



European
Commission

Management Plan 2021

Directorate-General for Informatics

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INTRODUCTION

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

The **digital transformation of the Commission** represents one of the key-challenges advocated by the von der Leyen presidency. As institutional domain leader, DIGIT pledged the transformation of this administration already when promoting the Digital Strategy¹. By implementing the Digital Strategy core principles, the Commission is moving towards a modernisation process that addresses the need to **make the Institution more agile, flexible and transparent** in the way it performs its duties.

The goals that drive DIGIT's mission are fully aligned with two of the General Objectives pursued by the von der Leyen Commission, namely to transform the Commission into **a modern, sustainable and high-performing European Public Administration (General Objective 7)**, and to contribute to the development of **a Europe fit for the digital age (General Objective 2)**. In its Strategic Plan 2020-2024, DIGIT fixed **7 specific objectives** for the next 5 years, looking at the Von der Leyen political ambitions converged in the afore-mentioned General Objectives. The key-deliverables planned for 2021 take into account some of the long-term projects already initiated in the previous year, but also consider the emerging needs in terms of modernisation of the Institution, building upon the reflection triggered by the Covid-19 pandemic on how to make the Commission a future-proof public administration able to face unprecedented challenges. This also includes the outcomes of the recent internal debate on how to accelerate the **green and digital transition**. Together with other Directorates General, DIGIT will be exploiting synergies between digitally transforming the Commission and promoting a 'greener', more sustainable approach to the way the Commission works. In particular, building upon the existing frameworks and paradigms, DIGIT will foster a **flexible digital workplace** which will enable Commission staff to be even more flexible in how, when and where to work. This means that the offer of remote collaborative solutions will be enhanced in order to better support home office as new working pattern. The role of **data as a key-driver of the Commission's policy and decision-making capacity** will increase with the introduction of new platforms, procedures and solutions. The extension and integration of

¹ [A Union that strives for more. My agenda for Europe': political guidelines for the next European Commission](#)

EU Sign electronic signature services will speed up, facilitating the remote signing of several procedures, and further increasing the paperless processes still left in the Commission. The Commission staff will be at the centre of this new working landscape. Not only beneficiary of modern, efficient tools, technologies and procedures, but also actively involved in ensuring that corporate security measures and standards are fully respected. To this regard, **Cyber Awareness campaigns and trainings** will reach a greater number of staff. Innovation will be the underlying principle guiding the above-mentioned initiatives, as a key component of the Digital Strategy, and being embedded in several strategic frameworks currently in use for the ICT delivery across the Commission.

Importantly, in addition to specific **equality initiatives and strategies** that the Commission adopts and implements under the leadership of President von der Leyen, equality mainstreaming is instrumental in turning the Commission's equality objectives into a reality. Equality mainstreaming is the integration of an equality perspective into every stage of EU interventions with a view to promoting equality. **DIGIT is committed to the equality principles and objectives** and will mainstream equality actions throughout its **initiatives aimed at accessibility, availability of adequate digital tools**, design and implementation of **digital solutions ensuring equal and inclusive user experience** among others.

In order to contribute to the strategic goal of a **modern, sustainable, high-performing public Administration**, DIGIT's delivery in 2021 will focus on the following initiatives:

- To **enlarge the offer of the Reusable Solutions Platform** by making available new corporate solutions, and deliver new flagship digital solutions in key-corporate domains (HR, Document Management, Decision Making, Procurement, Grants).
- To keep **exploiting the potential of data, information, knowledge and content** by implementing new platforms supporting the data ecosystem, consolidating the virtual presence of the Commission at both internal and external level. Such initiatives will encourage collaboration between several stakeholders, not only from the EU institutions, but also among civil society and other non-institutional actors. The ICT Innovation Framework will play a pivotal role for the concrete development of these actions.
- To **strengthen the Commission' digital delivery model** with a series of initiatives that include new DevSecOps foundation services, the consolidation of the existing open source culture in the Commission with an Open Source Programme Office (OSPO) that will enable the Commission to experiment with Open Source Software, and the build-up of foundations for corporate user experience practice.
- To **increase the Commission's resilience to digital security threats** by providing new services in IT Risk Management to system owners, expand the scanning capacity of on-premise and cloud-based assets, improving the cyber incident detection and response, introducing a new, up-to-date IT Security Strategy (which will be the third official version available), and ultimately reaching out even more Commission Staff with ad hoc phishing exercises and tailored trainings, in the

context of the Cyber Aware Programme. In addition, in line with the Security Union Strategy (COM(2020) 605) and the Cybersecurity Strategy (Join(2020)18), DIGIT will keep leading the effort to establish a common set of cybersecurity rules for all EU institutions, bodies and agencies (EUIBAs).

- To **keep supporting the resilience and efficiency of the Institution's infrastructure and digital workplace** by rolling out new features (such as WELCOME) and finalising the implementation of existing ones. Once again, the focus will be on 1) consolidating an infrastructure which is sustainable for distant working, by also investing in proper ergonomics for colleagues doing teleworking and 2) develop cloud sovereignty through a corporate Cloud environment, on which the Commission can have full control and therefore better protect its own processes and data at any time.

Additionally, DIGIT will contribute to the General Objective pursuing a **Europe fit for digital age**, by building on the results previously achieved in the area of **interoperability**, facilitating the Commission's policy-making through borderless digital public services, and by providing **additional trans-European digital solutions which support the delivery of EU-wide public services**. In particular, 2021 DIGIT will:

- fully pledge the implementation of the **Digital Europe Programme**², which will benefit of the legacy acquired through the ISA² and CEF digital programmes (whose implementation will come to an end in 2021), and
- include in its framework additional interoperability activities focusing on a structured delivery setup, and exploiting the **Single Digital Gateway**. This latter initiative will rely on the application of the **Once Only Principle (OOP)**³, which will enable key public services, businesses and citizens across the EU to **provide their data 'only once'** to their public administrations.

With regards to the above-mentioned priorities, IT security and data protection remain challenging due to an ever changing threat landscape and evolving legal requirements, as well as the resource-related need to continue using IT components which cannot easily be aligned with governance processes including data protection and security by design. Indeed, the increasing digitalisation in both workplace infrastructure and policy-specific IT will very likely lead to increasing budgetary needs.

² [Digital Europe Programme](#)

³ [CEF programme](#)

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

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

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

Shaping a digital Commission fit for the digital age requires to the digitalisation of the core processes of the Commission. This digitalisation aims to modernise and transform fundamentally the current processes rather than just replicating current processes electronically. This implies strong business rationalisation, clear simplification and solid streamlining to support and empower all the Commission services. It is possible by exploiting fully the capabilities offered by digital technologies, while unlocking the potential of the Commission's data.

In 2021, DIGIT will therefore continue enabling the digital modernisation of its partner DGs. In practice, DIGIT will support them in framing, advising and implementing the digital solutions modernisation plan advocated by the European Commission Digital Strategy.

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

Specifically,

- In the **human resource management domain**, DIGIT will, in partnership with the HR family (HR, PMO, EPSO), continue the modernisation of the HR processes. In particular, DIGIT will strongly support the HR transformation by focusing, in a first step, on modernising the selection and recruitment processes. DIGIT will also start a foundational work to “open up” Sysper to enable future integration with digital solutions from the market (COTS/SaaS). In parallel, DIGIT will continue the digitalisation of processes by enabling fully paperless and automated processing of supporting documents for all PMO declarations.
- In the **document management** domain, DIGIT will, in strong partnership with SG, expand further the usage of the Hermes Ares NonCom (HAN) platform across the Commission by allowing tiers digital solutions to benefit from its file management and preservation features without storing content in the central Hermes repository. In addition, major reflections on the current technical and business challenges of the

platform will be launched in order to ensure the long-term sustainability of the HAN platform.

- In the **legislative lifecycle management** domain, DIGIT will, in strong partnership with SG, strive to offer even more seamless, integrated and intuitive processes through Decide (the legislative platform of the Commission). will further integrate Decide and electronic signatures for authentication and the adoption of legal texts. In addition, the European Citizen Initiative platform⁴ will undergo a major improvement of its accessibility and usability.
- In the **procurement** domain, DIGIT will, in collaboration with JRC, RTD and BUDG, implement the workplan adopted by the Grant and Procurement Steering Board (GPSB) focusing on the development of the solution and gradual roll out together.

In the **grant management** domain, DIGIT will, in cooperation with DG RTD , implement the workplan adopted by the GPSB focussing of the re-configuration of the solution in order to support the new generation of programmes under the new MFF and continue the onboarding of the remaining programmes into the eGrants corporate solution. DIGIT will also enable the digital modernisation of the Commission through the **Reusable Solution Platform (RSP)**. The RSP includes already a set of proven and robust reusable building blocks⁵ for identity management (EU-Login), for notification (Corporate Notification Systems), for search (Corporate Search Service), for workflows (Compass Corporate), for electronic signature (EU-Sign), etc. This Reusable Solutions Platform will drive reuse, enable common user experiences, bring standardisation, reduce redundancy, increase interoperability, reinforce security, speed-up delivery time and lower development costs for all DGs. The ITCB – in its capacity as RSP Steering Board - envisaged four new reusable solutions to be financed starting in 2022: Corporate e-Forms, Corporate Audit Trail, Corporate Speech-to-Text and EU Captcha. The new solutions will be piloted in 2021 for priority projects upon resource availability.

⁴ [To learn more about the European Citizens Initiative](#)

⁵ The full list of Reusable Solutions is accessible in the RSP Portal

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

The ability of managing and exploiting data, information, knowledge and content is paramount for the Commission to become a data informed organisation, working in a collaborative way, communicating and engaging with staff, citizens and internal/external stakeholders. The set-up and development of the corporate ecosystem and the related technical platforms to support data, information, knowledge and content management, as well as of the underlying **ICT innovation framework**, is instrumental for the achievement of these objectives.

In 2021, work will focus on further progressing in the **implementation of the platforms to support the data, information, knowledge and content ecosystem** (EC corporate data platform, web presence platform – Europa, citizens engagement platforms – the Future of Europe online platform and EU Survey, collaborative platform – single integrated framework for collaboration, staff engagement platforms – My IntraComm and EU Survey, and elearning platform – EU Academy) in line with the strategic undertakings (2020-2021 IMSB⁶ work programme, digital transformation of the EC web presence, citizens engagement platforms). In particular:

- **Data ecosystem:** further progress in the implementation of the DataStrategy@EC according to the Action Plan, notably the releases of the data platform to embed new available services and advancements (including the deployment of the data catalogue, progress on the corporate data lake, security framework) and the data analytics actions (more self-service analytics; first data-as-a-service offer, further progress in the data science lab services). Digit will continue to support the Data Skills and Data Trainings actions, and keep coordinating the operational implementation of the Data Strategy@EC Action Plan and monitoring the IMSB⁷ work programme implementation.
- **Web presence:** further progress towards the migration of the web presence to the new Drupal 8 platform, continuation of the development of the Open Europa ecosystem, progress towards the cloud implementation of the web presence;
- **Citizens engagement:** running and development of the engagement platform for the Future of Europe Conference and extension of its use to other engagement initiatives;, (as it could be considered as a reusable building block for other similar activities).

⁶ Information Management Steering Board

⁷ Same as above

- **Single Integrated Framework for Collaboration:** in the context of the Collaboration Solutions Strategy, consolidation of the framework following the rollout of M365; design and launch first steps towards the implementation of the future technical landscape for collaboration solution based on M365 and on the further integration and rationalisation of the corporate collaborative tools; provide support to communication and change management actions.
- **Citizens, staff and stakeholder engagement platform:** design and first implementation steps of the future intranet and of the staff engagement layer, finalise the set-up and running of the Future of Europe Conference platform.
- **ICT innovation ecosystem:** operational implementation of the iLab, co.innovation framework and of the practical activities of the Digital Pole. Selection and implementation of specific projects. Set-up and running of dedicated events, information and learning sessions.

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

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

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

In 2021, DIGIT will continue to focus on the following key areas:

- **Establish a set of DevSecOps "foundation" services** to enable the DGs to fully automate their software delivery process. In practice, this automation will allow Commission services to test (continuous testing), to prepare a release (continuous integration) and deploy (continuous integration) their digital solutions faster, more efficiently and with less costs.
- **Establish a working culture based on open source principles.** Following the adoption of the strategy in October 2020⁸, DIGIT will execute the 2021 items of the action plan. Among others, a Commission working group co-chaired by JRC (Central IP Service) and DIGIT will prepare a Commission Decision allowing by default the publication of Commission software source code. The source code of new software development projects will be by default accessible across all Commission teams. The Open Source Programme Office (OSPO), in the context of the iLabs initiative, will launch a first set of projects that will enable the Commission to experiment with innovative open source solutions.
- **Establish a solid foundation for corporate approach for Mobile Applications.** In 2021, DIGIT will implement the 2021 action plan endorsed by the ITCB, concretely by helping DGs to explore and identify mobile opportunities and contributing in transforming their portfolio of digital solutions and services through the Digital Solutions Modernisation Plan (DSMP). DIGIT will define a mobile standard that will include guidelines (e.g. on when to build or buy or on technology choices), frameworks (e.g. mobile development framework) as well as services (e.g. mobile app security testing). Finally, DIGIT will set-up a Mobile Solutions Office to orchestrate the work required to iteratively build and operate the mobile standard in consultation with DGs across the Commission.

⁸ https://ec.europa.eu/info/departments/informatics/open-source-software-strategy_en

- **Establish a solid foundation for a corporate user experience (UX) practice.**
In line with the action plan for a user-focused Commission adopted in 2020, DIGIT will focus on (1) building awareness & knowledge and on (2) setting up and adopting UX processes. Concretely, DIGIT will launch a community of practice dedicated to UX, create an UX Lab operational model, identify UX tools and processes, etc.

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

The crisis caused by COVID-19 in 2020 has accelerated the digital transformation of the administration, establishing new norms of working, of collaborating and of communicating, that redefine the digital boundaries within the Commission. DIGIT is addressing the operational challenges of the new paradigm by offering a digital working environment that supports the professional needs of the organisation in a trustworthy and secure way.

The key priority for 2021 is to **further strengthen the resilience of the application of the new paradigm by enriching and extending DIGIT's service** offering. It is of utmost importance to render it cloud-ready, in line with the **implementation of the cloud strategy and towards addressing the relevant audit recommendations on the IT security of public cloud usage**. Also on the Cloud front, the security templates for IaaS/PaaS public Cloud deployment will be further developed to **include cloud security best practices**, a technical solution will be implemented to provide the necessary security visibility and incident response capabilities on containers deployed within Cloud on Premises and a technical solution for incident detection and response in SaaS deployments will be piloted.

At the level of planning and programming, the **IT Security Strategy of the Commission will be revised and the updated 3rd edition**, will be submitted for adoption in the first quarter of 2021. Compliance with the IT Security Policy framework will be further automated and access to the relevant tool will be granted to Local Informatics Security Officer (LISO) population. An initial set of 3 Key Performance Indicators will be reported on quarterly basis.

In the area of **IT Security Risk Management**, a set of tools and professional services will be operationally extended to offer support to the system owners in the management of their security risks related to over 1200 information systems across the European Commission's IT portfolio. In addition to that, the IT Security and Risk posture of the Commission will be reported to the corporate governance body on a quarterly basis, with full annual updates, and provide input to Commissioner Hahn's biannual information point on cybersecurity to College. This will be used to improve the collective posture of the Commission.

After two successive waves of extension, the **centralisation of the Local Informatics Security Officer (cLISO)** service has reached a coverage of 46% of the IT end users. The goal for 2021 is to **further extend the service coverage by on-boarding additional Directorates-General and Executive Agencies**. Moreover, two tailored periodic reports on IT security threats, risks, incidents and ongoing actions will be delivered to each department that is using the service.

In 2021 the **Cyber Aware Programme** will focus on reaching out to the majority of the Commission staff by performing “fake phishing” exercises complemented by adapted online training. At the same time, more specialised and tailored training and information will be made available for different target audiences, from the VIPs and cabinets, through management, and highly specialised audiences and technical experts to all end-users, including newcomers and trainees, who will be required to do a cybersecurity training as part of their onboarding to the Commission. Fully exploiting the possibilities of online communication, brings the advantage for every staff member of learning at their own pace, selecting information of relevance for performing their daily job. Building up their cyber savviness reinforces the Commission defence against cyber threats and is at the basis of the establishment of a security culture throughout the organisation: cybersecurity is indeed a joint responsibility.

In the area of **security testing**, the target is to regularly scan on-premise and cloud-based corporate assets and report on their vulnerabilities. For application security testing to perform the tests that are part of the baseline service offering and offer the scalability needed to address the additional requests. In the area of **cyber incident detection and response**, the focus will be to meet the challenge of the widened attack surface in a scalable and cost-effective manner with the ultimate goal of reducing the time to close cyber incidents. More specifically, the migration to the **new corporate security monitoring platform** will be completed by end of 2021, including all log files, use cases and threat hunting scenarios, eventually allowing for the decommissioning of the legacy platform. On the **proactive incident detection** side, a tailored threat analysis service will be established with the objective to create actionable information by correlating the 5 Commission top threat actors tactics and techniques with the Commission specific technical set-up. In the area of **cyber incident response**, to cope with the growing number of incidents, the focus will be put on improving the processes maturity and automating repetitive tasks.

Last but not least, DIGIT will keep playing a leading role in the establishment of a **common set of cybersecurity rules for all EU institutions, bodies and agencies (EUIBAs)**, in line with the Security Union Strategy (COM(2020) 605) and the Cybersecurity Strategy (Join(2020)18). These rules will establish a **common base line for cybersecurity and thus reduce the risk of incidents that cause material or reputational damage to the EU institutions, bodies and agencies**. The common rules respond to the rising threat level, notable during the COVID crisis, where EUIBA staff are working from home and a large uptake of cloud services, which if not securely configured increase the risks substantially. They will also provide the legal basis to reinforce CERT-EU to **tackle the rising number of critical incidents facing EUIBAs**, noting in particular that in many cases these incidents could have been prevented through adequate protective measures. In February 2020, the Steering Board gave an extended mandate to CERT-EU to include cyber awareness and cyber protection, which in turn will require reinforced resourcing and stability. The work will

proceed in coordination with the parallel efforts by DG HR.DS to establish common rules for information security for all EUIBAs. The work will be carried out with the other EUIBAs through a Cybersecurity sub group of the inter institutional committee for digital transformation (ICDT) which was established in October 2020. DIGIT chairs this sub group at Director level. Internal preparation and launch of the Cybersecurity sub-group took place in the last quarter of 2020. Benchmarking of the state of play of cyber security policies in the EUIBAs will lead to the proposal of a draft set of rules in the first quarter of 2021. A consultation on the draft rules in the second quarter of 2021 will lead to the adoption in the College between the second and the third quarter, launching a legislative process with the aim of adoption of a Regulation under the French Presidency in the first semester of 2022.

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

As set out in its Strategic Plan, DIGIT dedicates considerable resources to the maintenance and constant improvement of the corporate digital infrastructure. This is crucial to guarantee the most optimal working conditions to the Commission staff, and to enable the Commission to deliver on its political priorities in a secure and high-performing environment. In 2021, DIGIT will focus on the **consolidation of existing initiatives in the Digital Workplace domain**, as well as the **implementation of new actions aiming at improving the current infrastructure**.

In the context of the **Digital Workplace** - a well-established programme which enables the Commission's staff to work from anywhere, anytime, thanks to the provision of tailored tools, resources and applications – DIGIT will **roll-out WELCOME**, and improve the end-point protection and management of the workplace infrastructure taking into account the changes that took place during the COVID crisis. WELCOME is the name for the Commission's new Windows backend supporting the Digital Workplace IT ecosystem. It has a cyberresilient design, rendering the Commission more robust against cyberattacks, and it reduces the dependency on user passwords, a typical vector of attack (e.g. phishing), by introducing new features such as support for biometric authentication.

The DWP also embeds the provision of the necessary **technical rollout of M365**. Such technical support is indeed complementary to the implementation of M365 as collaborative tool, which remains a key deliverable of the Single Integrated Framework for collaboration (Specific Objective #7.2). In light of the discussion on the **digital flexible workplace**, DIGIT will **contribute to the setup of a sustainable teleworking environment**, which also includes the identification of suitable ergonomics for home-working staff. The establishment of teleworking guidance and tools will also concern extramuros service provision, which is under consideration.

As regards the digital infrastructure, DIGIT continues to be aligned with the corporate strategic frameworks currently in place, and will keep working on the **consolidation of the Public Cloud**, also taking into account the recommendations issued by the Commission's Internal Audit Service. A **major deliverable for 2021** will be the establishment of a **Sovereign Cloud**: based on the intent to develop a corporate Cloud environment, on which the Commission can have full control and ultimately better protect its own processes and data at any time, DIGIT launched on October 2020 a new Cloud II competition which aims at sourcing a European Sovereign Cloud. By setting clear and up-to-date legal and technical criteria, the call for tender sought at identifying a cloud provider who can ensure the

highest security and data protection standards in order to better protect critical data assets in the European Institutions bodies and Agencies.

B. General objective 2: A Europe fit for the digital age

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

The Commission's digital package of February 2020⁹ for a **“Europe fit for Digital Age”**, highlighted the role of the public sector in Europe’s digital transformation, and of **interoperability as fundamental enabler for secure and reliable data flows** and for integrated digitalisation efforts at all levels of government. The Commission explicitly committed to **presenting “a reinforced EU governments interoperability strategy to ensure coordination and common standards for secure and borderless public sector data flows and services”**, to be developed by DIGIT by end of 2021.

Interoperability policy (as embodied by the **European Interoperability Framework EIF**¹⁰) and interoperability support actions (until 2020 in particular through the **ISA**²¹¹ and **CEF Digital**¹² programmes, and from 2021 through **the Digital Europe Programme, DEP**¹³) are well established tools supporting effective EU policy implementation and modernisation efforts of administrations across all sectors and all levels. EU Interoperability action is a cornerstone of implementing the ambitious digital transformation goals set by the Single Digital Gateway Regulation¹⁴, developing the common and expandable Once-Only Infrastructure required and helping Member States transforming their own public services environment. DIGIT is also supporting the transformation in the Member States by contributing to the work on the Recovery and Resilience Facility, notably in the activities related to the ‘modernise’ flagship of the Communication on the Annual Sustainable Growth Strategy 2021 (ASGS) and to the work of the Technical Support Instrument. The Commission's internal Digital Strategy is the link between the administrative modernisation agendas of the European Institutions and public administrations across Europe.

In 2021, DIGIT will **finalise the double evaluation processes for the EIF and ISA², started in 2020**. An **impact assessment** will develop and test policy options for meeting the objective of a "reinforced EU governments interoperability" setup, much discussed and requested by EU Member State Chief Information Officers (government CIOs) in their informal CIO network and in the Interoperability Expert Group¹⁵ set up in 2020. DIGIT will

⁹ [Shaping Europe’s digital future:](#)

¹⁰ [European Interoperability Framework](#)

¹¹ [ISA² Programme](#)

¹² [CEF Programme](#)

¹³ [Digital Europe Programme](#)

¹⁴ [Digital Gateway Regulation](#)

¹⁵ [Interoperability Expert Group](#)

continue supporting the work of the CIO Network and of the coordinated digital government and interoperability work programmes of EU Council Presidencies (Portugal and Slovenia in 2021, following Germany, with a focus on values-based digitalisation, skills and GovTech). This is intrinsically linked with the "**Berlin Declaration on Digital Society and Value-Based Digital Government**"¹⁶, in response to which DIGIT will support Member States in monitoring and ensuring follow-up of the Declaration's actions and will maintain the necessary coherence of EU level digital government and interoperability policies. In this context, DIGIT will support the ongoing review of the Better Regulation framework in order to help "ensure ... that policies and legislative acts proposed by the European Commission are digital-ready and interoperable by default".¹⁷

DIGIT will also, in cooperation with DG CNECT and other Commission services, start **implementing the digital government and interoperability chapters of the Digital Europe Programme** (in particular strategic objective 5 and support to activities under other DEP priorities, such as data and skills). These actions will streamline current interoperability activities into a more coherent delivery setup ("Common Services Platform") and focused support to implementing the Single Digital Gateway ("Once-Only Principle implementation"). 2021 will see testing and first exploratory activities of the GovTech incubator planned under the reinforced EU Interoperability Strategy, in close cooperation with activities planned by DG CNECT, JRC and RTD.

Throughout 2021, DIGIT will **continue – and close – the remaining ISA² actions**, with a particular focus on those related to **legal interoperability and better regulation** (including the setting up of a community on digital-ready policymaking; **semantic interoperability; support to eprocurement and to interoperability architectures and test and assessment tools** with a specific focus on supporting DGs SANTE and TAXUD. DIGIT will continue international cooperation, support and outreach activities, such as with OECD, UN and international partners in the Western Balkans, the EU neighbourhood and selected global partners. A **large-scale conference with a number of technical workshops** will mark the transition from ISA² and CEF Digital to the new Digital Europe Programme and ensure user focus, participation and endorsement of EU Interoperability policy.

¹⁶[Berlin Declaration](#)

¹⁷ [Berlin Declaration point II e\)](#)

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

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

In 2021 DIGIT will award the contract and start the **implementation of the next generation of TESTA**, the future Pan-European Secure Network, improving the delivery of digital services for European public administrations, European Institutions and Agencies and thus contributing to the Digital Strategy objective of **providing high quality, trusted, borderless, digital public services, facilitating the free flow of data and boosting the digital single market**.

Regarding corporate Identity and Access Management services, in 2021 DIGIT will **deploy advanced remote digital signature capabilities to all Commission Authorising Officers by Sub-Delegation (AOSDs)**. This will contribute to the Digital Strategy objective of supporting the Commission's political priorities and activities with secure, state-of-the-art, digital solutions.

The third major priority will be to support the Digital Strategy objective of improving the security, efficiency and effectiveness of Commission's digital infrastructure by launching the **EU Access** corporate service to complement the existing EU Login identity provider with centralised authorisation capabilities.

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

The following section of the Management Plan introduces actions and initiatives that are critical for the execution of DIGIT's strategic objectives, and – on a broader perspective – contribute to the delivery of all Commission's priorities. The Commission as modern administration depends on efficient management of human, financial and IT resources, relies on effective internal control and anti-fraud frameworks, and makes the best use of internal and external resources. Supporting the institution in its transition towards the future, in 2021 DIGIT will dedicate strong efforts (amongst other relevant deliverables presented in the next paragraphs) in:

- Enhancing the key measures promoted at corporate level in terms of HR management, focusing on **staff engagement and development** in order to meet the increasing needs deriving from an expanding portfolio of tasks and challenges;
- Ensuring the **safeguard of assets as 'Commission's management centre'** for all IT equipment installed in the premises of the Commission;
- Playing a leading role in ensuring the application of **point 30 of the Anti-Fraud action plan** concerning the revision, update and implementation of the corporate IT Security Strategy;
- Aligning with the latest corporate measures concerning Data Protection, guaranteeing a higher level of compliance within the DG with the current Regulation;
- Supporting the **sound environmental management of the Commission** by focusing on **4 core corporate strands** (reducing energy and paper consumption, reducing emissions to air, reducing and managing waste, and promoting green public procurement).

The internal control framework¹⁸ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

¹⁸ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

C. Human resource management

For DIGIT to accomplish its daily business and strategic objectives, counting on skilled and motivated staff is crucial. DIGIT Human Resource Management in 2021 will continue to focus on the engagement and development of its staff pool to enable successfully meeting the growing tasks and challenges of its expanding portfolio in the new von der Leyen Commission. The main focus areas can be grouped under the following headings:

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

HR Strategic Planning

Following the overarching principles set by the soon to be published EC HR Strategy, DIGIT will draft a local HR Strategy by the beginning of 2021. The DIGIT HR Strategy will be fully in line with main pillars already identified and further address a number of local topics of strategic importance:

1. **HR planning related to the consolidation of the Digital Pole in Luxembourg**
Based on the 2015 agreement between the Luxembourg authorities and the Commission, DIGIT will continue its efforts to rebalance its staffing in favour of the Luxembourg site. This will affect more specifically activities linked to the IT Security, the Data Services and the Local Data Centre Consolidation.
2. **Consolidation of DIGIT role as domain leader in SER¹⁹ ICT**
DIGIT will continue to play its outward role as domain leader in SER ICT and provide support and advice to other DGs and services for the identification, training and development of staff in the IT domain. This will include guaranteeing proper selection and on-boarding of new staff joining DIGIT in the context of projects under the SER umbrella (such as datacentre consolidation, e-procurement ...).

Talent management

Know-how, competencies, experience and innovation, constitute the main competitive advantages for any organisation. Talent management, in the sense of attracting, developing, and retaining the most skilled and experienced individuals, has therefore become a priority in the HR departments of most organisations touching upon areas such

¹⁹ Synergies and Efficiencies Review

as recruitment, performance management, mobility, learning, and succession planning. Main areas of engagement will be:

1. **Leadership Development**

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

In line with the College decision on measures to reach gender equality at all levels of management by the end of 2024, DIGIT has appointed a Deputy to the Director in each of its Directorates in November 2020. This measure will help to expose high potential Heads of Unit to the senior management sphere and help develop the necessary skillset. It will further allow for a shift away from deputising based solely on seniority, to a focus on senior management potential – with the target of 55% female Deputies to the Directors providing an additional boost towards gender equality.

2. **Learning & Development**

Learning and Development in DIGIT will continue to foster the skills and competencies of colleagues and contributes to sustain their motivation and engagement. In collaboration with the Account Management Center, DIGIT aims to bridge the gap between the existing competencies and the competencies needed, in support of strategic objectives mentioned above. A main tool for this will continue to be a comprehensive and well-balanced external training plan with the highest possible learning return on investment. To further increase this return, knowledge sharing will be encouraged through online blogs of participants to learning activities. In 2021, building on the experiences made and learning opportunities created during the COVID-19 crisis, a special focus will be set on promoting online learning opportunities, both EC internal and external.

3. **Gender Equality and Diversity**

Gender equality has been a leading principle in DIGIT human resource management in the past and will naturally continue to be in 2021. A central target linked to this priority area of the Von der Leyen Commission is 50% female managers on all levels by 2024. In DIGIT, this translates into the concrete target of three first female appointments to middle management by 2022. In order to achieve this DIGIT will continue facilitating the appointment of women to roles of Team Leader, Head of Sector or Deputy Head of Unit as an effective way to prepare for middle management positions. In line with the College decision on measures to reach gender equality at all levels of management by the end of 2024, DIGIT will work towards a quota of 50% female Deputy Heads of Unit. The internal (and external) pool of female talent will strongly be considered in any internal succession planning in middle management. Further proactive efforts to this end include support through

targeted individual coaching packages and external trainings. Finally – also in line with the College decision on gender equality – in order to especially promote the development of female middle managers for senior management positions, DIGIT has appointed 3 out of the 5 (60%)²⁰ Deputy Directors positions to women.

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

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

Staff Engagement & Wellbeing

Engagement and wellbeing efforts will continue to be made in 2021. A central instrument to measuring the level of staff engagement and wellbeing is the bi-yearly staff survey, in which staff give feedback on various categories of their work life. A survey was foreseen for 2020, however due to the disruption of the COVID-19 crisis, it was postponed until 2021. This will serve as the main next benchmark for staff engagement and wellbeing in DIGIT. In 2021, DIGIT will aim to continue the positive trend of past surveys in its staff engagement index²¹, which can be attributed to the close follow-up of the feedback received in the past surveys through action and development plans. Further, a crucial factor in staff engagement is consistent communication to staff. In collaboration with the internal communications unit, the DIGIT HR Business Correspondent will ensure that DIGIT staff is kept updated and engaged regarding any corporate and local HR activities. This will be done through well-established channels, such as MyDIGIT intranet, monthly newsletters (DG Internal: MyDIGIT; DG external: BeDigital), Townhall events, regular information sessions, and of course direct correspondence. This is especially important in regards to high stakes topics, such as the COVID-19 crisis. The DIGIT HR BC has – and will continue to – complement central HR communication on this topic with a tailor made and personal communications at DG level.

Lessons learnt from the COVID-19 crisis

In the context of the COVID-19 crisis the need for a review of the traditional idea of staff working in offices was clearly identified and the return to normality will require a redefinition of a number HR "habits" and assumptions. A more permanent telework based on a stable and even wider provision of high-end tools will probably become the new norm

²⁰ Commission Decision on measures to reach gender equality target: 55% female Deputies to the Directors

²¹ The engagement index is an aggregated employee satisfaction score based a number of questions relating to of job, workplace, development and wellbeing. The latest figure in the 2018 staff survey was 68% (EC average: 69%).

and will trigger changes at many levels. In this perspective, DIGIT is fully committed to such a paradigm shift and will provide all the expertise, experience and ideas needed to help the central services redefine the HR function for the whole European Commission.

Moreover, in 2021 DIGIT will develop its (off-premises) externalisation approach based in three axes: wider use of Proximity Time & Means contractual mode; externalisation of some time-and-means and service mode contracts (currently performed on-premises) and start using the new EUSS-SM Lot 2 and DIGIT-SM contracts (signed in 2020) that will represent a breakthrough, mainly in the outsourcing of software development. In 2021 DIGIT will also launch the new DIGIT-TM II and DIGIT-XM II calls for tenders, which will integrate the new “Guidelines on in-house Service Providers” issued by DG HR in July 2020. The current version of this set of contract (DIGIT-TM and DIGIT-XM) is widely used by most Commission DG and, once the new contracts become operational (early 2022), they will facilitate the reduction of intra-muros service providers in Time & Means contractual mode and the transition to an increased use of “result based contracts” by the whole Commission. DIGIT intends also to prepare ad-hoc “Guidelines on in-house Service Providers” specific for the IT domain, based on the above mentioned Guidelines of DG HR.

Internal and external communication in DIGIT

DIGIT Communication Strategy sets the DG’s core values that steer communication-related activities at internal and external level. This includes the timely delivery of internal, corporate and external communication outputs, and the development of a strong ‘DIGIT brand’ that promotes the positive image of the DG as a trusted partner within the EU Commission as well as in other EU Institutions or external stakeholders.

Internal communication activities in 2021 will keep focusing on awareness raising actions about the key projects and outcomes that the DG will deliver during the year. Staff engagement and support actions will also be a priority of the internal communication plan, in these particular times when remote work remains the norm. This includes the provision of relevant information via official channels (such as internal newsletter, Weekly Management Debriefs online, [MyDIGIT intranet](#), [DIGITalk lunchtime sessions](#), Equality@DIGIT Cafés).

As regards **corporate communication**, DIGIT relies on a well-established list of communication channels that promote the DG’s key achievements, service offering and activities towards the Commission. In 2021, the communication team will be involved in the preparation of ad-hoc campaigns introducing DIGIT’s newest products and services (CyberAware, new initiatives in the Digital Workplace domain and Open Source Programme Office, etc.), being the major deliverables depicted in this Management Plan. Another important corporate communication activity concerns the regular provision of relevant information to the Commission’s ICT Community via the Be.DIGITal newsletter, the [Digital Workplace Portal](#) and the [Digital Stakeholder Forum](#) held monthly (gathering all the IRMs of Commission’s services). Other initiatives, such as Digital Sounding Board meetings, aim at listening to the Commission staff, collecting their inputs, fostering collective thinking

on cross-cutting topics related to the building of a truly Digital Commission; these kind of events will be strengthened in 2021. Last but not least, DIGIT will keep its engagement in the **Simpler.Smarter.Together Campaign** at the highest level in 2021, particularly supporting the upcoming roll-out of M365 apps in the Commission scheduled for end of Q1.

In 2021, DIGIT will also be active in the **external communication** domain, ensuring the DG's web presence on **Europa** and **Twitter**, and preparing – in close collaboration with the Council of the EU, the European Parliament, and the European Court of Justice – the **DIGITEC Conference**, the largest EU institutions IT forum to date. This is a 1-day event involving over 900 participants, bringing together the IT communities of the European institutions to share best practices around new technologies in public administration and to discuss how the digital future will shape the way large organisations work.

In light of the Covid-19 pandemic, physical restrictions and gathering limitations might still occur during the next year, affecting the organisation of live events. This might result in the identification of alternative activities, which would rely on robust technologies for virtual/remote events.

D. Sound financial management

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

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

ABAC Assets is linked with SAP for accounting purposes (valuation and depreciation). The operational risks are limited as many inventory actions are automatized.

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

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

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

E. Fraud risk management

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

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

F. Digital transformation and information management

Fulfilling its role as ICT domain leader, **DIGIT has been the major driving force** – in close collaboration with other Horizontal Services²² – **of the digital transformation of the Commission**. To implement the digital transformation process – fast-paced and dynamic by definition – in a public administration as complex and diverse as the

²² DIGIT benefits from the close collaboration with SG and HR for the implementation of the ‘digital Commission’.

Commission, several aspects and enablers must be taken into account. **DIGIT internal strategic priorities for 2021 are shaped on these needs**, and well reflected in the first section of this Management Plan. This includes (amongst other relevant initiatives) the provision of up-to-date digital solutions, the implementation of a reusable solutions platform, the consolidation of the 'digital workplace' which redefines the Commission's working environment, the consolidation of a cybersecure digital infrastructure exploiting the benefits of private and public cloud, and the use of corporate data ecosystem for the successful achievement of the Commission's both administrative and policy goals.

The digital transformation and modernisation of the IT landscape, advocated by the Digital Strategy, requires that a strong **Corporate Architecture practice** is put in place. The objectives can only be achieved if collaboration and co-creation is promoted amongst the architects of the Commission. In 2021, stronger focus will be dedicated to the implementation of the Corporate Architecture strand. The key priorities are to **create stronger synergies and support to the Corporate Governance**, by putting in place:

- An **architecture reference**, promoting the EC Digital Strategy and its underlying enablers, and facilitating the governance of the architecture, in complementarity with the IT Investment Team and with the Coordination Hub.
- A **cross-DG community of architects** in order to collectively improve the reference, and share experience and best practices.

In addition, DIGIT will continue its transformation to **foster in a systematic way the coherence of the overall portfolio of digital solutions**. DIGIT strives to promote such consistency by walking the talk when delivering the corporate digital solutions. The coherence is sought at many levels including product and project management, quality management, user experience, data (once only principle), security and the underlying technical foundations. In practice, these elements of convergence are directly integrated in the DIGIT delivery model and then advocated to the whole IT community. The close internal collaboration for corporate-level architecture is a major vector of coherence.

As mandated by the Mission Letter to Commissioner Hahn²³, DIGIT will also be involved in the process of enhancing **digital skills** among the Commission staff. In 2021, DIGIT will closely cooperate with DG HR under several strands of digital skills development. This includes the **organisation of training courses** and the **provision of supporting material designed and made accessibly via the Digital Workplace Portal** by the cross-DG M365 team (with the material being updated and further developed as soon as new M365 features will be published). Also, following the definition of a specific range of

²³ [Mission Letter to Commissioner Hahn](#)

digital skills for different staff categories corresponding to a precise level (basic, intermediate, advanced, expert), DIGIT will design – together with DG HR and EUSA – a **digital skills programme for senior managers** (Directors General and Deputy Directors General) at more strategic level.

DIGIT will also actively maintain the inventory of DIGIT key data assets and the DIGIT data management process (roles and responsibilities).

In 2021 DIGIT will also prioritise actions aimed at **enhancing the level of data protection compliance in the DG**:

- The general data protection awareness campaign started in 2019 will be extended in the course of 2021 to target specific populations (e.g. delegated controllers, developers, project managers, service managers).
- The intranet web pages devoted to data protection will be further developed to ensure easily accessible and comprehensive information for all DIGIT staff.
- A standard procedure for ensuring that data subjects access requests are efficiently handled will also be defined, aligned with the corporate guidance expected in 2020.

To be fully compliant with the Regulation, with EDPS guidance and with the forthcoming Implementing Rules, requires that the agreements DIGIT has with its internal clients (DGs & Services) and its external clients (EU Institutions) will be reviewed and revised to take account of data protection issues. Given the extent of DIGIT's services and its wide client base this is a significant undertaking, which is expected to take some years to complete. Following on from its launch in 2020, with the adoption of the overall plan and standard template, several of the main agreements will be so revised in 2021.

G. Sound environmental management

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

During 2021, DIGIT will focus on 4 strands through corporate and local actions: reducing energy and paper consumption, reducing emissions to air, reducing and managing waste, and promoting green public procurement.

Annexes

PART 1 - Delivering on the Commission's priorities

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities		
Main Outputs in 2021		
Output	Indicator 2021	Target 2021
Co-delivery with RTD of the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of grant management	<ul style="list-style-type: none"> Support the next generation of programmes under the new MFF Onboarding of new programmes List of DIGIT actions as agreed in the workplan 	<p>Q1/Q2 2021 (17 programmes)</p> <p>29 new programmes by the end of 2021</p> <p>100% by December 2021</p>
Co-delivery with JRC, RTD and BUDG of the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of eProcurement	<ul style="list-style-type: none"> Definition and design of the architectural components Support for submission under re-opening of competition modality. List of remaining DIGIT actions as agreed in the workplan 	<p>Q3 2021</p> <p>Q2 2021</p> <p>100% by December 2021</p>
Co-delivery with BUDG of a proposal to ITCB for a corporate solution for programming, budget planning and forecasting	<ul style="list-style-type: none"> Compile requirements and inventory of existing tools in order to make a proposal for a corporate tool 	<p>Q2 2021</p>
Co-delivery with DEVCO/NEAR/FPI of the priorities in the domain of External Actions procurement and grants.	<ul style="list-style-type: none"> Finalization of the core OPSYS functionalities in order to fully support the RELEX family needs under the new MFF List of remaining DIGIT actions as agreed in the workplan 	<p>Q2 2021</p> <p>100% by December 2021</p>
Co-delivery with HR, PMO and EPSO		

<p>of all the priorities of the HR family</p>	<ul style="list-style-type: none"> • Series of deliverables to support the HR Transformation (Workplan is being defined by HR) • For all PMO declarations, delivery of a fully paperless and automated workflow for the processing of support documents. • List of remaining DIGIT actions as agreed in the workplan 	<p>Q4 2021</p> <p>Q2 2021</p> <p>100% by December 2021</p>
<p>Co-delivery with the SG of all the priorities in the domain of document management.</p>	<ul style="list-style-type: none"> • Identify strategies to guarantee the long-term sustainability (5-10 year) of HAN based on current technical and business challenged. • Offer new integration models with the HAN platform. It will enable client systems to benefit from the file management and preservation features of HAN without the need to store the content in the central Hermes repository • List of remaining DIGIT actions as agreed in the workplan 	<p>Draft paper and review by HAN governance by 2021</p> <p>Major scenarios to be implemented in 2021, the remaining ones in 2022.</p> <p>100% by December 2021</p>
<p>Co-delivery with the SG of all the priorities in the domain of legislative lifecycle management.</p>	<ul style="list-style-type: none"> • Further integration of EdiT in Decide to support the decision phase. It will enable cabinet to provide and manage feedback in Decide. • Integration of the electronic signature in Decide for the authentication and the 	<p>Implementation ready in Q4 2021 (pilot phase in 2022)</p> <p>Q4 2021</p>

	<p>adoption of legal texts</p> <ul style="list-style-type: none"> Major review and enhancement of the accessibility and usability of the European Citizen Initiative platform. List of remaining DIGIT actions as agreed in the workplan 	<p>Q4 2021</p> <p>100% by December 2021</p>
Design, deliver and manage the Reusable Solutions Platform.	Delivery according to the workplan endorsed by the RSP Steering Committee (ITCB).	RSP wave 3 fully operational by Q4 2021
Foster reuse through the Reusable Solution Platform	Cost avoidance resulting from reuse of RSP	By December 2021, cost avoidance equivalent to 153 FTEs

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

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

Main outputs in 2021

Output	Indicator 2021	Target 2021
Deliverables from Data@EC Strategy: data platforms; data analytics; contribution to the deliverables for data catalogue, data policies and governance, data skills and trainings.	<ul style="list-style-type: none"> IMS B WP milestones realised Action Plan milestones realised Support to DataStrategy actions provided Operational coordination of the DataStrategy run 	<ul style="list-style-type: none"> Implementation of the IMS B WP priority on operationalisation of the Data Strategy.
Data Analytics and visualisation tools	<ul style="list-style-type: none"> Number of corporate services offered Analytics solution catalogue in thematic areas available Number of pilot/prototypes/PoCs run 	<ul style="list-style-type: none"> More self-service analytics solutions offered on top of the EC data platform In-house analytics solution identified, assessed and, if appropriate, made corporate Map existing in-house analytics in specific thematic areas (catalogue)
Release of the enhanced versions of the EC data platform according to roadmap embedding new corporate services and functionalities	<ul style="list-style-type: none"> Releases of the updated platform Implementation of key features done 	<ul style="list-style-type: none"> Further developments of the data platform (data catalogue, data virtualisation, first data lake elements, data pipelines)
Single Integrated framework for collaborative solutions a set of corporate integrated collaborative solutions built around M365 and	<ul style="list-style-type: none"> Roll-out in production of M365 Concrete steps towards the single integrated 	<ul style="list-style-type: none"> Deployment of M365 to all staff for daily work Operational definition of the technical landscape for the single integrated

incorporating/replacing the existing corporate collaborative solutions	framework for collaboration (technical landscape definition and roadmap for migration/phase out)	framework for collaboration - Elaboration of the roadmap for migration/phase out of selected existing collaborative tools
Implementation of the collaborative solutions strategy: Design and roll-out new collaboration framework	- Actions identified for change management implemented - Feedback from users - Communication actions implementing	- Change management for the single integrated framework for collaboration implemented Communication initiatives to staff
EU Survey : Provision of the service and improvement of the solution according to users requirements	- Feedback from users - Number of sched	- Provision of the service - Evolutive maintenance - Incorporation of new features (e.d. Delphi method) - Support to public consultations
My IntraComm: development of intranet platform and provision of technical support	- My IntraComm running and available to staff and other users - New features implemented - Contribution to the future thinking provided	- Provision of technical support and maintenance to My IntraComm - Support new features and developments - Contribute to the reflection of the future of intranet
Collaboration solutions (CIRCABC, Connected, Yammer, My Workplace, Wikis)	- Collaboration solutions running and available to staff and other users - New required features implemented - User feedback	- Support and maintenance of collaborative solutions - Development of relevant features
Web Presence of the Commission (plus specific websites)	- Availability of the platforms – according to SLA criteria - Number of web sites migrated to the new Europa platform or to Open Europa - Europa search and web analytics services available - Feedback from users	- Migration of corporate communication sites to the new technical platform - Further development of the corporate communication platform and of the Open Europa - Availability of corporate supporting services (search, web analytics)
Citizens engagement platform	- Availability of the platform for the future of Europe Conference - Feedback from users - Number of citizens engagement initiatives supported by the platform	- Future of Europe Conference online platform up and running - Extension of the use of the platform to other citizens engagement initiatives
Monitoring of the IMSB work programme implementation	- IMSB monitoring reports (2) produced	- Monitoring and reporting of the IMSB WP matching IMSB requirements and allowing steering the progress.
ICT innovation	- ICT innovation strands milestones implemented (operational model, selected enablers, roadmap of events and	- Set-up the operational models for the iLab, the co.innovation and Digital Pole - Activate the identified enablers - Establish a roadmap of events - Select suitable projects for ICT

	activities) - Number of co.innovation projects launched, run and accomplished	innovation
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General objective 7: A modern, high-performing and sustainable European Public Administration

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

Main outputs in 2021

Output	Indicator 2021	Target 2021
Establish a set of DevSecOps "foundation" services to enable the DGs to fully automate their software delivery process (production faster, more efficiently and with less costs).	Establish and roll-out a first set of DevSecOps services	Q4 2021
Establish a solid foundation for a corporate working culture based on open source principles (as described in the Open Source Strategy)	Delivery according to the action plan endorsed by Commission as part of the Open Source Strategy	Actions for 2021 fully implemented by December 2021
Establish a solid foundation for corporate approach for Mobile Applications in the European Commission.	Delivery according to the Mobile Applications Action plan endorsed by the ITCB	Actions for 2021 fully implemented by December 2021
Establish a solid foundation for a corporate user experience (UX) practice in the European Commission.	Delivery according to the UX action plan endorsed by the ITCB	Actions for 2021 fully implemented by December 2021

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

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

Main outputs in 2021:

20% of total staff population has participated to the Cyber Awareness Programme	Number of staff participated to the programme	Q4 2021
4 fake phishing exercises organised in the Commission	Timely delivery of the phishing exercises	Q4 2021
400 developers have used at corporate level our dedicated secure coding training platform	Number of developers using the dedicated training platform	Q4 2021
Corporate, on-premise and cloud assets are regularly scanned for vulnerabilities	Number of on-premise and cloud, corporate assets scanned	55000 by Q4 2021
DevSecOps corporate projects integrate with Continuous Security Assurance service	Number of DevSecOps projects using the service	90 by Q4 2021
Production release of Privileged Rights Review (HeRiC) Service	Timely delivery of the service release in production	Q1 2021
Application Security tests (mobile or web, on-premises or on the cloud) are performed at corporate level as part of the baseline service offering	Number of application security tests	90 by Q4 2021
Provision of an integration interface with repositories of IT assets that are hosted on local datacentres or on the cloud but managed locally by the DGs	Timely delivery of the integration interface	Q4 2021
the security controls are included in the IT security portal database, to maintain accurate and up-to-date the IT Security Framework information	Percentage of security controls included on the IT security portal database	100% by Q4 2021

3rd revision of the European Commission IT Security Strategy for the period 2021-2022	Timely delivery of the updated strategy	Q1 2021
Local Informatics Security Officers (LISOs) of the DGs onboarded on the GRC tool	% of LISOs onboarded	100% by Q4 2021
IT Security Plan Review performed	Timely review of the submitted IT Security plans	50 by Q4 2021
DGs onboarded to GovSec RM module	Percentage of the DGs onboarded to GovSec RM module	40% by Q4 2021
2021 IT Security and Risk Report covering all the EC departments, produced as annual exercise underpinning the implementation of the European Commission Digital Strategy and the IT Security Strategy	Availability of the report	Q4 2021
Tailored periodic reports on IT security threats, risks, incidents and ongoing actions delivered by cLISO service to each department using the service.	Number of report delivered per department	2 reports per DG by Q4 2021
SOC: Migration of the existing use cases and corresponding log files from the current monitoring platform to the new corporate platform	Migration fully completed	Q4/2021
SOC: Integration with new dedicated monitoring platforms (specifically for the Cloud)	Integration with Azure Sentinel SIEM completed	Q4/2021
Cyber Threat Hunting (CTH): Integration of effective threat hunting rules into the corporate monitoring platform	Existing hunting scenarios migrated from the current hunting platform into the corporate monitoring platform	Q4/2021

CTH: Setting up a tailored threat analysis service which mission it to create actionable information by correlating the 5 threat actors TTPs with the Commission specific technical set-up per targeted Commission main activity domains (TRADE, ...)	Customised threat landscape integrated in DISB and IT Security Risk reports	Q3/2021
CSIRC: Automation of incident analysis first stages and repetitive tasks	Automated enrichment of incident information in place for most frequent incidents	Q4/2021
Implementation of a technical solution and related processes for container security (log file visibility and response actions) (Cloud Strategy implementation output, part of Security Monitoring and Incident Response Services)	The technical solution is in place for Cloud on Prem.	Q4/2021
Development of security templates (landing zones) for EC IaaS/PaaS deployment in the Public Cloud (AWS/Azure)	Availability of best practices templates (pilot stage)	Q4/2021
Implementation of a technical solution (CASB) for incident detection and response in Public Cloud SaaS deployments	Pilot available	Q4/2021

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

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)

Main outputs in 2021

Output	Indicator 2021	Target 2021
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General objective 7: A modern, high-performing and sustainable European Public Administration

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)

Main outputs in 2021

DWP - Improved onboarding of newcomers	Dedicated DWP info-sessions for newcomers	DWP info-sessions available for all newcomers in the Commission related to UCC, teleworking, Video Conferencing and support & requests
DWP – Sustainable teleworking infrastructure	Availability of the solution	Teleworking infrastructure supporting the new HR policy
DWP – Remote access for new intramuros categories	Availability of a sustainable remote access infrastructure for most used category (PXE)	Once the target infrastructures defined for the different categories, a sustainable remote access infrastructure for category PXE is built and operated
DWP – Revamped internet connectivity to propose scalable and robust connectivity toward M365 services	Availability of the solution	Increased Internet connectivity capabilities. Improved scalability and availability
DWP – Residual telephony: Engineering of the solution	Availability of the infrastructure	The back-end infrastructure is deployed and operated Design specifications for new buildings are available and integrated in the MIT (Manuel de l'immeuble type) document
DWP - Roll-out of the secure WELCOME domain	Number of users migrated	10.000 users migrated in the office
DWP – Roll-out of M365	Success of M365 rollout	Production rollout of M365 for all staff with a pilot for SNC information
Ergonomics at home for teleworkers	Availability of a sustainable solution for Homeworking equipment	Solution available in line with new teleworking rules
DWP - Improved end-point protection	Rollout of new end-point protection solution	30.000 DWP workstations migrated, protected by new solutions
Digital Infrastructure: Introduction of Container service support within the Cloud On Premise environment	Status of the service	Service in production, service level agreement based by end Q1 2021
Digital Infrastructure: Strengthen corporate alignment and support for the developer community, encompassing a shift towards hybrid cloud delivery concepts	Enriched ecosystem of corporate services for the developer community	Release of new operational services for artefact stores, container deployment mechanisms and data virtualisation
Secure Cloud Adoption: rollout of the landing zone for the most used cloud providers	% of Commission cloud resources (accounts) with landing zones activated	30% of the cloud resources
Secure Cloud Adoption:: Cloud	Use cases within a EU	3 Use cases within EU Sovereign cloud

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

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)

Main outputs in 2021

providers fulfilling strong European data sovereignty criteria available in Cloud II, usable by EU Institution	Sovereign cloud	
Creation of a Cloud Advisory Council (CaC) for the European Commission engaging the different cloud practitioners in the cloud governance, proposing key operational decisions and promoting the knowledge sharing across the EC.	Extension of the CaC to the EC, interface with EC governance Number of technical decisions presented to DIGIT Senior Management or EC governance for endorsement Number of entities participating to the Council	Process approved by the EC Governance 5 technical proposals proposed to DIGIT Senior Management or EC governance All DGs associated
Replacement of IT service management on premises solutions by a SaaS solution	First PoC/pilot cases onboarded on the service management platform and end user IT portal	Target technology selected Project Charter, solution design, risk assessment & roadmap available 2 PoC pilot use cases running in the platform
Creation of dashboards to support governance in follow-up & decision-making for the constant (re-)adjustment of baseline services with budget availability	Dashboards for IRMs containing on premises and cloud consumption available for IRMs Dashboards to track actual consumption vs baselines available for Governance bodies	1 dashboard for IRMs providing visibility of consumption for the ISs on the DG's portfolio. 1 dashboard for governance bodies providing visibility of global consumption and comparison with defined baselines and available budget.
Hybrid Cloud: Shift towards cloud-enabled delivery models for the corporate digital infrastructure	Status of service	Cloud-native operations service in place for Single Digital Gateway use case

General objective 2: A Europe fit for the digital age

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

Main policy activities in 2021

Output	Indicator	Target
Transition to Digital Europe Programme (DEP) - Start implementing the interoperability part of the DEP work programme.	Prepare and start implementing the interoperability part of the DEP work programme 2021-2022.	Interoperability part of work DEP programme 2021-2022 adopted and implementation started. (Q1-2021)
Support for Modernisation of Public Administrations – ISA ² Work Programme 2020. <ul style="list-style-type: none"> - Administer the annual work programme in accordance with the legal decision and the extended scope to businesses and citizens targeting different levels of administration. - Procurement in accordance with rules, programme implementation plan and budget. 	Execute the outstanding 2020 work programme. Procure and implement actions as planned. ISA ² actions are procured within the planned time frame and budget, as detailed in the Work programme.	The 2020 work programme is executed on time. (Q4-2021)
Support the "Europe fit for Digital Age" agenda, in particular through digital transformation of Public Administrations and data interoperability: <ul style="list-style-type: none"> - support and monitoring of EIF implementation - support for data models and semantic interoperability. - Engage with test partner DGs in developing eGov reference architectures 	Regular EIF reporting cycle. SEMIC (semantic interoperability) observatory operating. Stable cooperation with two test DGs on eGovERA	Publication of results after having adapted the monitoring mechanism. (Q3-2021) SEMIC Observatory operating. (Q4-2021) outcome of eGovERA test cooperation with DGs TAXUD and SANTE. (Q3-2021)
Regular and strengthened cooperation with Member State Chief Information Officers (CIOs), external stakeholders (such as OECD, third countries, ...); operating of interoperability expert group.	CIO Network meetings Expert group meetings Meetings with other organisations and/or third countries.	Support and contribute to the 2 CIOs Network meetings organised by the respective presidencies. (Q2 & Q4 2021) Organise at least 2 expert group meetings. Participate and contribute to at least 2 meetings with Western Balkans and/or other international partners.
Co-delivery with DG GROW of the SDG IT Tool platform to implement the Decision Regulation 2018/1724.	Enhance and maintain the SDG platform (following the opening to the public on the	Q4 2021

	12/12/20)	
Co-delivery with DG JUST and DG FISMA of trans-European digital solutions in the domain of Company Law and Justice	In partnership with DG JUST, extend BRIS (Business Registers Interconnection System) functionalities to implement the Directive 2019/1151 (on Company Law Package) In partnership with DG JUST and DG FISMA, deliver the Beneficial Ownership Register Interconnection System (BORIS) to implement the Directive 2015/649.	Q3 2021 Q4 2021
Participate and contribute to Single Digital Gateway (SDG) relevant actions, including the Once Only Principle(OOP) System [tbd how to deal with this at DG/directorate level]	Availability of data models for the exchange of evidences and information as well as for describing services, use of interoperability assessment and testing tools. Manage work packages needed to define the OOP Technical System in cooperation with DG CONNECT, DG GROW and Member States.	Data models available. Meetings and agreed evidences/information with Member States Work packages operated in line with OOP planning.
Continue the Sharing & Reuse agenda, support public sector Open Source and EUPL (EU Public License uptake.	Reporting on national open source policies.	Publication of 28 country reports and corresponding factsheets on the status of open source policies.
Pursue Innovative Public Services activities and pave way towards GovTech incubator under future DEP exploring GovTech cooperation with Member States and private sector.	Innovative Public Service Assessment Framework and studying GovTech options. Launch GovTech incubator framework.	Innovative Public Service Assessment Framework tested and study on possible GovTech incubator presented. Govtech Incubator Framework launched
Evaluations and fitness checks		
Output	Indicator	Target
EIF Evaluation (back to back with impact assessment for future policy initiative)	carry out the EIF back to back evaluation and impact assessment (EIF back to back procedure finalised (Q4-2021)
Final Evaluation of ISA ² Programme Carry out the ISA ² final evaluation	ISA ² Programme Final Evaluation finalised.	ISA ² Programme Final Evaluation finalised by end of 2021
Proposal on strengthened EU interoperability policy	Policy proposal	Policy proposal presented (unless college decides to include in CWP 2022) (Q4- 2021)
Output	Indicator	Target

Support to digital-ready policymaking from a legal interoperability perspective.	Establishment of the Community on digital-ready policymaking (incl. Member States). Provision of guidance on how to turn EU policies digital-ready and interoperable as part of the updated better regulation framework.	Community on digital-ready policymaking (incl. Member States) running. (Q3-2021) Guidance on digital-ready interoperable policies available as part of the updated BR framework (Q2-2021)
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Communication-related initiatives

Output	Indicator	Target
Promotion of interoperability and of the ISA2 and DE programmes and the (re)use of solutions through conferences, workshops, meetings, presentations, publications, the ISA ² website, Twitter and LinkedIn accounts on basis of an interoperability communication strategy. Transition of ISA ² website, link to joinup. Organisation of a dedicated event on the closure of the ISA ² and CEF programmes and their transition into DEP.	<p>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>Number of online material (videos, publications) published. Professional publications.</p> <p>References to EIF and ISA actions in professional and/or academic publications.</p>	<p>At least 20 events attended with an active participation.</p> <p>At least one major ISA² event organised.</p> <p>At least 5 web conferences (co-)organised.</p> <p>At least 2 academic / professional papers published.</p> <p>Number of references to ISA and EIF in professional publications equal or higher than preceding year [at least 3].</p>

General objective 2: A Europe fit for the digital age

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

Main outputs for 2021

Output	Indicator 2021	Target 2021
EU digital solutions (EU Building Blocks and trans-european systems)	Continue to develop and provide the building blocks of CEF to the Member States.	Deploy new maintenance releases for all relevant Building Blocks
Identity and Access Management (IAM) – EU Login: integration and architecture evolution	Continue to improve EU Login by deploying additional features to improve security and user-friendliness	By the end of 2021, improve EU Login adaptive security and prepare progressive steps towards Passwordless authentication Continue improving integrating EU Login with EU Access and EU Sign for self-service registration and transaction validation By the end of 2021, release EU Authenticator, the next generation of EU Login mobile application
Identity and Access Management (IAM) – EU Sign: extending service integration in view of roll-out	Broaden the integration of EU Sign with main EC systems. Enable adoption of electronic signature for a larger user community within EC.	By mid 2021, EU Sign Remote QES available to all AOSD and agreed additional user categories. By end 2021, integrate several additional systems and EUI&B with EU Sign. Improve integration with EU Login for self-registration and for transaction
Identity and Access Management (IAM) – EU Access: deploy EU Service, extending service integration	Make EU Access available to systems beyond the pilot implementation Erasmus+, enabling integration of EC systems.	Enable the EU Access operational service in line with the needs of the Erasmus+ project of DG EAC. Enable EU Access for agreed EC systems in H2 2021
Testa: complete the procurement for the future pan-european secure network	Award contract and start first phase of the implementation (Key documents, Planning, Design)	Framework contract signed High level documents available
Support the policy DG's in the design and implementation of the business applications, where one of the trans-european reusable solution is identified as an element of the overall technical design.	Contribute to the design and implementation projects in the policy DG's to maximize the reuse potential of the building blocks	Increase the adoption rate of trans-european services and evolve towards a platform of integrated services, delivering value to a policy supporting system.

PART 2 - Modernising the Administration

Objective: DIGIT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Main Outputs in 2021		
Output	Indicator 2021	Target 2021
Number and percentage of first female appointments to middle management positions.	Female representation in Management Baseline 01.02.2020: 6/20 female MMs (30%) female middle managers	+3 first female appointments by 2022.
DIGIT staff engagement	Staff Survey 2021: Staff Engagement Index Baseline 2018 Staff Survey: 68%	72% (+4%)
Wellbeing & Work-Life Balance	Staff Survey 2021: 1) "I feel that this organisation cares about my wellbeing at work" Baseline 2018 Staff Survey: 51% 2) "I have a good balance between my work and private life" Baseline 2018 Staff Survey: 66%	1) 60% (+9%) 2) 70% (+4%)
Learning & Development	Optimal planning and execution of DIGIT's L&D needs through external training budget plan.	Full coverage of identified learning needs of DIGIT staff by external training budget of DG HR in 2021 (or best possible in the context of COVID-19 disruption)

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	(In)tangible assets and inventories follow formal procedures for disposal of assets.	Avoid the wrong imputation in accounting system and compliance with regulatory provisions.
Effective controls: Safeguarded information	Data breaches reported to the EDPS within the 72 hours deadline from detection	100% data breaches reported within the 72 hours deadline from detection
Efficient controls	Time-to-pay	remains > 95 % of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains < 1% of funds managed

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)²⁴ aimed at the prevention, detection and correction²⁵ of fraud

Main outputs in 2021:

Output	Indicator	Target
Identify and assess fraud risk	Update the risk register	Yearly completion
Raise fraud awareness	Number of anti fraud training/information sessions	At least 1 session/year
Strengthen fraud prevention in the procurement process	Review that the preventive actions have been followed	Yearly completion
Strengthen ex post controls to detect potential fraud	Implement the ex-post controls procedure	Yearly completion

²⁴ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

²⁵ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

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

Main outputs in 2021:

Output	Indicator	Target
Continuation of data protection awareness campaign, targeting specific population, with updated web pages dedicated to data protection	Availability of training and learning material (including revamped web pages). % of information sessions on data protection delivered (12 sessions planned per year)	Training and learning material for specific audience and revamped, and web pages are available in DIGIT by end of 2021. 70% of information sessions delivered (Brussels/Luxembourg)
Monitoring and reporting on the implementation of the Communication on Data, Information and Knowledge Management whose aim is to transform the European Commission in a data-driven and informed organisation	Progress achieved in the implementation of the 2020-2021 IMSB work programme.	Achievement of the targets in the four priority areas of the 2020-2021 IMSB work programme: (i) adapt working methods to Commission priorities; (ii) enhance country knowledge; (iii) serve staff needs and enhance their skills; (iv) operationalise the DataStrategy@EC action plan.

Objective: DIGIT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
Reducing energy and paper consumption:		
Promote the removal of personal printers at the Commission in line with the corporate printer allocation policy	Number of invitations sent to Commission staff to return their personal printers	1 invitation per year
Raise awareness among end users on the functionalities of multifunctional devices	Commission staff informed	1 communication per year
Identify enablers towards paperless working methodologies at DG/Service level	Number of paperless working methodologies improved	2
Reducing emissions to air:		
Raise staff awareness of the number of bike parking facilities, lockers and showers, in collaboration with OIB/OIL and	DIGIT staff informed	1 communication per year

Objective: DIGIT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
communicate to OIB/OIL any complementary needs.		
Reducing and managing waste:		
Reuse of obsolete ICT equipment	% of reused ICT equipment	70 %
Enhance the promotion of the waste sorting schemes in place, in collaboration with OIB/OIL.	DIGIT staff informed	1 communication per year
Promoting Green public procurement:		
Promote the use of “green items” among EC office supplies’ catalogue among DG/service’s staff.	DIGIT staff informed	1 communication per year