



# Management Plan 2023

DG I.D.E.A.  
(Inspire, Debate, Engage and  
Accelerate Action)

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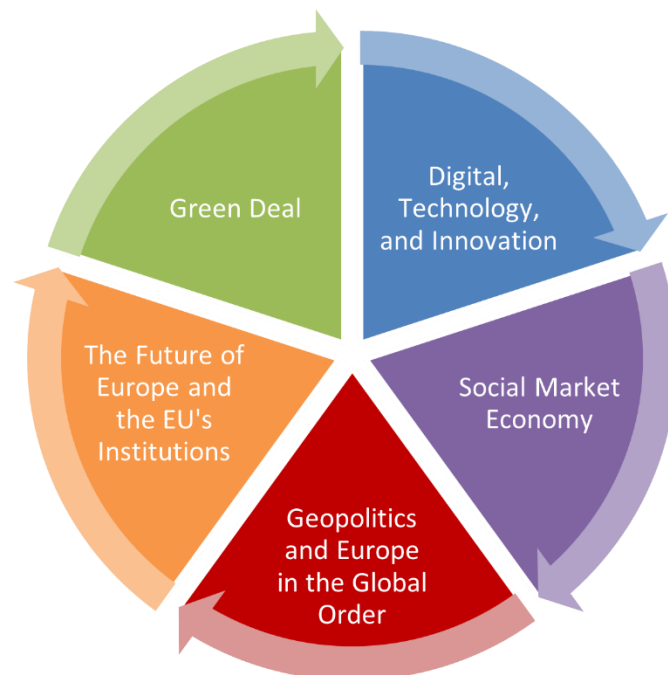
## Introduction

I.D.E.A. (Inspire, Debate, Engage and Accelerate Action), the European Commission's in-house advisory service established for the duration of the President's mandate, was set up to provide ideas and inspiration for the core priorities of the President as laid out in **her six headline ambitions**. One of its main tasks is to propose specific policy advice on ongoing and future priorities by, among others, engaging with the community of think tanks, academia, research, business, NGO and other institutions through active outreach.

The fast international changing context and the new moment that is taking shape, driven by numerous long-term shifts, a multitude of recent crises and the stark reality of Russia's appalling war of aggression in Ukraine, the impacts of climate change becoming more pronounced, and the economic shift we are witnessing make more necessary than ever to address and respond to citizens' expectations, of the economy and their wellbeing, as driving policies and politics. The conversion to these new realities, new ideas and engagements; which must be translated into concrete actions, is crucial for the Commission's future main deliveries.

In 2023, I.D.E.A.'s mission continues to be to support the implementation of the political priorities of the President and the agenda of the Commission, notably the Commission Work Programme 2023, whose purpose is to accelerate the transition necessary in various domains such as the energy market and the industrial competitiveness without forgetting the strengthening of the European social market economy.

### I.D.E.A.'s organisation by teams



As a Presidential service, in 2023, I.D.E.A. will continue to contribute to the **general objective of a modern, high-performing and sustainable Commission** through the strategic objectives defined in its Strategic Plan 2020-2024, as well as the objectives, outputs and actions described in this management plan, with a particular attention to the consequences of **the unjustified aggression of Russia towards Ukraine and its side effects on all political, environmental, security, technological, economic and social dimensions**. In this framework, in 2023, I.D.E.A. will continue to provide advice and reach out as necessary to the academic and think tank community on the various fields of action of the Commission, through the preparation of strategic policy briefs, notes and reports, organisation and contributing to meetings, and, more generally speaking, through I.D.E.A.'s established weekly files to the Head of Cabinet of the President and its **yearly Easter, contribution to the State of the Union and end-of-year reflection packages**, which became milestones outputs for the Service.

In light of the quick developments and the consequential fast needed responses by the EU, I.D.E.A.'s outputs and organisation can be frequently subject to potential adjustments, because it is the nature of such a Service to **respond, provide advice and support quickly**, and in the best possible way, in the delivery of the updated political agenda as outlined by the President.

## **PART 1. Delivering on the Commission's priorities: main outputs for 2023**

In 2023, I.D.E.A. will continue to support the President and the planning and delivery of the Commission's concrete current initiatives, as well as the provision of policy advice on policies and initiatives of a more medium to long-term nature. The service contributes as well to **the general objective 7 "A modern, high-performing and sustainable European Commission."**

IDEA's expertise will be particularly relevant to follow closely the shifts and transformations underway, foster further discussions around possible solutions, and target its outreach in the think tank and research community to gathering insights and innovative approaches aimed at protecting and promoting the well-being of EU citizens. The five thematic teams of the Service will work in complete synergy to develop an overall vision to collective challenges, which cannot be resolved with **"a business-as-usual approach"**.

One of the core priorities of the Service will be to provide an in-depth analysis to the many impacts of Russia's unjustified war of aggression towards Ukraine, notably the human and humanitarian consequences, as well as the economic and societal challenges such as the food and energy crises, and the exploding cost-of-living. In this respect, I.D.E.A will continue its research and analysis with a close view to the interlink between the strategic, economic, energy, climate, technological, foreign policy and defence aspects of the war and its effects.

The Service will also continue to design thought-provoking seminars and events, based on the own proposals of Service or on ad-hoc requests of the President's Cabinet, which implies that the list of topics for research and events scheduled for 2023 is only indicative and far from being exhaustive. **The main outputs of the Service for 2023 are organised around three specific objectives linked to the general objective 7.**

## Specific Objective 1.1

One of the main missions of I.D.E.A. is to accompany throughout the year the reflection of the President's Cabinet on the preparation of the State of the Union Address of the President, as well as the support in the implementation of the Commission Work Programme, by collecting information and discussing with external stakeholders, academia, businesses, NGOs and think tanks, among others, and by organising and participating in discussions and events, producing concrete policy briefings and strategic notes on the most relevant topics for the President's agenda.

In this framework, in 2023 the Service will focus on (non-exhaustive list):

- The close monitoring and anticipation of developments **in the green, digital and geopolitical transitions**, as well as the economic and social impact of these, mainly through the organisation of and the participation in expert workshops, which shall identify sensitive tensions and pressure points that may impede the delivery of the Commission's priorities,
- The close monitoring of the **implementation of the European Green Deal agenda and tools, focusing** on the enabling framework and incentives that could further accelerate the transition towards a climate neutral continent and, to find ways to combine them with significant, clearly visible gains for citizens and businesses in terms of well-being, jobs and growth,
- The monitoring and research on issues related to the "new economic era" which is starting to be developed,
- The follow – up and input of **the SME Relief Package**,
- The follow-up of the **Conference on the Future of Europe**,
- The follow-up of the **roll-out of the Global Gateway**,
- The follow-up and input on **the Defence of Democracy Package, the Annual Rule of Law Report and the Anti-corruption package**,
- The work on **competitiveness**, including labour market and skills,
- The follow-up and input for **the initiative on Mental Health**.
- The follow-up and implementation of the **Digital Agenda, including concrete issues related to the metaverse, data, artificial intelligence and new (clean) technologies**.

**General objective: 7. A modern, high-performing and sustainable European Commission**  
**Specific objective 1.1: To provide the President with strategic analysis and policy advice related to the political guidelines set by the Commission**  
**Related to spending programme(s): N/A**

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Contribution to the President's State of the Union speech and support to the preparation of new initiatives and implementation of the Commission Work Programme (with the President's Cabinet)	Quality and timeliness of support and contribution to organisation Delivery Outreach	Q2-Q3-Q4
Ad- hoc policy briefs and strategic notes	Quality and timeliness of support Delivery	Ongoing

## Specific Objective 1.2

I.D.E.A. will also contribute to the reflection **on the energy and food crises' emergencies and its environmental, social and economic dimensions**, associated with the impacts of the war in Ukraine, as well as the increasing pressures from inflation and debt increase, eroding household' purchasing power of European citizens.

It will be particularly relevant for I.D.E.A. to better analyse the drivers, shocks and challenges that are changing Europe's economy and shaping new European strategic realities, in order to identify the ensuing dilemmas and trade-offs that need to be addressed in the coming months and in the medium to longer term., as well as the opportunities to contribute to the resilience and delivery of Europe's social market economy.

The Service will therefore work on the following outputs:

- Reflection on **how to mainstream the European Green Deal objectives into the other Commission's priorities** to maintain our path towards a zero-carbon economy for achieving a **more systemic approach in the management of climate action, environmental protection, technological innovation, economic growth and social justice**.
- Reflection on **how to foster our international competitiveness and work on a global level playing field for investments** into clean technologies and new lead markets for sustainable products
- Reflection on how to integrate more efficiently **the protection of the nature, biodiversity, forests and other natural resources** into the global decision process,
- Reflection **on the common European mobility data space to boost the digitalisation of the mobility sector**,
- Reflection on the best possible way **to improve (digital) skills** in the context of the **"European Year of Skills"**
- Reflection on **the Europe's economy in an era of fundamental transformations and crises**,
- Analysis of **the global and regional geopolitical shifts and shocks**, their impact on the EU, and implications for Commission policies and instruments,



**Delivery of the I.D.E.A. yearly Easter and end-of-year reflection packages to the President and her Cabinet, compiling the strategic and policy trends identified by I.D.E.A.. These reflection documents, produced in-house, analyse the important challenges faced by the European Union, and the opportunities they bring along to be considered for the future of Europe. It is also the opportunity to reflect and discuss with the main European experts and leading thinkers, who informally share their reflections and recommendations for critical priorities to be considered by the European Commission. Both the Easter and end-of-the-year packages include a bibliographic compilation of academic research and commentaries published in academic and policy peer reviewed journals on the von der Leyen Commission.**

**General objective: 7. A modern, high-performing and sustainable European Commission**

**Specific objective 1.2: To follow-up on the President's priorities through interdisciplinary, cross-cutting, inclusive and interactive ways of working across intellectual, policy and institutional silos**

**Related to spending programme(s): N/A**

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
A European Green Deal	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions Written inputs upon specific request of the President's Cabinet	Ongoing
Support to the implementation of the New European Bauhaus in close cooperation with the JRC	Outreach to external experts Delivery of written inputs as requested, Organisation Active participation in events and meetings Support to Commission's in-house projects with the New European Bauhaus perspective	Ongoing

A Europe fit for Digital Age	<p>Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions</p> <p>Written inputs upon specific request of the President's Cabinet</p> <p>Outreach to external experts</p> <p>Delivery of written inputs as requested, Organisation</p> <p>Active participation in events and meetings</p>	Ongoing
An Economy that works for People	<p>Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions</p> <p>Written inputs upon specific request of the President's Cabinet</p> <p>Outreach to external experts</p> <p>Delivery of written inputs as requested, Organisation</p> <p>Active participation in events and meetings</p>	Ongoing
A stronger Europe in the World	<p>Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions</p> <p>Written inputs upon specific request of the President's Cabinet</p> <p>Outreach to external experts</p> <p>Delivery of written inputs as requested, Organisation</p> <p>Active participation in events and meetings</p>	Ongoing
A new push for European democracy	<p>Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions</p> <p>Written inputs upon specific request of the President's Cabinet</p> <p>Outreach to external experts</p> <p>Delivery of written inputs as requested, Organisation</p> <p>Active participation in events and meetings</p>	Ongoing

### Specific Objective 1.3

One of the main added value of I.D.E.A. is its capability to organise outreach events on different topics of the political guidelines of President von der Leyen, with the participation of external stakeholders in the academic, research, business, NGO and think tanks sectors.

In 2023, the Service will continue reaching out to the academic, business and think tank community to collect their contributions and discuss ideas, evidence and proposals on different areas, including for the preparation of the weekly files for the Head of Cabinet of the President, the **State of the Union 2023** and I.D.E.A.'s **Easter and end-of-year reflection packages**, which are part of its milestone deliveries to the President and her Cabinet. Some of the main topics of the policy briefings and roundtables and events will be focused on:

- **European Green Deal:** continuous implementation, communication and identification of the most relevant incentives for the successful implementation and delivery of European Green Deal through regular meetings with leading think tank representatives, business leaders and other stakeholders from the climate, energy and environment communities,
- **New approaches to growth, prosperity and wellbeing economy:** outreach events with think tanks and research institutes to reinforce all the dimensions of European social market economy,
- **European Year of skills:** discussion around soft skills necessary for the integration of digital aspects in the daily businesses of the tomorrow's European society and labour markets,
- **Developing Open Human-Centric Virtual Worlds:** discussion on the Commission initiative related to the virtual worlds with experts through a set of events,
- **Crypto currencies:** discussion with experts on the possible added value of developing a "digital euro",
- **Cost of living crisis:** outreach events with think tanks and research institutes on the social and economic consequences of the crisis affecting EU citizens,
- **Defence of Democracy package:** organisation of expert's workshops to identify sensitive tensions and pressure points that may impede the delivery of the Commission's priorities,
- **Preparation of the State of the Union:** outreach event with leading think tank representatives, business leaders and other stakeholders,
- **Follow up of the Conference on the Future of Europe:** outreach events with think tanks and research institutes identifying the dilemmas and trade-offs that need to be addressed in the short and long term, as well as the opportunities to contribute to the resilience and the delivery of a New Push for European Democracy.

**General objective: 7. A modern, high-performing and sustainable European Commission Specific objective 1.3: To provide the President with effective outreach to relevant stakeholders in the academic, research, think tank, and practitioners' communities**

**Related to spending programme(s): N/A**

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Policy briefings for the Cabinet of the President on relevant topics	Written inputs upon specific request of the President's Cabinet	Q1-Q4
Roundtables with think tanks and experts on key priorities and initiatives regarding the implementation of the Commission Work Programme	Organisation, active participation, delivery Number of participants depends on nature and scope of event	Own proposals and ad-hoc requests of the President's Cabinet
Roundtables with think tanks and experts to contribute insights and solicit new ideas for the President's State of the Union speech	Organisation, active participation, delivery Number of participants depends on nature and scope of event	Own proposals and ad-hoc requests of the President's Cabinet
Outreach events linked to President's priorities	Organisation, active participation, delivery Number of participants depends on nature and scope of event	Own proposals and ad-hoc requests of the President's Cabinet

## PART 2. Modernising the administration: main outputs for 2023

This section of the management plan describes the objectives and efforts of I.D.E.A. to **modernise and continue improving its working methods**.

Framed on the administration corporate strategies, I.D.E.A. will continue contributing to the achievement of the institution's objectives. I.D.E.A. will continue to set the Service, striving to reinforce the team competence and enhance a diverse and inclusive workplace, contributing to the professional wellbeing and motivation of its staff, and implement the Communication and 2022 Action Plan on the Greening of the Commission.

In 2023, the Service intends to consolidate his organisational capacities by paying a particular attention, among others, to:

- The continuation of the process to reinforce the different teams, in view of and to support the priorities agenda of the President,
- The ongoing development of a detailed competency mapping, linking efficiently staff's skills to the needs, objectives and priorities of the Service,
- The update of the financial procedures and public procurement processes in the context of the implementation of SUMMA (EU Financial System) and e-procurement for low value negotiated procedures,
- The delivery of I.D.E.A. outputs in the context of the main general objective **"A modern, high-performing and sustainable European Commission"** by reflecting on our corporate and/or specific training needs,
- The consideration of diversity in the recruitment policy
- As relevant, the consideration of inclusive measures for people with disabilities in the recruitment processes of the Service, in the organisation of conferences and events (which I.D.E.A. will strive to make accessible to people with audio-visual impairment) as well as in the preparation of the Service publications.

**Internal communication** will continue to play a major role in the delivery of I.D.E.A.'s objectives and the development and engagement of staff. The management will continue to explore ways to optimise the regular (weekly) staff and unit meetings, and policy brainstormings, established in 2021, as well as different areas and processes involving different parts of the Service, which could be described and explained in procedural guidelines.

I.D.E.A. will step up its efforts in 2023 to improve the way **data, information and knowledge are managed**, reinforcing the **digital skills** of its staff and deploying numerous digital solutions, always in full compliance with its data protection obligations.

Furthermore, the Service will also focus on a number of actions regarding the institution's collective efforts **to reduce its environmental impact**.

The Service's **Anti-Fraud Strategy** was completely updated in 2022, with the main goals for the year to reinforce an anti-fraud awareness and culture in I.D.E.A.

The **internal control framework** <sup>(1)</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

## **A. Human resource management**

I.D.E.A. will continue developing the Service, quantitative and qualitatively, including by organising an Away day that will take in the first quarter of 2023, to deepen relationships inter-teams, promoting cross-cutting collaboration and enhancing awareness of the objectives of I.D.E.A.

I.D.E.A. relies on the competencies of its staff to fulfil all corporate business needs highlighting the commitment, engagement and expertise of its staff. In this framework, the management will continue to develop competences on staff engagement and development.

I.D.E.A. staff wellbeing is another key element within the HR local strategy, and the hybrid working is an essential part of this strategy. In this regard, I.D.E.A. plans to broadening the collaborative way of working thanks to dedicated training sessions on the new tools and the ways of working among hybrid teams.

Regular staff meetings, brainstorming sessions and debriefs by I.D.E.A.'s senior management, and other *ad hoc* meetings will help to ensure strong two-way communication and team cohesion. Furthermore, linked to internal communication, I.D.E.A. will work on the development of a SharePoint repository as a common space to work collaboratively and share relevant information categorised accordingly to the specificities to the service and that will be easily accessible.

Special focus is in getting feedback of the strategies in place with satisfaction surveys to facilitate internal communication.

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<sup>(1)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

**Objective:** I.D.E.A. employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

**Main outputs in 2023:**

Output	Indicator	Target
Continuation of process of reinforcing and completing different teams in the Service	Number of new appointments	20%
Staff engagement	Staff engagement index	80%
I.D.E.A Away day	Number of participants	At least 75% of participants
Dedicated training sessions on the new tools and the ways of working among hybrid teams.	Number of participants	80%
SharePoint repository	% of use by teams / unit (function)	70% of teams/unit use the repository

## B. Sound financial management

I.D.E.A is managing a small administrative budget (global envelope), which is around 500,000 EUR, covering costs of its specific objectives, namely seminars/event management (physical, hybrid and virtual), dissemination of policy ideas, evaluation of impact of ideas and outreach activities. The organisation does not manage spending programme or policy expenditure. It is also important to emphasize that the Service has no ex-post controls.

In 2022, the Service has completely documented all its financial processes and reviewed its checklists to adapt them better to the Service's needs. **2023** will be an important step for the financial team, which should be prepared, as the other Commission's Services, for the **go-live of SUMMA**, the new Corporate Financial Tool replacing ABAC Workflow, to be operational at the beginning of 2024. **Trainings and revision of the financial processes** will be necessary to ensure a smooth transition between the two financial systems.

The good results regarding the risk at payment and estimated risk at closure as well as time-to-pay are to be maintained for financial management thanks to the know-how of the staff which ensures the continuity of the accounting and financial processes. It is particularly difficult to quantify the overall estimated cost of control in I.D.E.A. because of the format change of one of its main activities being the organisation of outreach events, very often hybrid, whose costs are constantly decreasing since the pandemic. Nevertheless, I.D.E.A. will continue paying a close attention to the cost of control by streamlining the processes related to the financial management. The recommended methodology based on single global indicator will still apply (overall cost of control/payments made during the year).

Benefits of the control are not easily quantifiable but remain qualitatively essential to prevent any reputational risk for a Service working directly under the supervision of the President's Cabinet.

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

**Main outputs in 2023:**

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets ( <i>where relevant</i> ) Safeguarded information ( <i>where relevant</i> )	<i>Not applicable for I.D.E.A.</i>	<i>Not applicable for I.D.E.A.</i>
Efficient controls	timely payments	remains 100% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Overall estimated cost of controls over the funds managed based on the methodology set in the Guidance on the cost-effectiveness of controls is not very relevant for the Service, which has a volume of transactions very variable from a year to another.  Remain below 10 % of funds managed

## C. Fraud risk management

Following a very constructive and close collaboration with OLAF, I.D.E.A. has updated its Anti-Fraud Strategy in 2022. The objectives, action plan and indicators have been fully revised and adapted to the specific context of the Service. The awareness of fraud risks in the ex-ante control of I.D.E.A. financial transactions is part of the objectives, as well as the promotion of culture of ethics in line with the activities of the Service. As recommended by the Commission Anti-Fraud Strategy of 2019, the Service nominated an OLAF Correspondent, who is now member of the FPDNet meetings. Some actions were already implemented in 2022, such as corporate training on the use of EDES in the context of the ex-ante control, internal e-survey on Anti-Fraud Awareness in the context of the risk



management exercise. The other important outputs to be implemented in 2023 are detailed below.

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)<sup>2</sup> aimed at the prevention, detection and correction<sup>3</sup> of fraud.

**Main outputs in 2023:**

Output	Indicator	Target
Implement measures to increase staff awareness on the Commission Guidelines on the use of social media and on contacts with external stakeholders	Provide information internally, during training events, and staff meetings as relevant	At least 1 training event per year and regular updates in the newcomers package and on the Intranet
Make the participation in Ethics training course(s) mandatory for newcomers and require all I.D.E.A. staff to regularly follow a “refresher” training	High level of participation in Ethics training	100% participation for newcomers and 100% of I.D.E.A staff
Make the participation in Cyber Security Awareness training mandatory for all I.D.E.A staff	Awareness of the staff on cyber risks in the context of a Presidential Service	100% participation for newcomers and at least 80% of I.D.E.A staff -
Remind I.D.E.A staff members of the rules and procedures as regards the declaration of mission expenses (hospitality offered in particular) and the responsibility of I.D.E.A staff members for the accuracy of the information provided	Awareness of staff of the rules and procedures of mission expenses Controls performed by the GEMI based on I.D.E.A.’s internal guideline	Rules and procedures precisely described in the I.D.E.A.’s internal guideline 100% of new staff members internally trained by the GEMI 100% of ex-ante verification performed on missions’ declarations

<sup>2</sup> Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 196 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

<sup>3</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Ensure that I.D.E.A. rules on handling sensitive non-classified (SNC) information, with particular regard to sharing information with external persons are shared with the staff members, and monitor	I.D.E.A. sensitive information not disclosed to unauthorised external persons	Provide awareness sessions on handling I.D.E.A. sensitive non-classified information and ensure that these instructions are followed 100% of staff members of the Service

## D. Digital transformation and information management

Due to the small size of the organisation, **I.D.E.A. does not own any IT tools or databases** and **does not have a budget for digital solutions**. The Service relies on the Secretariat-General, which is its provider for IT solutions. In 2023, I.D.E.A. will therefore continue to follow the guidance of and cooperate closely with the Secretariat-General to optimise its corporate processes, when necessary.

With the objective to foster the transition to a digitally agile and flexible service, I.D.E.A. will continue improving and reinforcing the service's management and staff, in particular the **awareness on the way data, information and knowledge are managed**. This would be ensured through the organisation and participation in general and/or tailor-made trainings organised at corporate and/or local level. Furthermore, I.D.E.A. will continue assessing in a continuous way its working methods, to embed modern knowledge management and enhanced collaboration in its processes, with a focus on digital collaborative solutions. To this end, in 2023 I.D.E.A. will pay a particular attention to the **Objective #1 DIGITAL CULTURE** – digital talent and empowerment, digital skills by making mandatory the participation in Cyber Security Awareness training, which is also one of the objectives of the Action Plan of its Anti-Fraud Strategy.

### Data, information and knowledge management

With the objective to foster the transition to a digitally agile and flexible service, I.D.E.A. will continue improving and reinforcing the service's management and staff **awareness on the way data, information and knowledge are managed**. This would be ensured through the organisation and participation in general and/or tailor-made trainings organised at corporate and/or local level. Furthermore, I.D.E.A. will continue assessing in a continuous way its working methods, to embed modern knowledge management and enhanced collaboration in its processes, with a focus on digital collaborative solutions.

### Data protection

I.D.E.A. will continue to ensure that data, information and knowledge management is compliant with data protection rules and principles, ensuring full respect of Regulation (EU) 2018/1725 with a focus on awareness-raising through tailor-made training activities where

necessary, and putting in place internal arrangements, as needed. The Service will continue to pay specific attention to arrangements and criteria needed in relation to our relations with external stakeholders.

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

**Main outputs in 2023:**

Output	Indicator	Target
Implementation of the corporate principles for data governance for [the service's] key data assets <sup>4</sup>	<i>Not applicable for I.D.E.A.</i>	<i>Not applicable for I.D.E.A.</i>
DGs can propose as their own outputs high level "concrete actions" in line with the strategic objectives of the New Digital Strategy (listed above in the guidance section). In particular, these actions should highlight the review of the digital systems, enhancing digital culture and supporting business transformation.  - Enhancing digital culture (e.g. launch of cyberawareness exercise in your DG)	Awareness of the staff on cyber risks in the context of a Presidential Service	At least 1 exercise per year
Training of staff on data protection awareness	Percentage of I.D.E.A staff attending	80 % of staff

<sup>4</sup> For each key data asset, services should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

## E. Sound environmental management

I.D.E.A. takes full account of its environmental impact in all its actions, promoting as well measures to reduce this impact where possible. Reflecting its compromise with reducing environmental impacts, the Service was awarded the 1<sup>st</sup> prize in the Corporate Competition on Sustainable Conferences and Events, in the category of events with more than 1,000 participants, for the organisation of the New European Bauhaus Hybrid Conference in 2022.

The service, located in **Berlaymont**, follows the Eco-Management and Audit Scheme (EMAS) rules applicable to the building.

The service and its ECOR communicates and promotes the EMAS corporate campaigns to all staff members, identifying as well actions that could be implemented at local level to reduce the service's environmental impact, but no specific awareness actions have been organised at the DG level due to the small size of the Service and the advantage in terms of existing settings and information derived from its location in Berlaymont, which would not be cost efficient for I.D.E.A. Nevertheless, messages and reminders are very often passed by the Service's EMAS correspondent and management during the weekly staff meetings.

I.D.E.A. will continue exploring the optimisation of virtual events and meetings, and continue making good use of teleworking and (remote) collaborative and videoconferencing tools and options where relevant and adequate. This continues the trend already initiated in 2021, when I.D.E.A., in collaboration with the Directorate-General for Interpretation, has initiated the full equipment of the service meeting room with videoconferencing facilities.

**Objective:** I.D.E.A. takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

### Main outputs in 2023:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		
Participation in corporate energy saving actions by the optimisation of the temperature in EC buildings.	- optimisation of comfort hours and/or comfort temperature to 19 degrees	- optimisation of comfort hours and/or comfort temperature to 22 degrees
<b>Other recommended actions</b>		

Output	Indicator	Target (2019)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		
<ul style="list-style-type: none"> <li>Staff awareness actions to <b>reduce energy use</b> in the framework of EMAS corporate campaigns and/or awareness actions about DG/service's total energy consumption in collaboration with OIB/OIL <sup>(5)</sup> where appropriate.</li> <li>Staff awareness actions to <b>reduce water use</b> (for example ensuring that staff use the technical services hotline <sup>(6)</sup> to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG/service's water consumption in collaboration with OIB/OIL where appropriate.</li> <li><b>Paperless working methods</b> at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service's office paper use in collaboration with OIB/OIL where appropriate.</li> </ul>	Number of actions related to <ul style="list-style-type: none"> <li>Energy consumption</li> <li>Water consumption</li> </ul>	Number of actions related to <ul style="list-style-type: none"> <li>Energy consumption</li> <li>Water consumption</li> </ul>
	<b>Not applicable to I.D.E.A.</b>	Number of new actions introduced in relation to paperless working methods
	<b>Not applicable to I.D.E.A.</b>	Number or % of staff informed/participated related to <ul style="list-style-type: none"> <li>Energy consumption</li> <li>Water consumption</li> <li>Paperless working methods</li> </ul>
	<b>Not applicable to I.D.E.A.</b>	<ul style="list-style-type: none"> <li>Reduce energy consumption (%)<sup>7</sup></li> <li>Reduce water consumption (%)<sup>8</sup></li> <li>Reduce paper consumption (%)</li> </ul>
<b>II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions</b>		
Output	Indicator	Target (2019 as baseline)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		

<sup>5</sup> See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

<sup>6</sup> For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

<sup>7</sup> Overall reduction of energy consumption for DG/service (all buildings) from 2019 to 2023 (%).

<sup>8</sup> Overall reduction of water consumption for the DG/service (all buildings) during 2019-2023 (%).

Output	Indicator	Target (2019 as baseline)
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions <sup>9</sup> ), optimise and gradually reduce CO2 emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Signed the EC DG/service Travel Pledge  CO2 (t) emissions from DG/service's missions	Yes  Reduce DG/service's CO2 emissions from missions <sup>10</sup> (50%)
<b>Other recommended actions</b>		
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Number or % of staff informed/participated	Number or % of staff informed/participated
	<b>Not applicable to I.D.E.A.</b>	Increase % of sustainable commuters at DG/service (%) ( <sup>11</sup> )
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	0 specific events organised but staff regularly informed by e-mail and in staff meetings	Number of events organised, awareness raising among colleagues and participating on various events and meetings
<b>III. Reducing and management of waste</b>		
Output	Indicator	Target (2019 as baseline)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts.	Number of green events	100%
<b>Other recommended actions</b>		

<sup>9</sup> Data provided by PMO/MiPs.

<sup>10</sup> Overall reduction of CO2 emissions from missions for the DG/service from 2019 to 2023 (%).

<sup>11</sup> Based on the results of the corporate staff mobility survey conducted by HR.A.4 during 2022.

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	1 action of cleaning and sorting of the storage area + recycling of useful materials	100 % of staff informed
	<b>Not applicable to I.D.E.A.</b>	Reduce waste generation (%)
	<b>Not applicable to I.D.E.A.</b>	Increase waste sorting (%) <sup>12</sup>
<b>IV. Promoting green public procurement (GPP)</b>		
Output	Indicator	Target (2019 as baseline)
<b>Priority action in line with the Greening the Commission Communication and action plan</b>		
Gradual introduction of GPP criteria in contracts and starting to monitor the process <sup>13</sup> .	<b>Not applicable to I.D.E.A.</b>	Increase in the % of contracts with "green" provisions (relevant value in EUR)
<b>Other recommended actions</b>		
Staff awareness actions on the promotion of "green items" among EC office supplies' catalogue (for example, introduce a DG-specific office supplies' catalogue, including only 100% "green items").	<b>Not applicable to I.D.E.A.</b>	Number of actions
	<b>Not applicable to I.D.E.A.</b>	Number or % of staff informed/participated
	<b>Green items ordered from the EC office supplies' catalogue</b>	100 % of "green" items ordered
<b>V. Supporting biodiversity</b>		
Output	Indicator <sup>14</sup>	Target (2019 as baseline)
Setting up local actions in line with site-specific biodiversity strategies where relevant (for example for urban sites, sponsor the creation and maintenance of urban gardens, insect hotels and green roofs within EC-premises with the support of volunteers), and related staff awareness actions.	<b>Not applicable to I.D.E.A.</b>	Number of actions
	<b>Not applicable to I.D.E.A.</b>	m <sup>2</sup> covered by the action
	<b>Not applicable to I.D.E.A.</b>	Number of staff involved

<sup>12</sup> Overall reduction of waste generation for the DG/service (all buildings) from 2019 to 2023 (%).

<sup>13</sup> For information, technical support is provided by the Interinstitutional GPP Helpdesk. See also GPP webpage on MY IC for EU reference/guidelines by DG ENV and the Vade-mecum on Public Procurement by DG BUDG.

<sup>14</sup> In coordination with the OIB/OIL

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**

Policy briefs, reflection papers as well as Easter and end of year reflection packages are part of the main delivery outputs of the Service for the President's Cabinet. In line with the general objective of increasing the efficiency of resources and activities, the Service struggles to offer the best information in the best possible conditions, and, with an increasing number of outputs in 2022, formatting and editing notes and reports have become a very important part of the Service's day-to-day business. In this sense, I.D.E.A.'s events and assistant's teams are reinforcing their skills for the smooth running of these activities, including by continue developing IT graphic design tools and options. to support the 5 thematic teams and provide an original and quality layout of I.D.E.A.'s deliverables.

At the same time, I.D.E.A. will continue to implement measures like those related to the use of **video conferencing tools for I.D.E.A. events**, where possible, which represents a considerable reduction on conferences' logistics expenditure, including travel and accommodation for speakers; as well as on conference printing material (programmes, brochures, conference banners etc.) and on food waste (as no catering is required). Furthermore, I.D.E.A. internal financial procedures are updated to encourage the use of ARES for the majority of financial transactions (commitments, payments), except for complex transactions above 15.000 euro (mainly for specific contract on FWC or low value negotiated procedures). It will efficiently reduce the consumption of paper and increase the efficiency of the financial circuit, as staff involved in financial management will be immediately informed of the validation of the transactions thanks to the closure of tasks in ARES.

## **ANNEX Performance tables**

Not applicable for I.D.E.A.