



EUROPEAN COMMISSION
DIRECTORATE-GENERAL
INFORMATICS
Director General



Management Plan 2012

Date: 14/12/2011
Version: Final

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Part 1. MISSION STATEMENT

Vision:

Be a proactive leader in information and communication technologies, identify opportunities and offer, in partnership with stakeholders, innovative tools, solutions and e-services to enable the Commission to accomplish its goals more effectively and efficiently manage and deliver European policies for the benefit of EU public administrations, citizens and business.

Mission:

To enable the Commission to make effective and efficient use of Information and Communication Technologies in order to achieve its organisational and political objectives.

With this goal in mind, DIGIT, in partnership with all relevant stakeholders, has the responsibility to:

- Define the IT Strategy of the European Commission;
- Provide the EC and whenever appropriate other European Institutions and bodies with high quality and advanced;
- IT infrastructure solutions and e-services;
- Support services;
- Telecommunications facilities;
- Deliver information systems required to support EC corporate business processes within the framework of the e-Commission strategy;
- Promote and facilitate, in full collaboration with European public administrations, the deployment of pan- European eGovernment services for citizens and enterprises.

Part 2. THIS YEAR'S CHALLENGES

In 2010, VP Šefčovič defined the following priorities for the rest of the Commission's term of office¹:

- Convergence strategy for internal use of IT;
- Modernisation of the Commission IT environment;
- Public participation in EU policies;
- E-Government with the Member States;
- Tomorrow's staff working conditions.

The economic crisis that began in 2011 is being countered by a series of political measures that will result in a drastic reduction and shortage of resources. Firstly, there will be a net reduction of staff with 1% every year from 2012 until 2017. Secondly, DG's might have to contribute with an additional percentage of their human resources to a Commission global reserve which will be reallocated following the priorities. Finally, there will be a nominal reduction of 5% of the budget, which means a net reduction of 8,6% (including indexation of contracts for 2012).

This is why the VP considered the following two projects as DIGIT's **key objectives for 2012**²:

- Effective contribution to the implementation of the **IS rationalisation plan** in order to streamline and reduce both the overall number of redundant information systems and the IT resources in conformity with the priorities agreed by the ABM+IT Steering Committee;
- The successful move of all Commission services towards **IT Infrastructure Consolidation (ITIC)** in order to rationalise resources through consolidation.

In this framework, DIGIT will continue to provide innovative e-services, organisational and technical enablers and operational support for the Commission's policies. For 2012 DIGIT will more particularly focus on:

1. Implementation, according to the priorities defined by the IT Governance bodies, of the **IS rationalisation plan** in order to streamline and reduce both the overall number of information systems and IT resources and to improve the portfolio management of information systems and of business processes;
2. Move of all Commission services towards **ITIC** in order to rationalise resources through consolidation;
3. Continue de projects aiming at the **modernisation of the Office Automation environment**;
4. Contribute positively to the functioning of **IT governance**. Improve the work methods of the Information Systems Project Management Board (ISPMB) and make progress on reusability;
5. Carry out the **ISA** work programme and prepare the possible revision of the European Interoperability Strategy (EIS);

¹ Ares(2010)967272

² Ares(2011)1275191
DIGIT MP 2012

6. Further improve the ordering, provisioning and delivery of **hosting services** including a strategy to use the cloud (internal or public) as part of the sourcing mechanism and improved security measures and monitoring to face increasing threats;
7. Continue implementing **Identity and Access Management (I&AM)** technologies so that they provide more security monitoring & control while allowing the best possible user friendliness;
8. Appropriate levels of **administrative support, compliance and control** while minimising overhead;
9. Continue the evolution of the information systems supporting **corporate administrative processes**;
10. Continue the evolution of the information systems supporting **operational policies** in close collaboration with the relevant DGs.

This will contribute to a better alignment between the Commission's business processes and IT systems, infrastructure and services leading to simplification of business processes and efficient use of IT resources. However, DIGIT will have to use all its potential in order to obtain the necessary extra infrastructure (i.a. office space) that will be needed to face the explosive growth of human resources dedicated to ITIC and for the development of more corporate and reusable information systems as a result of the rationalization process.

As before, DIGIT's traditional activities, the so-called "on-going activities", will continue to produce the good results to which we have become accustomed, even if not often in the spotlight!

Part 3. GENERAL OBJECTIVES BY POLICY AREA

*"The Commission will lead by example in implementing smart eGovernment
.....through an ambitious eCommission 2011-2015 action plan."*

The Digital Agenda for Europe

The innovative use of Information and Communication Technologies (ICT) to achieve government objectives is now main stream in public policies. The EU2020 strategy confirms this enabling role of ICT for "Smart Growth" by proposing the flagship initiative "Digital Agenda for Europe" in which a specific action area concerns eGovernment. ICT has become a means to implement European policies, an essential ingredient to fight the economic crisis and a tool to increase public administrations' effectiveness, efficiency and transparency.

ICT is an essential enabler for European Integration. Many Commission information systems are critical to the organization's mission, political objectives and reputation. Failure could lead to significant negative political consequences and this is why there are strict requirements to protect information assets.

Furthermore, with the challenges faced at global level (e.g. economic crisis) a new era of collaboration between public sector actors is currently emerging. This needs to be facilitated by a new class of critical information systems and ICT infrastructures that are cross-border and/or cross-sector and are agile, that is to say, capable of evolving over time to accommodate rapidly changing political and user needs while benefiting best from technological progress. This analysis has been endorsed in the Ministerial Declaration on eGovernment adopted in Malmö in November 2009 by the Member States.

The EU programme on Interoperability solutions for European public administrations (ISA) programme is a key contributor to the EU eGovernment action plan 2011-2015 within the framework of the digital agenda, by facilitating electronic cross-border and cross-sectorial interaction between European public administrations in support of the implementation of Community policies and activities, first and foremost through the implementation of the European Interoperability Strategy established by the Commission in close cooperation with the Member States.

In this context and fully in line with the above mentioned objectives and keeping in mind the increased pressure on public budgets, ICT will more than ever have a pivotal role in achieving the Commission's transformational agenda. eGovernment principles and solutions will be key ingredients to increase public value by constantly improving efficiency and effectiveness in public services and supporting the transition of Europe to a "smart, sustainable and inclusive economy". Aligned with these objectives, the Commission must lead by example through:

- Streamlining administrative processes in a learning organisation to improve effectiveness, efficiency and transparency and to share and value intellectual assets through appropriate knowledge-management approaches;
- Rationalising the portfolio of its mission-critical information systems supporting those business processes to deliver and operate smart e-government services that are innovative and user-centric.

The new generation of critical systems will be built around three principles:

- (1) harmonization and convergence of business processes;

- (2) reusability and interoperability of information systems and components;
- (3) running on a highly resilient, secure, consolidated and shared ICT infrastructure delivering high quality IT services.

"Transforming the Commission" is first and foremost an organisational matter driven by top management, based on the full exploitation of the synergies between business and IT, carried out within a strong governance framework.

In line with these challenges and policy developments, the e-Commission 2011-2015 initiative, coordinated by DIGIT, aims at the ICT-enabled modernisation and transformation of our Institution, i.e. at increasing the quality, transparency, efficiency and effectiveness of the services provided by the Commission to the benefits of citizens, businesses, partner administrations and staff. By 2015, a transformed Commission will be implemented where public services will be built from the viewpoint of external and internal users, rather than based on the organisation's structure and completely automated end-to-end, crossing organisational boundaries.

Central to this business-IT realignment strategy would be two major convergence initiatives sponsored by Vice President Šefčovič to increase productivity, free-up resources for policy support and achieve savings for reinvestment so as to unlock the potential of IT and drive IT innovation:

- Launch a Convergence Plan in order to rationalise the information systems portfolio and the IT infrastructure of the Commission. It would form a core element of the eCommission 2011-2015 action plan contributing to the realisation of the Commission's commitment to implementing smart eGovernment services;
- Establish, if approved, an Inter-Institutional administrative convergence agenda to drive forward, as much as possible from the business side, the harmonisation and consolidation of the European Institutions' administrative processes and corresponding IT systems and services.

Beyond its more traditional roles of operating a cost-effective, resilient and highly performing ICT infrastructure and information management, DIGIT directly influences the attainment of eCommission objectives by:

- Managing and implementing the ISA programme which aims at improving efficiency and effectiveness of European public administrations through the promotion of interoperability and the provision of common services and reusable tools, thus facilitating the seamless delivery of European public services to businesses and citizens while reducing cost and administrative burden of cross-border interaction for all involved;
- Setting-up partnerships with other DGs so as to, jointly, streamline our Institution's processes which, coupled with the innovative use of ICT and the sharing and re-use of solutions is the basis for a real modernisation of any organisation.

DIGIT's role is thus encapsulated in its general objective: **enable the Commission make efficient and effective use of ICT to achieve its organisational and political objectives**. Achieving this objective will lead to direct tangible, long term impacts on specific Commission priorities: Smart growth, Sustainable growth and Inclusive growth.

This impact is measured over time through specific exercises coinciding with milestones of the e-Commission initiative.

General objectives		Impact indicators			
		Indicator	Target (long term)	Milestones ³ (if any)	Current situation ⁴
1	Increase Transparency	Rank of "Transparency" as one of the most cited improvement priorities (e-Commission benchmark exercise)	"Transparency" should appear as a secondary improvement priority	"Transparency" is not listed in the top three priority by private individual and appears as third improvement priority for organisations ⁵ .	"Transparency" has become a integral part of every ICT project and is therefore a continuous effort.
2	Increase Efficiency, Effectiveness and Quality of services	Contribution of on-line services to the quality of effectiveness of Commission services (e-Government maturity survey)	By 2015, 80% indicate a positive impact of on-line services to the overall quality and effectiveness of Commission services	In 2012 : 60 % indicate a positive impact on-line services to the overall quality and effectiveness of Commission services	No survey could be launched in 2011 since the eCommission communication was still being discussed.
		Government maturity level (as defined in the e-Commission communication of 2005)	Reach by 2015 level 4 of the maturity model	Level in 2010 was very close to 3 ⁶ .	As the communication launching the e-Commission 2011-2015 initiative proposed by DIGIT in June 2011 has now been rescheduled to Q1 2012, no assessment was carried out in 2011. The new assessment will be carried out in close collaboration with the IT Governance bodies.

³ Last measurement exercise (launched as part of the mid-term review), see Annex III of C(2008)7961

⁴ Mid-term review of the MP2011 – August 2011

⁵ AAR2010: Situation end 2010

⁶ Idem

Part 4. SPECIFIC OBJECTIVES FOR OPERATIONAL ACTIVITIES

4.1. Specific objective 1

Achieve the maximum benefit for the Commission from newly available technology by maintaining and promoting coherent corporate strategies for the development of Information Systems, for the development of IT and telecommunications infrastructure and for IT support services.

In order to improve the effectiveness and efficiency of the Commission's services by exploiting the potential of the upcoming IT technologies and to face the challenges of EU 2020, it is important to find ways to unleash and fund innovation in IT solutions. Innovation can go hand in hand with cost reduction but it requires a twin-track IT strategy and a new approach to IT budget allocation and portfolio management, distinguishing between funding basic IT services and investments that will increase productivity and streamline processes.

In the context of the flexible platform, DIGIT will continue provide a service, using mainly Open Source Software (OSS) tools, which will enable DGs to respond quickly to requests for building external dynamic websites with typical web 2.0 features such as links into social media networking, interactive collaboration and information publishing functionalities.

SPECIFIC OBJECTIVE:

1. Achieve the maximum benefit for the Commission from newly available technology by maintaining and promoting coherent corporate strategies for the development of Information Systems, for the development of IT and telecommunications infrastructure and for IT support services

<i>Result Indicators</i>	<i>Latest known result⁷</i>	<i>Target (medium-term)</i>
Percentage of services implementing the RUP@EC methodology	70% of DGs use major components of RUP@EC and some elements are mandatory in the new IT Governance arrangements.	80%
Percentage of services using the framework of the Commission Enterprise Architecture (CEAF)	65 % but major evolutions are appearing.	75% (for the first layers)
Percentage of services using the project management methodology PM ²	35%	70%

<i>Main actions and outputs for specific objective 1 in 2012</i>		<i>Priorities</i>
A3-1	Building external dynamic and social websites: (1) Service description; (2) First implementation of the service using a configuration based on Open Source software.	1- IT convergence plan 4 - IT governance
01-1	Support the EC IT Governance bodies to fulfil their objectives: (1) Chair the Information Systems Programming Management Board (ISPMB); (2) Improved working methods of the ISPMB; (3) Active participation in the other IT Governance bodies.	
01-2	Fulfil the Corporate Project Responsibilities and manage the EC IS portfolio: (1) Monitoring of the IS portfolio by the Corporate Project Office (CPO); (2) Peer reviews organised by the CPO for all Information System projects (wherever their funding come from) in the EC; (3) Analysis by the CPO, with the collaboration of MAP, of all files submitted to the ISPMB; (4) Proposal for a reusability framework and strategy.	
01-3	e-Commission 2012-2015 initiative:	

⁷ Mid-term review of the MP2011 – August 2011

<i>Main actions and outputs for specific objective 1 in 2012</i>		<i>Priorities</i>
	(1) e-Commission 2012-2015 initiative launched in Q1 2012 in close cooperation with the IT Governance initiatives and monitored.	
01-4	DIGIT Programme Management office: (1) Manages the cross-cutting issues and projects and acts as delegated system owners when appropriate; (2) Analyses and monitors DIGIT IT project portfolio.	
C4-1	Expand the SLA template already available for IS hosting to associate quality monitoring (KPI's measurements): (1) Additional SLA templates; (2) KPI's monitored.	6 – Improve hosting services
C4-2	Update and expand the cost model that is used to charge back services: (1) Cost model updated with the financial data of 2011; (2) Cost model expanded with additional services.	
C4-3	Customer Relationship Management: Improve communication between DIGIT and its customers: (1) Additional services in the portfolio of services for which the CRM team is the SPOC.	

4.2. Specific objective 2

Provide the Commission, and whenever appropriate other European Institutions and bodies, with the high quality state-of-the-art corporate IT infrastructure solutions and e-services, support services and telecommunications facilities required for their business processes.

At the level of the IT infrastructure, the management of the office automation function is becoming a commodity. The priority in this domain will be to reduce operational costs and to ensure service and quality levels. Economies of scale could lead to important savings and these could be used in higher added-value projects. DIGIT will extend the IT Infrastructure consolidation (ITIC) project throughout the entire Commission.

This implies further consolidation of the use of existing IT infrastructure and by using as much as possible the existing capacity by mutualising its usage in a standardized approach. The [Cloud@EC](#) project will further refine the strategy of the approach and define the architecture and services needed in order to support the business needs with agile and efficient IT-infrastructure services. The objective is to have the underlying supporting infrastructure available so that a first set of information systems can be deployed according the [Cloud@EC](#) strategy.

Actions contributing to this objective relate to:

- Support from all the DGs to be enrolled in ITIC, by doing their part of the enrolment work;
- Support from OIB and OIL for the consolidation of the ITIC office spaces, computer rooms and stock spaces;
- Support from DG HR for the transfers of EC officials and possibly for career reorientation for some staff;
- Engineering capacity and resources available at DIGIT in order to move forward the Cloud@EC project;
- Administrative, budgetary, logistics and contractual support to DIGIT itself and to all Commission DG's as well as other EU bodies (IT budgetary and financial management, including logistics, procurement and contractual services).
- Internal control and audit coordination and support: carrying out the appropriate checks and balances to assure legality and regularity of DIGIT's operations.

SPECIFIC OBJECTIVE:

2. Provide the Commission, and whenever appropriate other European Institutions and bodies, with the high quality state-of-the-art corporate IT infrastructure solutions and e-services, support services and telecommunications facilities required for their business processes

<i>Result Indicators</i>	<i>Latest known result⁸</i>	<i>Target (medium-term)</i>
Percentage of Commission users satisfied with DIGIT's IT services	80% (2009 survey)	80%
Satisfaction of the DG's with DIGIT's services	75% (2010 survey), 77% good and very good (2011 survey ⁹)	75%
Number of new DGs enrolling to IT Infrastructure Consolidation (i.e. signing an ITIC Memorandum of understanding with DIGIT)	12 DGs and 3 Services (eEU-CERT, TFGR and SGPT) enrolled to ITIC as of December 2011.	25 Negotiations are under way with all the other DGs and Services to plan their enrolment in 2012-13. Within 2012 we already plan the enrolment of following DGs and Services: SG, BEPA, and CABINETS.
Key Performance and User Satisfaction Indicators	User satisfaction: 8,9/10 ITIC Service Balanced scorecard: Dashboard/Generic KPI = 112.5% achieved	User satisfaction above 8,5/10 ITIC Service Balanced scorecard: Global target KPI levels achieved
Availability rate of the fixed telephone service	99,99% ¹⁰	99,9 %
Percentage of IS hosting related incidents solved within the target resolution time: Priority 1 (within 2 hours) Priority 2 (within 4 hours)	100% 97%	80% 80%

⁸ Mid-term review of the MP2011 – August 2011

⁹ Survey is still open. This percentage is based on the situation of 12/12/2011 with 26 out of around 45 expected replies received.

¹⁰ Average for June, July and August 2010 in Brussels, Dublin, Luxemburg and Strasbourg and based on the downtime measured by the Management System and the total time it should be available

SPECIFIC OBJECTIVE:

2. Provide the Commission, and whenever appropriate other European Institutions and bodies, with the high quality state-of-the-art corporate IT infrastructure solutions and e-services, support services and telecommunications facilities required for their business processes

<i>Result Indicators</i>	<i>Latest known result⁸</i>	<i>Target (medium-term)</i>
Priority 3 (within 8 hours between 8:00 and 19:00)	94%	80%
Average end-to-end IS Hosting availability, down time periods for maintenance included	99,32%	97%
Finance and contracts for DIGIT and the ICT community of other DG's, EU Institutions and Agencies: Percentage of negative GAMA opinions Percentage of new contracts signed on time (covering the needs of operational services) Percentage of amendments to existing contracts signed on time (covering the needs of operational services)	0% 100% 100%	0% 100% 100%
Financial and accounting services for DIGIT and Commission DG's and Services:	See section 5.2.2. with detailed objectives and indicators for the activity "Administrative support"	

<i>Main actions and outputs for objective 2 in 2012</i>		<i>Priorities</i>
A1-1	IT Infrastructure Consolidation (ITIC) - Continue the enrolment of more DGs and Services into the ITIC Service: (1) DGs and Services enrolled in accordance with the mandate provided by the ABM+IT steering group and the HLCIT committee.	2 – IT Infrastructure Consolidation
R3-1	Streamlined processing of all logistical requests for the DGs in ITIC: (1) Central logistics and the ITIC service as much as possible integrated in the various workflows from request to delivery; (2) Interfaces between SMT-ES and ABAC Assets set up.	
A2-1	Upgrade of the e-Mail infrastructure: Put in place the next version of the electronic messaging infrastructure offering increased data capacity, high service availability and improved manageability¹¹: (1) Complete development and testing and deliver the solution to start of the rollout in production	3 – Office automation environment modernisation
A2-2	Office automation platform: Upgrade the office automation platform to fulfil the latest requirements of the Institution in terms of	

¹¹ On-going action from 2011

Main actions and outputs for objective 2 in 2012		Priorities
	<p>ease of use, multilingual and collaborative functionality, and support for standard document formats, stability and security¹²:</p> <p>(1) Reports on the progress of the rollout across the DGs and Services</p>	
A3-2	<p>Upgrade the MyIntracomm infrastructure to the next version of the products:</p> <p>(1) Technology upgrade of collaborative sites towards SharePoint 2010; (2) Functional extension of the collaborative capabilities towards user-centric "social" networking features.</p>	
C3-1	<p>Unified Communications @ European Commission (UC@EC) implementation:</p> <p>(1) Pilot evaluation follow up ready; (2) One building rolled out in VoIP; (3) Management procedures defined; (4) Information/training/coaching actions defined; (5) Deployment plan ready; (6) Roll out of deployment of Selected architecture rolled out and deployed; (7) Concerned DGs and services in the process involved in operational project management, technical steering group and steering committee.</p>	
C3-2	<p>Renewal of the audio conference framework contract, including a Videoconference service on the Web:</p> <p>(1) Call for tender procedure finished.</p>	
C3-3	<p>REMI:</p> <p>(1) Roll out of the upgrade to the new E-mail environment finished and service stabilised.</p>	
01-5	<p>Improvement of the IT infrastructure security measures and monitoring:</p> <p>(1) Continue developing DIGIT Information security policies framework; (2) Designing and progressively implementing and delivering horizontal security services identified after post-mortem analysis of the 2011 incidents; (3) Designing and progressively implementing and delivering security services required by the Union Registry of DG CLIMA; (4) In collaboration with HR.DS and the CART@EC pre-configuration team, improve collaboration with other Institutions, Member States and International Security expertise centres.</p>	
C1-1	<p>Cloud@EC: Work Package 2 – Middleware (middleware evaluation on virtualized platform as a prerequisite for offering the associated services to DIGIT customers):</p>	

¹² On-going action from 2011

Main actions and outputs for objective 2 in 2012		Priorities
	(1) 3 products evaluated on virtualized platform to support the Cloud@EC strategy.	
C1-2	Cloud@EC: Work Package 7 – Hosting Services (Modify hosting services to be offered on virtualized platform): (1) Architectures definition and service design adapted to Cloud@EC strategy for 5 services.	
C1-3	Cloud@EC: Work Package 8 – Hosting Transition (Use modified hosting services for new and existing information systems): (1) 10% of applications running on virtualized platform according to Cloud@EC strategy.	
C1-4	Transformation of the CCOR (Change Coordinators) service, currently in time and means, into service mode using the MSP contract (Managed Services Provision): (1) Coordinator service in managed service mode.	
C1-5	Security plans for Information Systems Hosting Services: (1) One additional Security Policy (UAC) for 3 technologies defined. (2) two Security Policies (Puac & Secmon) for 4 additional technologies implemented.	
C1-6	Information Systems infrastructure complying with “critical” and “essential” recovery classes: (1) 100% of “critical” and “essential” information systems isolated on dedicated infrastructure allowing to respect the RTO’s specified in SEC(2006)898 and SEC(2006)899.	
C2-1	Cloud@EC: Work Package 1 – Hardware and Operating System: (1) Contractual framework available in order to support the Cloud@EC strategy.	
C2-2	Cloud@EC: Work Package 2 – Network: (1) Network design and roadmap available to support Cloud@EC strategy.	
C2-3	Cloud@EC: Work Package 4 – Backup and storage: (3) Storage review for virtualization infrastructure available.	
C2-4	Cloud@EC: Work Package 5 – operating system LINUX: (4) LINUX reference configuration adapted to Cloud@EC strategy.	
C2-5	Cloud@EC: Work Package 6 – Virtual Management Platform Services: (5) Capabilities of the Virtual Management Infrastructure and services provided and published in a Service catalogue entry.	
C3-4	Update BCPs taking also into account the comments received from the IAS: (1) BCP's updated for: email, external voice communications, internal voice services, INFOTEL, videoconference, LDAP/ECAS.	
C3-5	Security plans for I_Call, Videoconference and email:	

Main actions and outputs for objective 2 in 2012		Priorities
	(1) Results of the gap analysis for the Privileged user access control & security monitoring analysed and implemented; (2) Gap analysis for the new security standards in agreement with the DIGIT LISO ready.	
R1-1	Business Continuity Management: (1) Further implementation of the specific business continuity actions as outlined in the multi-annual action plan agreed with the IAS in 2011 following its BCM audit.	
A3-3	Further developemnt of the European Commission Authentication Service (ECAS): (1) Increased federation of identity repositories for improving the MyIntraComm global access and enhancements added to the coverage for a better user experience at the EC; (2) Further developed and maintained Pan European Proxy Services (EU PEPS) to follow the progress of the STORK LSP (Large Scale Pilots funded by the EU Competitiveness and Innovation Programme, CIP) and its continuation (ISA action 1.4); (3) Enhance level of the service to match the needs of mission critical applications such as Emissions Trading Union Registry; (4) Study of the feasibility of a solution for EU-wide federated authorisation of users towards EC applications using national role attributes. (new ISA action for the 2011 revision).	7 – Identity and access management
R1-2	Internal control and audit coordination and support: (1) Implementation of audit recommendations regularly monitored; (2) All periodic reports delivered on time; (3) Analysis of the fraud prevention management in DIGIT (measures in place, risk assessment, sector specific cost-benefit); (4) Independent regular ex-post controls on DIGIT's financial transactions.	8 – Administrative support, compliance and control
R1-3	Budget and accounting services: (1) Further reduction of the time lag for making available the complementary funding related to the ICT services requested to DIGIT and not funded by its budget; (2) Further improved quality and timelines of the budgetary scoreboards; (3) Financial Statements of DG DIGIT that are prepared timely, are free of material errors or bias and present a true and fair view of DIGIT's financial situation and performance. The quality of the reference documents as regards accounting (risk assessment, revision programme, accounting correspondent annual report, accounting procedures) further improved; (4) Analysis of costs further developed to calculate the costs of DIGIT's services and justify their chargeback to other services.	
R1-4	Human Resources Management: (1) HR scoreboards provided to each directorate and unit in order to help HR management.	
R2-1	Procurement services:	

<i>Main actions and outputs for objective 2 in 2012</i>		<i>Priorities</i>
	(1) All required contracts delivered on time to operational services.	
R2-2	Financial and accounting services: (1) 100% execution rate for commitments (N); (2) 100% execution rate for payments (carried-over appropriations, N+1)	
R3-2	Establishment of EEAS : Comprehensive and timely transfer of ICT items from management centre DIGIT to EEAS: (1) All requested purchase orders on behalf of EEAS processed; (2) ICT items moved to the premises of the EEAS; (3) IT items transferred to the EEAS; (4) Supplies or services for non-transferred contracts or items charged back.	
R3-3	Reducing the risk of loss and theft of ICT assets and non-assets: (1) Monitor the compliance of the implementation by DGs of an comprehensive and up to date registers allowing to hold and manage mobile IT devices; (2) Monitor the process to be carried out by DGs the first limited annual physical check, focusing on mobile IT equipment and those items which were not tracked during the 2011 verification; (3) Interfaces set up between ABAC Assets and Telema (Telma?), the new application for the operational management of phones.	
R3-4	Timely and accurate implementation of the budget for ICT items and associated services: (1) As much as possible integrated tasks of operational and financial initiation of purchases of ICT goods; (2) Reviewed and, where appropriate, redesigned service levels, performance indicators and liquidated damages in our framework contracts regarding the ordering and delivery processes; (3) The timely and comprehensive replacement of the whole installed base of multifunctional devices at the Commission coordinated. (4) The deliveries of open purchase orders monitored; (5) The performance of all main suppliers regularly monitored; (6) The outstanding commitments of last year (C8) permanently monitored.	
R3-5	Environment-friendly implementation of the new contract for the collection and disposal of obsolete and waste ICT equipment: (1) Compliance by the selected contractor with the environmental rules applying to waste equipment; (2) Defined and implemented practical details with the new contractor with the goal of re-using as many obsolete items as possible; (3) Activity reports on the re-use and disposal of the collected obsolete items.	

4.3. Specific objective 3

Deliver the information systems required to support the EC corporate business processes within the framework of the e-Commission strategy.

In line with DIGIT.B's mandate the priorities for 2012 are:

- IT rationalisation;
- Evolution of the information systems supporting the Commission's administrative processes (e-Commission internal dimension);
- Evolution of the information systems supporting EU policies (e-Commission external dimension).

The follow up communication describing the first decisions in the IT rationalisation process endorsed by the College on 30 November defines the framework for DIGIT.B's rationalisation priorities in 2012. An analysis of the information systems portfolio reveals, on the one hand, redundancy of information systems which are covering the same business processes and, on the other hand, business domains with high potential for convergence and harmonisation of information systems. Although during the past 5 years much has been done to rationalise and increase convergence thanks to horizontal corporate information systems (e.g. : ABAC, Sysper2, Ares/Hermes, e-Greffe ...), there is still significant room for further improvement.

Rationalisation actions contributing to this objective relate to the document management, human resource, legislative life cycle, asset management and grant management domains in particular:

- Evolution of Hermes Repository Services(HRS) to ensure the integration of DGs systems with Hermes;
- Extend and enhance the corporate HR systems in order to further rationalise the portfolio;
- e-Greffe: Absorptions/Integration of/with DG systems in the decision lifecycle domain and integration with Hermes

Regarding the internal dimension of the e-Commission the principal actions will concern the evolution of the HR systems and the e-Domec systems. In particular:

- Adaptation of the Corporate HR systems to take into account the 2012 staff regulation changes;
- Deployment of the Commission's corporate HR systems in other European institutions;
- Assmal2: Development of the new information system for the Joint Sickness Insurance Scheme and deployment of the electronic front-office in production;
- e-Domec: Deployment of first version of Hermes Preservation Services (HPS) for the management of the transfer of files to the historical archives for long-term preservation;
- Vista migration of the historical SG-Vista data, integration with Hermes and integration of other corporate systems of the "legislative lifecycle".

Regarding the external dimension of the e-Commission, 2012 will mark an important evolution in DIGIT's partnership with the Research DGs and the continued development of the e-Procurement solution for the Commission. Priority will be given to completing the Submission and Evaluation system for research Proposals to support both the current FP7 and the Horizon 2020 programmes. DIGIT's contribution to the Grant Management rationalisation will concentrate mainly on the front office consolidation around the

Participant Portal, which will become the unique one-stop shop for all grant management. In particular:

- Deliver the new system for the Submission and Evaluation of Proposals (SEP) implementing a first version of the evaluation platform;
- Improve the Participant Portal Platform: Implement the new Participant Data Management application (PDM/URF) and the new Experts Management Services (EMPP);
- Deliver a complete pre-awarding e-Procurement solution for the Commission: including a pre-awarding feasibility study; and e-Prior: e-Submission services implemented.

SPECIFIC OBJECTIVE:

3. Deliver the information systems required to support the EC corporate business processes within the framework of the e-Commission strategy

<i>Result Indicators</i>	<i>Latest known result¹³</i>	<i>Target (medium-term)</i>
Assessment attributed to ARES by the EC staff (cf. yearly survey on User Perception of IT in the Commission)	5,6/10 (survey of 2009)	6.2 (IT is not the factor: the rules may also influence the perception)
Number of institutions and agencies (excluding the EC) in which Sysper2 has been deployed.	8 (survey of 2009)	8
Assessment attributed to Sysper 2 by the EC staff (cf. yearly survey on User Perception of IT in the Commission)	7,2/10 (survey of 2009)	7.5
Assessment attributed to MIPS by the EC staff (cf. yearly survey on User Perception of IT in the Commission)	6,0 (survey of 2009)	6.5
Assessment attributed to ABAC Asset/Syslog by the EC staff (cf. yearly survey on User Perception of IT in the Commission)	6,2 (survey of 2009)	6.5
Percentage of ESP-DESI requests managed via eRequest (as compared to the ones still made via fax).	98%	100%

<i>Main actions and outputs for specific objective 3 in 2012)</i>		<i>Priorities</i>
B1-1	<p>'Dorsale décisionnelle' - eGrefe: In the context of IT rationalisation prepare for extended e-Grefe</p> <p>(1) harmonise and improve the transmission to external partners, including the adoption of the common semantic proposed by PO and common means (eTrustEx).</p> <p>(2) improve performance and scalability to be able to support new processes and users</p> <p>(3) absorptions/integrations of/with other systems in the decision lifecycle domain (eMeetings to be absorbed)</p>	1- IT convergence plan

¹³ Mid-term review of the MP2011 – August 2011

<i>Main actions and outputs for specific objective 3 in 2012)</i>		<i>Priorities</i>
	(4) integration with Hermes	
B1-2	<p>eDomec-HAN (Hermes, Ares, Nomcom): Adaptations to facilitate rationalisation.</p> <p>(1) Hermes Repository Services (HRS): as part of the rationalisation activities, assistance to DG's for the integration of their systems with Hermes;</p> <p>(2) Review the architecture, the data model and to partition Hermes into logical parts in order to support the increased number of users, transactions and documents;</p> <p>(3) Specific developments linked to integrations/absorptions.</p>	
B3-1	<p>Rationalisation of the HRMIS portfolio:</p> <p>(1) IS rationalisation: Extend and enhance the corporate HR systems so as to rationalise the portfolio;</p> <p>(2) Integration/absorption of local HR applications.</p>	
B3-2	<p>Evolution of the HRMIS portfolio by delivering integrated HR systems covering business processes end-to-end:</p> <p>(1) Corporate HR systems adapted to take into account the 2012 staff regulation changes;</p> <p>(2) HR systems ergonomics reviewed and a mobile device strategy in the HRMIS domain defined;</p> <p>(3) New 2012 Sysper2 Appraisal and Promotion system phased in;</p> <p>(4) Sysper2 Recruitment module extended with accurate and transparent electronic workflows from initial request until entry into service, including better integration with EPSO;</p> <p>(5) SysPer2 Executive Staff: Module in Sysper2 developed to facilitate the selection and recruitment process for top managers (including the CCA procedure);</p> <p>(6) Improved competencies management module in Sysper2 supporting forward planning;</p> <p>(7) Module for coherent and homogeneous External Resources management (Contract Agents, Seconded National Experts and Interimaires).</p>	9 - Support for the corporate administrative processes
B3-3	<p>Evolution of the HRMIS portfolio by delivering integrated HR systems supporting PMO's business processes:</p> <p>(1) Assmal2: New information system for the Joint Sickness Insurance Scheme. Deploy the electronic front-office in production;</p> <p>(2) Post-activity management: Additional modules of a comprehensive suite of tools covering PMO's business processes in the domain of post-activity management;</p> <p>(3) Extended and enhanced Sysper2 Rights module in order to streamline PMO's entitlement management process.</p>	
B3-4	<p>Deploy the Commission's corporate HR systems in other European institutions:</p> <p>(1) The Commission's HR system deployed in the Committee of the Regions, the Economic and Social Committee and the Court of Justice and the European Data Protection Supervisor;</p> <p>(2) Upgraded and phased in Commission's salary system facilitating inter-institutional convergence.</p>	
B3-5	Deliver information systems that support a proactive HR policy:	

<i>Main actions and outputs for specific objective 3 in 2012)</i>		<i>Priorities</i>
	(1) Extended HR reporting environment with focus on the rationalisation of local reporting and dash boarding.	
B1-3	'Dorsale décisionnelle' - eGrefe: modernise the 'Grefe' to make it more efficient: (1) Increase efficiency in the dissemination process both electronic and paper based; (2) Automation identification of legal basis in the acts to be adopted; (3) Delegated acts management (derived from the Lisbon Treaty); (4) Improve the security and security plan.	
B1-4	'Dorsale décisionnelle' - Vista: integration of other corporate systems of the "legislative lifecycle", migration of the historical SG-Vista data and integration with Hermes (1)enlarge the scope by integration other corporate systems of the legislative lifecycle domain (such as CISNet) (2) become the metadata referential for this domain (3) integration with Hermes (5) follow the priorities defined by the groupe "dorsale décisionnelle".	
B1-5	Evolution eDomec-HAN (Hermes, Ares, Nomcom): (1) Nomcom 3: Management of nomenclatures for official documents Version 2 completed; (2) Hermes Preservation Services (HPS): first iteration on the management of the transfer of files to the historical archives for long-term preservation; (3) Analysis regarding the set up a public repository to allow publication by the correspondent portals, to make Ares/Hermes available to external users and to allow applications not hosted in the EC network to use Hermes services; (4) Extended Ares workflow facilities to cover better intra and inter DG flows.	
B4-1	Deliver the new system for the Submission and Evaluation of Proposals (SEP): (1) A first version of the new Evaluation Platform implemented	10. Support for operational policies
B4-2	Improve the Participant Portal Platform: (1) The new Participant Data Management application (PDM/URF) implemented; (2) The new Experts Management Services (EMPP) implemented; (3) Platform performance enhancements in view of Horizon 2020.	
B4-3	Deliver a complete pre-awarding e-Procurement solution for the Commission: (1) Pre-awarding feasibility study; (2) e-Prior: e-Submission services implemented.	

4.4. Specific objective 4

Improve efficiency and collaboration between European public administrations by facilitating electronic cross-border and cross-sectoral interaction between public administrations in support of the implementation of Community policies and activities.

This objective is among others implemented through the programme on "Interoperability Solutions for European Public Administrations" (ISA) based on the European Interoperability Strategy as well as the European Interoperability Framework, both produced in close collaboration with the Member States and adopted by the Commission in December 2010.

Through its actions and activities the ISA programme contributes to achieving the goals set in the Digital Agenda for Europe, one of the flagship initiatives of the EU2020 strategy, as well as the European eGovernment Action Plan 2010-2015 established by the Commission in response to the Malmö Ministerial eGovernment Declaration.

The ISA programme aims at improving efficiency and effectiveness of European public administrations through the promotion of interoperability and the provision of common services and reusable tools, thus facilitating the seamless delivery of European public services to businesses and citizens, while reducing cost and administrative burden of cross-border interaction for all involved.

Furthermore, the ISA programme will support and promote the assessment of ICT implications of EU legislation.

Actions to be launched under the ISA programme are defined in the rolling ISA Work Programme endorsed by the Member States. The ISA Work Programme categorises actions in the three clusters and two sets of accompanying measures identified in the European Interoperability Strategy (EIS):

- Trusted information exchange
- Interoperability architecture
- ICT implications for the implementation of new legislation.

In addition, two accompanying measures are foreseen in the EIS:

- Raising interoperability awareness
- Sharing of best practices.

In addition, actions relating to programme managements are defined in the ISA Work Programme, one of which is to ensure the governance of the EIS in close cooperation with the Member States.

Actions contributing to this objective cover both those specific to the programme and the development of systems funded by the program in partnership with the system owners.

The principal actions concerning the programme include::

- ISA Work Plan follow-up and evaluation of actions to assess their impact;
- Revision of the European Interoperability Strategy (EIS);
- Raising awareness in Member States: presenting EIS/EIF/EIA in each Member State to a wider and more targeted public.

The systems concerned support eProcurement, the Single Market and the Citizens Initiative and facilitate cross-border and cross-sector interaction between European public administrations including secure information exchange via a secure internet application:

- Implementation of a new release of IMI including SOLVIT;

- Deployment of a first release of eTrustEx for secure information exchange;
- European Citizens' Initiative: Deploy first version of the Registry and the open source component for the online collection of statements of support;
- Deliver a complete open source pre-awarding e-Procurement solution for the Member States.

These systems also contribute to the e-Commission's external dimension and are being developed with reusability as an objective so that open source components can be reused by third parties to build the cross-border cross-sector public services at the heart of the Digital Single Market.

SPECIFIC OBJECTIVE:**4. Improve efficiency and collaboration between European public administrations by facilitating electronic cross-border and cross-sectoral interaction between public administrations in support of the implementation of Community policies and activities**

<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (medium-term)</i>
Establishment of a common approach to interoperability at EU level	A common vision for an European Interoperability Architecture has been completed in 2011	Alignment of EU and national eGovernment strategies for the provision of cross-border public services (to be realised over the period 2010-2015). Application of the EIF by at national level by 2013 as specified in the Digital Agenda for Europe.
Use of common frameworks at EU level	First results from the National Interoperability Framework Observatory available giving the 1 st overview of the alignment of the national interoperability framework with the EIF	Establishment of a coherent set of frameworks creating a context in which Member States and sectors can discuss cross-border and cross-sector interoperability (to be realised over the period 2010-2015). More specific targets will be set up in 2011 following the launch of initial actions. These targets will need to be reviewed regularly during the lifetime of the ISA programme.
Increased use of common services and generic tools for cross-border and cross-sector projects	Actions aiming the dissemination of information and increasing awareness. Collaborative platform in place. Control of the coherence of proposed actions for funding.	Professional delivery of a coherent services and tools portfolio, allowing for the building of interoperability infrastructures at EU level (to be realised over the period 2010-2015). More specific targets will be set up in 2011 following the launch of initial actions. These targets will need to be reviewed regularly during the lifetime of the ISA programme.
Smoother implementation of EC legislation through ICT	Delayed last year due to lack of resources. Close scrutiny of ISCs to verify if ICT implications have been taken into account.	Further the assessments of ICT implications of EC legislation already during the conception phase through the provision of support services; provision of common services and generic tools to support the implementation (see line above).

<i>Main actions and outputs for specific objective 4 in 2012</i>		<i>Priorities</i>
B2-1	ISA Work Plan follow-up: (1) Work plan for 2012 executed and status updated.	5 - ISA
B2-2	Raising awareness in Member States: presenting EIS/EIF/EIA in each Member State to a wider and more targeted public. This might imply supporting Member States in the organisation of conferences or, else, participate in otherwise organised events: (1) First pilot experiences with 3 Member States.	
B2-3	Revision of the European Interoperability Strategy (EIS): (1) New version of the EIS submitted in inter-service consultation (if approved by the Member States).	
B2-4	Evaluation of the Work Plan actions in terms of their real impact: (1) First results of the monitoring and evaluation.	10 – Policy support
B4-4	Deliver a complete pre-awarding e-Procurement solution for the Member States: (1) Pre awarding feasibility study; (2) e-Prior: e-Submission services implemented. The e-Prior scope will be extended in order to cover the pre-awarding processes. The first step will be to implement the e-Submission services. These services will allow any supplier to submit electronic offers to call for tenders published by a contracting authority.	
B4-5	Facilitate cross-border and cross-sector interaction between European public administrations via a secure internet application: (1) Internal Market Information system (IMI) : New release supporting the Cash in Transit directive implemented; (2) SOLVIT : New release integrated within IMI implemented. This new version will enable the SOLVIT network to move to the next generation where besides its initial function of problem solving it also needs to serve as an instrument for feedback on how the internal market is functioning in practice and enable policy makers to address these problems in a structural way, including the monitoring of how unresolved cases are followed up.	
B4-6	Facilitate cross-border and cross-sectoral trusted data exchange: (1) e-TrustEX : Architecture vision for phase 2; with an associated implementation roadmap that would make the platform the reference for trusted cross sector and cross border information exchange integrated with the transport infrastructure created by the CIP pilots; (2) e-TrustEx : First phase 2 pilot implemented.	
B1-6	ECI Register of citizens' initiatives: (1) First release allowing citizens and the Commission to apply and to make use of the Regulation; (2) Second release taking into account experience with the use of the system in practice; (3) System integrated with Poetry, e-Grefe and Hermes	
B1-7	ECI Online collection software: (1) Release that adds features such as more validations or business rules;	

<i>Main actions and outputs for specific objective 4 in 2012</i>	<i>Priorities</i>
<p>(2) Set-up and management of the community for the further development of the tool;</p> <p>(3) Study to analyse the possibility to allow for the collection of statements of support that are electronically signed within the functionalities of the software and to consider the development of an open source software allowing member states' authorities to verify the statements of support collected via the software</p>	

Part 5. SPECIFIC OBJECTIVES FOR HORIZONTAL ACTIVITIES

5.1. Activity “Policy Strategy and Coordination for DIGIT”

5.1.1. Introduction

The ABB (Activity Based Budget) “Policy Strategy and Coordination” includes all actions that steer or co-ordinate the policies and operations for which the DG/service is responsible. The actions under this activity contribute directly to the success of the DG's main policies.

This Activity gives the necessary impulse to the policy definition, preparation and implementation in order to achieve the overall mission of the DG within the timescales laid down. It promotes the development of a strategic planning culture within the DG in accordance with the Commission's strategic planning and programming cycle. It actively promotes the main policies of the DG through information, internal and external communication, awareness raising and dialogue with stakeholders. It contributes to the coherence of the different activities within the DG, ensuring the liaison with the horizontal services, the cabinet and other institutions. It provides legal advice so that policies, procedures, and applicable laws are complied with. It aims at developing an administrative culture of better regulation.

This Activity includes the following functions:

- Policy strategy definition and coordination
- Strategic planning and programming
- Internal and external communication
- Coordination of institutional affairs
- Legal affairs
- Better regulation, including evaluation and impact assessment

5.1.2. Detailed objectives and indicators

Objective 1 - Define and coordinate the policy strategy

“Determine the general strategy of DIGIT and give the necessary impulse, direction and coordination to policy definition, preparation and implementation in accordance with the Commission policy objectives and the provisions of the Treaties so that the overall mission of the DG is coherently fulfilled as framed and planned.

In parallel, secure effective and efficient representation of the DG's interests and strong involvement in internal Commission deliberations and other external for a so that the overall strategy and activities of the DG are reinforce.”

Indicators:

- Density and quality of collaboration between the members of senior and middle management measured by the number of meetings of senior and middle management and of strategy supportive seminars held in 2012 (Target: regular management meetings, monthly senior management seminars plus 2 management away days per year);
- Number of meetings of the Comité Technique Informatique (Target: 11 meetings per year);
- Degree of overall accomplishment of indicators laid down in the Management Plan (Target: 85%).

Objective 2 - Strategic Planning and Programming

“Implement the Commission planning and programming process so that the Directorate General delivers its policy objectives contributing to the overall Commission strategy in an effective, timed, efficient, coherent and accountable manner.”

Indicators:

- Timely delivery of the various contributions to the Strategic Planning and Programming cycle (CLWP, MP and AAR) (Target: all documents within the deadline);
- Regular monitoring of performance (Target: A first report after 4 months and mid-term review report after 8 months for the hierarchy on progress achieved towards the MP objectives against indicators set);
- Percentage of units contributions to the SPP cycle that are coordinated at the level of the directorate and formally approved by the Director before insertion in the relevant SPP document (CLWP, MP, AAR) (Target: all Directors involved).

Objective 3 - Internal communication

“Develop, monitor and implement communication tools in order to ensure that all Commission DGs and services are aware of the range of DIGIT's products and services.”

Indicators:

- Number of hits on the websites (DIGIT on MyIntraComm and MyDIGIT Intranet) (Target: increase in number of hits);
- Number of articles published in the DIGIT Newsroom (Target: increase in number of articles published year on year);
- Number of editions of the Bulletin Informatique (Target: increase in number and quality of articles year on year);
- High participation level in the IT Satisfaction Survey (Target: maintain the high participation level);
- Organisation of the E-Commission Symposium and all other events (Target: all planned events organised).

Objective 4 - External communication

“Develop, implement, monitor and adapt an external communication strategy to actively promote the main policies and initiatives of the DG, and making them more visible and understandable to different audiences and highlighting their concrete benefits to the citizens of the EU”

Indicators:

- Degree of implementation of the DG's external communication strategy¹⁴ (target: 100%);
- Number of participants in communication events (target: identical or higher than in previous year);
- Number of visits on the Internet sites (target: identical or higher than in previous year).

Objective 5 - Institutional affairs

¹⁴ See annex 7

“Establish and maintain dialogue and cooperation channels with the other institutions, the Member States and other inter-institutional stakeholders so that progress of legislative proposals and non-legislative initiatives put forward by the DG is smooth and efficient through the institutional system and beyond”

Indicators:

- Planned versus held ISA / EU CIO Committee meetings (Target: 1);
- Ratio of the number of successful inter-institutional procurement procedures and the total number of procurement procedures (Target: 1);
- Ratio of the number of institutions using the contracts and the number of institutions participating in the procurement procedures (Target: 1).

Objective 6 - Legal affairs

“Contribute to the establishment of the legal and contractual framework and advise on legal issues relating to the activities of the DG so that the DG’s services are properly supported in their undertakings.”

Indicators:

- Degree of satisfaction of operational services about the given guidance (Source: informal feedback from the customers; Target: satisfaction greater than 70%);
- Degree of satisfaction regarding legal opinions expressed in consultations with other DGs (Source: informal feedback from other DGs; Target: more than 70% positive comments);
- Number of cases lost before the European Court of Justice (Target: 0 %).

Objective 7 - Better regulation

“Support the decision-making process by thorough evaluations and impact assessments, by systematic consultations of stakeholders and by simplification measures and methods so that lessons from past experience are fed into EU regulation and demonstration of added value of EU action is based on solid evidence.”

Indicators: N/A (DIGIT is not active in this area).

5.2. Activity “Administrative support for DIGIT”

5.2.1. Introduction

The ABB Activity “Administrative support” includes actions that are necessary for the functioning of the organisation as such and are indirectly linked to the policies for which the DG/service is responsible.

This Activity promotes and maintains sound and efficient management of human, financial and IT resources within the DG, and ensures that resources are allocated to achieve the policy objectives of the DG. It ensures the soundness of internal control established in the DG's operational management and its financial accounting and reporting systems and, provides internal audit advice within the DG.

This Activity includes the following functions:

- Human resource management
- Financial management and accounting.
- Management of information and communication technologies (ICT)
- Document management
- Internal audit
- Internal control and risk management

5.2.2. Detailed objectives and indicators

Objective 1 - Human resource management

“Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of the DG as well as promotion of equal opportunities within the DG is ensured.”

Indicators:

- Average vacancy rate (Target: less than 20% on annual basis);
- Turnover: The number of persons moving from one post to another within DIGIT plus the average of the number of persons moving from the outside to a post within DIGIT and the number of persons moving from a post within DIGIT to the outside (Target: between 15 and 20)
- Rate of women recruited as administrators (Target: 50% (depending on the availability of candidates on the lists));
- Average number of training days per staff member (Target: 10 days/year);
- Percentage of accepted application for flexible work arrangements (part time, parental leave...) (Target: 95% of flexible work arrangements accepted).

Objective 2 - Financial management

“Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured throughout the DG’s activities.”

Result indicators	Latest known result ¹⁵	Target
Non-dissociated administrative appropriations		
Outturn on commitment appropriations	93,5%	99%
Outturn on payment appropriations	48,1%	65%
Dissociated appropriations		
Outturn on commitment appropriations	81,4%	90%
Outturn on payment appropriations	71,5%	90%
Fraud prevention and detection measures		
% of actions listed in the anti-fraud action plan SEC(2011)787 implemented on time	Not yet available ¹⁶	100%
Results of an awareness survey on management level regarding the understanding of the basic principles of fraud prevention	Not yet available ¹⁷	At least 50% participation, expressing at least 50% good and above judgment

Objective 3 - Management of Information and Communication Technologies (ICT)

“Define, plan, set up, maintain and develop high quality Information and Communication Technology (ICT) infrastructures, tools and services so that the staff is adequately supported in their operation.”

Because of its relevance for DIGIT, it has been decided not to document this objective in this section but in section 4 (Specific objectives for the operational activities).

Objective 4 - Document management

“Put in place and maintain effective document management system so that any document connected with the DG’s official functions can be electronically filed, stored and retrieved in any moment irrespective of its original form and the document management system in place.”

Indicators:

- Percentage of documents filed in correct file (Target: 100%; this will be verified through a sample of dossiers for each unit);
- Percentage of Ares fiches where document is not attached (Target: 0%; this will be verified through a sample of fiches for each unit);
- Percentage of ARES fiches checked compared to fiches created (Target: 10%).

¹⁵ Situation on 30/11/2011

¹⁶ 2012 is a sort of "pilot year" as DGs have to report on fraud prevention as from their 2013 AAR

¹⁷ Idem

Objective 5 - Internal audit

“Assess the compliance, efficiency and effectiveness of the control system in place by assisting the Director General and management in controlling risks and monitoring compliance; providing an independent and objective opinion on the quality of management and internal control system; and making recommendations in order to improve the efficiency and effectiveness of operations and to ensure economy in the use of resources.”

Result indicators	Latest known result (27 October 2010)	Target
Number of "critical" and "very important" recommendations issued during the year	2011: 0 critical and 7 very important	0
% of "critical" and "very important" recommendations implemented within the deadlines	100% (1 "very important" recommendation was scheduled for 2011 and it was implemented before the original deadline)	90%
Number of "critical" and "very important" recommendations overdue for more than 12 months	0	0

Objective 6 - Internal control and risk management

“Implement, maintain and report on an effective and reliable internal control system so that:

- Reasonable assurance can be given that resources assigned are used according to the principles of sound financial management;*
- Risk of errors in operations is under control and,*
- The control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions.”*

Result indicators	Latest known result	Target
Number of critical risks reported in the Management Plan	0 (MP 2011)	0
iCAT exercise – average overall score for the effectiveness of control measures	89,6% (AAR 2010)	90%
Number of internal control matters of importance reported by the AOSD which they considered as compromising the sound financial management	0 (AAR 2010)	0

Objective 7 - Sound financial management of resources and legality and regularity of operations

“Implement and maintain an effective internal control system so that reasonable assurance can be given that resources assigned to the activities are used according with the principles of sound financial management and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.”

Result indicators	Latest known result (AAR 2010)	Target
Number of reservations in the AAR	0	0
Results of the ex-post control – number of observations related to overpayment and/or material irregularity	0	0
Number of material financial exceptions that could have been avoided (ICS 8)	61	0 (yearly decrease of 10%)