European Commission

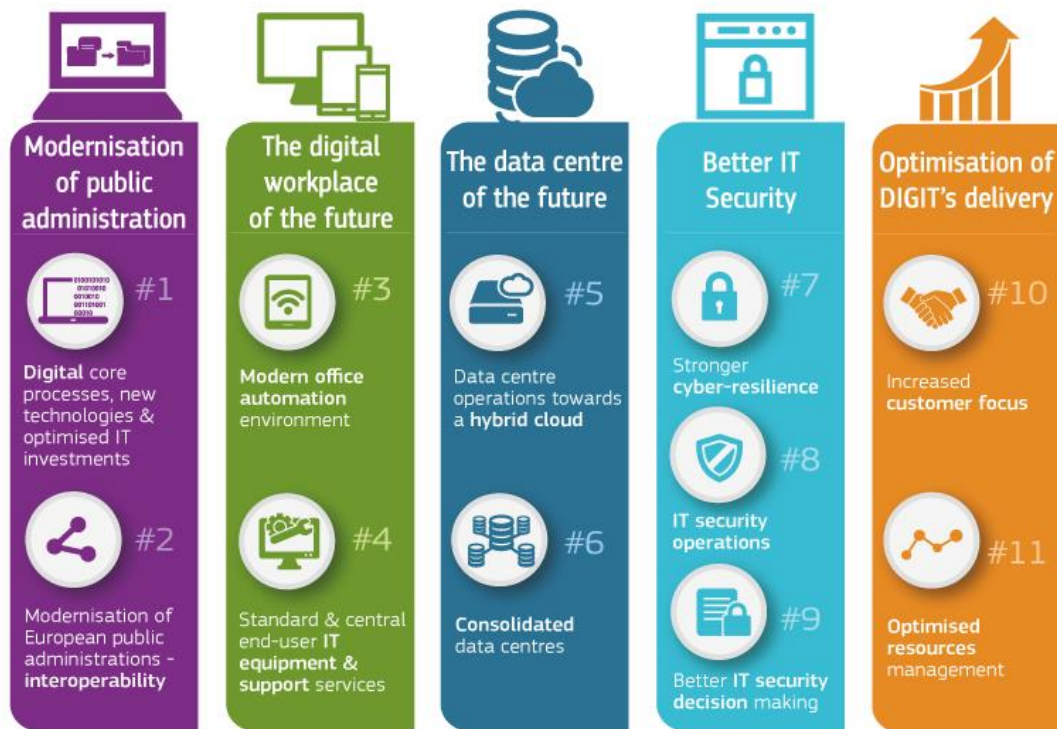DIRECTORATE GENERAL INFORMATICS

DIGIT 2017
Management Plan

mobile. secure. user-friendly.

Informatics

Contents

DIGIT set out its strategic framework for the period 2016-2020 in its Strategic Plan[1]. As shown below, the DG defined eleven specific objectives grouped around five priorities:

DIGIT is involved in the delivery of the policy objective *"Connected Digital Single Market"* by promoting the modernisation of the European public sector through offering interoperability solutions for European public administrations, businesses and citizens (specific objective 2). Nevertheless the majority of DIGIT's efforts and ten out of its eleven specific objectives are linked to the general objective shared by the Commission's horizontal services:

"To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents."

DIGIT plays a prominent role in the efficient management of the Commission's ICT (Information and Communications Technology) resources and it is committed to find better ways of working across the Commission.

---

[1] http://ec.europa.eu/atwork/synthesis/amp/doc/digit_sp_2016-2020_en.pdf

On 4 April 2016 the College adopted the Communication on "Synergies and Efficiencies in the Commission – New Ways of Working"[2]. On that occasion DIGIT received the mandate to lead the change process in the ICT domain through delivering the below Synergies and Efficiencies Review (SER) ICT agenda by 2019:
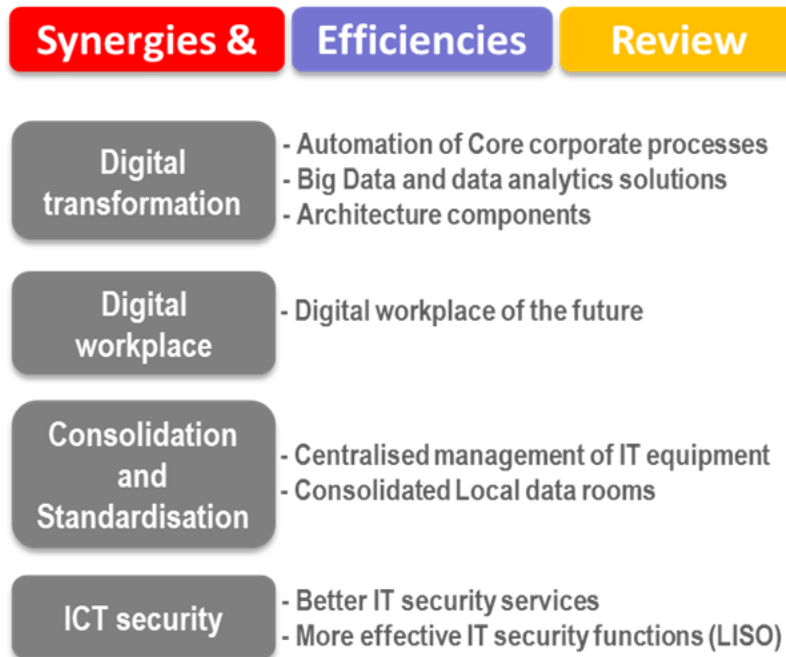
As specified in Part 1, DIGIT will keep working on the successful implementation of the SER ICT actions in 2017, to which the timely availability of resources – as upfront investments generating savings – and the smooth collaboration between the concerned actors – both within and outside DIGIT – are indispensable.

Regarding the organisational management aspects (Part 2), DIGIT's main challenge for 2017 relates to the HR domain: the DG will not only move to open space but it will also undergo a significant reorganisation at the same time. All these changes will be supported under the new HR delivery model of the Commission, in which DIGIT partipicates since its pilot phase.

---

[2] SEC(2016) 170 final - 04/04/2016

The following chapters present DIGIT's main outputs planned for 2017 along the DG's five strategic priorities and related specific objectives.

As already mentioned in the introduction, high visibility and close managerial attention is dedicated to the work on the 2017 milestones of the SER ICT actions, which are well aligned with DIGIT's 2016-2020 performance framework:
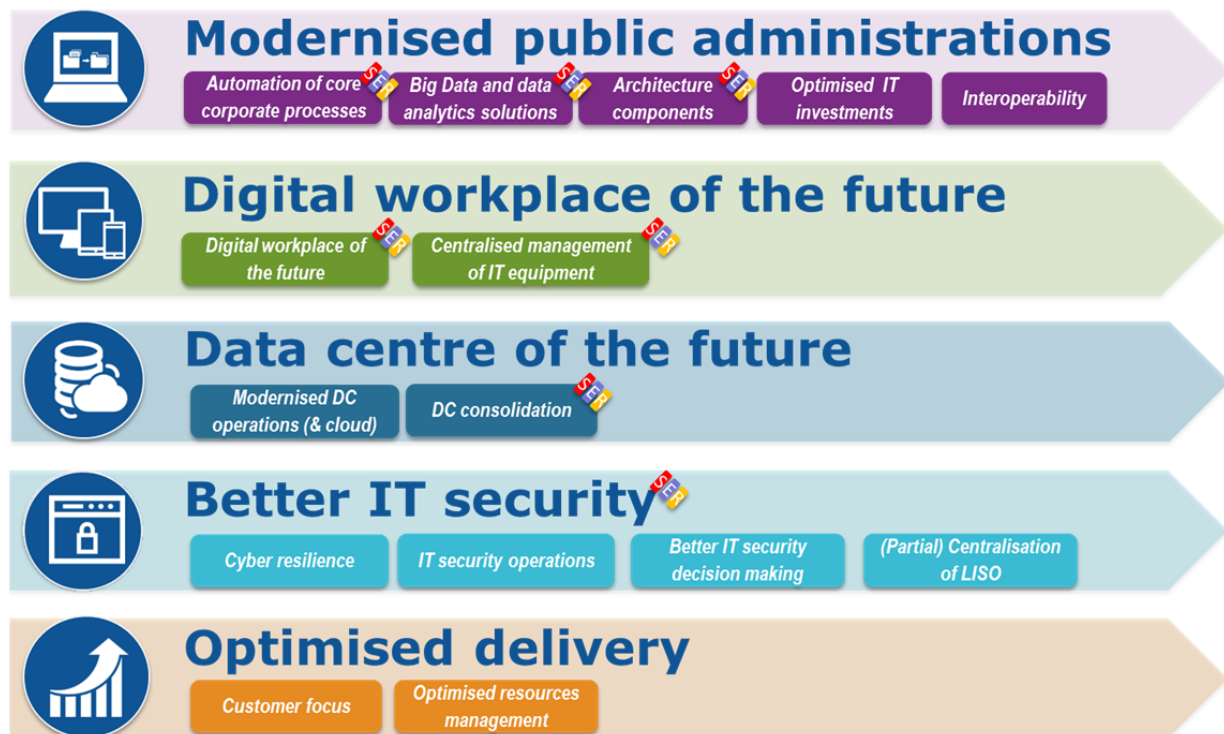
DIGIT priority 1
Modernisation of public administration

DIGIT's first priority is dedicated to the modernisation of public administration in a broad sense. Internally, it refers to **the modernisation and digitalisation of the Commission's core processes** (specific objective 1). Externally, DIGIT promotes **the modernisation of European public administrations through the provision of interoperability solutions** (specific objective 2) and Digital Single Market (DSM) building blocks.

Specific objective 1:	**Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments**

As expressed in its vision[3] and mandated by the SER Communication, DIGIT – in partnership with the business domain leaders and the impacted Directorates General – is working on a **digital transformation agenda** that could be structured along three dimensions:

    A) automation of core corporate processes;

    B) big data and data analytics solutions;

    C) architecture components.

In 2017 the following main deliverables are foreseen in the above work areas:

A) **The automation of core corporate processes** will continue in the selected priority areas of convergence such as procurement, direct grant management and interactions with suppliers and grants participants via SEDIA (Single Electronic Data Interchange Area). Furthermore efforts will be maintained to identify and implement other core processes for rationalisation and digitalisation for example in decision making or HR processes.

B) **The big data and data analytics solutions** may open new horizon before the Commission by allowing early detection of trends and faster feedback in support of Better Regulation and evidence based policy making. In order to build up corporate data analytics services in the years to come, DIGIT will organise a thematic workshop with the interested stakeholders to understand their needs and keep running and evaluating the ongoing data analytics pilots in 2017. On the basis of the lessons learned so far and the emerged priorities, DIGIT will propose a Data Analytics Strategic Plan for the Commission which may guide the preparation of the next wave of pilot projects in this domain.

---

[3] "DIGIT's vision is to take on and drive forward the digital leadership role within the Commission. DIGIT must develop and lead the digital transformation of the Commission so that it can deliver EU policy better, more efficiently and more productively, fully seizing the opportunities offered by new technologies."

C) **The architecture components** action intends to ensure that information systems in the Commission are built by assembling a set of reusable building blocks, instead of following a silo oriented approach. To this end in 2017 the catalogues of reusable components will be extended and the rollout of these components will start as well.

In line with the Commission's Communication on *Data, Information and Knowledge Management at the European Commission*[4] – adopted in 2016 –, DIGIT will keep contributing to the modernisation of the Commission's information management core process in 2017. Among others it will evolve the Enterprise search capability and enhance collaboration thus knowledge sharing.

The outputs mentioned so far all contribute to the achievement of DIGIT's first specific objective: by modernising the Commission's core processes (Data, Information and Knowledge management), by digitalising the Commission's core processes (SER action: automation of core processes), by exploiting new technologies (SER action: big data and data analytics solutions) or by optimising IT investments (SER action: architecture components). Concerning this last point on **optimised IT investments**, DIGIT will support the corporate IT Governance to take well-informed decisions on IT investments in 2017 as well.

> **Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments

Main outputs in 2017

Output	Indicator	Target
SER – DIGITAL TRANSFORMATION: AUTOMATION OF CORE CORPORATE PROCESSES		
1-1 Compliance track a) This activity focuses on complying with the e-Procurement directives and the Financial Regulation through the rollout of the e-Submission and e-Invoicing functionality of e-Procurement.	a) Roll out e-Submission and e-Invoicing	In 2017: a.1) Roll out e-Submission in 15 DGs a.2) Roll out e-Invoicing to all DGs
b) This is further complemented by the implementation of SEDIA (once only principle for suppliers and participants).	b) Implementation of SEDIA phase 2	b) By end 2017

---

[4] C(2016) 6626 final – 18/10/2016

1-2 Performance track This activity focuses on the rollout of the full post-award e-Procurement chain together with the implementation of direct grant management for e-Grants	a) Extension of the rollout of the full post-award eProcurement b) Extension of the rollout of e-Grants for direct grants	a) Rollout in 8 DGs b) Further rollout to 4 DGs
1-3 Integration of e-procurement and e-grants The partial implementation of the Opsys project with involvement of both e-Procurement and e-Grants.	Pilot the convergence of e-Procurement and e-Grants	Pilot completed in 2017
1-4 Preparatory work for the identification of core-corporate business priority processes to automate in addition to the processes currently automated or are in the process of being automated. a) Legislative lifecycle transformation (e.g. Decide, Better Regulation Portal) b) HR processes transformation (from recruitment to payment and retirement and including Inter-institutional rollout) c) Provision of new apps	Specific deliverables that are being defined with the client DGs.	Agreed deliverables delivered on time and accepted by the client.
SER – DIGITAL TRANSFORMATION: BIG DATA AND DATA ANALYTICS SOLUTIONS		
1-5 Develop an internal EC stakeholder engagement plan on data analytics solutions and service provision in the domain of big data and data analytics	Establishment of a Strategic plan and implementation roadmap for the internal provision of corporate data analytics services	Strategic plan and implementation roadmap available in Q2 2017
1-6 Continue the piloting and develop the analytics infrastructure	Production of a federated catalogue of services together with the other DGs	Catalogue of services available in Q4 2017

DIGIT priority 1
Modernisation of public administration

SER – DIGITAL TRANSFORMATION: ARCHITECTURE COMPONENTS		
1-7 Catalogue of Reusable Components Work on the definition of a Catalogue of Reusable Components – including the current 9 building blocks. Identify common IT needs between DGs that may turn into the development of new reusable components and extend the catalogue with this new set.	Produce a Catalogue of Reusable Components and extend it with new components	In 2017: a) Catalogue of Reusable Components available b) At least 5 additional components identified
1-8 Rollout of the established set of 9 reusable components (CEF eIdentity and ECAS, Enterprise Search, eWorkflow, CEF e-Delivery, etc.).	a) Roll out the current components to at least 20 re-use cases b) Roll out e-Signature (eSeals) in ARES and other major processes	a) At least 2 reuse cases (actual or committed) for each eWorkflow, eUI & eChecklist and 14 other reuse cases in Q4 2017 b) Implemented by end 2017.
DATA, INFORMATION AND KNOWLEDGE MANAGEMENT		
1-9 Data, Information and Knowledge Management Develop capabilities in Data, Information and Knowledge management in line with the Commission Communication and Staff Working Document in this domain[4]	a) Production of a roadmap following the definition of work to be provided by SG b) Implementation according to roadmap	a) Q1 2017 b) By end 2017
1-10 Collaboration Develop a corporate solution for internal collaboration by combining user-centric and document-centric platforms and management facility, including the integration of social networking features, as from the lessons learnt from the Yammer pilot.	The project is to be realised in successive phases over the period 2016-2020, in parallel tracks. Relevant procurement actions prepared and launched in view of setting up the new/evolving set of collaborative tools, platforms and services, within the DWP.	End 2017: availability of a consolidated set of corporate solutions, with integration points between them to support advanced collaboration patterns.

OPTIMISED IT INVESTMENT		
1-11 Corporate IT Governance Implementation of the IT governance provisions including the contribution of the IT Investments team to and its participation in the new IT governance structure. Among others: - Assess the value and risks of IT Investments, identify synergies and best practices and provide advice and recommendations; - Identify the IT Investments that have the potential to become a standard or corporate system and those that should leverage such existing building blocks (see output 1-7 on reusable components); - Guide DGs on the allocation of the common budget for management and information systems; - Strengthen the knowledge of the IT community through the organisation the Digital Stakeholder Forum.	In general, bring increased coherence to the Commission's IT lanscape among others by increasing re-use scenarios, finding synergies between DGs and involving DIGIT as catalyst when appropriate. In specific terms, implement the improvements identified at the evaluation of the IT board function planned for Q1 2017.	A plan for the implementation of all improvements identified at the evaluation of the IT Board function. The IT Board of November 2017 confirms it is satisfied with the progress made on implementing the improvements by that time.
Work requested by the European Parliament		
1-12 Pilot project (PP) on the deployment of the offline eIDs and Digital signatures On the request of the European Parliament, DIGIT will implement this PP through identifying the existing eID schemes of the Member States and by proposing how to adapt and integrate them.	Timely delivery	Agreed 2017 PP actions delivered on time

1-13 Preparatory action (PA) on the Governance and Quality of Software Code - auditing of Free and Open Source software On the request of the European Parliament, DIGIT will implement this PA through additional code reviews and by extending the inventory and communities evaluation with the aim to set-up a continuous service allowing enhancement of the IT infrastructure security.	Timely delivery	Agreed 2017 PA actions delivered on time

Specific objective 2:	Promote modernisation of European public administrations through the provision of interoperability solutions

To create a Connected Digital Single Market (DSM) is one of the ten priorities of the Juncker Commission. The 2017 Commission Work Programme[5] stipulates that *"completing the implementation of the Strategy[6] will remain high on the agenda in 2017".* In the before mentioned DSM strategy, and in particular under the pillar about maximising the growth potential of the digital economy, the public sector and its digital services are of crucial importance. It is within this context that DIGIT – relying on the ISA[2] programme – provides solutions to the European public administrations that make them more interoperable and efficient, both within their own departments and towards the businesses and citizens. DIGIT supports the DSM strategy through other means as well – like the interoperability and digital checks in EU legislation – detailed below.

---

[5] COM(2016) 710 final – 25/10/2016
[6] A Digital Single Market Strategy for Europe, COM(2015) 192 final – 06/05/2015

DIGIT priority 1
Modernisation of public administration

Relevant general objective: A Connected Digital Single Market

Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions	Related spending programme: ISA^2

Main outputs in 2017

Important items linked to the ISA^2 programme

Output	Indicator	Target
2-1 Support the DSM strategy a) Support the implementation of the revised European Interoperability Framework (EIF), through the ISA^2 programme. b) Participate and contribute to relevant DSM actions such as the Catalogue of ICT Standards, the Single Digital Gateway, the eGovernment Action Plan 2016-2020, free flow of data initiative, etc.	a) Support the implementation of the revised EIF (as the EIF adopted in 2010 has been largely applied by Member States). b) Contribute to relevant DSM initiatives form the interoperability point of view.	a) In 2017, the monitoring mechanism by the National Interoperability Framework Observatory (NIFO) will be adapted to take into account the revised version of the EIF and the monitoring of this new version application in Member States and associated supporting measures will be starting. Being the first year of application of the revised version the main objective is to have these services in place and operating. b) Establish links between ISA^2 and the EIF and other relevant DSM initiatives. The expected results for 2017 are: the public services semantic models and vocabularies taken on board by the Digital Single Gateway initiative as a supporting instrument, the ICT standards catalogue supported on the Joinup platform and to have the EIF and/or other interoperability specifications taken on board by other relevant initiatives including those in the eGovernment Action Plan.

2-2 Perform interoperability and digital checks in EU legislation a) Ensure that, through participation to the Impact Assessment and Evaluation processes, interoperability and ICT are considered early at the legislation-making and evaluation stage. Identify common business processes that can be implemented through reuse of services, software and data resulting in better planning and cost and time savings. b) Interoperability barrier are identified, i.e. limitations in the reuse of data, imposition of specific technologies, standards, etc. and ICT implications are assessed.	a) Run interoperability and digital checks and maintain an ICT Register of Roadmaps b) Offer targeted ICT impact assessment studies to DGs.	a) 100% of Inception Impact Assessment and Evaluation Roadmaps are screened, assessed for their ICT potential and maintained in an ICT Register of Roadmaps. A sample of maximum 100 pieces of legislation planned for evaluation under the CWP 2016 and 2017 are screened with the purpose to identify the potential of business processes harmonisation. b) High quality of produced studies to the satisfaction of customer DGs, evaluated by the Monitoring and evaluation action of the ISA[2] programme according to pre-defined indicators and using also user surveys.
2-3 Implement the ISA[2] annual work programme 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 plan and budget. b) Prepare next year's work programme.	a) Adopt and execute the 2017 work programme. Procure and implement actions as planned. b) Prepare the 2018 work programme.	a) The 2017 work programme is adopted and launched on time (Q1 2017); actions are procured within the planned time frame and budget as detailed in the work programme. b) The 2018 work programme is prepared as per legal basis; draft version following ISC ready by end of 2017.

| 2-4 Engage interoperability stakeholders through:

a) specific actions, including those contributing to the rolling plan of the Communication on Data, information and knowledge management[4]

b) liaising with internal and external stakeholders on interoperability

c) communication actions presented under Part 2, section D on 'External communication' but targeting also internal Commission services. | a) Identify and promote standards for corporate data and metadata management for use by the European Commission and facilitate that the Commission's information systems become interoperable

b.1) support the activities of the Inter-service Group for the quality and innovation of Public Administrations (IGPA)
b.2) engage with external interoperability stakeholders. | In 2017:
a) Ensure the reuse of interoperability specifications (like that of the EIF) by the Commission internal services – when working on projects or new initiatives – measured by the NIFO (see output 2-1).

b.1) Provide inputs to and attend IGPA meetings (internal stakeholders)

b.2) Invitations from national administrations and participation in events in Member States. Participation of stakeholders in ISA[2] working groups and actions in general. |

Other important outputs		
Output	**Indicator**	**Target**
2-5 Connecting Europe Facility (CEF) In relation with the "eGovernment Action Plan 2016-2020", roll out CEF Building Blocks in the Member States and within the European Commission and provide test services for the public and private sectors.	The performance in rolling out building blocks	In 2017: a) Increase the reuse of Building Blocks by CEF's Sector Specific Digital Service Infrastructure by 5% from the existing 64% b) Increase the reuse of Building Blocks by Policy Systems projects and Corporate Systems projects by 5% from the existing reuse rate of 12% and 56% respectively.

DIGIT priority 2
Create the digital workplace of the future

DIGIT's second priority is to create the digital workplace of the future by **providing a modern office automation environment** to its users (specific objective 3) and by **standardizing and centralizing the management of end-user IT equipment and support services** (specific objective 4). Both of these objectives cover actions of the SER ICT agenda.

Specific objective 3: Provision of a modern office automation environment

DIGIT's efforts to build a modern office automation environment point towards creating the workplace of the future foreseen in the SER Communication. Close cooperation is needed between the services involved in this work strand (HR, OIB, OIL and DIGIT) to define together the principles and concepts then test them before starting the actual implementation. Due to its IT expertise, DIGIT is responsible for the **'Digital Workplace (DWP)' SER initiative**, which will provide staff with the right IT tools, platforms and services, enabling users to work and collaborate anywhere, anytime with a fit-for-purpose security and optimising their work experience and productivity. It will be adaptive and flexible to incorporate different types of users, new behaviours and new technologies. Through the above-listed user-centric actions, DIGIT expects to maintain or even increase the overall satisfaction level of the end users with the DWP solutions over the coming years.

Practically the DWP initative is organised around the following six complementary components:

1. A balanced mix of **Devices**, including either Corporate or BYOD mobile devices, allowing connection from anywhere and at any time.
2. **Office Automation** comprising supported operating systems, word processors, spreadsheets, presentation editing tools, access to files, etc.
3. **Mail & Calendaring,** including the central role of the e-mail and its tight integration with calendar tools as a natural way to send messages, share information, manage time and meetings.
4. **Unified Communication** encompasses different sources of real and near-real time communications, like Video Conferencing and the future 'Voice over IP' telephony.
5. **Collaboration and social networking** with special attention on their right availability, security and integration in mobile platforms. This component has a very strong link with **Data, information and knowledge management**, because smooth collaboration is indispensable to fast and efficient information sharing. For this reason, the output on collaboration (1-10) is presented under specific objective 1.
6. **Integration and Identity & Access Management.** The future Digital Workplace will be based on **a Hybrid Platform**, which is an infrastructure partially built on premises and partially in a public/private cloud linked by a common User Identity schema to take the maximum benefit of technology

development and to allow mobility. It provides the glue between the different services of the Digital Workplace from a user centric perspective – as shown by the illustration:
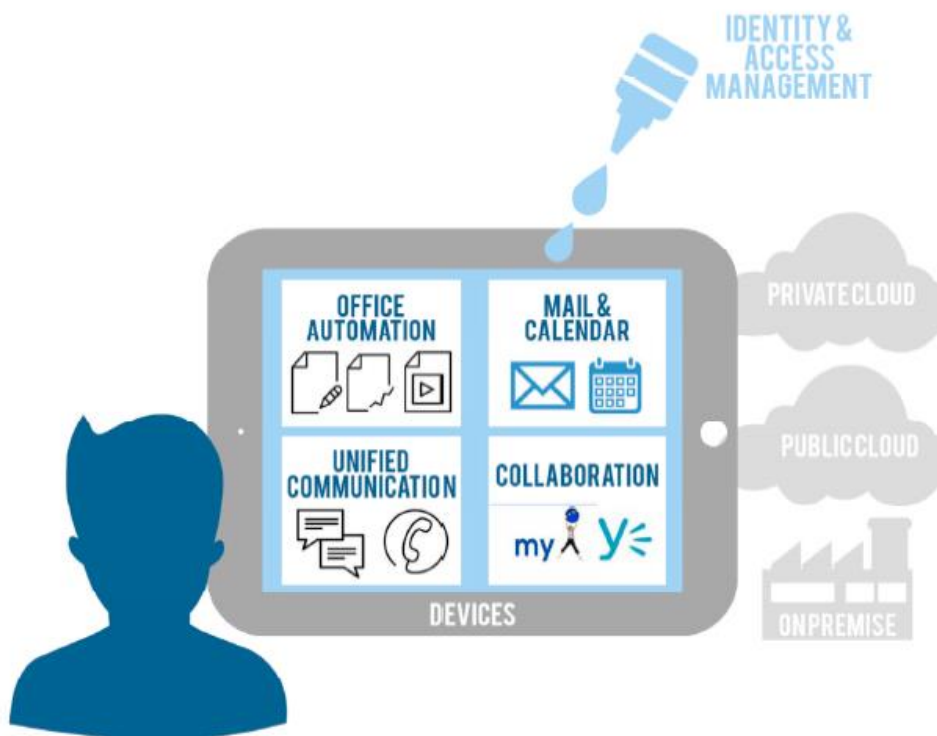
The projects linked to these components will be realised in successive phases over the period 2016-2019, as outlined in the Digital Workplace Strategy, which was submitted to the Corporate Management Board in October 2016.

DIGIT will start working on the foundation elements of the Digital Workplace in 2017 by migrating its infrastructure and back office components towards a new environment. This first step is essential to achieve the objective of improved mobility (to work anywhere, any place and on any device), with an improved level of user experience and security, together with an improved operating efficiency. One of the tangible projects, which will ensue and be visible to end users, will be the migration of the current Windows / Office / Exchange environments to the latest release. In 2017, a set of procurement actions will be prepared and launched for a transition towards the new set of tools and platforms, such as for instance a corporate unified communications solution, which will be deployed from 2017 to 2019.

DIGIT priority 2
Create the digital workplace of the future

> **Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

Specific objective 3: Provision of a modern office automation environment

Main outputs in 2017

Output	Indicator	Target
SER – DIGITAL WORKPLACE: DIGITAL WORKPLACE OF THE FUTURE		
3-1 Devices a) Revise allocation policies for IT equipment b) Improve user experience on mobile devices, allowing for better productivity on the move	a) Approval of allocation policies b) Deployment status of new mobile device management configuration	a) By 31/12/2017 b) Deployed by 31/12/2017
3-2 Office automation a) Upgrade and migration of the backoffice Windows infrastructure (e.g.: Active Directory, Landesk and other services) to a new, secure-by-design architecture b) Start the rollout of the new digital workplace platform based on Windows 10, Office 2016 and LibreOffice (note: start date will depend upon the choices and planning on the backoffice upgrade)	a) Rollout status b) Deployment status of the Windows 10 platform	a) Design completed and rollout started in 2017 (completion in 2018) b) Start the deployment to EC users in 2017
3-3 Email & Calendaring Migration towards a new e-mail solution (note: start date will depend upon the strategic choices made and the planning on the backoffice upgrade under point 3-2)	Rollout status	Design done, rollout started (completion in 2018)
3-4 Unified Communication (UC) a) Corporate wide rollout of basic UC solution	a) Rollout status	a) Aligned with the rollout of the Windows 10 platform (point 3-2/b)

b) Start of the phase-out of legacy telephony	b) Status of migration plan	b) Analysis and design done, migration plan ready
3-5 Integration and Identity & Access Management a) Seamless access to cloud services through EU login b) Simplify access to services: less passwords, more security	a) Deployment status b) Internet password removal status	a) Hybrid platform deployed in 2017 b) Removed by 06/2017

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

The enrolments in the ITIC service were completed end of 2014. However DGs kept managing IT equipment by using local policies. This resulted in different ways of working across the DGs and consequently to suboptimal use of the budgetary resources dedicated to IT equipment (e.g.: through unused or idle IT capacity, overdue installation of devices and unnecessary moves of equipment).

DIGIT, as leader of the **'Centralised management of IT equipment' SER action** and in cooperation with all DGs, is working on the centralisation and standardisation of end-user IT equipment and related support services across the Commission.

In 2017 the management of the IT equipment will be centralised in DIGIT, offering a simplified model to build on. The logistics of IT equipment will be further optimised by extending the existing pilot project of moving users without systematically moving IT. Finally the allocation policies defined in SER / DWP / Devices will be implemented and managed within this specific objective. As an outcome of these actions, better alignment is expected between user needs and the IT equipment provided which may result in increased user satisfaction with IT support in the future. Service support best practices indicate that the perception of an increasing quality of IT support is strictly linked to homogeneous, optimised and fit to purpose IT equipment assigned to each user. As part of the same objective of increasing IT support and user satisfaction, new paradigms and channels will be explored.

DIGIT priority 2
Create the digital workplace of the future

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

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

Main outputs in 2017

Output	Indicator	Target
SER – CONSOLIDATION AND STANDARDISATION: CENTRALISED MANAGEMENT OF IT EQUIPMENT		
4-1 Centralise IT equipment management	Finalisation status	Finalised by 31/12/2017
4-2 Optimize IT logistics processes	Deployment status of new processes ("move users without IT")	Extend pilot to all ITIC DGs by 31/12/2017
4-3 Explore new paradigms and channels for user support (full automatisation of support tasks, self-service functionalities, live chat for interaction with users, end user knowledge base, service desk video conferencing, etc.)	Availability of a strategy on the future user support paradigm	Strategy drafted

DIGIT priority 3
Create the data centre of the future

DIGIT's third priority entails the creation of the data centre of the future by **modernising the data centre operations** (specific objective 5) and by **consolidating data centres** (specific objective 6).

Specific objective 5: Modernised data centre operations towards a hybrid cloud

DIGIT will pursue its strategy to diversify its hosting offer by offering cloud brokering services – namely providing Cloud ressources and managing the contract for the European Commission and other EU entities. DIGIT intends to make optimal use of cloud computing and complement its internal data centre offering with external sourcing from the cloud computing market for those services that can be done better and cheaper outside, in particular for systems in which the data confidentiality is low. For this reason it will work on the cloud connectivity to enable the integration of Cloud sourcing into its Data Centre delivery model.

DIGIT also wants to provide its clients with a higher degree of control and transparency in the provisioning processes by increasing automation and providing new services for the developer community. As these actions address the needs of the Information Resources Managers – formulated at the Digital Stakeholder Forum in October 2016 -, their implementation may increase the satisfaction of these IT professionals of the Commission.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 5: Modernised data centre operations towards a hybrid cloud		
Main outputs in 2017		
Output	**Indicator**	**Target**
5-1 Cloud brokering by providing Cloud resources and managing the contract.	Cloud broker services (i.e. delivery of cloud services to European Commission and other EU entities in a uniform and structured way "as a service") available in pilot. Preparation of the next call for tender.	In 2017 Started in 2017
5-2 Integration of cloud sourcing into Data Centre delivery model	Status of cloud connectivity between providors and DIGIT Data Center	Cloud connectivity operational by 31/12/2017
5-3 DevOps New services for the	Service catalogue extension with new	New services for developers available in

developer community: - developer workstation - continuous integration - end-to-end monitoring	services	service catalogue

Specific objective 6: Consolidated data centres

In line with the timeline covering the 2016-2020 period under the **"Consolidation of Local Data Rooms" SER action**, DIGIT will pursue its efforts to consolidate the local data centres in 2017 and will aim at completing the move of the JMO data centre towards the new site in Betzdorf. As a result, the consolidation of the corporate and local data centres into just two professionally graded sites in Luxembourg will produce considerable savings in manpower, rental cost and connectivity.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 6: Consolidated data centres		
Main outputs in 2017		
Output	**Indicator**	**Target**
SER – CONSOLIDATION AND STANDARDISATION: CONSOLIDATED LOCAL DATA ROOMS		
6-1 Data centre consolidation	a) Number of local DCs consolidated	a) Consolidation finalised for ESTAT, Consolidation of five new local DCs started (GROW, COMP, TRADE, NEAR, TAXUD)
	b) Status of consolidation of corporate DCs	b) Master plan finalised
6-2 Relocation of the JMO data centre	Complete the relocation of the JMO data centre to the new Betzdorf site	Delivery date: April 2017

DIGIT priority 4
Better IT Security

In our digitalised world characterised by growing number and sophistication of cyber threats, IT security is high on the agenda. This applies for the European Commission as well, where at the end of 2015 the role of IT security was reinforced by revising its internal governance and by creating DIGIT's IT Security directorate.

The Commission's IT Security Strategy, which was adopted by the IT Security Steering Board (ISSB) in November 2016, is built around four long-term objectives, which are in line with the specific objectives defined in DIGIT's 2016-2020 Strategic Plan. It is accompanied by a two-year rolling plan, which provides a comprehensive list of the most urgent actions based on past security reviews, audits and lessons learned from IT security incidents, and which is aligned with the new Commission decision on the security of IT Systems[7].

In 2016 IT security got an important part in the SER ICT agenda too. The related SER actions appear among DIGIT's 2017 IT security outputs – presented below.

Specific objective 7: Strengthened cyber resilience

This specific objective emphasises prevention and focuses on improving the base line IT Security of corporate infrastructures, services and solutions through two main line of actions: On the one hand by ensuring that key IT security processes are implemented consistently across the Commission for main corporate IT systems. On the other hand by improving global IT infrastructure security level through network and endpoint securisation and security oversight of key corporate systems. Through implementing these actions, DIGIT intends to increase the Commission's IT security capability and maturity leading to strengthened cyber resilience.

It should be noted that compared to DIGIT's 2016 Management Plan "vulnerability and asset management" was moved from specific objective 8 on IT security operations to this specific objective in order to better highlight the importance of efficient vulnerability patching in preventing IT security breaches.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 7: Strengthened cyber-resilience		
Main outputs in 2017		
Output	**Indicator**	**Target**
SER – ICT SECURITY: BETTER IT SECURITY SERVICES		
7-1 IT Security processes Identify critical IT systems and ensure that for each	a) Percentage of key corporate systems covered by corporate technical asset	a) Majority of key corporate systems covered by new corporate

---

[7] The security of communication and information systems in the European Commission, C(2016) 8998 final – 10/01/2017

individual IT system the key IT security processes are in place, in line with good practices and recommendations, through: a) Technical asset management b) Vulnerability management (VM) c) Secure system administration	management tool and procedures b-1) Completion of deployment of new corporate Vulnerability scanning tools and Processes b-2) Percentage of key corporate systems using corporate VM procedure b-3) Percentage of key corporate systems achieveing their time-to-patch rate targets. c-1) Progress in corporate procedure for secure system administration development. c-2) Percentage of key corporate systems covered by the new secure system administration procedure	Technical Asset management tool and procedures in 2017. b-1) New corporate vulnerability scanning tool and processes operational by the end of 2017 b-2) 100% of key corporate systems using corporate VM procedure. b-3) Majority of key corporate systems achieveing their time-to-patch rate targets. c-1) Corporate procedure for secure system administration defined in 2017 c-2) Majority of key corporate systems covered by the new secure system administration procedure
7-2 Infrastructure security Provide a secure infrastructure, reducing risks for the IT systems and different users across the board, through: a) Network segregation, Network security and Network encryption b) Endpoint security c) Secure software development environment d) Security by consolidation	a-1) Progress of the corporate network segregation project a-2) Progress on Network Access Control solution development a-3) Progress on HTTPS everywhere policy definition b) Percentage of non-standard office PCs (local admin and/or non-standard software usage) c) Percentage of developers using the new segregated and secure developer environment d-1) Number of IT systems hosted in SHS d-2) Progress in the definition of Cloud policy and framework for outsourcing.	a-1) Segregated network architecture finalised and implementation started a-2) Network Access Control solution tested , validated and ready for implementation. a-3) HTTPS everywhere policy defined b) 5% of non-standard office PCs c)All DIGITdevelopers use the new segregated and secure developer environment d-1) 10 IT systems hosted in SHS d-2) Cloud policy and framework for outsourcing defined.

DIGIT priority 4
Better IT Security

Specific objective 8: Provision of IT security operations

In order to secure and protect the Commission's IT assets and resources, DIGIT builds, maintains and extends the activities of Security monitoring (SOC), Information Security Incident Management (CSIRC) and Security Operations Engineering (SOE). In 2017 the DG will also pay specific attention to raising awareness of the Commission's IT professionals about the existing IT security monitoring and response services which are available in DIGIT's service catalogue.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 8: Provision of IT security operations		
Main outputs in 2017		
Output	**Indicator**	**Target**
SER – ICT SECURITY: BETTER IT SECURITY SERVICES		
8-1 Monitoring and response Maintain and develop the operational cyber-defence capabilities, improve their maturity through the following main activities: a) Security monitoring and detection capabilities improvement (SOC) b) Security incident response capabilities improvement (CSIRC) c) IT Security infrastructure consolidation in Luxembourg (SOE) d) IT Security infrastructure setup in Brussels (SOE)	a) Percentage of key corporate systems monitored b) Performance of the corporate cyber-security incident response service c) Completion of IT Security infrastructure deployment in Luxembourg d) Completion of IT Security infrastructure deployment in Brussels	a) All of the key corporate systems monitored b) All identified/notified security incidents handled with response time improved by 10% compared to 2016. c) IT Security infrastructure deployment finalised in Luxembourg in 2017 d) 50% of IT Security infrastructure deployed and setup in Brussels in 2017

Specific objective 9: Better IT security decision making

Complementary to specific objectives 7 and 8, this specific objective aims at ensuring efficient IT security governance and keeping senior management, IT experts and end-users informed about global IT security posture (risks and threats). Therefore the related outputs focus on providing efficient support to the

decision process, sharing of information and raising awareness on IT security matters. It is expected that these efforst will lead to in creased corporate level compliance with IT security rules.

> **Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

Specific objective 9: Better IT security decision making		
Main outputs in 2017		
Output	**Indicator**	**Target**
SER – ICT SECURITY: BETTER IT SECURITY SERVICES AND PARTIAL CENTRALISATION OF THE LISO ROLE		
9-1 IT security governance and policy _IT security governance_ a) Ensure that senior management is informed about corporate IT security posture (security threats and risks) to support IT security governance and decision process.	_IT security governance_ a-1) Progress in the setup of global process for IT security posture (security threats and risks) assessment, consolidation and reporting to senior management a-2) Percentage of key corporate systems covered by global process for IT security posture (security threats and risks) assessment, consolidation and reporting to senior management a-3) Progress in the definition of Quick scan process for IT systems a-4) Percentage of key corporate systems covered by Quick scan process for IT systems	_IT security governance_ a-1) Process defined and operational in Q2 2017 a-2) Majority of key corporate systems covered by the new process in 2017 a-3) Process defined and operational in Q2 2017 a-4) Majority of key corporate systems covered by the new process
b) Partial centralisation of LISO role	b) Progress in LISO role centralisation	b-1) LISO service requirements defined in Q2 2017 b-2) LISO service pilot completed with 2 DGs by end 2017.

DIGIT priority 4
Better IT Security

IT security policy c) Specification, documentation, review, approval and dissemination of the implementing rules for the new IT security policy decision	*IT security policy* c-1) New implementing rules for the new IT security policy decision adopted c-2) Plan for revision of standards defined	*IT security policy* c-1) By end 2017 c-2) Q2 2017
d) Advice and consultancy on the technical and regulatory aspects of IT security policy and its implementation	d-1) Progress in the setup of Advice and consultancy for IT security policy technical and regulatory aspects and implementation service. d-2) Efficiency of Advice and consultancy for IT security policy technical and regulatory aspects, and, implementation service.	d-1) Service operational by end 2017 d-2) Reduced response time: 80% of answers to be provided within 5 working days
e) Secure system lifecycle (S2LC) to support system owners with the existing standards.	e) Progress in piloting Secure System Lifecycle (S2LC)	e) Secure System Lifecycle (S2LC) piloted by end 2017
IT security strategy f) Monitoring of the implementation of the IT security strategy g) Annual revision and update of the corporate IT security strategy	*IT security strategy* f) Status updates to ISSB and DISB g) Progress on the preparation and adoption of the revised strategy	*IT security strategy* f) Updates available at the ISSB and DISB meetings g) Annual review of the strategy completed and the updated version of the strategy submitted to ISSB for adoption by the end 2017.
9-2 IT security awareness raising Continuity of structured programme for cyber-security awareness raising among various stakeholders (end-users, technical staff, decision makers)	a-1) Coverage of target groups by corporate awareness raising programme a-2) Percentage of users covered in each target group	a-1) 3 different target groups in Q1 2017. a-2) At least 50% of users covered in each target group.

DIGIT priority 5
Optimise DIGIT's delivery

As a fifth priority, DIGIT is committed to optimise its own delivery **through increasing its customer focus** (specific objective 10) and **managing better its resources** (specific objective 11).

Specific objective 10: Increased customer focus

In order to increase its customer focus, DIGIT set up a Customer Orientation Strategy and Roadmap in 2015 to be implemented and refined between 2016 and 2017. The strategy paper identified five priorities to transform DIGIT into a trusted business partner: Strategy & Priorities, Listening & Building Relationship, Service Offering, Process & Organisation and Communication. In 2017 DIGIT will focus on presenting a consistent and coherent face to DIGIT's customers; on optimising the processes to deliver end-to-end services; on defining the DIGIT-wide processes to continuously update DIGIT's service offer and on further improving the communication to DIGIT's customers. A critical success factor for this strategy is DIGIT's ability to complete the cultural change that has started and to allocate the appropriate resources and skills to this area.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 10: Increased customer focus		
Main outputs in 2017		
Output	**Indicator**	**Target**
10-1 Coordinate the implementation of the Customer Orientation Roadmap	Progress of the implementation of the Customer Orientation Roadmap (source: Customer Orientation Strategy and Roadmap).	15 out of the 15 tracks of the Customer Orientation Roadmap implemented as per end of 2017.

Specific objective 11: Optimised resources management

Building on the initiatives that have been launched over the last years, DIGIT will further set incremental steps to ensure it works efficiently, focusing on the right priorities with an optimised allocation of resources. Consolidated planning and monitoring of activities, supported by a streamlined budgetary programming will be key in addressing this challenge.

DIGIT priority 5
Optimise DIGIT's delivery

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 11: Optimised resources management

Main outputs in 2017

Output	Indicator	Target
11-1 Consolidate the strategic planning and monitoring activities (internal governance) relying on DIGIT's Work Programme (WP) resulting in: - optimised budget and human resources allocation along DIGIT's priorities - portfolio management activities, including regular monitoring, feeding into structured and timely decision making.	a) WP used for supporting priority management, staff allocation and budget (re)programming. b-c) Regular monitoring of activities in the WP, the results of which are shared with the (senior) management tailored to their needs. d) Availability and implementation of a process to approve new projects/changes at senior management level.	a) Budget (re)programming and monitoring aligned with the WP, priority management discussions based on the WP, funded and non-funded projects/operations clearly identified, budget and HR information kept up to date in the WP. b) Up to date information documented in the WP on the state of play of projects and operations at least three times per year and more frequently where deemed necessary (specific priorities, identified implementation risks, etc.). c) Availability of dashboards – customised to the needs of the (senior) management – presenting the implementation status of activities in order to support decision taking. d) All new projects/changes are submitted to a centralised approval process and documented and monitored in the WP.
11-2 Review of the organisation of financial management in DIGIT: a) Financial Information	a) Number of transactions	By 2017: a) eRequest / eOrdering:

System Setup: – Extend operational eModules to further contracts/transactions – Analyse and test additional modules – Decommission and replacement of Syslog DG and AAForms	(commitments and payments) processed via eProcurement modules	50%; eFulfilment: 50%; eInvoicing: 90%
b) Review of Financial Circuits: – Simplify & decentralise financial circuits – Harmonise and document financial circuits	b) Implement updated financial circuits	b) Harmonised financial circuits: reduce the number of alternative circuits to a common one by decentralising authorisation from financial unit to operational units.
c) Balance of ex ante & ex post controls: – Adapt and streamline financial controls based on a systematic risk assessment. – Complement ex ante controls with risk-based ex post controls.	c) Full documentation of checks, including risks. Methodology for sampling and review.	c) Complete analysis and review of controls on commitments and payments based on systematic risk analysis. Implementation depends on progress of the review of financial circuits
11-3 Streamline budgetary programming in DIGIT: a) Consolidated cost model fine-tuned and streamlined in order to ease extraction of trustworthy analytical data.	a) Analytical data from the consolidated DIGIT cost model is agreed amongst all parties and ready to be used for budget programming and chargeback.	a) Final version of consolidated cost model. Version agreed to become master data for the future.
b) Optimise the alignment between this cost model, the DIGIT WP, the Services catalogue and the chargeback systems, including the consolidation of the Memoranda of Understandings.	b) Cost model results enable valuing all WP services and are ready to be used for Service catalogue and charge back services.	b) Alignment of WP services with the cost model and the Catalogue. Documentation of chargeable services in the Catalogue. Endorsed pricing strategy. Agreed basis for charge back and consolidated cost model.

c) Improved Budget Programming: − Design phase to replace Syslog DG and develop a tool ensuring adapted analytical budget programming and follow-up; − Alignment with DIGIT's work programme (systematic identification of projects & activities); − Develop business budget control and intelligence capacities to justify and documents both estimates and actuals; − Multiannual estimates to cover the lifetime of projects; − Production of periodic reports and scoreboards.	c) Budget programming improved: − All needed functionalities are identified and agreed by stakeholders. They are included in the setup of the new budgetary module that will replace Syslog DG; − Budget identified for all Processes and projects of the DIGIT WP; − No major remarks from DG BUDG regarding the DB request justification; − Consolidation of IT budget on a reduced number of budget lines; − Satisfaction level of internal stakeholders.	c) DIGIT's action implemented. Design phase of the project to replace Syslog DG finished by end 2017.

PART 2.
Organisational Management

This part presents the main outputs for 2017 linked to the relevant organisational objectives of the Strategic Plan covering the domains of human resource management; financial management: Internal control and Risk Management; information management[8] and external communication activities.

A. Human Resource Management

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent (BC), responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

Participating in the first pilot phase of this HR Modernisation project since 15 July 2016, DIGIT will in 2017 refine and consolidate processes around the new HR BC function. Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR BC and will continue to be addressed in the DG Management Plan and Annual Activity Report.

To ensure that the new HR delivery model functions well is crucial for DIGIT, because its HR-related activities will be highly impacted in 2017 by the move to the Black-Pearl and the new way of working in open-spaces, as well as by the reorganisation that will occur in parallel. The preparation of these changes started already in 2016 accompanied by systematic internal communication actions to timely inform and involve colleagues in the change process. Despite these efforts, the uncertainty, which by nature encompasses such an important organisational and cultural transformation, seems to have had some negative impacts on staff engagement and on the perception of well-being: the results of the 2016 staff survey show a decrease of 3.1 and 4.3 percentage points compared to 2014 respectively for these two indicators. Consequently DIGIT needs to dedicate even more attention to enhance staff engagement and well-being in 2017, which actions are presented in the table below. At the same time, the reorganisation paired with the mandatory mobility of middle management may pave the way to improve the gender-balance within the DG, which stagnated in the last year.

---

[8] "Information management" refers to a broader scope encompassing data, document/information and knowledge 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.

Main outputs in 2017:

Output	Indicator	Target
HR-1 Refine and consolidate processes around the new HR Business Correspondent (BC) function to ensure the smooth implementation of the processes falling within the DG's responsibilities, in collaboration with DG HR. In particular, ensure that this new delivery model adequately supports staff engagement, well-being, talent management and gender-balance within DIGIT.	a) **HR BC role and responsibilities:** Ad hoc info sessions to inform DIGIT management and staff about the main changes triggered by the new HR delivery model. Sharing of responsibilities and tasks between HR BC and AMC will also be explained. DG HR has also offered to participate in such info sessions.	a) At the beginning of 2017
	b) **Staff engagement:** Detailed analysis of the 2016 DIGIT staff survey results, followed by a concise action plan targeting the main issues identified in the survey. Amongst others, these actions should include reworked teleworking guidelines, enhanced leadership training for managers, introducing a 360° feedback mechanism and improving structures and procedures (in line with the planned reorganisation) for increased efficiency.	b) Analysis and action plan available in Q1 2017.
	c) **Wellbeing:** The action plan mentioned above will contain actions focussing on wellbeing (e.g. special needs furniture). A detailed follow-up report on the implementation progress	c) Follow-up report on the implementation of the action plan (covering wellbeing related actions) in mid 2017.

	of the action plan should ensure that the staff feels the management is listening to their needs and actually "walks the talk". d) **Women in middle management:** Building up on a well established DIGIT tradition, networking events for women will be organised in order to share good practices on various areas related to career progression, including preparing for interviews, stress management, addressing conflicts, etc. Management/leadership coaching will be offered to women eligible for middle management positions. Similar opportunities will also be open to AST staff aiming at team leader functions. Finally, specific training paths will be designed for women not yet eligible for management positions but already showing promosing management potential in order to trigger leadership at an early stage of their career at DIGIT.	d) Networking events, dedicated coaching sessions, specific training path for women with management potential in 2017
HR-2 Move to the Black Pearl Coordinate and implement activities related to the move to the Black Pearl, as well as the reorganisation of teams within current B-28 building.	Move implemented	Q1 2017
HR-3 Reorganisation	Reorganisation implemented	Q2 2017

HR-4 DIGIT all staff meeting Following an internal reorganisation in DIGIT, engage all staff into the new structure and new ways of working, ensuring all come with a mindset that reflect the collaboration culture we want to see in our organisation.	Successfully engage all staff in a full day of workshops and collaborative events	Organisation of a DIGIT day by mid-2017

B. Financial Management: Internal control and Risk management

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning <u>the legality and the regularity</u> of the underlying transactions		
Main outputs in 2017:		
Output	Indicator	Target
IC-1 Simplify & decentralise financial circuits (see also 11-2 b))	Implement updated financial circuits	RER<2%

Objective 2: Effective and reliable internal control system in line with <u>sound financial management.</u>		
Main outputs in 2017:		
Output	Indicator	Target
IC-2 Revision and implementation of DIGIT's control strategy to adapt it to different levels of risk	Revised control strategy delivered and implemented.	Control strategy revised by 31/12/2017 and planned activities implemented.
IC-3 Ensure dynamic risk management in DIGIT: Ensure the coordination of risk management activities within the	Risk register up to date.	Major risks identified are timely reflected in the risk register. Risk register updated at least annually. Cost of controls remain stable or decrease, except is duly justified based on risk assessment and revised control

DG and ensure that risks are updated and documented in DIGIT's risk register.		strategy.

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 2017:		
Output	**Indicator**	**Target**
IC-4 Full implementation of an up-to-date anti-fraud strategy	Anti-fraud strategy up to date and implemented.	Anti-fraud strategy updated and actions foreseen in the strategy timely implemented by 31/12/2017.

C. Information management aspects

The Commission adopted a new corporate strategy for data, knowledge and information management in October 2016[4]. The new strategy establishes a corporate framework while leaving room for DGs to develop and implement their own approaches tailored to their unique needs.

A new Information Management Steering Board has been created to oversee the implementation of the strategy, to ensure coherence between actions and to prioritise them. The Deputy Director General of DG DIGIT has been appointed as member of the Board and DG DIGIT will therefore contribute actively to the implementation of this strategy in 2017 (see outputs 1-9, 1-10 and 2-4 in part 1).

The document management function is very well established in DIGIT and the DG scores quite well when compared to other DGs, also taking into account the turn-over of relevant staff. In 2017 DIGIT will make efforts to further improve its performance in this domain.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Main outputs in 2017:		
Output	**Indicator**	**Target**
IM-1 Maintain effective document management system (mature procedure in DIGIT) If/where appropriate, review procedures in place with a	Overall compliance with the composite indicator published annually by the Secretariat General.	Compliance maintained.

view to optimise the process.		

D. External communication activities

As shown in the tables below, DIGIT's limited external communication activities are linked to and finance from the ISA^2 programme. The communication actions planned for 2017 aim at promoting the outcomes of the programme by organising and participating in interoperability related events and sharing informaiton with the programme's stakeholders via the Joinup portal.

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 2017:		
Output	**Indicator**	**Target**
EC-1 Promotion of the ISA^2 programme: Constantly promote the use of the programme's outcomes through conferences, workshops, meetings, presentations, electronic and paper publications, using a proper Communication strategy on Interoperability as the guiding instrument.	a) Organise/participate in a number of high level conferences and interoperability related events. b) Degree of implementation of the Communication Strategy on Interoperability.	a) The *SEMIC* (sematic interoperability action) and the *Sharing and reuse* conferences are successfully organised. Two workshops are organised with Member States on ISA^2 solutions. ISA^2 solutions are presented to more than 20 events over the year. b) The Communication strategy on interoperability is implemented as planned.
EC-2 Maintain the Joinup portal to communicate with stakeholders, publish ISA^2 products and facilitate community building.	Number of visits and downloads on Joinup.	Monthly average statistics on Joinup are at least: 25.000 visits and 2.000 downloads.

For external communication overall spending:

Annual communication spending (in €):		
	Baseline (2016)	**Estimated commitments (2017)**
ISA^2 related	600.000	630.000
Total:	**600.000**	**630.00**

E. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

Business Process Reengineering

As a step towards improved performance of its operations, DIGIT launched in 2014 a new Business Process Reengineering (BPR) activity aiming at identifying ways **to improve the efficiency of DIGIT's processes and the value of the services provided**, as well as to support the optimisation of the allocation of resources. A strategic planning framing the BPR activities for the following two years guides the work and is regularly updated. Several BPR projects were finalised since 2014 (commitments and payments, governance and management of software development and contract management in DIGIT.B, Financial management in DIGIT). They allowed identifying ways to **optimise the reviewed processes in terms of efficiency and added value, as well as the allocation of resources.** The implementation of the approved action plans is closely monitored.

ISA^2 related example

The performance of the actions supported by the ISA^2 programme is subject to continuous assessment of their efficiency, effectiveness, availability, perceived utility and quality and coherence. The results are published in a dashboard. Funding may be suspended or terminated according to the results of the performance monitoring. The establishment of the ISA^2 annual work programme takes into account the results of this assessment. The new ISA^2 programme will be subject to an 'interim' full ex-post evaluation in 2019 in line with the Commission's Evaluation Guidelines. Furthermore timely preparations will be launched for a 'final' full ex-post evaluation of the ISA^2 programme (2016-2020) in 2021, as foreseen by Article 13/3 of the EP and Council Decision 2015/2240.