

Management Plan 2025

Directorate-General I.D.E.A.
Inspire, Debate, Engage
and Accelerate Action

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PART 1. Introduction and strategic outlook

Mission statement and operating context

“This is the vision I have set out in my Political Guidelines. A vision of a stronger Europe that delivers prosperity, that protects people and that defends democracy. A stronger Europe that delivers social fairness and supports people. A stronger Europe that implements what it agrees in a fair way. And that sticks to the targets of the European Green Deal with pragmatism, technology-neutrality and innovation”.

President Ursula Von der Leyen, 2024 speech at the European Parliament

I.D.E.A. (*Inspire, Debate, Engage, and Accelerate Action*) is an advisory service that provides innovative ideas and a space for interdisciplinary research, debate and collaboration on core Commission priorities and reports directly to the President of the European Commission. ⁽¹⁾ In particular, I.D.E.A. offers inspiration, strategic analysis and policy advice on the **headline ambitions of the President’s Political Guidelines**. I.D.E.A. contributes to the seven headline ambitions, but the overarching objective of its strategic plan is the **general objective of building and supporting a modern, high-performing, and sustainable European Commission**.

2025 will be the first year of the new Commission mandate, which will also bring changes to the internal organisation, aligning it with the Commission’s overarching goal for a Union that is faster and simpler, more focused and more united. These efforts are represented in the organisation of responsibilities of the Members of the Commission ⁽²⁾, **including the gradual transformation of I.D.E.A. into Policy Planning Staff**. Until the mandate for the new Policy Planning Staff (PPS) is finalised and adopted, I.D.E.A. (PPS) will continue to provide effective and efficient support to the President and her Cabinet.

The world around us is more conflictual and competitive than it has been in the last decades, which is setting the tone across all policy domains. From **Russia’s war of aggression against Ukraine to the severe situation in Gaza**, there is a continuous need to reflect on how the latter and other challenges intersect and affect the future of Europe. Hence, I.D.E.A. (PPS) will continue contributing to the reflection on how to shape and recalibrate the internal and external conditions for our citizens’, economies’ and societies’ prosperity, competitiveness, sustainability, defence and security.

In 2024, the stark economic and geopolitical shifts required in-depth reflections on many

⁽¹⁾Communication from the President to the Commission P(2019) 5, as amended by the Decisions of the President of the Commission P(2023) 1 and P(2024) 1.

⁽²⁾ Decision of the President of the European Commission of 1 December 2024 on the organisation of responsibilities of the Members of the Commission P(2024) 6.

domains. Both the Draghi and Niinistö reports, and the strategic dialogues set by the President played a crucial role in shaping the President's Political Guidelines and the Commission's priorities for the new mandate. In 2025, I.D.E.A. (PPS) will continue to monitor and support the implementation of their recommendations into concrete deliverables in the Commission Work Programme.

As a Presidential service, in 2025, I.D.E.A. (PPS) will contribute to the political headline ambitions of the Commission, with a particular attention to the delivery of the Political Guidelines of the President, **namely contributing to the geopolitical, democracy, competitiveness, green, simplification, digital and social agenda**, which require broader reflections and insights gathering. Hence, I.D.E.A. (PPS) will continue to support the President and her Cabinet on matters related to security, defence, foreign information manipulation and interference, as well as on the potential process of enlargement of the EU, and the associated necessary policy and institutional reforms. I.D.E.A. (PPS) will also continue with its research and analysis on relations of the EU with **China**, through its established Fellowship Programme on China, which has fostered strategic cooperation with think tanks and universities on China-related issues.

In 2025, I.D.E.A. (PPS) will remain committed to provide advice and reach out 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, as well as the organisation, contribution and active participation in outreach, internal events and conferences. Notable examples of these contributions are the DG's **analytical and strategic packages throughout the year**, offering in-depth insights on key issues, trends and opportunities.

Strategic outlook 2025-2029

The expertise of I.D.E.A. (PPS) will be particularly **relevant for the 2025-2029 period in providing timely strategic analysis and policy advice** on the headline ambitions of the President's Political Guidelines. I.D.E.A. (PPS) will follow closely the shifts and transformations underway in the EU and the world, in economic, social, environmental, digital, democracy and geopolitical terms, providing insights not only on trends and developments, but also on what could be the opportunities for EU action in these different fields.

During the 2025-2029 period, I.D.E.A. (PPS), as a Presidential service, will continue to support the President and her team on the preparation and/or implementation of concrete, – short, medium and long-term – initiatives and objectives, as well as **the general objective 8 “A modern, high-performing and sustainable European Commission”**, which is perfectly in line with the nature of the DG to encourage high-quality collaborative working methods and interdisciplinary, cross-cutting approach, while increasing synergies within and outside the European Commission.

The organisation of the work is subdivided into **3 specific objectives under the general objective 8:**

Specific Objective 8.1: to provide the President with strategic analysis and policy advice related to the political guidelines set by the Commission

- **Contribution to the President's State of the Union Speech**
- **Contribution to the implementation of the Commission Work programme**
- **Research, analysis and policy advice: Briefs and Strategic Notes**

Specific Objective 8.2: to follow up on the President's priorities through interdisciplinary, cross-cutting , inclusive and interactive ways of working across intellectual, policy and institutional silos

- **A new plan for Europe's sustainable prosperity and competitiveness**
- **A new era for European defence and security**
- **Supporting people, and strengthening our societies and our social models**
- **Sustaining our quality of life: food security, water and nature**
- **Protecting our democracy, upholding our values**
- **A global Europe: leveraging our power and partnerships**
- **Delivering together and preparing our Union for the future**

Specific Objective 8.3: to provide the President with effective outreach to relevant stakeholders in the academic, research, think tank and practitioners's communities

- **Briefings**
- **Roundtables, workshops, seminars**
- **Outreach events and conferences**

To respond to all current and upcoming challenges and shifts and provide the necessary support to the President and her team in the best possible way, as already mentioned in the past, the outputs of I.D.E.A. (PPS) and organisation can be subject to potential adjustments, because it is the nature of the DG to **respond, provide advice and support quickly**, the delivery of an updated political agenda as outlined by the President.

Specific objective 8.1: To provide the President with strategic analysis and policy advice related to the political guidelines set by the Commission

I.D.E.A. (PPS) will continue to collaborate actively with the President's Cabinet and the other Presidential services to provide value added to the European Commission's policymaking. The DG will further support the translation of the President's political priorities into concrete deliverables for the Commission Work Programme and will keep contributing with insights for the preparation of the President's State of the Union speech.

Specific objective 8.2: To follow-up on the President's priorities through interdisciplinary, crosscutting, inclusive and interactive ways of working across intellectual, policy and institutional silos

The DG will continue to connect institutional and intellectual perspectives across Commission's initiatives with the aim to offer a wider and comprehensive understanding of issues and responses through the analysis of drivers, shocks, challenges and emerging trends. The contributions of the DG may be related to any of the seven general objectives and main initiatives defined in the strategic plan 2025-2029. The delivered outputs shall consider sustainability, resilience and future opportunities to align them with the Commission's strategic objectives.

Specific objective 8.3: To provide the President with effective outreach to relevant stakeholders in the academic, research, think tank, and practitioner's communities

I.D.E.A. (PPS) will continue to use one its key strengths - the ability to convene high-impact outreach events that bring together influential stakeholders from academia, research, industry, NGOs and think tanks to explore key themes outlined in the Presidents' Political Guidelines. Moreover, I.D.E.A. (PPS) will also use its role, under the direction of the President and her Cabinet and where deemed necessary, to facilitate the dissemination of policy ideas inside the Commission.

Cross-cutting efforts – implementation and simplification agenda

I.D.E.A. (PPS) will also contribute with **strategic advice and reflections on the cross-cutting priorities** of the implementation and simplification agenda, as well as with the communication and engagement with the think tank, academic and expert communities.

PART 2. Delivering on the Commission's priorities in 2025

In 2025, I.D.E.A. (PPS) will continue to do strategic research by compiling and analysing data, policy evidence and ideas from external actors (in particular think-tanks, academia, research institutes) to respond quickly and efficiently to urgent requests and needs for expertise.

Flexibility remains the key word of the I.D.E.A. (PPS)'s management plan, as some contributions and events can be agreed on ad hoc basis with the President's Cabinet due to the constant emergence of new political topics or crisis-related events. The outputs are usually finalised within short and politically constrained deadlines, which requires great dexterity and agility on the part of the entire DG with very limited resources

The list of main outputs and deliverables described under the 3 specific objectives is therefore not exhaustive and is likely to be revised when the mandate for the PPS is be finalised.

SPECIFIC OBJECTIVE 8.1

To provide the President with strategic analysis and policy advice related to the political guidelines set by the Commission

One of the main missions of I.D.E.A. (PPS) will be to support **the implementation of the Commission Work Programme** and provide input for the reflection of the President's Cabinet on the preparation of **the State of the Union Address of the President**, 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 2025, the DG will continue to deliver its usual **analytical and strategic packages throughout the year**, offering in-depth insights on key issues, trends and opportunities. These packages will include variety of topics, including geopolitics, democracy, economy, competitiveness and others.

SPECIFIC OBJECTIVE 8.2

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

As already explained in the mission statement and the strategic outlook 2025-2029, the outputs to be delivered under the specific objective 8.2 can be linked to any of the seven priorities defined in the Commission political guidelines.

Geopolitical developments will remain high on the Commission's agenda in this first year of the mandate. All I.D.E.A. (PPS) thematic teams will therefore work in complete synergy to provide in-depth analysis of the multiple challenges and opportunities brought by the new dynamic in transatlantic cooperation on a wide range of policy domains. The I.D.E.A. (PPS) experts on China will continue to explore topics of interest in the EU-China relations on a regular basis.

Amongst the other main initiatives set in the new strategic plan, the DG will accompany the reflection related to the **CAP reform** by exploring the CAP Simplification Package and the proposal on Generational Renewal among farmers through relevant strategic notes.

SPECIFIC OBJECTIVE 8.3

To provide the President with effective outreach to relevant stakeholders in the academic, research, think tank, and practitioner's communities

In 2025, the DG 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 which are relevant for the Commission Work Programme and the preparation of **the State of the Union Address of the President**. I.D.E.A. (PPS) will also organise high-level events with the participation of external stakeholders in the academic, research, business, NGO and think tanks sectors on ad hoc basis. In particular, I.D.E.A. (PPS) will organise a **high-level conference on “One year after the Draghi report”** to review the Commission's progress in implementing the recommendations set out in Draghi's landmark report.

PART 3. A modern and sustainable public administration: outputs in 2025

This section of the management plan describes the objectives and efforts of the DG to modernise and continue improving its working methods.

I.D.E.A. (PPS) will continue to establish the DG, striving to reinforce the team competence and enhance a truly inclusive and sustainable workplace, contributing to the professional wellbeing and motivation of its staff.

In 2025, the DG intends to consolidate its organisational capacities by paying a particular attention, among others, to:

- The continuation of the process to reinforce the different teams to support the priorities on the agenda of the President.
- The delivery of I.D.E.A. (PPS) outputs in the context of the **the objective 8 “A modern, high-performing and sustainable European Commission”** by reflecting on the staff corporate and/or specific training needs.

Internal communication: will continue to play a major role in the delivery of the DG’s objectives and the development and engagement of staff. The management will explore ways to optimise the weekly staff and unit meetings, as well as different areas and processes involving different parts of the DG, which could be described and explained in procedural guidelines.

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

I.D.E.A. (PPS) has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

Framed on the administration corporate strategies, I.D.E.A. (PPS) will continue to contribute to the achievement of the institution's objectives by reinforcing the team's competencies and enhancing a diverse and inclusive workplace. In particular, I.D.E.A. (PPS) works in close cooperation with the President's cabinet on a day-to-day basis, through the availability of staff members placed at the disposal of the cabinet to contribute to its tasks. I.D.E.A. (PPS) provides the necessary logistical support, notably for missions.

Indeed, I.D.E.A. (PPS) relies on the competencies of its staff to fulfil all corporate and local business needs. As a very specific, small DG, the commitment, engagement and expertise of its staff is one of its major values and advantages. In this framework, the management will continue to monitor closely and put in place strategies to strengthen further the staff engagement and development, including by reinforcing competencies on this matter.

Regular staff meetings and brainstorming sessions, debriefs by I.D.E.A. (PPS)'s management, and other *ad hoc* meetings as necessary will help to ensure strong two-way communication and team cohesion. Furthermore, linked to internal communication, I.D.E.A. (PPS) will continue populating its SharePoint repository as a common space to work collaboratively and ensure the business continuity.

B. Digital transformation and data management

Digital transformation and cybersecurity

Due to the small size of the organisation, **I.D.E.A. (PPS) does not own any IT tools or databases and does not have a budget for digital solutions.** The DG relies on the Secretariat-General, which is its provider for IT solutions. In 2025, I.D.E.A (PPS) will therefore continue to follow the guidance of and cooperate closely with the Secretariat-General to optimise its corporate processes. Furthermore, I.D.E.A. (PPS) 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 2025, I.D.E.A. (PPS) will pay a particular attention to the corporate Digital Strategy Objective 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.

With the objective to foster the operationalisation of a digitally agile and flexible DG, I.D.E.A. (PPS) will continue improving and reinforcing the DG'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.

Data Protection

I.D.E.A. (PPS) 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 DG will continue to pay specific attention to arrangements and criteria needed in relation to our relations with external stakeholders.

C. Sound financial management

I.D.E.A. (PPS) is managing a **small administrative budget** (global envelope), amounting to approximatively EUR 300,000, covering costs of its specific objectives, namely missions, 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 programmes or policy expenditure. It is also important to emphasise that the DG has no ex-post controls.

In 2025 the financial team will continue its learning curve of the new financial tool **SUMMA**, the new Corporate Financial Tool replacing ABAC Workflow, by reviewing its internal financial processes and checklists.

The good results regarding the risk at payment and estimated risk at closure as well as time-to-pay will be an objective to be maintained for the sound financial management of the DG. It will still be very difficult to quantify the overall estimated cost of control in I.D.E.A. (PPS) 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. Nevertheless, I.D.E.A. (PPS) 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 activities are not easily quantifiable but remain qualitatively essential to prevent any reputational risk for a DG working directly under the supervision of the President's Cabinet.

D. Fraud risk management

I.D.E.A. (PPS) updated its Anti-Fraud Strategy in 2022. The awareness of fraud risks in the ex-ante control of I.D.E.A. (PPS)'s financial transactions and procurement procedures are part of the objectives, as well as the promotion of culture of ethics in line with the activities of the DG. All the important outputs of the action plan were implemented in 2024.

In 2025, the DG will continue to operate under the 2022 Anti-Fraud Strategy until the publication of the new decision setting up the future entity PPS.

E. Sound environmental management

I.D.E.A. (PPS) takes full account of its environmental impact in all its actions, as well as promoting measures to reduce this impact where possible, and accompanying the Commission's collective efforts **to reduce its environmental impact**. The DG, located in **Berlaymont**, follows the Eco-Management and Audit Scheme (EMAS) rules applicable to the building.

The DG 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 DG's environmental impact, but no specific awareness actions have been organised at the DG level due to the small size of the DG 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. (PPS). Nevertheless, messages and reminders are very often passed by the DG's EMAS correspondent and management during the weekly staff meetings.

I.D.E.A. (PPS) will continue reinforcing the optimisation of virtual events and meetings, building on the notable experience of the past years and the strong competences of its team, 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. (PPS), in collaboration with the Directorate-General for Interpretation, has initiated the full equipment of the DG meeting room with videoconferencing facilities.

ANNEX 1: Specific objectives and result indicators 2025-2029

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.1: 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

Result indicator: 8.1.1: Policy relevance of I.D.E.A. (PPS)'s advice and events

Explanation: Timeliness, relevance and impact of I.D.E.A. (PPS)'s input

Source of data: I.D.E.A. (PPS) analysis

This result indicator is selected as a KPI

| Baseline (2025) | Interim (2027) | milestone | Target (2029) |
|---------------------------|--------------------------|------------------|-------------------------|
| 100% | 100% | | 100% |
| | | | |

Specific Objective 8.2: 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

Result indicator 8.2.1: Level of interaction with Presidential services and other Directorates General of the Commission, including in project teams, inter-service groups, internal workshops and ad hoc meetings

Explanation: Timeliness, relevance and impact of I.D.E.A. (PPS)'s interaction with the Commission services.

Source of data: I.D.E.A. (PPS) analysis

This result indicator is selected as a KPI

| Baseline (2025) | Interim (2027) | milestone | Target (2029) |
|---------------------------|--------------------------|------------------|-------------------------|
| 100% | 100% | | 100% |

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.3: 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

Result indicator 8.3.1 Inclusion of political, geographical, institutional, sectoral and multi-disciplinary diversity of views and stakeholders


Explanation: Timeliness, relevance and inclusiveness of external outreach through a wide range of vectors including participation in meetings, webinars/seminars, events, discussions.

Source of data: I.D.E.A. (PPS) analysis

This result indicator is selected as a KPI

| Baseline (2025) | Interim (2027) | milestone | Target (2029) |
|---------------------------|--------------------------|------------------|-------------------------|
| 100% | 100% | | 100% |

ANNEX 2: Performance tables – delivering on Commission priorities in 2025

| General objective 8: A modern, high-performing and sustainable European Commission | | |
|--|--|---------------|
| Specific Objective 8.1 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 2025: | | |
| Other major outputs | | |
| Output | Indicator | Target |
|  Contribution to the President's State of the Union speech and strategic advice on the 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 | On-going |

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.2 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 2025:

Other major outputs

| Output | Indicator | Target |
|--|---|---------------|
| A new plan for Europe's sustainable prosperity and competitiveness | Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions Written inputs upon specific request of the President's Cabinet Outreach to external experts Delivery of written inputs as requested, Organisation Active participation in events and meetings | On-going |
| A new era for Europe Defence and security | Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions Written inputs upon specific request of the President's Cabinet Outreach to external experts Delivery of written inputs as requested, Organisation Active participation in events and meetings | On-going |
| Supporting people, and strengthening our societies and our social models | Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions Written inputs upon specific request of the President's Cabinet Outreach to external experts Delivery of written inputs as requested, Organisation Active participation in events and meetings | On-going |

| Output | Indicator | Target |
|---|--|---------------|
| Sustaining our quality of life: food security, water and nature | <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> | On-going |
| Protecting our democracy, upholding our values | <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> | On-going |
| A global Europe - leveraging our power and partnerships | <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> | On-going |

| Output | Indicator | Target |
|--|--|----------|
| Delivering together and preparing our Union for the future | <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> | On-going |

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.3 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 2025:

Other major 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 and conferences with think tanks and experts on key priorities | <p>Organisation, active participation, delivery</p> <p>Number of participants depends on nature and scope of event</p> | 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 | <p>Organisation, active participation, delivery</p> <p>Number of participants depends on nature and scope of event</p> | ad-hoc requests of the President's Cabinet |
| Outreach events linked to President's priorities | <p>Organisation, active participation, delivery</p> <p>Number of participants depends on nature and scope of event</p> | ad-hoc requests of the President's Cabinet |

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

| Objective: I.D.E.A. (PPS) employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities | | |
|---|--|---|
| Main outputs in 2025: | | |
| Output | Indicator | Target |
| Female appointments to middle management positions | Number and percentage of female appointments | The Commission has not yet adopted any targets for I.D.E.A. (PPS) related to female middle management positions |
| I.D.E.A. (PPS) staff engagement | Staff engagement index | 80 % |
| Capacity of I.D.E.A. (PPS) to respond to recruitment needs based on request for expertise | Number of new appointments | 100% |
| Regular interactive meetings with the senior manager to ensure staff are well informed of the latest developments in the department | Number of open-door slots Or regular one-to-one meetings with line managers to discuss work, careers, and learning needs and to receive recognition or feedback | Weekly basis |

B. Digital transformation and data management

| Objective: I.D.E.A. (PPS) is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission | | |
|--|--|---|
| Main outputs in 2025: | | |
| Output | Indicator | Target |
| Average participation rate in cybersecurity awareness training | 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. (PPS) staff |
| Data Protection | | |
| Training of staff on data protection awareness | Percentage of I.D.E.A. (PPS) staff attending | 80 % of staff |

C. Sound financial management

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 2025

| Output | Indicator | Target |
|--|------------------------------------|---|
| Effective controls: legal and regular transactions | Estimated risk at payment | remains 0.5 % of relevant expenditure |
| | Estimated risk at closure | remains 0.5 % of relevant expenditure |
| Efficient controls | Timely payments | remains 100% of payments made on time payments (in value) |
| Economy of controls | Overall estimated cost of controls | remains below 20 % of funds managed ⁽³⁾ |

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽⁴⁾ aimed at the prevention, detection and correction ⁽⁵⁾ of fraud

Main outputs in 2025:

| Output | Indicator | Target |
|---|---|----------------------------------|
| Make the participation in ethics training course(s) mandatory for newcomers and require all I.D.E.A. (PPS) staff to regularly follow a “refresher” training | High level rate of participation in ethics training | 100% participation for newcomers |

⁽³⁾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 relevant for the DG, which has a variable volume of transactions from one year to another.

⁽⁴⁾Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

⁽⁵⁾Correction of fraud’ is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

| Output | Indicator | Target |
|---|---|---|
| Make the participation in Cyber Security Awareness training mandatory for all I.D.E.A. (PPS) staff. | Awareness of the staff on cyber risks in the context of a Presidential Service | 100% participation for newcomers |
| 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, on the Intranet and 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 |
| Ensure that I.D.E.A. (PPS) 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 its application. | I.D.E.A. (PPS) sensitive information not disclosed to unauthorised external persons | Provide awareness sessions on handling I.D.E.A. (PPS) sensitive non-classified information and ensure that these instructions are followed 100% of staff members of the DG |

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2025

| Output | Indicator | Target |
|--|--|---|
| Actions to reduce emissions from staff missions ⁽⁶⁾ | Number of actions to reduce emissions from staff emissions | Target is not applicable to I.D.E.A. (PPS) due to its small volume of missions |
| Emissions from experts' travel under the administrative budget | Number of actions to reduce emissions from experts travel under the administrative budget / Delivery of specific related outputs | Target is not applicable to I.D.E.A. (PPS) due to its small volume of experts' travel |
| Energy saving actions | % of Department buildings participating in the annual BEST energy saving actions | Not applicable for I.D.E.A. (PPS) located in the Berlaymont |
| Staff awareness actions | Number of staff awareness actions in line with EMAS/greening corporate campaigns | Not applicable for I.D.E.A. (PPS) due to the small size of the DG following the corporate EMAS/greening recommendations |

⁽⁶⁾DG/department emissions report from Mlps+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

| Output | Indicator | Target |
|--------------------|---|--------|
| Sustainable events | % Department's events, incorporating the EC Guidelines for sustainable events | 100% |

