Luxembourg state and the European Commission, two additional data centre rooms should be provided to the Commission in the Betzdorf datacentre			
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Specific objective 7: Strengthened cyber-resilience

Result indicator: Improvement of cyber-resilience will be measured using a measure of IT security capability that provides an indication of the overall level of development of IT security across a range of critical fields, from the assurance that the basic IT security procedures are respected to fully developed quality assurance [KPI-4]

Relevance: Cyber-resilience relies on a number of transversal technical and process-related measures, applied to information systems, infrastructures and users, covering: design methodologies, standardised architectures/configuration rules, systems administration/management and access rights management. These measures are defined, developed and implemented through specific projects under the annual Management Plans of the operational directorates within DIGIT.

Source: DIGIT

Baseline (2015)	Milestone (2017)	Target (2020)	Update for AAR 2019
<p>Definition of current IT security capability levels in relation to core processes using the following scale of the ISO 15504 standard:</p> <p>5 Optimising process 4 Predictable process 3 Established process 2 Managed process 1 Performed process 0 Incomplete process</p>	<p>Achievement of level 1 in all processes identified as core and level 2 in 50% of IT security processes defined as critical.</p>	<p>Achievement of level 3 or above (established, predictable or optimizing) in the most critical processes (to be defined) and at least 2 in the processes defined as core.</p>	<p>For the purpose of this indicator, the following IT security processes – described in the Implementing Rules 207/8841⁸ – are considered:</p> <ul style="list-style-type: none"> - Governance: level 4 achieved (through ITCB and DISB) - Risk Management: level 1 achieved (with the IT Security Risk Management Methodology – ITSRM²) - IT operations: level 4 achieved for the infrastructure (integrated in the respective SoPs), level 1 achieved for the information systems (following Secure Systems Lifecycle Guidelines) - Incident management: level 4 achieved (integrated in the SoP of CSIRC) - Development and acquisition: level 4 achieved for the infrastructure (integrated in the respective SoPs), level 1 achieved for the information systems (following Secure Systems Lifecycle Guidelines) - Training, awareness and communication: level 3 achieved (through Cyber awareness Raising Programme) - Compliance and continuous improvement: level 1 achieved (the process driven by the IT security policy framework, under revision)

Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
SER – ICT SECURITY: BETTER IT SECURITY SERVICES			
<p>7.1</p> <p>Improve the security of IT infrastructure</p>	<ul style="list-style-type: none"> • Extend the security assurance services offering: <ul style="list-style-type: none"> - % of Scaleability 	<p>Scaleability - Target: 20% Cloud tests - Target: 20%</p>	<p>Achieved</p> <p>The target of 20% scaleability and SaaS services reached in July 2019</p>



⁸ COMMISSION DECISION of 13.12.2017 laying down implementing rules for Articles 3, 5, 7, 8, 9, 10, 11, 12, 14, 15 of Decision 2017/46 on the security of communication and information systems in the Commission: https://myintracomm.ec.europa.eu/corp/digit/itsecurity/Documents/C_2017_8841_F1_OTHER_AUTONOMOUS_ACT_LEGISLATIVE_EN_V5_P1_960269.pdf

<p>through public services, and on-premise hosting secure services</p> <p>secured cloud secure and segregated and hosting</p>	<p>- % of Cloud tests</p> <ul style="list-style-type: none"> • Implement and facilitate the IT security risk management for corporate IT systems: <ul style="list-style-type: none"> ○ Design the cartography of DIGIT IT services and their prioritisation for IT Security risk management purposes ○ Extend the Risk assessment to all DIGIT Directorates (B, C, D, S) using the experience of the 6 IT systems assessed in 2018 ○ Following the priorities agreed by Q2 2019, apply the structured approach to an agreed set of corporate systems of DIGIT <p>Create a follow-up process to monitor progress of the implementation of the mitigation measures identified through IT security risk assessment</p>	<p>By Q2 2019</p> <p>By Q2 2019</p> <p>By Q4 2019</p> <p>By Q4 2019</p> <p>In 2019:</p> <ul style="list-style-type: none"> • Network encryption for the Commission's external web presence (HTTPS everywhere) • Increase the segregation of network through the roll out of the Digital Workplace and the Cloud on Premise services (see 3.2 and 5.2), to be implemented. <p>Increase the use of Secure Hosting Service (SHS)</p>	<p>was maintained until end of 2019. This allowed us to accommodate all important security tests and improve the lead time to 4-6 weeks.</p> <p>Implementation and facilitation of the IT security risk management for corporate IT systems:</p> <ul style="list-style-type: none"> • Cartography of relevant transversal services created. • Most critical transversal services are now under scrutiny for risk management purposes. • Secure repository and new information exchange mechanisms created. <p>- 108 risk assessments have been introduced in the risk module of the ITSRM² tool</p> <ul style="list-style-type: none"> • Requirements gathering completed, market research ongoing with the objective to choose between an on-prem and cloud certificate distribution solution <p>Secure hosting usage: 28 ISs hosted in SHS, and onboarding of 12 additional ones is ongoing</p>
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<p>7.2</p> <p>Standardisation of secure development procedures in DIGIT's software delivery model, in collaboration with other DGs</p>	<p>a) DevSecOps - Promote secure and agile software development through support to the DevSecOps project</p> <p>a.1) Pilot with Fortify AST; definition of corporate services for DevSecOps</p> <p>a.2) Test containers; static application security testing</p> <p>b) Corporate tool and procedure for technical asset inventory</p> <p>b.1) Agree on the DIGIT system/ technologies to integrate</p> <p>b.2) Cover DIGIT entirely</p> <p>c) Extend the use of the security assurance/ vulnerability management corporate tool as part of the secure development procedures</p> <p>c.1) PoC with critical systems; agree execution requirements with the rest of DIGIT</p> <p>c.2) Cover DIGIT entirely</p> <p>d) Facilitate IT security risk management regarding information systems in all DGs, providing tools, methodology, training and coaching</p> <p>d.1) number of risk management reports received following the ITSRM²</p> <p>d.2) number of systems for which coaching is provided</p>	<p>a.1) By Q2 2019</p> <p>a.2) By Q4 2019</p> <p>b.1) By Q2 2019</p> <p>b.2) By Q4 2019</p> <p>c.1) By Q2 2019</p> <p>c.2) By Q4 2019</p> <p>d.1) Target: 10</p> <p>d.2) Target: 10</p>	<p>Achieved</p> <p>a.1) the milestone was achieved.</p> <p>a.2) The milestone was achieved as planned. Container security, static/dynamic application security testing and software composition analysis were all delivered, tested, and integrated in the DevSecOps pipeline.</p> <p>b.1) the milestone was achieved.</p> <p>b.2) The milestone was achieved as planned. The corporate Asset Inventory was put in place and all DIGIT Datacentre servers, as well as all DIGIT software projects incl. their components were integrated.</p> <p>c.1) the milestone was achieved.</p> <p>c.2) The milestone was achieved as planned. The vulnerability management coverage was successfully extended to all systems managed by DIGIT. Additionally all the results of the scanning are imported into the Asset Inventory and they are linked with the respective assets.</p> <p>d) The setup of the security leaders community among the development team and the delivery of additional ITSRM² training sessions over the year have led to an increase of risk assessments and security plans being delivered as part of the expected IT project lifecycle.</p> <p>d.1) 25 risk assessments were received for review in 2019, 11 of them are based on ITSRM²</p> <p>d.2) 16 coaching ITSRM² sessions were provided for DIGIT IT systems, 35 coaching sessions were provided to other EC departments.</p>
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	<p>d.3) number of training sessions provided</p> <p>d.4) supporting tool</p> <p>d.5) methodology improvement</p>	<p>d.3) Target: 4</p> <p>d.4) Target: ver. 1 deployed</p> <p>d.5) Target: 1st complete review, with an updated version + support</p>	<p>d.3) 13 training courses ITSRM² for Practitioners (16 days in total, as the 3 pilots were counted for 2 days per course), 142 participants from all the EUIs</p> <p>d.4) The Risk Module of the Govsec tool has been delivered to ITSRM2 practitioners as a pilot. Over 2019, 108 risk assessments made / 4 groups per categories: (i) DIGIT datacentre, (ii) Reusable Solutions Platform, (iii) EC departments, other than DIGIT, (iv) data platform.</p> <p>d.5) The new version of the methodology (v1.1), integrating the lessons learned from the practitioners has been finalised. This new version is ready for integration into the training and tooling streams. It will also be part of a broader package called 'ITSRM2 Guidelines' in 2020.</p>
<p>7.3</p> <p>Cyber-awareness raising programme.</p> <p>The programme will be tailored for different staff categories.</p>	<p>a) Number of cyber awareness programme Cyber Aware activities/ events/trainings per target audience</p> <p>b) Number of DGs covered during Phishing campaign</p>	<p>a) Target:</p> <ul style="list-style-type: none"> • 24 for all staff • 12 for management • 6 for technical staff <p>b) Target: 8 DGs per year</p>	<p>Achieved</p> <p>a) Target exceeded overall on 2019.</p> <p>a1- All staff activities:</p> <p>More than 50 cybersecurity presentations were delivered.</p> <p>Communication materials published.</p> <p>Extension of the training on cybersecurity on EU-Learn, new in-house course created on mobile cyber hygiene</p> <p>a2 – management:</p> <p>12 tailored briefings and cyber mentorship sessions were organised for Management</p> <p>a3 – technical staff:</p> <p>3 LISOs network coordination meetings</p> <p>The Secure Code Warrior platform made available to developers through dedicated events.</p> <p>Numerous IT Security standards and guidelines published on IT Security Portal.</p> <p>b) Target reached for 2019: 8 DGs have been covered by a phishing exercise. On top, a market study and testing of more mature tools have been conducted.</p>

Specific objective 8: Provision of IT security operations

Result indicator 1: Efficiency of vulnerability patching expressed as a percentage of systems compliant with the time-to-patch rate targets. The time-to-patch rate measures - in terms of days - the time from identification of the vulnerability to effective patching. A set of time-to-patch rate targets are required to reflect different criticality of the vulnerabilities and information systems.

Relevance: Applying security patches within a short time is critical for reducing EC IT environment exposure to the risk of cyber-attacks.

Source: DIGIT

Baseline (2015)	Milestone (2017)	Target (2020)	Update for AAR 2019
Time-to-patch rate is high for systems managed by DIGIT (ITIC environment and DIGIT data centres) but unsatisfactory at overall corporate level.	Increase by 50% the number of systems achieving their time-to-patch rate targets.	Compliance with the time-to-patch rate targets for at least 90% of systems in the EC IT environment.	The targets already reached in the mid-term of 2019 and maintained.

Result indicator 2: Coverage/accessibility of the corporate incident response service provided by DIGIT (percentage of system owners aware of and using the service of CSIRC)

Relevance: Accessibility of the incident response service is crucial in reducing the impacts of detected security incidents and in eradicating their causes.

Source: DIGIT

Baseline (2015)	Milestone (2017)	Target (2020)	Update for AAR 2019
CSIRC service is available and present in DIGIT service catalogue but many stakeholders, including system owners, are still not aware of it or do not use it.	Include measurement of system owners' awareness and assessment of accessibility of the corporate incident response service provided by DIGIT.	At least 90% of system owners aware and using the service.	Achieved. Foundation work has been done : service catalogue updates, extensive use of LISO network, promotion through Cyber-Aware programme and, more importantly, training of the Central HelpDesk which allow any EC staff to report any incident, including IT security incidents. Furthermore, the service coverage has been extended to out-of-office hours (24/7). -

Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
<p>8.1 Moving to 24/7 Cybersecurity The European Commission has seen an increase in IT security incidents in recent years, both in absolute numbers and in severity. A number of these incidents have started or developed during evenings, holidays and weekends. Therefore, a decision was made to establish a 24/7 security operations</p>	<p>Indicators/milestones for 24/7 Cybersecurity services:</p> <ul style="list-style-type: none"> - Q2'2019: Alert volume reduction in place - Q3'2019: policies and escalation processes in place - Q3'2019: remote access connectivity in place - Oct'2019: launch of the 24/7 service 	<p>In 2019</p> <ul style="list-style-type: none"> - Improve the maturity of IT security services by automating detection capability and decreasing the number of false alerts - Set up the on-call security service for off-hours, 	<p>Achieved</p> <p>The 24/7 service has been released in December 2019 in pilot mode. It already proved its efficiency during the Christmas break,. Thanks to the engagement of its team members, DIGIT.S.2 managed to overcome the difficulties encountered to recruit adequate resources on the allocated AD posts.</p> <p>However, this best-effort approach is not sustainable. Efforts have now to be concentrated on the staffing to ensure the stability of the service.</p> <p>Furthermore, in view of bringing the service in full production mode, some fine tunings of the service and associated tools and processes will be achieved during Q1 2020. Such as:</p> <ul style="list-style-type: none"> - Improving escalation processes;

capability.		weekends and holidays	<ul style="list-style-type: none">- Fine tuning volume reduction of alerts- Automating service tasks;- Training staff.
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Specific objective 9: Better IT security decision making

Result indicator: Corporate level compliance with IT security rules

Relevance: The data is already collected but will require revision in line with the review / revision of the rules; the current methodology will be kept in order to provide continuity of reporting.

Source: The annual survey of HR.DS will be taken over by DIGIT S.

Baseline (2015) 50%	Milestone (2017) 70%	Target (2020) 80%	Update for AAR 2019 Progressive revision and update of the IT security framework has been completed in approximately 70%, the remaining part will be covered in the course of 2020. The standards updated and adopted to date have formed the basis for defining, implementing and extending the operational services – mostly, regarding risk management, vulnerability management, asset management, privileged users access management, monitoring, detection and incident response – supporting system administrators and system owners in assuring compliance with the IT security framework. The level of implementation of those standards is monitored and reported to the governance level (DISB, ITCB). A new service is being developed to facilitate and automatise this process.
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Main outputs in 2019

Description	Indicator	Target	Update for AAR 2019
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SER – ICT SECURITY: BETTER IT SECURITY SERVICES AND PARTIAL CENTRALISATION OF THE LISO ROLE



<p>9.1 Launch annual IT Security Risk Report on IT security risk profile of Commission services. The report will focus on mitigation measures and will be drafted in collaboration with all DGs.</p> <p>Building on the experience of delivering the first version of the corporate-level report on IT Security risks in 2018, further extend and – with the support of the governance level – enforce the corporate-wide reporting scheme, involving all DGs, and deliver the IT security Risk Report, making it become a part of an established annual process.</p>	<p>Indicators / milestones for corporate-wide risk reporting scheme:</p> <p>a) number of system-level risk management reports received and consolidated</p> <p>b) number of DGs covered by an interview-based maturity/risk assessment</p> <p>c) reporting to the ITCB</p>	<p>As from 2019</p> <ul style="list-style-type: none"> • <p>a) Target: 10 reports received and consolidated</p> <p>b) Target: 10 DGs covered</p> <p>c) Target: 3 quarterly reports and 1 consolidated report</p>	<p>Achieved</p> <p>Exceeding the target:</p> <p>a) 107 IT security plans received and reviewed for the scope of the 2019 IT Security Risk Report (ITSRR)</p> <p>b) 21 EC departments (DGs and Agencies) covered by the assessment review service</p> <p>c) 3 Quarterly reports on incidents and IT security policy framework; 1 annual report on IT security risk posture delivered to ITCB on 11 December 2019</p>
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<p>9.2 Centralisation of the LISO Role and set up of IT security CC providing LISO services</p>	<p>Indicators / milestones for LISO centralisation pilot:</p> <ul style="list-style-type: none"> - Q1'2019: qualitative feedback survey (LISOs, System Owners, Resource Directors) - Q1'2019: LISO "gap survey" on the services to be delivered centrally - Q2'1019: presentation to GDR (results, options for the way forward) 	<ul style="list-style-type: none"> • Assess the LISO centralisation pilot through: <ul style="list-style-type: none"> - qualitative feedback surveys - LISO gap survey • Results of the surveys to be shared at GDR. • Options for further improving LISO services will be presented to the GDR for approval in Q2 2019. 	<p>Achieved Excellent progress</p> <ul style="list-style-type: none"> - Following several presentations and discussions on the results of the pilot phase, a call for expression of Interest for joining the c-LISO service has been launched over the summer. - All participating DGs (7) expressed their willingness to continue. - 8 Additional DGs expressed their willingness to on-board the service. This brings the c-LISO coverage from 20% to 40% of the EC IT end-users. - Preparation for onboarding the new DGs in Q1 2020 on track. - Increased professionalization of the LISO role confirmed.
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Specific objective 10: Increased customer focus			
Result indicator: Degree of implementation of DIGIT's Customer Orientation Strategy Relevance: As the purpose of the Customer Orientation Strategy is to increase DIGIT's customer focus, its implementation will clearly contribute to the achievement of the specific objective. Source: DIGIT			
Baseline (2015) DIGIT's Customer Orientation Strategy endorsed by DIGIT's senior management.	Milestone (2017) All actions of the Customer Orientation Roadmap are implemented in 2017.	Target (2020) If necessary, implementation of corrective actions and/or additional actions complementary to the roadmap.	Current situation (as achieved) The Customer Orientation Roadmap actions were implemented in 2017. Major steps have been taken with the CRM function now in place. 14 out of 14 actions scheduled in the roadmap have been fully completed.
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
10.1 Consolidation of knowledge base activity	Perform regular evaluations of other DG's needs	Complement information about services offered by DIGIT taking into accounts the needs of different DGs	Target achieved
10.2 Improvement of Service Catalogue data quality	Continuous efforts to ensure quality checks of services as included in the Service Catalogue	Review the Service Catalogue in the context of a wider service management revamp.	Target achieved

Specific objective 11: Optimised resources management			
<p>Result indicator: Availability of a management system allowing flexible allocation of resources to priorities [KPI-5]</p> <p>Relevance: Within the constraints of the current resource allocation, such a management system can ensure optimised resources management.</p> <p>Source: DIGIT</p>			
<p>Baseline (2015)</p> <p>DIGIT defined a methodology in order to assess the priority and the maturity of its processes, and the adequacy of the resources (staff) allocation. It resulted in the identification of exact staff needs essential to ensure the achievement of priorities as well as potential optimisation areas. It is used as a support for an optimised reallocation of vacant posts to priorities. This priority identification is based on DIGIT's Work Programme, which provides an accurate picture of DIGIT's activities and also establishes a link with the HR allocation, budget allocation and risks, providing staff and management with a clear and dynamic picture of its activities, resources and goals.</p>	<p>Milestone (2017)</p> <ul style="list-style-type: none"> - Further alignment of DIGIT's Work Programme and budget structure; - Identification of priorities, resources needs and optimisation potential embedded in the annual planning exercise. 	<p>Target (2020)</p> <p>Availability of a management system embedded in DIGIT's operations which:</p> <ul style="list-style-type: none"> - allows flexible allocation of DIGIT's resources (staff and budget) to its priorities; - is owned and used by DIGIT's management. 	<p>Update for AAR 2019</p> <p>All DIGIT activities consuming resources have been analysed across all directorates and documented in the first release of MAP. This decomposition underpins DIGIT's budget request for 2020 in view of the management priorities.</p>
Main outputs in 2019			
Description	Indicator	Target	Update for AAR 2019
<p>11.1</p> <p>Presentation of annual budget request for the Digital Strategy Implementation Plan (DSIP)</p>	<p>Annual presentation of the detailed N+1 budget needs by February year N.</p>	<p>DIGIT will present the annual budget requests for the DSIP through the normal annual draft budget procedure. Details will be made available to DG BUDG each year in February. This budget will be reviewed and approved in the ordinary draft budgetary process.</p>	<p>Achieved</p> <p>All EC-wide budget requests have been registered in GovIS2 in line with the forthcoming MFF2021-2027. The allocations are scrutinised in function of the strands and priorities laid down in the ECDS Implementation Plan. This exercise results in the ECDS budget for 2021.</p>
<p>11.2</p> <p>Set up of the corporate coordination function and kick-starting the EC DS Implementation</p>	<p>Coordination function staffed, mandated by the corporate governance</p> <p>Corporate cost estimates and financing for rolling plan</p>	<p>Mid 2019: operational and coordinating on behalf of ITCB.</p> <p>Nov 2019 for discussion at ITCB</p>	<p>Achieved</p> <p>The coordination function is implemented through a new Unit in DIGIT focusing on digital transformation and coordination.</p>