



Management Plan 2024

DG I.D.E.A.

(Inspire, Debate, Engage and
Accelerate Action)

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Introduction

“Thanks to this Parliament, to Member States and to my team of Commissioners, we have delivered over 90% of the Political Guidelines I presented in 2019. Together, we have shown that when Europe is bold, it gets things done. And our work is far from over - so let's stand together. Let's deliver today and prepare for tomorrow”.

President Ursula Von der Leyen, 2023 State of the European Union

I.D.E.A. (*Inspire, Debate, Engage and Accelerate Action*), the European Commission's in-house advisory service, was established for the duration of this European Commission's mandate to provide ideas, inspiration, strategic analysis and policy advice for the priorities of the Commission and its President, as laid out in **her Political Guidelines' headline ambitions**. I.D.E.A. contributes to the six headline ambitions, but the overarching objective of its strategic plan is the **general objective of building and supporting a modern, high-performing, and sustainable Commission**.

2024 will be the last of the mandate of this Commission. Linked to this mandate, I.D.E.A. will continue to contribute to the delivering the remaining priorities, as in preparing the research and analysis necessary for a transition to a new College mandate, the Service will continue to provide effective and efficient support to the President and her Cabinet.

The increasingly unstable geopolitical context is setting the tone of the ongoing reflection on the future of the Union, which will inevitably tackle **the question of enlargement**. As in 2023, **the Russian war of aggression against Ukraine** remains at the intersection of any reflection on the geopolitical future of Europe. I.D.E.A. will continue contributing to the reflection about how to shape and recalibrate the internal and external conditions for our citizens', economies' and societies' prosperity, well-being, competitiveness, sustainability, and security.

The economic and geopolitical shift that is already underway is accompanied by an in-depth reflection on **the future of the European Competitiveness**. Supporting the Special Adviser to the President on the Future of European Competitiveness, Professor Draghi, administratively attached to I.D.E.A, a dedicated team has been established in the Service. This specific team will be working and supporting the Special Adviser's analysis on the many different areas, opportunities, demands and trade-offs associated to Competitiveness, liaising with the different relevant Commission Services.

I.D.E.A. will continue as well the research and analysis on relations of the EU with **China**, notably through the establishment of its Fellowship Programme on China, which aims to foster strategic cooperation with think tanks and universities on China-related issues. The main goal of the Programme is to tap into deep expertise on China, from Europe and beyond, and expand the knowledge basis on China within the Commission. The Fellowships, of a dynamic, temporary nature, are established in the Service, grouping policy-oriented academics from world-class think tanks and universities who are specialised in political,

social, economic, digital, environmental and climate, security or historical issues related to China.

In her 2023 State of the European Union address to the European Parliament, the President announced the launch of **a strategic dialogue on the future of agriculture in the EU**, aiming to foster the creation of new solutions and to cultivate a common vision for the future of agriculture in Europe. Supporting the Special Adviser to the President on this matter, Mr Peter Strohschneider, a core team is seconded to I.D.E.A. The team will work in close coordination with the Secretariat General and coordination with all relevant services. Moreover, generally speaking, in 2024, 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, as well as the organisation, contribution and active participation in outreach and internal events. Notable examples of these contributions are the Service annual **Spring, Summer and end-of-year reflection and reading packages**, as well as the different regular Monitors (on Ukraine, on Democracy, on China) that have become milestones outputs for the Service.

As a Presidential service, in 2024, I.D.E.A. will contribute to the political headline ambitions of the Commission, with a particular attention to the delivery of the Political Guidelines of the President, the contribution to the geopolitical, economic security, green, digital and social agenda, the consequences of the unjustified aggression of Russia towards Ukraine and of the terrorist attacks of Hamas in Israel and its side effects on all political, environmental, security, technological, economic and social dimensions, the future of European competitiveness and the potential process of enlargement of the EU, and the associated necessary policy and institutional reforms.

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

PART 1. Delivering on the Commission’s priorities: main outputs for 2024

In 2024, I.D.E.A. will continue to support the President and her team in the delivery of her Political Guidelines and the preparation and/or implementation of concrete, - short, medium and long-term - initiatives, as well as **the general objective 7 “A modern, high-performing and sustainable European Commission”** by providing timely information for the political leadership.

The organisation of work is articulated around **3 specific objectives:**

<p>Specific Objective 1: to provide the President with strategic analysis and policy advice related to the political guidelines set by the Commission</p>	
<ul style="list-style-type: none">• Contribution to the President's State of the Union Speech• Contribution to the implementation of the Commission Work programme• Research, analysis and policy advice: Policy Briefs and Strategic Notes	
<p>Specific Objective 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</p>	
<ul style="list-style-type: none">• European Green Deal• Europe fit for Digital Age• An Economy that works for people• A Stronger Europe in the World• A new push for European Democracy• The Future of European Competitiveness	
<p>Specific Objective 3: to provide the President with effective outreach to relevant stakeholders in the academic, research, think tank and practitioners's communities</p>	
<ul style="list-style-type: none">• Briefings• Roundtables, workshops, seminars• Conferences, outreach events	

I.D.E.A.’s expertise will be particularly relevant in 2024 to 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 opportunities for EU action on these different fields. It will be particularly relevant to foster further discussions around **the future of European competitiveness**. Furthermore, I.D.E.A. will intensify its research, analysis and outreach on topical issues like **economic security, digital technologies and innovation, the green transition, the social market economy, the rule of law and democracy**. The team in I.D.E.A. will follow closely as well the developments and debate around the **enlargement** of the Union, and the policy review process that goes associated to it. With all these big topics in sight, I.D.E.A. will target its outreach in the think tank and research community to gathering insights and innovative approaches aimed at enhancing the EU’s prosperity, wellbeing, sustainability, competitiveness, cohesion, fairness, security and defence and our global influence, protecting our economies and creating good jobs for EU citizens. The Service will continue to organise thought-provoking seminars, Conferences and

events of different formats and scope, based on the own proposals of Service or on ad-hoc requests of the President's Cabinet.

All thematic teams of the Service continue to work in complete synergy to develop an overall vision to collective challenges and opportunities.

Furthermore, the Service will continue to provide an in-depth analysis of the different impacts of Russia's war of aggression against Ukraine, notably the economic and societal consequences of a conflict that is likely to last longer than initially expected. 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. I.D.E.A. will continue as well to follow up closely the developments associated to our relations with China, building on the expertise brought by the first I.D.E.A. China Fellows, who joined in between September 2023 and February 2024. The roll-out of the Global Gateway will be of special interest for the work of the Service also in 2024.

Following the above, and naturally so, the list of topics for research and outreach scheduled for 2024 is only indicative at this stage, and far from being exhaustive. **The main outputs of the Service for 2024 are organised around three specific objectives linked to the general objective 7 as described above:**

Specific Objective 1.1

The Service will accompany throughout the year the reflection and implementation of the political priorities of the Commission. 2024 being the last year of this mandate, I.D.E.A. will support the work linked to the transition to the next Commission. As any other year, but with a focus already on the next mandate, the Service will collect information and discuss with external stakeholders, academia, businesses, NGOs and think tanks, among others, and organise and participate in discussions and events by external stakeholders preparing the next mandate and produce concrete policy briefings and strategic notes on the most relevant topics for the President's agenda.

In this framework, in 2024 the Service will focus on (non-exhaustive list):

- The close monitoring and anticipation of developments **in the green and digital transitions**, as well as the economic and social impact of these, mainly through research, policy analysis and 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 the reflection on the concrete solutions to the current challenges to make the best of all the implementation needs and processes that have emerged from all the regulatory and policy changes brought by the European Green,

- The close monitoring and anticipation of developments on **democracy, rule of law, anti-corruption efforts, disinformation, institutional matters, EU reform** (and a possible European Convention),
- The close monitoring of **geopolitical matters**, as well as **the Global Gateway and specific China-related matters** (including through the continuation of the implementation of the I.D.E.A. China Fellowship Programme, put in place in 2023), through research, policy analysis and advice and 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 follow-up of the **social and economic challenges** (including those associated with the impacts of Russia's war of aggression against Ukraine, the food and energy crises), and definition of trends in the global economy that may impact on the delivery of the Commission's priorities and reflect on the future strategic directions.

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 2024:

Other important outputs

Output	Indicator	Target
Contribution to the President's priorities and support to the implementation of initiatives and the Commission Work Programme (with the President's Cabinet); contribution to the preparation of the next Commission	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	Until the end of the Commission's mandate

Specific Objective 1.2

It will be particularly relevant for I.D.E.A. to continue analysing the drivers, shocks and challenges that are changing Europe's economy and society 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, research and policy advice on ways to integrate in a more systemic way **climate action, nature and biodiversity protection, food safety, agriculture, forests, pollution**, and other natural resources into macro-economic policies and other relevant decision-making processes,
- Reflection, research and policy advice on the way to **balance climate mitigation and adaption to further mainstream the European Green Deal** in the economy, while moving from GDP growth to wellbeing,
- Reflection, research and policy advice on the best way **to foster our international competitiveness** and build on the European Year of Skills to bolster Europe's skills strategy as part of its competitiveness strategy,
- Reflection, research and policy advice on **anti-hatred strategies and dialogue**,
- Reflection on the best way to improve **digital skills** in a labour market which is integrating more and more digital aspects into its daily businesses,
- Reflection on **Europe's economy, society and democracies 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.

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 2024:

Other important outputs

Output	Indicator	Target
<p>A European Green Deal</p> <p>Support to the implementation of the New European Bauhaus, as necessary, in close cooperation with the JRC</p>	<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</p> <p>Organisation and active participation in events and meetings, including support to the organisation and participation in the New European Bauhaus Festival in 2024</p> <p>Support to Commission’s in-house projects with the New European Bauhaus perspective</p>	<p>Until the end of the Commission’s mandate</p> <p>Until the end of the Commission’s mandate</p>
<p>A Europe fit for the Digital Age</p>	<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</p> <p>Organisation and active participation in events and meetings</p>	<p>Until the end of the Commission’s mandate</p>

Output	Indicator	Target
An Economy that works for People	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 and active participation in events and meetings.	Until the end of the Commission's mandate
A stronger Europe in the World	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 and active participation in events and meetings	Until the end of the Commission's mandate
A new push for European democracy	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 and active participation in events and meetings	Until the end of the Commission's mandate

Specific Objective 1.3

One of the main added values 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 the most relevant external stakeholders in the academic, research, business, NGO and think tanks communities.**

In 2024, the Service will continue this outreach. With a view as well on the preparation of the next Commission's mandate, I.D.E.A. will collect external stakeholders' contributions and reflections, and, as relevant and necessary, discuss ideas, evidence and proposals on different areas, including for the preparation of the weekly files for the Head of Cabinet of the President, and I.D.E.A.'s **Spring and Summer reflection and reading 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 (non-exhaustive list):

- **European Green Deal:** reflection on how to foster the global competitiveness of industry and to challenge the image of green-washing for a successful implementation and delivery of European Green 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:** Identification of the challenges and opportunities linked to the transformation of EU labour markets through organisation of outreach events with think tanks and research institutes aimed at reinforcing all the dimensions of **European social market economy**,
- **Cost of living crisis:** outreach events with think tanks and research institutes on the social and economic consequences of the crisis affecting EU citizens,
- New approaches to **anti-hatred strategies and dialogue**,
- **Cybersecurity:** contribution to the reflection on how to raise awareness against cyber threats and how to measure their impact on EU societies through the organisation of outreach events with leading think tank representatives, business leaders and other stakeholders,
- **AI:** contribution to the reflection on how to maximise the opportunities brought by the AI, and raise awareness against potential risks or areas that would need specific attention,
- **Geopolitical issues, and security and defence matters:** contribution to the reflection on the geopolitical shifts and increase defence and security concerns, including on enhancing our defence industrial strategies, among others through the organisation of outreach events with leading experts, think tanks and other stakeholders.

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 2024:

Other important outputs

Output	Indicator	Target
Policy briefings for the Cabinet of the President on relevant, timely topics	Written inputs upon specific request of the President's Cabinet	Until the end of the Commission's mandate
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 preparation and contribution to the new Commission's mandate	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 2024

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

In 2024, last year of the Commission’s mandate, the Service intends to pay a particular attention, among others, to:

- The continuation of the process of reinforcement and/or adaptability of its different teams as necessary to respond to shifting priorities and needs of the President and her Cabinet, including by reflecting on corporate and/or specific training needs (also in view of the changing priorities and needs of the Service),
- The completion, inventory and full documentation of the (Service) corporate processes and procedures (“Service Memory”),
- The update of the financial procedures and public procurement processes in the context of the implementation of SUMMA (EU Financial System) and E-contracting tool.

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. In this context, the management will continue to explore ways to optimise the regular (weekly) staff and unit meetings and policy brainstormings, established since 2021, as well as different areas and processes for internal communication involving different parts of the Service, carefully involving colleagues’ views and suggestions.

The **internal control framework** ⁽¹⁾, supports sound management and decision-making. It notably ensures that risks to EU values 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 **I.D.E.A.’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.

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

A. Human resource management

Following the decisions of the President to establish a Fellowship Programme on China in I.D.E.A., to welcome Special Adviser to the President on the Future of European Competitiveness Professor Draghi, and Special Adviser to the President on a Strategic Dialogue on the Future of Agriculture in Europe and their respective support teams in the Service, the HR correspondent's team will monitor closely the integration and training of newcomers, notably on ethics matters. The Service is also considering the organisation of a team building in the first quarter of 2024, to strengthen the relation, understanding of priorities and work inter-teams, promoting cross-cutting collaboration and enhancing awareness of the objectives of I.D.E.A.

Framed on the administration corporate strategies, I.D.E.A. 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.

Indeed, I.D.E.A. relies on the competencies of its staff to fulfil all corporate and local business needs. As a very specific, small Service, 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.

Furthermore, in 2024, last year of the Commission's mandate, the Service intends to pay a particular attention, among others, to the delivery of I.D.E.A. outputs in the context of the main general objective **"A modern, high-performing and sustainable European Commission"** including by reflecting on corporate and/or specific training needs (also in view of the changing priorities and needs of the Service).

I.D.E.A. staff wellbeing is another key element within the HR local strategy, and the hybrid working has become an essential part of this strategy. In this regard, and always with the business continuity and Service's needs in mind, I.D.E.A. plans to broadening the collaborative way of working, also thanks to dedicated training sessions on the new tools and the ways of working among hybrid teams.

Regular staff meetings and brainstorming sessions, debriefs by I.D.E.A.'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. will continue populating its SharePoint repository as a common space to work collaboratively and ensure the business continuity, also in view of the transition to the new Commission, and the further development of the Service Memory.

B. Sound financial management

I.D.E.A is managing a **small administrative budget** (global envelope), amounting to approximatively EUR 400,000, 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 programmes or policy expenditure. It is also important to emphasise that the Service has no ex-post controls.

2024 will be an important year for the financial team in I.D.E.A., 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 fully operational at the beginning of **2025**. **Trainings and the careful revision of the financial processes** will be necessary to ensure the business continuity between I.D.E.A. and the future Service following I.D.E.A. in the Commission's new mandate. The quality of financial data will also be a priority in view of the migration from ABAC Workflow to SUMMA.

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 Service. It will still be very 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. 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 activities 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.

C. Fraud risk management

I.D.E.A. updated its Anti-Fraud Strategy in 2022. The awareness of fraud risks in the ex-ante control of I.D.E.A. 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 Service. **6 actions out of 9 of the I.D.E.A.'s local anti-fraud action plan were successfully implemented in 2023** and the assessment of the risk of fraud was fully integrated to the scope of the risk management exercise. The last important outputs of the action plan will be implemented in 2024 before the end of the Commission's mandate. The action plan of the Service's **Anti-Fraud Strategy** will be carefully scrutinised to implement all the actions and to reinforce the staff's anti-fraud awareness and culture.

I.D.E.A. nominated an OLAF Correspondent, who followed all FPDNet meetings and contributed to the revision of Commission Anti-Fraud Strategy's action plan. I.D.E.A. was particularly attentive to action 40, which is linked to the organisation of corporate trainings on different fraud topics, such as ethics or misuse of insider information, because of their high interest for a Service working closely with the President's Cabinet.

In 2024, the management will also carefully scrutinise the Service's Anti-Fraud Strategy to assess if a revision is necessary within the scope of the transitional period, which will likely see the departure of some staff members.

D. Digital transformation and information management

Digital transformation

I.D.E.A. will step up its efforts in 2024 to improve the way **data, information and knowledge are managed and stored**, especially in view of to the transition to the new Commission's mandate, so as to make sure there is a fully operational and clear "Service memory".

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 2024, I.D.E.A. will therefore continue to follow the guidance of and cooperate closely with the Secretariat-General to optimise its corporate processes and maintain the Service Memory for the future Service. 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 2024 I.D.E.A. will pay a particular attention to the corporate Digital Strategy 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.

With the objective to foster the operationalisation of 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.

Information and IT security rules

Aiming to **bolster the Service's resilience and response capacity against cyber threats, leaks and other incidents**, as well as to ensure a **resilient, secure Service**, I.D.E.A. is following this objective by the organisation and participation in general and/or tailor-made trainings organised at corporate and/or local level. The Service is closely following all corporate IT security rules and available trainings on cybersecurity (the HR correspondent is monitoring participation of staff on these trainings) and information management.

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.

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, and accompanying the Commission's collective efforts **to reduce its environmental impact**. 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 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., in collaboration with the Directorate-General for Interpretation, has initiated the full equipment of the service meeting room with videoconferencing facilities.

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

Numerous policy briefs, strategic notes, reflection papers, as well as Spring, Summer and end of year reflection and reading 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 exponentially increasing number of outputs since 2022, formatting and editing notes and reports (done fully in-house) have become a very important part of the Service's day-to-day business. In this regard, I.D.E.A.'s management and its events and assistant's teams continue reinforcing their skills for the smooth running of these activities, including by developing IT graphic design tools and options to support the thematic teams and management 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 (and a notable increase on financial and environmental efficiency);

Furthermore, I.D.E.A. internal financial procedures have been updated to facilitate the use of ARES for the majority of financial transactions (commitments, payments), except for complex transactions above EUR 15,000. The Service is efficiently reducing the consumption of paper and, in parallel, exponentially increasing the efficiency of the financial circuit, as staff involved in financial management are immediately informed of the validation of the transactions thanks to the closure of tasks in ARES.

Part 2 – Modernising the administration:

A. Human resource management

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 2024:		
Output	Indicator	Target
Continuation of process of reinforcing and completing different teams in the Service	Number of new appointments	35%
SharePoint repository	% of I.D.E.A. procedures available on SharePoint	100% of the procedures
Staff engagement	Staff engagement index	80%
I.D.E.A. Team Building	Number of participants	At least 75% of participants

B. 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 2024:		
Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated 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	remains below 12 % of funds managed ⁽²⁾

(2) 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.

C. 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 (CAFS) ⁽³⁾ aimed at the prevention, detection and correction ⁽⁴⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
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 rate of participation in ethics training	100% participation for newcomers and 100% of I.D.E.A staff before the end of the mandate in 2024
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 100% of I.D.E.A staff before the end of the mandate in 2024
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. 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. 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

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 2024:

Output	Indicator	Target
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⁽³⁾ [Communication from the Commission ‘Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) –‘the Communication on the 2023 revision’ – and the accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

⁽⁴⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
DGs can propose their own outputs at department level (high-level concrete actions linked to their main/flagship digital transformation initiatives). In case of actions supporting strategic objectives of the Digital Strategy, DGs can make use of the objectives/examples at their own discretion (listed in the guidance section).	<i>Not applicable for I.D.E.A. (IT structure is linked to SG)</i>	<i>Not applicable for I.D.E.A.</i>
Digital Culture Enhancing digital culture (e.g. launch of cyberawareness exercise in your DG Use of SharePoint for the active Service Memory	Awareness of the staff on cyber risks in the context of a Presidential Service Number of inventoried procedures and processes of the Service available in SharePoint	At least 1 exercise per year 100 %
Digital-Ready EU policymaking	<i>Not applicable for I.D.E.A.</i>	<i>Not applicable for I.D.E.A.</i>
Business-driven Digital Transformation	<i>Not applicable for I.D.E.A. (IT structure is linked to SG)</i>	<i>Not applicable for I.D.E.A.</i>
Seamless Digital Environment Ensure outputs related to the Information Systems that are streamlined, fit for purpose and running on supported technologies. Promote outputs related to a cloud first approach with Information Systems owned by the department.	<i>Not applicable for I.D.E.A. (IT structure is linked to SG)</i>	<i>Not applicable for I.D.E.A.</i>
Green, Resilient and Secure Digital Infrastructure Ensure outputs related to the continuous improvement of the department's performance as captured in the risk maturity quadrant (RMQ).	<i>Not applicable for I.D.E.A. (IT structure is linked to SG)</i>	<i>Not applicable for I.D.E.A.</i>
Training of staff on data protection awareness	Percentage of I.D.E.A staff attending	80 % of staff
List of actions to implement the corporate principles for data governance for [the service's] key data assets ⁽⁵⁾	<i>Not applicable for I.D.E.A. (IT structure is linked to SG)</i>	<i>Not applicable for I.D.E.A.</i>

⁽⁵⁾ For each key data asset, departments 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).

E. Sound environmental management

Objective: Department I.D.E.A. takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions ⁽⁶⁾	CO2 emissions from DG's, Office's or other department's staff missions	Yes Reduce DG/service's CO2 emissions from missions ⁷⁾ (50%)
Reduced emissions from experts travel under the administrative budget	CO2 emissions from DG's, Office's or other department's expert missions	Reduction of experts' emissions where department is in the lead (15%)

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure.	Not directly applicable for I.D.E.A as the Service is located in Berlaymont	Not directly applicable for I.D.E.A

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
List actions taken to implement the EC guidelines for sustainable meetings and events	Number (or %) of green events	100 %

- 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.

⁽⁶⁾ Data provided by PMO/MiPs

⁽⁷⁾ Overall reduction of CO2 emissions from missions for the DG/service from 2019 to 2023 (%).

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of GPP criteria in contracts and starting to monitor the process ⁽⁸⁾ .	Not applicable to I.D.E.A.	Not applicable to I.D.E.A.
(List of) local actions in line with site-specific biodiversity strategies (where relevant) and related staff participation	Not applicable to I.D.E.A.	Not applicable to I.D.E.A.

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness actions in the framework of EMAS corporate campaigns on (for instance) : <ul style="list-style-type: none"> - Energy and water use - Paper consumption - Digital mindfulness - GPP – biodiversity - Waste reduction/sorting - Mobility 	Not applicable to I.D.E.A.	Not applicable to I.D.E.A.

⁽⁸⁾ 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.