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Council of the European Union
General Secretariat
Digital Services - SMART

2018 ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER BY DELEGATION

DIGITAL SERVICES

22 MARCH 2019

I. INTRODUCTION - MISSION STATEMENT

In partnership with delegates and staff, the Digital Services department (SMART) organises information and makes it accessible through smart and secure services. SMART helps transform work by innovating and promoting a 'digital-first' mindset.

II. PERFORMANCE OF DUTIES

A) PERFORMANCES/ACHIEVEMENTS

The Digital Services department (SMART) was set up following a reorganisation of the General Secretariat of the Council on 1 July 2018. SMART is the result of the merger of the former DGA CIS and parts of the former DGF2 directorate.

Led by a Deputy Director-General, it is made up of two directorates (Digital Solutions and Digital Platforms) and one unit directly attached to the Deputy Director-General.

The **Digital Solutions directorate (SMART.1)** has four units:

- Customer Services
- Information Management
- Architecture and Processes
- Design and Development (BUILD)

There is also a small digital transformation team reporting to the director.

The **Digital Platforms directorate (SMART.2)** has three units:

- Infrastructure and Operations (RUN)
- Systems Security
- Document Services

The Resources unit (SMART.A) reports to the Deputy Director-General.

Achievements

The first half of 2018, from the time the reorganisation was communicated, involved preparing the transition to the Digital Services department, in particular by setting up the financial and HR structures, as well as communicating the changes. These tasks came in addition to the usual activities of both the former DGA CIS and DGF2.

During the second half of 2018, the new organisation and the corresponding structures were set up and consolidated, while deliverying the usual services SMART provides to the European Council, the Council and the GSC.

SMART's activities were focused on the following areas:

New digital solutions and tools

- Wireless access to IOLAN, the Council's main network

- PrintAnywhere: Enabling GSC staff to collect their print jobs from corridor printers anywhere in GSC buildings

- New teleworking environment (VDI): A seamless user interface for those teleworking with their own IT equipment

- Unified communications and collaboration (UCC): Facilitating mobile working through point to point audio and video conferencing, online chat and remote collaboration on documents.

- New device policy: A new GSC device policy was prepared, with a view to phasing-in hybrid computers (small laptops with removable keyboards). The policy will allow for staff to choose between a laptop and a hybrid computer for their main workstation when their current device is at the end of its four-year lifetime.

- Development and launch of a Council app for delegates: The app containes information about meetings in the Council as well as practical details for delegates on catering, medical support, accreditation and other logistical details.

- Delegated acts: The handling of the procedure regarding delegated acts was integrated into the GSC's business portal Agora

- Development and launch of the Presidency portal for informal events

- Event management software: Improving the event management and accreditation software EVA, which further facilitates the accreditation process for journalists and enables one-year press badges for European Councils and other high-level events.

Work progressed on eAgenda, on the Translation Management System (TMS) and at inter-institutional level on the Trilogue Table Editor (TTE) and on the Common Drafting Platform (EDIT).

Information and Knowledge Management

SMART presented the draft programme brief for the Information and Knowledge Management programme to the advisory management board in November 2018. The programme is set to streamline and digitalise key business processes related to Council decision-making activities. It will do this by delivering a fully integrated set of applications and services which will be accessible to users through an intuitive, collaborative and secure digital workplace for GSC staff, presidencies and delegates.

Consultants from Deloitte have been contracted to work with SMART to develop a prototype of what an integrated dashboard of applications could look like for GSC staff, presidencies and delegates (**proof of concept on a digital workspace**).

Cloud policy

SMART developed an approach on corporate risk acceptance concerning cloud computing as a precursor to the cloud policy, which was approved in early 2019. This will allow the GSC to gradually but cautiously shift further into cloud computing. The GSC's translation department (LING) will be able to use the Commission's neural machine translation service more systematically. In addition, a pilot project on the use of Office 365 tools is being prepared for spring 2019: 200 users in ORG, SMART and COMM will test new functions for collaboration, which should facilitate flexible work schedules and 'New Ways of Working' (NWOW) pilot projects.

Inter-institutional cooperation

SMART worked closely with other EU institutions and bodies in a number of ways. In addition to the ongoing projects on TTE (with the European Parliament) and EDiT (with the Commission), the Deputy Director-General of SMART maintains regular senior management meetings with his counterparts in the Commission and the European Parliament, and also chairs the CERT-EU Steering Board and the Inter-institutional Informatics Committee, both of which bring together representatives of all EU institutions, bodies and agencies.

Other activities

SMART continued work on defining a **framework for information management** and security and a filing plan. This framework will be the foundation for revamping the GSC's IT systems for managing documents and should facilitate the work of all GSC departments, including the transparency and archives teams.

SMART continued supporting ORG.1 on the introduction of **Sysper** for a range of HR-related processes, scheduled for April 2019. Sysper does not provide all processes that the existing Ariane tool supports so Ariane and related SMART support will have to be retained until all processes have been integrated into an application dashboard.

Digital Services has held several discussions with the UK Task Force to ensure that the department is well prepared for **Brexit**. An action plan has been drawn up, setting out in detail how the department will ensure that the UK is cut from the relevant GSC IT systems in both deal and no-deal scenarios.

Together with the Commission's and the Parliament's IT services, SMART organised **Digitec 2018**, the largest conference on IT at the EU institutions to date. Among the more than 1100 participants were staff from various GSC departments, including ORG, LING, COMM and the Staff Committee. Participants learned about trends and emerging technologies, and SMART staff had the chance to present their work to State Secretary Karoline Edtstadler representing the Austrian Presidency at the event.

Staffing and equal opportunities

Digital Services continued to recruit IT specialists from EPSO reserve lists as vacancies arose, in particular in order to keep improving the gender balance in the department.

SMART performance in relation to internal audit recommendations

As in previous years, SMART attached great importance in following up open audit recommendations under its responsibility and in completing the corresponding proposed action plans within the agreed deadlines. In that scope, in 2018 SMART closed 22 audit recommendations under its remit.

SMART further cooperated with the Internal Audit in 2018 by providing all the required information and documentation in the framework of the audits launched in 2018 on the preservation of GSC archives, on the GSC PKI programme, on IT assets management and on IT public procurement. For this latter, SMART provided the reply and corresponding action plan to the final audit report issued in December 2018, to be followed up in the course of 2019.

Improvements in internal processes

Following the reorganisation, SMART created three task forces with a view to improve the internal processes within the new department and fully take advantage of the synergies created by the reorganisation. These were:

- A task force on the **financial circuits** in the Digital Services department, which evaluated whether the existing structures were still fit for purpose. The SMART Management Committee in January 2019, approved the actions recommended by the task force.
- A task force on **planning and monitoring** within the digital service department, which analysed how work is being organised within SMART's core business of conceptualising, developing and servicing IT solutions.
- A task force on **IT systems run by ORG and COMM**, which assessed how SMART, ORG and COMM could increase their collaboration on operational technology with a view to avoiding duplication and generating synergies across the entire organisation.

All task forced delivered in-depth reports on their work in December 2018.

B) HUMAN RESOURCES ALLOCATED FOR THE INTENDED PURPOSE

The staffing of SMART following the reorganisation of the General Secretariat of the Council on 1 July 2018 includes resources from both former DGA CIS (approx. 225 posts) and former DGF2 (approx. 100 posts).

The actual staffing of SMART was as follows on 31 December 2018:

	Permanent staff	Temporary staff	Others	Total
Administrators	74,85	1		75,85
Assistants	181,25	1	1	183,25
Secretaries (SC)	1,6			1,6
Subtotal	**257,7**	**2**	**1**	**260,7**
Contractual agents	20		2	22
National experts	1			1
Subtotal	**21**		**2**	**23**
Total	**278,7**	**2**	**3**	**283,7**

Table of staff in place on 31 December 2018, expressed as full-time equivalents (FTEs).
Source: Ariane

C) FINANCIAL RESOURCES ALLOCATED FOR THE INTENDED PURPOSE

- **Implementation of the budget 2018**

As a consequence of the reorganisation, a new budgetary structure was put in place as of 1 July 2018. The financial reorganisation from the former DGA CIS and parts of the former DGF2 to SMART is set out in annex I.

SMART endeavours to carry out its financial management tasks in a meticulous way and always in conformity with the Financial Regulation, its Rules of Application and the Internal Rules applicable in the GSC.

When executing the budget, the highest priority is afforded to the principles of specificity and annuality as well as to the principle of consuming revenue before committing appropriations.

- **Overview of the implementation of the budget 2018 (annex II, AAR1 table)**

The implementation rate of SMART budget appropriations was 99,997% in 2018, despite the merger of two departments and budgetary structures during the year. No funds were returned or requested as part of the mopping up exercise.

The final budget appropriations for SMART amounted to € 42.740.764.

The initial appropriations of the former DGA CIS amounted to € 40.800.000, of which € 30.000 were transferred to the former DGA1 for mission expenses. With the reorganisation, € 26.000 for postal charges and € 1.505.764 for Information and Knowledge Management were added from DGF2. In addition, SMART received € 339.000 for cabling works in the master control room and € 100.000 in the scope of the Newsroom project, both from DG COMM.

€ 42.739.657 were committed. Of these commitments, € 19.913.184 were carried-over for payment to 2019, which represents 46,6 %.

53,4% of the commitments were paid by end 2018, while the remaining commitments of 2018 have been carried over for payment to 2019. This is an improvement over the situation in 2017 where 48,6% of commitments were paid by end 2017.

Such a rate is not unusual, given that commitments have to be settled within two budgetary exercises. In particular, consultancy services have been committed for the first trimester of 2019.

- **Overview of the implementation during 2018 of appropriations carried over from 2017 (annex II, AAR2 table)**

Overall, € 19.872.333 were carried over from 2017 to 2018. Of the total amount carried over, 92,98 % was implemented. In relation to the previous year, the outturn rate is less favourable (95,6 % last year for the former DGA CIS), although it remains above 90 % overall, for all SMART fund centres and budget lines.

Of the € 1,396m unsettled amounts on fund 4, almost € 500k were due to the bankruptcy of the contractor 'Systemat' and the consequent non delivery in due time of equipment (budget line 2100). Otherwise the cancelled appropriations on fund 4 would have amounted to less than € 900k and consequently the outturn rate would have been close to 95,5 %, in line with previous years.

Apart from that specific factor, the non achievement of an optimal implementation rate is mainly due to the following factors on the budget lines 2101 (consultancy / provision of external services) and 2102 (maintenance):

- non-conformity of service provisions, overestimation of service requirements;
- difficulties and delays in obtaining required profiles or replacing in due time unavailable or unfit external service providers;
- overestimation of maintenance provisions, inappropriate contractual executions.

Occasionally invoices are not sent by the contractors (in particular regarding telecommunication services), despite several reminders by SMART.

For detailed budgetary figures, please see table 1 'Overview of the implementation of the 2018 budget' and table 2 'Implementation of amounts carried over from 2017 to 2018' in annex II.

III. FUNCTIONING OF THE INTERNAL CONTROL SYSTEM

A) EFFICIENCY AND EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

The internal control framework (ICF) for the GSC was revised in 2018. The goal of the ICF for the GSC remained to provide reasonable assurance of achievement of objectives. A revised ICF took effect on 1 November 2018. Both, the old and revised ICF, have been based on the internal control framework guidance by COSO that provides an internationally accepted standard in this field. The present annual activity report will already use terminology referred to in the new ICF, as the revision of the ICF had no effect on the internal control systems in place during the reporting year.

SMART adheres to the 17 principles set out in the internal control framework for the GSC and contributes, together with other services, to the effective and efficient functioning of the framework, of which a description is given in annex III.

The Authorising Officer by Delegation is of the opinion that the above points have been implemented during the reporting year to a satisfactory degree, acknowledging that it is a collaborative exercise by the whole GSC. The implementation of internal control framework provides reasonable assurance regarding the achievement of the objectives.

B) ASSESSMENT OF THE ESTIMATED COSTS AND BENEFITS OF CONTROLS

SMART does not have an exact estimation of the total costs of controls at this stage. This being said, it estimates that the control measures in place are efficient and effective. Detected errors and irregularities are few, and systematically addressed and corrected.

The controls in place give reassurance regarding sound financial management and regulatory compliance within SMART.

C) RISKS ASSOCIATED TO THE OPERATIONS

The SMART risk register, which has been thoroughly reviewed by all concerned services of SMART, in particular in the scope of the reorganisation, is available in annex IV.

IV. CONCLUSIONS ON ASSURANCE

The following elements supporting assurance are worth mentioning:

Roles and responsibilities

- The Deputy Director-General of SMART, the director of SMART.1, the acting director of SMART.2, the heads of unit and the heads of sector are responsible for the planning and execution of activities under their remit;
- The heads of unit assume responsibility over operational verification for the contractual activities under their domain of competence, and the authorising officers by sub-delegation, respectively the directors and the Deputy Director-General, for the final validation of invoices and acceptance requests (assigned revenue);
- The responsibility regarding financial initiation of the department is partially centralised within the financial resources team of the Resources unit of SMART and partially decentralised within the BUILD and RUN units (in the SMART.1 and SMART.2 directorates respectively), these latter providing assistance to the other units in those directorates respectively. A financial network is in place within SMART, composed by the financial team of the Resources unit and the financial initiators of the BUILD and RUN

units. The financial setup of SMART has been assessed and reviewed by a task force on financial circuits in SMART which issued a report to SMART management end December 2018. As a consequence, the SMART financial setup will be adjusted in 2019;
- The responsibility of financial verification is assumed by two officials within the financial team of the Resources unit of SMART;
- The responsibilities of Authorising Officer for financial activities are assumed by the Deputy Director-General and the two directors of SMART for amounts above € 50.000 and by the heads of unit for amounts below or equal to € 50.000.

The remarks of the financial verifiers are mainly linked to the non observance of article 77.1 of the Financial Regulation stipulating that a legal commitment must be preceded by a corresponding financial commitment. Given the limited number of such remarks in relation to the total number of financial transactions in SMART and given the limited risk of concluding a contract without budgetary cover, the effect of these findings is not significant. It is difficult to eliminate such cases, since an operational IT department is sometimes faced with urgent situations that require immediate action (e.g. extraordinary summits), before being in a position to address administrative obligations.

In compliance with the Financial Regulation, exceptions are included in the SMART exception register and duly communicated to ORG.4. In 2018, four exceptions were recorded.

With a view to better controlling the financial and budgetary impacts of changes to projects and activities, monthly financial management meetings have proven an efficient instrument for a structured review of the financial situation and have improved the quality of expenditure forecasts. In addition, SMART has a common project management methodology (PM^2) and holds monthly Management Committee meetings to coordinate and review the work of various task forces and the status of the projects. As of 2016, a closer follow-up of carried-over appropriations and revenue has been performed from the beginning of the year, in order to minimise losses at budget closure.

Overall conclusions

The general conclusion is that SMART has fulfilled its mission in 2018 with the human and financial resources at its disposal, in particular in the scope of the reorganisation, which has resulted in a better service provided to users and stakeholders.

D. GALLOWAY
Deputy Director-General
Digital Services - SMART

ANNEXES:
- Annex I: Financial reorganisation of SMART
- Annex II: ORG.4 budget tables "AAR 1 and 2" (extracted from BI - SAP/SOS-II)
- Annex III: Internal control framework for the GSC
- Annex IV: SMART Risk register
- Annex V: Declaration of Assurance

COPIES:
Mr GRENZHÄUSER, Mr CHISMOL IBÁÑEZ, Mr STUER, SMART financial verifiers, SMART operational verifiers

Annex I

BUDGETARY STRUCTURE IN THE FRAMEWORK OF THE DGA/DGF REORGANISATION

Directorate general : DIGITAL SERVICES (DS1: Directorate DIGITAL SOLUTIONS; DS2: Directorate DIGITAL PLATFORMS)

Current structure					New Structure as of 1/7/2018					for new fund centres only		New structure as of 1/1/2019				
Fund centre - acronym	**Fund centre - name**	**Budget Line**	**Name of the budget line**	**Workflows**	**Fund centre - acronym**	**Fund centre - name**	**Budget Line**	**Name of the budget line**	**Workflows**	**Assets ?**	**Number of FWC to be transferred**	**Fund centre - acronym**	**Fund centre - name**	**Budget Line**	**Name of the budget line**	**Workflows**
CIS-APS	Architecture, Projects Portfolio and Serv	2100	Acquisition of equipment and software	AO: P. VLEMINCKX (up to 50 K€ for commitments, unlimited for payments)	*idem*	*idem*	*idem*	*idem*	*idem*			**DS1-APS**	Architecture and Processes	2100	Acquisition of equipment and software	AO: *tbd* (up to 50 K€ for commitments, unlimited for payments)
		2101	Outside assistance for the operation and developement of computer systems				*idem*	*idem*						2101	Outside assistance for the operation and developement of computer systems	
		2102	Servicing and maintenance of equipment and software				*idem*	*idem*						2102	Servicing and maintenance of equipment and software	
CIS-APS	Architecture, Projects Portfolio and Serv	2100	Acquisition of equipment and software	AO: P. VLEMINCKX (up to 50 K€ for commitments, unlimited for payments)	**DS1-CSV**	Customer Services	2100	Acquisition of equipment and software	**AO:** *tbd* (up to 50 K€ for commitments, unlimited for payments)			**DS1-CSV**	Customer Services	2100	Acquisition of equipment and software	AO: *tbd* (up to 50 K€ for commitments, unlimited for payments)
		2101	Outside assistance for the operation and developement of computer systems				2101	Outside assistance for the operation and developement of computer systems						2101	Outside assistance for the operation and developement of computer systems	
		2102	Servicing and maintenance of equipment and software				2102	Servicing and maintenance of equipment and software						2102	Servicing and maintenance of equipment and software	
CIS-DDV	Design and Development	2100	Acquisition of equipment and software	AO: F. DREZET (up to 50 K€ for commitments, unlimited for payments)	*idem*	*idem*	*idem*	*idem*	*idem*			**DS1-DDV**	Design and Development	2100	Acquisition of equipment and software	AO: F. DREZET (up to 50 K€ for commitments, unlimited for payments)
		2101	Outside assistance for the operation and developement of computer systems				*idem*	*idem*						2101	Outside assistance for the operation and developement of computer systems	
		2102	Servicing and maintenance of equipment and software				*idem*	*idem*						2102	Servicing and maintenance of equipment and software	
					DS1-INF	Information Management	2100	Acquisition of equipment and software	AO: *tbd* (up to 50 K€ for commitments, unlimited for payments)			**DS1-INF**	Information Management	2100	Acquisition of equipment and software	AO: *tbd* (up to 50 K€ for commitments, unlimited for payments)
							2101	Outside assistance for the operation and developement of computer systems						2101	Outside assistance for the operation and developement of computer systems	
							2102	Servicing and maintenance of equipment and software						2102	Servicing and maintenance of equipment and software	
F2-PRJ	Innovation & Project	221040	Information and knowledge mgmnt	AO: J. SYKORA (up to 50 K€)	**DS1-APS**	Architecture and Processes	221040	Information and knowledge mgt.	AO: P. VLEMINCKX (up to 50 K€ for commitments, unlimited for payments)	no	2	**DS1-APS**	Architecture and Processes	221040	Information and knowledge mgt.	AO: *tbd* (up to 50 K€ for commitments, unlimited for payments)
CIS-IOP	Infrastructure and Operations	2100	Acquisition of equipment and software	AO: J. STUER (up to 50 K€ for commitments, unlimited for payments)	*idem*	*idem*	*idem*	*idem*	*idem*			**DS2-IOP**	Infrastructure and Operations	2100	Acquisition of equipment and software	AO: J. STUER (up to 50 K€ for commitments, unlimited for payments)
		2101	Outside assistance for the operation and developement of computer systems				*idem*	*idem*						2101	Outside assistance for the operation and developement of computer systems	
		2102	Servicing and maintenance of equipment and software				*idem*	*idem*						2102	Servicing and maintenance of equipment and software	
		210201	Checks on technical installations				*idem*	*idem*						to be cancelled		
		2103	Telecommunications				*idem*	*idem*						2103	Telecommunications	
CIS-SEC	Systems Security	2100	Acquisition of equipment and software	AO: S. LÉONNET (up to 50 K€ for commitments, unlimited for payments)	*idem*	*idem*	*idem*	*idem*	*idem*			**DS2-SEC**	Systems Security	2100	Acquisition of equipment and software	AO: S. LÉONNET (up to 50 K€ for commitments, unlimited for payments)
		2101	Outside assistance for the operation and developement of computer systems				*idem*	*idem*						2101	Outside assistance for the operation and developement of computer systems	
		2102	Servicing and maintenance of equipment and software				*idem*	*idem*						2102	Servicing and maintenance of equipment and software	
CIS-DIR	Directorate	2100	Acquisition of equipment and software	AO: D. SCHILDERS	*idem*	*idem*	*idem*	*idem*	*idem*			**Not to be recreated in 2019 structure**				
		2101	Outside assistance for the operation and developement of computer systems				*idem*	*idem*								
		2102	Servicing and maintenance of equipment and software				*idem*	*idem*								
		2103	Telecommunications				*idem*	*idem*								
F2-INF	Info. Mgt. Unit	2231	Postal charges	AO: J. PALLARÉS (up to 50 K€)	**DS2-DOC**	Document management	2231	Postal charges	AO: J. SYKORA (up to 50 K€ for commitments, unlimited for payments)	yes	3	**DS2-DOC**	Document management	2231	Postal charges	AO: J. SYKORA (up to 50 K€ for commitments, unlimited for payments)

Annex II

AAR Table 1

Last data update

11.03.2019 05:54:53

Query executed by

DALMEIDA, Kalenga

Query executed on

11.03.2019 15:43:10

					1 - Initial Budget 2018	2 - Final Budget 2018	3 - Commitments 2018	4 = 3/2 - Outturn rate on final budget (%)	5 - Carry-over to 2019 Commitments-payments	6 - Carry Over to 2019 on Decision
Fund	Funds Center		Commitment item		EUR	EUR	EUR	%	EUR	
1	CIS-APS	Architecture, Projec	2100	Acquisition of equipment and software	85.000,00	35.000,00	35.000,00	100,000	29.166,67	
1	CIS-APS	Architecture, Projec	2101	Outside assistance for computer systems	1.249.000,00	1.280.296,81	1.280.296,81	100,000	884.142,46	
1	CIS-APS	Architecture, Projec	2102	Servicing, maintenance of equipment/SW	14.000,00	0,00				
1	CIS-APS	Architecture, Projec	ART-210	Computer systems and telecommunications	1.348.000,00	1.315.296,81	1.315.296,81	100,000	913.309,13	
1	CIS-APS	Architecture, Projec	CHAP-21	Computer systems,equipment and furniture	1.348.000,00	1.315.296,81	1.315.296,81	100,000	913.309,13	
1	CIS-APS	Architecture, Projec	TITLE-2	Buildings,equipment and operating expend	1.348.000,00	1.315.296,81	1.315.296,81	100,000	913.309,13	
1	CIS-APS	Architecture, Projec	EXPENSE	EXPENSE	1.348.000,00	1.315.296,81	1.315.296,81	100,000	913.309,13	
1	CIS-APS	Architecture, Projec	COUNCIL	Council Legal Reporting	1.348.000,00	1.315.296,81	1.315.296,81	100,000	913.309,13	
1	CIS-DDV	Design and Developme	2100	Acquisition of equipment and software	621.000,00	317.421,68	317.401,23	99,994	47.950,00	
1	CIS-DDV	Design and Developme	2101	Outside assistance for computer systems	7.948.000,00	9.433.683,62	9.433.683,62	100,000	5.676.445,41	
1	CIS-DDV	Design and Developme	2102	Servicing, maintenance of equipment/SW	991.000,00	677.155,00	677.153,27	100,000	0,00	
1	CIS-DDV	Design and Developme	ART-210	Computer systems and telecommunications	9.560.000,00	10.428.260,30	10.428.238,12	100,000	5.724.395,41	
1	CIS-DDV	Design and Developme	CHAP-21	Computer systems,equipment and furniture	9.560.000,00	10.428.260,30	10.428.238,12	100,000	5.724.395,41	
1	CIS-DDV	Design and Developme	TITLE-2	Buildings,equipment and operating expend	9.560.000,00	10.428.260,30	10.428.238,12	100,000	5.724.395,41	
1	CIS-DDV	Design and Developme	EXPENSE	EXPENSE	9.560.000,00	10.428.260,30	10.428.238,12	100,000	5.724.395,41	
1	CIS-DDV	Design and Developme	COUNCIL	Council Legal Reporting	9.560.000,00	10.428.260,30	10.428.238,12	100,000	5.724.395,41	
1	CIS-DIR	Directorate	2100	Acquisition of equipment and software		0,00				
1	CIS-DIR	Directorate	ART-210	Computer systems and telecommunications		0,00				
1	CIS-DIR	Directorate	CHAP-21	Computer systems,equipment and furniture		0,00				
1	CIS-DIR	Directorate	TITLE-2	Buildings,equipment and operating expend		0,00				
1	CIS-DIR	Directorate	EXPENSE	EXPENSE		0,00				
1	CIS-DIR	Directorate	COUNCIL	Council Legal Reporting		0,00				
1	CIS-IOP	Infrastructure and O	2100	Acquisition of equipment and software	9.905.000,00	9.054.958,29	9.054.909,91	99,999	5.255.865,34	
1	CIS-IOP	Infrastructure and O	2101	Outside assistance for computer systems	11.015.000,00	11.827.486,15	11.827.113,03	99,997	5.237.968,30	
1	CIS-IOP	Infrastructure and O	2102	Servicing, maintenance of equipment/SW	6.190.000,00	6.888.287,66	6.888.287,66	100,000	1.205.937,23	
1	CIS-IOP	Infrastructure and O	2103	Telecommunications	1.590.000,00	2.033.584,69	2.033.584,69	100,000	846.638,96	
1	CIS-IOP	Infrastructure and O	ART-210	Computer systems and telecommunications	28.700.000,00	29.804.316,79	29.803.895,29	99,999	12.546.409,83	
1	CIS-IOP	Infrastructure and O	CHAP-21	Computer systems,equipment and furniture	28.700.000,00	29.804.316,79	29.803.895,29	99,999	12.546.409,83	
1	CIS-IOP	Infrastructure and O	TITLE-2	Buildings,equipment and operating expend	28.700.000,00	29.804.316,79	29.803.895,29	99,999	12.546.409,83	
1	CIS-IOP	Infrastructure and O	EXPENSE	EXPENSE	28.700.000,00	29.804.316,79	29.803.895,29	99,999	12.546.409,83	
1	CIS-IOP	Infrastructure and O	COUNCIL	Council Legal Reporting	28.700.000,00	29.804.316,79	29.803.895,29	99,999	12.546.409,83	
1	CIS-SEC	Systems Security	2100	Acquisition of equipment and software	105.000,00	0,00				
1	CIS-SEC	Systems Security	2101	Outside assistance for computer systems	1.087.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	CIS-SEC	Systems Security	ART-210	Computer systems and telecommunications	1.192.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	CIS-SEC	Systems Security	CHAP-21	Computer systems,equipment and furniture	1.192.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	CIS-SEC	Systems Security	TITLE-2	Buildings,equipment and operating expend	1.192.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	CIS-SEC	Systems Security	EXPENSE	EXPENSE	1.192.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	CIS-SEC	Systems Security	COUNCIL	Council Legal Reporting	1.192.000,00	703.126,10	703.126,10	100,000	260.386,11	
1	DS1-APS	Architecture and Pro	2210	Documentation and library expenditure		463.764,00	463.100,80	99,857	455.440,80	
1	DS1-APS	Architecture and Pro	ART-221	Information		463.764,00	463.100,80	99,857	455.440,80	
1	DS1-APS	Architecture and Pro	CHAP-22	Operating expenditure		463.764,00	463.100,80	99,857	455.440,80	
1	DS1-APS	Architecture and Pro	TITLE-2	Buildings,equipment and operating expend		463.764,00	463.100,80	99,857	455.440,80	
1	DS1-APS	Architecture and Pro	EXPENSE	EXPENSE		463.764,00	463.100,80	99,857	455.440,80	
1	DS1-APS	Architecture and Pro	COUNCIL	Council Legal Reporting		463.764,00	463.100,80	99,857	455.440,80	
1	DS2-DOC	Document Services	2231	Postal charges		26.000,00	26.000,00	100,000	13.243,36	
1	DS2-DOC	Document Services	ART-223	Miscellaneous expenses		26.000,00	26.000,00	100,000	13.243,36	
1	DS2-DOC	Document Services	CHAP-22	Operating expenditure		26.000,00	26.000,00	100,000	13.243,36	
1	DS2-DOC	Document Services	TITLE-2	Buildings,equipment and operating expend		26.000,00	26.000,00	100,000	13.243,36	
1	DS2-DOC	Document Services	EXPENSE	EXPENSE		26.000,00	26.000,00	100,000	13.243,36	
1	DS2-DOC	Document Services	COUNCIL	Council Legal Reporting		26.000,00	26.000,00	100,000	13.243,36	
Overall Result					40.800.000,00	42.740.764,00	42.739.657,12	99,997	19.913.184,64	

Annex II

AAR Table 2

Last data update

11.03.2019 05:54:53

Query executed by

DALMEIDA, Kalenga

Query executed on

11.03.2019 15:56:26

					1 - Carry-over from budget 2017	2 - Paym 2018 on carry-over 2017	3 = 2/1 - Outturn rate (%)	4 - Cancelled appropriations	5 - Carry-over-from 2018 to2019
Fund	Funds Center		Commitment item		EUR	EUR	%	EUR	EUR
4	CIS-APS	Architecture, Projec	2100	Acquisition of equipment and software	29.166,67	29.166,67	100,00	0,00	0,00
4	CIS-APS	Architecture, Projec	2101	Outside assistance for computer systems	795.967,60	766.884,33	96,35	29.083,27	0,00
4	CIS-APS	Architecture, Projec	ART-210	Computer systems and telecommunications	825.134,27	796.051,00	96,48	29.083,27	0,00
4	CIS-APS	Architecture, Projec	CHAP-21	Computer systems,equipment and furniture	825.134,27	796.051,00	96,48	29.083,27	0,00
4	CIS-APS	Architecture, Projec	TITLE-2	Buildings,equipment and operating expend	825.134,27	796.051,00	96,48	29.083,27	0,00
4	CIS-APS	Architecture, Projec	EXPENSE	EXPENSE	825.134,27	796.051,00	96,48	29.083,27	0,00
4	CIS-APS	Architecture, Projec	COUNCIL	Council Legal Reporting	825.134,27	796.051,00	96,48	29.083,27	0,00
4	CIS-DDV	Design and Developme	2100	Acquisition of equipment and software	121.908,41	121.885,60	99,98	22,81	0,00
4	CIS-DDV	Design and Developme	2101	Outside assistance for computer systems	5.102.132,91	4.904.328,08	96,12	197.804,83	0,00
4	CIS-DDV	Design and Developme	2102	Servicing, maintenance of equipment/SW	15.930,11	15.818,09	99,30	112,02	0,00
4	CIS-DDV	Design and Developme	ART-210	Computer systems and telecommunications	5.239.971,43	5.042.031,77	96,22	197.939,66	0,00
4	CIS-DDV	Design and Developme	CHAP-21	Computer systems,equipment and furniture	5.239.971,43	5.042.031,77	96,22	197.939,66	0,00
4	CIS-DDV	Design and Developme	TITLE-2	Buildings,equipment and operating expend	5.239.971,43	5.042.031,77	96,22	197.939,66	0,00
4	CIS-DDV	Design and Developme	EXPENSE	EXPENSE	5.239.971,43	5.042.031,77	96,22	197.939,66	0,00
4	CIS-DDV	Design and Developme	COUNCIL	Council Legal Reporting	5.239.971,43	5.042.031,77	96,22	197.939,66	0,00
4	CIS-IOP	Infrastructure and O	2100	Acquisition of equipment and software	5.247.280,81	4.703.591,22	89,64	543.689,59	0,00
4	CIS-IOP	Infrastructure and O	2101	Outside assistance for computer systems	6.754.307,58	6.207.391,10	91,90	546.916,48	0,00
4	CIS-IOP	Infrastructure and O	2102	Servicing, maintenance of equipment/SW	767.820,40	747.021,28	97,29	20.799,12	0,00
4	CIS-IOP	Infrastructure and O	2103	Telecommunications	679.440,09	621.912,89	91,53	57.527,20	0,00
4	CIS-IOP	Infrastructure and O	ART-210	Computer systems and telecommunications	13.448.848,88	12.279.916,49	91,31	1.168.932,39	0,00
4	CIS-IOP	Infrastructure and O	CHAP-21	Computer systems,equipment and furniture	13.448.848,88	12.279.916,49	91,31	1.168.932,39	0,00
4	CIS-IOP	Infrastructure and O	TITLE-2	Buildings,equipment and operating expend	13.448.848,88	12.279.916,49	91,31	1.168.932,39	0,00
4	CIS-IOP	Infrastructure and O	EXPENSE	EXPENSE	13.448.848,88	12.279.916,49	91,31	1.168.932,39	0,00
4	CIS-IOP	Infrastructure and O	COUNCIL	Council Legal Reporting	13.448.848,88	12.279.916,49	91,31	1.168.932,39	0,00
4	CIS-SEC	Systems Security	2101	Outside assistance for computer systems	358.378,51	358.374,16	100,00	4,35	0,00
4	CIS-SEC	Systems Security	ART-210	Computer systems and telecommunications	358.378,51	358.374,16	100,00	4,35	0,00
4	CIS-SEC	Systems Security	CHAP-21	Computer systems,equipment and furniture	358.378,51	358.374,16	100,00	4,35	0,00
4	CIS-SEC	Systems Security	TITLE-2	Buildings,equipment and operating expend	358.378,51	358.374,16	100,00	4,35	0,00
4	CIS-SEC	Systems Security	EXPENSE	EXPENSE	358.378,51	358.374,16	100,00	4,35	0,00
4	CIS-SEC	Systems Security	COUNCIL	Council Legal Reporting	358.378,51	358.374,16	100,00	4,35	0,00
Overall Result					19.872.333,09	18.476.373,42	92,98	1.395.959,67	0,00

Annex III

Description and components of the Internal control framework for the General Secretariat of the Council of the European Union

Component: **CONTROL ENVIRONMENT**

PRINCIPLE 1: The GSC demonstrates commitment to integrity and ethical values.

Focus lies on management to respect integrity and ethical values in their instructions, actions and behaviour, as well as adherence to a code of conduct that is applicable for all staff that sets out the expectations regarding integrity and ethical values.

PRINCIPLE 2: The GSC enables oversight of the development and performance of internal control.

Focus lies on having established appropriate working methods and communication channels between senior management, middle management, the independent Audit Committee and Internal Audit Service, as well as on authorising officers providing annual activity reports and declarations of assurance.

PRINCIPLE 3: The GSC establishes structures, reporting lines, and appropriate authority and responsibilities in the pursuit of objectives.

Focus lies on having in place a comprehensive management structure where authority is delegated, responsibility assigned through appropriate processes and technology, where duties are segregated, as appropriate, and where reporting lines are established within departments to enable the execution of authority, fulfilment of responsibilities and flow of information. It is worthwhile mentioning that in 2018 an Advisory Management Board was established with the task of assisting the Secretary-General in ensuring that the organisational elements of the GSC are aligned with its mission and with the evolving needs of its stakeholders. In addition, the Advisory Management shall help the Secretary-General prioritise, enhance, promote and monitor strategic initiatives.

PRINCIPLE 4: The GSC demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.

Focus lies on defining required competencies to support the achievement of objectives, ensuring the professional development of staff e.g. by providing training and coaching, and by promoting and planning mobility of staff.

PRINCIPLE 5: The GSC holds individuals accountable for their internal control responsibilities in the pursuit of objectives.

Focus lies on enforcing accountability through organisational structures, delegation of authority and assigning responsibility, thereby establishing reporting lines.

Component: **RISK ASSESSMENT**

PRINCIPLE 6: The GSC's authorising officers work with objectives to enable the identification and assessment of risks.

Focus lies on the use of objectives that are clearly formulated, updated when necessary and reflecting the activities of the GSC.

PRINCIPLE 7: The GSC's authorising officers identify risks and analyse them as a basis for determining how risks should be managed.

Focus lies on the identification and assessment of risks at various organisational levels, based on the methodology of ISO standard 31000, estimating the significance of risks and determining how to treat risks.

PRINCIPLE 8: The GSC considers the potential for fraud in assessing risks to the achievement of objectives.

Focus lies on having in place measures to counter fraud and illegal activities as well as considering during the identification step specific risks related to fraud.

PRINCIPLE 9: The GSC identifies and assesses changes that could significantly impact the system of internal control.

Focus lies on having in place procedures to identify and monitor risks and related risk treatment that consider changes to internal and external environments, such as related to policies, priorities and information technology.

Component: **CONTROL ACTIVITIES**

PRINCIPLE 10: The GSC selects and develops control activities that contribute to the mitigation of risks.

Focus lies on selecting appropriate risk treatment options that involves balancing the costs and efforts of implementation against the benefits derived, as well as monitoring of risk treatment.

PRINCIPLE 11: The GSC selects and develops general control activities to be applied to technology to support the achievement of objectives.

Focus lies on having in place appropriate internal control activities related to the acquisition, development and maintenance of technology and related infrastructure, as well as ensuring the security of IT systems.

PRINCIPLE 12: The GSC deploys control activities through policies and procedures.

Focus lies on having appropriate policies and control procedures in place that ensure that objectives are achieved, continuity of core businesses is guaranteed, and that persons on premises and assets are safeguarded, as well as that exceptions are dealt with in an appropriate manner.

Component: **INFORMATION AND COMMUNICATION**

PRINCIPLE 13: The GSC obtains or generates and uses relevant quality information to support the functioning of internal control.

Focus lies on ensuring adequate information and document management relevant to internal control, in a timely manner and in compliance with applicable security rules.

PRINCIPLE 14: The GSC internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

Focus lies on implementing a culture of internal communication enabling staff to receive a clear message from senior management on matters of internal control as well as having in place separate communication lines, such as whistleblowing procedures, to ensure information flows when normal channels are ineffective.

PRINCIPLE 15: The GSC communicates to external audiences on the work of the Council and the European Council. This may include communicating on matters related to internal control.

Focus lies on selecting relevant, modern and innovative methods for external communication, which includes communication of information on internal control.

Component: **MONITORING ACTIVITIES**

PRINCIPLE 16: The GSC selects, develops and performs evaluations to ascertain whether the components of internal control are present and functioning.

Focus lies on mapping, monitoring and evaluating periodically the internal control framework of the GSC.

PRINCIPLE 17: The GSC evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action.

Focus lies on communicating internal control deficiencies to relevant departments and taking corrective action, if necessary, in a timely manner, that are supervised and monitored.

Annex IV
Digital Services (SMART) Risk Register

ORG.4 TEMPLATE | SMART INTERNAL

Nr	DG	Service	Objective AWP	Cause Source of risk	RISK POTENTIAL EVENT (effect of uncertainty on objective)	Consequence	Existing control measures	Cross-cutting	Likelihood	Consequence	Residual risk level	Risk evaluation	Additional control measures, when, by whom	Indicator(s) to measure progress on implementing risk treatment	When	Action(s) Owner(s)	Specific Initiative(s) *(To be updated as applicable)*
1	SMART	Resources	Financial Resources	• Immature financial planning • Complex/rigid regulations and/or internal rules • Complex/rigid procurement procedures • No detailed analytical accounting available yet (total costing)	**01. Poor financial management, including contract and acquisition management.**	• GSC exposed to legal action • Procurement (and project) delays • Budget use not optimal (e.g. underspending, need to re-plan) • Non compliance with regulations (e.g. software licenses)	• Internal (SMART) and external (PCU, IA) control mechanisms • Governance structures and reporting (e.g. monthly budget meetings, AWP, MABP, AAR) • Participation in inter-institutional acquisition procedures and in GICM activities. • Operational financial expertise grouped in 2 Units (out of 7)		L	M	**L**	Reduce	• Continue increase internal and external governance structures (planning, monitoring and control) • Continuous financial training (procurement, contract management) • SMART financial structures and circuits currently under review (Task Force on financial circuits)	• Number of incidents (law suits, negative audit reports) • Consumption deviation from planned budget, by budget lines (at regular intervals)	• Continuous • Continuous • 2019	HoU Resources	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
2	SMART	Resources	Human Resources	• Immature HR capacity planning and management • Long and rigid recruitment procedures	**02. Unavailability of sufficient staff with appropriate profiles and up-to-date skill set to execute the mission of the department and its work plan.**	• Poor Service and Project delivery	• Centralised HR management, including three dedicated AA (covering as well COFO tasks) • Outsourcing of IT capacity and expertise as required • Yearly training planning • Welcome pack for newcomers • Improved internal communication.		M	H	**M**	Reduce	• Maintain an atmosphere of trust, professionalism, and well-being • Continue developing further HR Capacity Planning • Continue stimulating the availability of appropriate (in line with HR needs) recruitment lists by close monitoring and actively participating in the organisation and running of competitions.	• Number and duration of open posts (by profile)	• Continuous • Continuous • Continuous	HoU Resources	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
3	SMART	Resources	Human Resources	• Lack of specific and appropriate training programs	**03. Work content and context not aligned with staff expectations.**	• Poor atmosphere, lack of motivated staff	• Yearly training planning • Welcome pack for newcomers • Improved internal communication.		M	H	**M**	Reduce	• Continue develop training programs by profile, considering career development paths	• Number and quality of trainings provided • Staff mobility levels.	• Continuous	HoU Resources	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
4	SMART	Resources	Provisioning External Services	• Inappropriate mix of internal and external service providers	**04. Dependency on external service providers.**	• Loss of in-house expertise • Disproportionate service rates in relation to market rates (budget overspending) • Service interruptions or poor service delivery (e.g. during transitions)	• Guidance on handling external service providers • Consultation of ORG.4/PCU and CLS for procurement procedures related to the provision of IT Services.		M	H	**M**	Reduce	• Continue the implementation of "don't outsource strategic functions" (IT Principle)	• IT service budget spending	• Continuous	HoU Resources	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
5	SMART	Resources	Provisioning External Services	• Inappropriate contractual arrangements (SLA, transfer of service, exit strategy, compliance to internal rules, ...) • Poor contract management (follow-up of SLA and contractual arrangements)	**05. Poor or non-continuous service delivery.**	• Loss of in-house expertise • Disproportionate service rates in relation to market rates (budget overspending) • Service interruptions or poor service delivery (e.g. during transitions)	• Practical guide for the daily interaction with service providers • Contractual safeguards • Verification of delivered services by GSC staff		M	H	**M**	Reduce	• Continue ensuring knowledge (e.g. documentation) management and transfer • Continue managing service and contract transitions • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Number of contracts with appropriate SLAs, including KPIs • Number of contracts complaints against agreed SLAs, and/or legal constraints (e.g. linked to external service providers)	• Continuous • Continuous • 2019	HoU Resources	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
6	SMART	Initiatives	IT Projects and Programmes Portfolio Management	• Immature IT Governance • Immature Demand Management • Immature Portfolio Management • Immature Capacity Planning and Management	**06. Not executing the right initiatives (considering benefits, costs and risks).**	• Initiatives not aligned with the strategy • Budget not optimally used	• IT Governance Framework, including Business Domain Steering Committees and SMART Management Committee. • Digital Services Strategy • Demand Management process, including GSC Business IT Correspondents and SMART Customer Relationship Managers • Portfolio Management methodology (PfM@SMART, supported by an Enterprise Project Management system) • IT Portfolio Management • Capacity Management process		M	H	**M**	Reduce	• Continue maturing governance structures and processes, including project selection and multi-annual road mapping and planning • Continue maturing Digital Services Strategy • Continue maturing Demand Management • Continue maturing Capacity Management • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Maturity level of governance structures, including reporting. • Digital Services Strategy alignment with Business Strategy, including maturity of alignment process • Maturity level of IT Portfolio Dashboards • Maturity level of Capacity Management • Maturity level of reporting to SMART MC	• Continuous • Continuous • Continuous • Continuous • 2019	HoU Architecture and Processes; HoU Customer Services	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
7	SMART	Initiatives	IT Projects and Programmes Portfolio Management	• Late delivery of Projects and Programmes • Immature Change Management	**07. Not achieving the expected benefits.**	• Late implementation of new services • New services not (fully) covering business / functional needs • Business/users not able to work properly • Low user satisfaction	• Project Management methodology (PM^2@SMART, supported by an Enterprise Project Management system) • Programme Management methodology (PgM@SMART)		M	H	**M**	Reduce	• Continue maturing Project and Programme Management • Continue maturing IT Portfolio Management, including benefits and value measuring. • Formalize Change Management • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Maturity level of IT Portfolio Dashboard including benefits and value measuring. • Maturity level of Change Management processes	• Continuous • Continuous • 2019 • 2019	HoU Architecture and Processes	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
8	SMART	Initiatives	IT Project and Programme Delivery	• Immature Project Management • Immature Programme Management	**08. Not conducting projects and programmes in the most optimal way (not doing it right).**	• Non-timely delivery of projects and programmes • Budget overruns	• Project Management methodology (PM^2@SMART, supported by an Enterprise Project Management system) • Programme Management methodology (PgM@SMART) • Project Evaluation Committee (EVAC) • Security and DPO requirements in Project Charters • SSRS and VASSI for classified systems • Specific Security Studies for non-classified systems • Training and certification of project and programme managers		M	H	**M**	Reduce	• Continue maturing Project Management • Mature Programme Management. • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Maturity level of IT Portfolio Dashboards • Percentage of late delivered projects and programmes	• Continuous • 2019 • 2019	HoU Architecture and Processes	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
9	SMART	Services	IT Service Portfolio Management	• Lack of or immature IT Service Portfolio Management processes.	**09. Not delivering the right services.**	• Low Customer and User satisfaction • Business not able to deliver • Negative impact on Application and Product Portfolios Management and Project and Programme Management because of the dependency between them	• None		H	M	**M**	Reduce	• Define relationship between IT portfolios (Services, Applications, Products and Projects) • Define & implement required governance for managing the IT Service portfolio • Define KPIs and measurements relevant to decision making on IT service portfolio • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Customer Satisfaction	• 2019 • 2019 • 2019 • 2019	HoU Customer Services	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
10	SMART	Services	IT Service Management	• Lack of Business Cases • Immature or not implemented ITSM processes • Lack of sponsorship • Lack of KPIs, lack of structured monitoring and reporting processes • Lack of resources	**10. Not able to deliver the apropriate level of information to SMART management in support of decision making process**	• IT Management lack of some important information to better support decisions • Imposible to measure and report IT services parameters (alignment witn busines needs, performance, quality, cost) • Lack of governance over IT services	• ITSM Programme • Operational Level Agreements (partial) • Service Level Agreements (partial) • Reports on support activity performance (Incident Management) and Change Management		H	M	**M**	Reduce	• Continue maturing internal and external governance structures (planning, monitoring and control) • Maintain/enhance the Service Catalogue • Maintain/enhance the Technical Service Catalogue (SMART internal) • Continue defining/implementing/enhancing SLA's • Continue defining/implementing/enhancing OLA's between all SMART technical services • Review Sponsorship • Define KPIs & Balance Scorecards for all IT Services • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Customer & User Satisfaction • Maturity Assessment	• Continuous • Continuous • Continuous • Continuous • Continuous • 2019 • 2019 • 2019	HoU Customer Services	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
11	SMART	Services	Reliable and Secure IT Service Delivery	• Insufficient service monitoring • Non-availability of systems, networks, applications	**11. Not capable of delivering the agreed services.**	• Low user satisfaction • Users not able to work properly	• Operational processes (Incident, Change, Problem management) including Incident, Change and Problem Managers • Daily coordination between service owners/managers (SCRUM meetings) • Professional state-of-the-art and secure infrastructures (Data Centre, Network, Intranet/Internet) • SMART Duty Officer		M	H	**M**	Reduce	• Continue implementing new or enhance existing operational processes/procedures (in particular via the OpsCentre sector for monitoring and incident handling) • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Daily follow-up of service delivery status / incidents (SCRUM meetings and Duty Officer logs) • Service reporting, including number & importance of incidents	• Continuous • 2019	HoU Customer Services	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
12	SMART	Services	Reliable and Secure IT Service Delivery	• Poor performance, response times (KPIs) below agreed service levels	**12. Low level of quality of the services delivered and perceived**	• Low user satisfaction • Users not able to work properly	• Service Agreements (operations, support) • Regular user satisfaction surveys (Helpdesk)		M	H	**M**	Reduce	• Continue increasing and mature user involvement through regular service meetings • Planning and monitoring of SMART projects and activities is currently under review (Task Force on planning and monitoring)	• Service reporting, including number & importance of incidents • User (satisfaction) surveys	• Continuous • 2019	HoU Customer Services	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
13	SMART	Services	Reliable and Secure IT Service Delivery	• Inadequate design / implementation of solutions • Attacks (internal and external) • Identity management not properly performed.	**13. Breach of security (confidentiality, integrity, availability, authenticity, accountability, reliability, non-repudiation)**	• Breach of 'Need to Know' principle • Erroneous decisions based on false information/identity • Erroneous transactions, including in financial systems • Lack of service quality • Low user satisfaction • Low user confidence • Reputational damage • Potential legal impact	• SSRS and VASSI for classified systems • Specific Security Studies for non-classified systems • Network Defence Capability (NDC) • Security requirements in Project Charters • Monitoring and control mechanisms • PKI for the low EUCI + Non-Classified Information Domain environments		M	H	**M**	Reduce	• Continue implementing internal and external governance structures (monitoring and control) • Continue improving network defence capabilities • Continue improving documentation, policies and procedures based on common project methodology • Continue implementing PKI and cryptographic solutions	• Compliance with established policies and standards • Number / importance of incidents	• Continuous • Continuous • Continuous • Continuous	HoU Systems Security	• Name of Initiative(s): • Initiative Manager(s): • Other involved:

Annex IV
Digital Services (SMART) Risk Register

														ORG.4 TEMPLATE	SMART INTERNAL		
Nr	**DG**	**Service**	**Objective AWP**	**Cause** **Source of risk**	**RISK** **POTENTIAL EVENT** **(effect of uncertainty on objective)**	**Consequence**	**Existing control measures**	**Cross-cutting**	**Likelihood**	**Consequence**	**Residual risk level**	**Risk evaluation**	**Additional control measures, when, by whom**	**Indicator(s) to measure progress on implementing risk treatment**	**When**	**Action(s) Owner(s)**	**Specific Initiative(s)** *(To be updated as applicable)*
14	SMART	Services	Reliable and Secure IT Service Delivery	• Handling of personal data not in line with the regulation • Inadequate design / implementation of solutions • Lack of data protection awareness • Attacks (internal and external)	**14. Breach of personal data potentially putting at risk the rights and freedoms of individuals**	• GSC exposed to legal action • Low user satisfaction • Low user confidence • Reputational damage	• SMART Data Protection Controller(s) • SMART Data Protection Contact Person • Data Protection Register • Data Protection requirements in Project Charters • Data Protection Awareness briefings		L	M	**L**	Accept	• Continue maturing data protection structures • Continue improving data protection related documentation, policies and procedures in line with the regulation • Continue promoting data protection awareness	• Number / importance of incidents	• Continuous • Continuous • Continuous	HoU Architecture and Processes	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
15	SMART	Services	Reliable and Efficient Information Management	• Lack of up-to-date policy, guidelines and implementing rules • Lack of appropriate tools to support and enforce the policy and guidelines	**15. Not able to meet the requirements on document and file management, accountability / transparency and archiving**	• Information unavailable (not found, destroyed) • Difficult / impossible to apply rules on records management / archving • Reputational damage • GSC exposed to legal action	• Policy on document and file management • Tools to register a limited number of documents • Basic Tool for filing in the council decision making domain		L	H	**M**	Reduce	• Review policy on document and file management • Develop guidelines and implementing rules • Develop tool for GSC wide registering of documents	• Updated policy on document and file management • Availability of guidelines and implementing rules • Degree of adoption of a GSC wide tool for document registration	• 2019-2020	HoU Information Management	• Name of Initiative(s): **DoReMi** • Initiative Manager(s): tbd • Other involved:
16	SMART	Services	Reliable and Secure IT Service Delivery - European Council Support (Specific)	• Unexpected infrastructure events (e.g. power cut) • Last minute planning of extra meetings • Fast changing stakeholder needs	**16. Not capable of delivering agreed services for different stakeholders: Heads of State, Delegations, Presidency, GSC Services, Press, Public.**	• Low stakeholder satisfaction • Stakeholders not able to work properly • Reputational damage	• The agreed services are governed by mature Service Objectives (a.k.a. SLA). • Dedicated on-site and on-call support resources • Continuous monitoring of European Council ICT service requirements.	Y	M	H	**M**	Accept	• Mature and controlled process, no additional measures required at this stage.	• Service reporting, including number & importance of incidents • Extent of lessons learned following each event • Stakeholder (satisfaction) surveys	• Continuous	SMART	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
17	SMART	Services	Reliable and Secure IT Service Delivery - Business Continuity Planning (Specific)	• Unrealistic, vague, non up-to-date or absent BCP requirements • Unforeseen events, circumstances • Unavailable or immature strategies or plans	**17. Not able to meet BCP requirements in terms of Recovery Time Objective (RTO) or Recovery Point Objective (RPO).**	• Non-acceptable interruption of activities of the (European) Council and their bodies and/or the GSC in case of (major) incidents • Reputational damage	• SMART Business Continuity Plan (BCP) • BCP IT Implementation Strategy • SMART Disaster Scenarios • SMART Recovery Strategies • SMART BIA • Back-up Data Centre in LEX building • Possibilities to fail-over all up-to-URGENCY-3 services to LEX • Disaster Recovery designs from the start for applications • Regular IT Disaster Recovery exercises • BCP requirements included in Demand and Project Management • Regular IT BCP exercises following a multi-annual plan, combined with timely implementation of lessons learned.		M	H	**M**	Reduce	• Continue implementing BCP IT Implementation Strategy • Maintain/enhance the SMART Recovery Plans • Continue with the implementation of an alternative Data Centre.	• Implemented BCP Strategy • Fine-tuned CIS Recovery Plans • Fine-tuned CIS BIA • Outcome of exercises (success rate, extent of lessons learned) • 2018 - Contract signed; 2019 - Activation of alternative Data Centre.	• 2019 • Continuous • 2019 / 2020	SMART	• Name of Initiative(s): **Implementing a new Disaster Recovery Data Centre** • Initiative Manager(s): Michel KASICA • Other involved:
18	SMART	Services	Reliable and Secure IT Service Delivery (Specific)	• BREXIT Deal <> No Deal uncertainities and related IT consequences	**18. Not capable of ensuring the correct on-time transition of IT systems to a 'Deal' <> 'No Deal' status**	• Potential legal implications • Potential transfer of unauthorised information to the UK • Potential disruption of services • Potential budgetary impact • Reputational damage	• Technical assessment on impact and actions required • Constant communication with BREXIT TF		M	H	**M**	Reduce	• Continue constant communication with BREXIT TF • Monitor closely the political developments • Produce a more detailed action plan based on the above	• Number / importance of incidents	• 2019-2020 • Continuous • 2019	SMART	• Name of Initiative(s): • Initiative Manager(s): • Other involved:
19	SMART	Services	Reliable and Secure IT Service Delivery (Specific)	• The overall impact of the reorganisation, including the existence of clear tasks and a SMART operating model supported by enhanced communication mechanisms	**19. Not able to meet the expectations set for the SMART organisation**	• Confusion among stakeholders (overall) • Negative impact on productivity • Potential budgetary impact • Reputational damage	• SMART Annual Work Plan		L	M	**L**	Accept	• Continue monitoring the implementation of the Transition Plan • Continue improving internal communication • Define KPIs	• SMART organisation delivering in line with pre-defined KPIs	• 2019 • Continuous • 2019	SMART	• Name of Initiative(s): **Strategic KPIs** • Initiative Manager(s): Sonia RIANO • Other involved:

Classification codes for likelihood / consequence: L = Low; M = Medium; H = High; V = Very high;
Classification codes for risk levels: L = Low; M = Medium; H= High; C = Critical (Very high);

V. DECLARATION OF ASSURANCE

I, the undersigned,

Deputy Director-General of Digital Services - SMART

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view[1].

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance 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.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as observations of the internal audit service and lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Brussels, 25 March 2019

Deputy Director-General

[1] True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.