



European
Commission

Management Plan 2020

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

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INTRODUCTION

Mission statement

I.D.E.A. (Inspire, Debate, Engage and Accelerate Action) is the European Commission's in-house advisory service established by a Presidential decision on 1 December 2019.

Its main tasks are to provide ideas and specific policy advice on Commission's ongoing and future priorities, to debate and engage around new evidence-based policy alternatives in the community of think tanks, research, and other institutions through active outreach and to accelerate the conversion of these ideas into concrete actions.

This Management Plan defines the outputs of I.D.E.A for 2020 to deliver on the objectives set in the Strategic Plan 2020-2024 and is divided in two parts:

Part 1 presents how the new Commission's advisory service intends to plan and organise its activities in 2020 in order to deliver strategic analysis and forward-looking advice on the Commission's core priorities

Part 2 refers to the internal structure put in place to ensure that its working methods are as effective and efficient as possible and contribute to the general objectives of the European Commission led by President von der Leyen.

I.D.E.A. is under the direct authority of the President's Cabinet and reports directly to the President of the European Commission.

I.D.E.A.'s set up reflects the Commission's priorities as it is organised in five clusters, namely: Geopolitics and Europe in the Global Order; Green Deal; Digital, Technology, and Innovation; Social Market Economy; The Future of Europe and the EU's institutions. While each cluster contributes to the respective initiatives from the Commission's Work Programme 2020, the clusters also work together collaboratively to ensure an interdisciplinary, cross-cutting approach, in order to overcome policy silos.

I.D.E.A.'s specific objectives are defined by the Political Guidelines of President von der Leyen and the priorities that have emanated from the COVID-19 crisis and the ensuing responses to address the pandemic and its impacts. Moreover, **the current management plan has to be considered provisional and subject to changes in terms of outputs, due to the on-going setting-up of the service.**

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

I.D.E.A. is an internal Service providing the President with strategic analysis and forward-looking advice on the Commission's priorities. It also actively engages with think tanks, research institutes, and other institutions on new, evidence-based policy alternatives. Its role is also to accelerate the conversion of these ideas and engagements into concrete and bold action to help the EU Commission deliver to its citizens in a fast-changing context.

The Service contributes to all six of the Commission's general objectives, and in particular to the general objective **7 "A modern, high-performing and sustainable European Commission."** Its role is to support the President and the Commission to respond quickly to challenges like the COVID-19 crisis and other external factors to ensure high quality and delivery of the objectives through, strategic policy advice, policy briefs and notes as well as the organisation of workshops, roundtables and brainstorming sessions inter alia.

In 2020, the outputs defined in the Strategic Plan are mainly based **on ad-hoc requests of the President's Cabinet**, due to the on-going setting-up of the service, which impacts the definition of its specific objectives. While reflecting the 3 specific objectives of the Strategic Plan, the current list is not exhaustive.

Specific Objective 1.1

- Support the President's Cabinet for the delivery of the 2020 Commission's Work Programme and the preparation of the 2021 Commission Work Programme,
- Support the President's Cabinet in the preparation of the President's State of the Union speech.

Specific Objective 1.2

- Contribution to the on-going reflections linked to the Commission's priorities,
- Support the development, promotion and communication of relevant initiatives related to the President's priorities.

Specific Objective 1.3

- External outreach events, policy briefings and roundtables



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 2020:

Other important outputs

Output	Indicator	Target
 Support on 2020 Commission's Workprogramme	Quality and timeliness of support	May 2020
 Support to the Preparation of 2021 Commission's Workprogramme	Quality and timeliness of support	On-going
Contribution to the President's State of the Union speech and preparation of new initiatives for the forthcoming Commission Work Programme	Quality and timeliness of contribution	On-going

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 2020

Other important outputs

Output	Indicator	Target
A European Green Deal	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions	ad-hoc requests of the President's Cabinet
A Europe fit for Digital Age	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions	ad-hoc requests of the President's Cabinet
An Economy that works for People	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions	ad-hoc requests of the President's Cabinet
A stronger Europe in the World	Timeliness and relevance of evaluation of ideas and	ad-hoc requests of the President's Cabinet

	proposals for concrete follow-up actions	
A new push for European democracy	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions	ad-hoc requests of the President's Cabinet
European Recovery Plan, including new Recovery Instrument within the revamp of the Multiannual Financial Framework	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions	ad-hoc requests of the President's Cabinet

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 2020:

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External communication actions

Output	Indicator	Target
Policy briefings for the Cabinet of the President on the MFF and Next Generation EU	Variable	July 2020
Roundtables with think tanks and experts on key priorities and new initiatives for the preparation of the Commission's Work Programme	Number of participants depends on nature and scope of event	July 2020
Roundtables with think tanks and experts to contribute insights and solicit new ideas for the President's State of the Union speech	Number of participants depends on nature and scope of event	July 2020
Outreach events linked to President's priorities	Number of participants depends on nature and scope of event	ad-hoc requests of the President's Cabinet

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

This section of the management plan is describing the actions put forward to create a high performing service, which will develop a modernised way of working to make the most efficient and effective use of its resources

2020 is a very particular year for I.D.E.A, as its recruitment process is slowed down by the COVID-19 crisis. The selection of staff remains one of the key elements of setting up the Service. Each cluster, as defined in the Presidential's decision of 1st December 2019, should be appropriately staffed to contribute to the overall specific objectives defined in Part 1. Recruitment will aim at respecting the best possible match between staff competencies and services needs in the frame of the definition of its future local HR strategy. Based on the corporate strategies developed by the Commission in the main areas of good administration, I.D.E.A. will prepare its own local strategies to contribute to the achievement of the Commission's core priorities. The administrative and financial procedures should be updated, upon the nomination of a new management, to facilitate the achievement of the objectives in the context of the evolutive situation of the Service.

The internal control framework¹ 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.

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 will be subject to a specific annual assessment covering all internal control principles.

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

A. Human resource management

I.D.E.A. relies on the strong dedication of its staff members and effective teamwork. The efficient use of resources is essential for a small Service which is still in the recruitment phase. I.D.E.A. is developing its local HR strategy with a medium to long-term outlook to enhance its capacity to deliver on the business priorities. This strategy is being tailored to its specific needs and realities while following the guidance of HR in its guidelines for modernisation. We are paying special attention to the 6 pillars of the HR strategy (Talent; Diversity and Inclusion; Leadership and Management; Workplace and Wellbeing; Technology and Culture and Organisation). I.D.E.A., is taking into account lessons learned from ways of working during confinement in COVID-19 crisis.

I.D.E.A. has currently no quantitative target for female first appointment to middle management functions, but will ensure a gender balance across the different teams during its recruitment process.

Integrating newcomers will be one of the main tasks of the Service in 2020 to develop an internal Culture of Service. Learning and development activities will therefore play a crucial part in the motivation and unity of teams to maintain a strong staff engagement. It will be essential to identify the corporate trainings to be followed by new staff members upon their arrival in the Service.

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 2020:

Output	Indicator	Target
Keep a very high score of staff engagement	Staff engagement index in staff survey	Maintain 78 %
I.D.E.A local HR strategy	Delivery upon publication of the corporate HR strategy	Early 2021
Promote learning and development activities to build the internal culture of Service	Number of corporate trainings followed by new staff members	At least 1 corporate training per member of staff before end of the year.

B. Sound financial management

I.D.E.A manages a small administrative budget (around 730,000 EUR), which covers specific objectives, namely seminars/event management (physical 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.

The year 2020 is very particular in terms of financial management due to the start-up phase of the organisation and the COVID-19 Crisis, both of which impact the budget consumption. The budget consumption is expected to be very low at the end of the year. It is, therefore, predictable to conclude that I.D.E.A. will maintain its good results regarding the risk at payment and estimated risk at closure as well as time-to-pay.

The main focus of the year will be the revision of the financial circuits and financial processes (check-lists and specific procedures) upon arrival of a new hierarchy, in parallel to the mandatory internal control assessment and annual risk exercise.

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 2020:

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
Efficient controls	Time to pay	Remains < 11 days
Economical controls	Overall estimated cost of controls	remains 17.82 % of funds managed

C. Fraud risk management

In 2020, DG I.D.E.A Anti-Fraud Strategy should be reviewed following the adoption of the Commission's Anti-Fraud Strategy (CAFS) in 2019. The main output will be to evaluate the coherency of the objectives, actions and indicators by taking into account the the on-setting- up of the service and the necessary endorsement by the new management. DG I.D.E.A IDEA will continue its awareness raising activities for staff on ethics matters. This will include the traditional compulsory ethics training for newcomers, and a refresher training for active staff

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF)² aimed at the prevention, detection and correction³ of fraud

Main outputs in 2020:

Output	Indicator	Target
Revised Anti-Fraud Strategy 2020	Revision of the objectives, actions and indicators .	Endorsement by the new management preferably by end of 2020
Increased level of ethics and anti-fraud awareness	Number of appointed staff members who have followed the compulsory ethics training or the refresher	100 % .of the staff

D. Digital transformation and information management

The Service will pay particular attention to the [European Commission Digital Strategy](#) and will follow the guidance of the Secretariat General to optimise its corporate processes, in particular in the domain of document management. The COVID-19 crisis is **accelerating digital transformation and is impacting in a significant way on the organisation of events**. I.D.E.A will collaborate with DG SCIC to identify **sustainable and digital solutions** in the conference domain. The increase of **data awareness** by the management and staff should also be ensured through participation in general trainings organised at corporate level.

² 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'.

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

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 2020:

Output	Indicator	Target
Training of staff on data protection awareness	Percentage of I.D.E.A staff attending	20% of staff
Document management processes	Implementation of qualified signature in Ares	End 2020

E. Sound environmental management

In 2020, an EMAS correspondent (ECOR) shall be appointed, to deal with the promotion of EMAS corporate campaigns and work with the future Director General in the implementation of the Green Deal measures within the DG I.D.E.A.. The ECOR will participate in cross-DG working groups and shall promote measures that can help reducing the environmental footprint of the Service

Objective: Service I.D.E.A. takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2020:

Output	Indicator	Target
Appoint an EMAS correspondent (ECOR)	Name of Staff	2020
Bottle top collection	N° of bottle top collection boxes	>=1
Improve IDEAS's Waste Management	Implementation of Sorting Stations	End 2020

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

In order to reduce environmental impact, digital solutions are strongly encouraged in DG I.D.E.A. whenever possible and appropriate. Here are some concrete examples of actions:

- Less missions
 - Considerable reduction on mission budgets and reduction of carbon footprint of the DG.
- Video conferencing for I.D.E.A. events

- Considerable reduction on conferences' logistics expenditure, including travel and accomodation for speakers;
- Considerable reduction in conference printing material (programmes, brochures, conference banners etc.);
- Considerable reduction in food waste as no catering is required for video conference events.

ANNEX: Performance tables

NOT APPLICABLE