



Management plan 2022

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

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INTRODUCTION

I.D.E.A. (Inspire, Debate, Engage and Accelerate Action) is the European Commission's in-house advisory service, established for the duration of the President's mandate.

According to its mission's statement, I.D.E.A.'s main tasks include to provide ideas and inspiration for the core priorities of the President as laid out in her Political Guidelines and specific policy advice on ongoing and future priorities; to debate and engage around new evidence-based policy alternatives in the community of think tanks, academia, research, business, NGO and other institutions through active outreach; and to accelerate the conversion of these ideas and engagements into concrete action to help the Commission deliver in a fast-changing context.

The Service is organised in five clusters, namely: 1. Geopolitics and Europe in the Global Order; 2. Green Deal; 3. Digital, Technology and Innovation; 4. Social Market Economy and 5. The Future of Europe and the EU's institutions. Nevertheless, the management encourages collaborative work to ensure an interdisciplinary, crosscutting approach, in order to overcome policy silos and warrant the necessary coherence in a fast moving world, where interconnectivity is increasingly on the agenda.

As a Presidential service, in 2022, I.D.E.A. will continue to contribute to achieving the general objective of a modern, high-performing and sustainable Commission through the strategic objectives defined in its Strategic Plan 2020-2024, as well as the objectives, outputs and actions described in this management plan.

As already mentioned in the previous management plan, I.D.E.A.'s outputs are naturally and frequently subject to potential necessary adjustments to be able to respond, provide advice and support quickly, and in the best possible way, in the delivery of the updated political agenda as outlined by the President.. In this framework, one of the priorities for 2022 will be to contribute to the further planning and implementation of the Commission's comprehensive response to the Covid-19 pandemic and its consequences.

In 2022, IDEA will continue following intensively, all the political and policy developments held in the areas related to the political guidelines set by the Commission in its work programme, with a particular focus on **the young generation** thanks to the proposed **European Year of Youth in 2022**.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

The primary purpose of the Service is to provide the President with strategic analysis and forward-looking advice on the Commission's ongoing and future priorities.

I.D.E.A. actively debates and engages with external actors including namely think tanks, academia, research institutes, and other EU institutions and services of the European Commission, on new, evidence-based policy alternatives and ideas, through active outreach (seminars, dissemination of policy ideas, findings and proposals).

In 2022, I.D.E.A. will continue to support the President on the design and implementation of concrete current initiatives, as well as the provision of policy advice of a more long-term nature. The service contributes as well to **the general objective 7 “A modern, high-performing and sustainable European Commission.”**

Reflecting the important message of President von der Leyen in her 2021 State of the Union speech, **“MAKING EUROPE STRONGER TOGETHER”**, at a time when the European Union is facing several transitions, I.D.E.A. will continue to work on all areas and initiatives that may request an in depth analysis, and new, evidence-based policy alternatives. I.D.E.A. will work on a fully coordinated and integrated approach to develop a more comprehensive understanding of the policy challenges that need to be addressed together, in particular for the **green, digital, economic, social, demographic and geopolitical transitions**. In this framework, in 2022, I.D.E.A. will reflect on the challenges and opportunities that may arise from these various transitions underway, with the support of foresight, data, policy outputs and evaluation of impact.

I.D.E.A.'s expertise will particularly be relevant for the ongoing reflection on a more systemic approach of EU policies in the decision-making process, especially for climate action, nature protection, biodiversity, agriculture and natural resources, as well as digital and social transitions. The five thematic teams of the Service will play a key role in this exercise, as they will approach the EU policies from different angles, increasing synergies and allowing to develop an overall vision.

One of the main strands of I.D.E.A.'s work in 2022 will be organised around the future of the young European generation, to seek synergies between the **European Year of Youth** and the Commission's headline ambitions. Another important strand will be the follow-up to the key initiatives announced by the President in her 2021 State of the Union Address, like the **Global Gateway**, work on **Defence**, and the **Conference on Future of Europe**, whose conclusions and guidance shall be published by spring 2022.

Reflecting the political priorities of the President and the Commission Work Programme 2022, and with issues ranging from geopolitics, the Green Deal, the digital economy to youth, equality and demography, I.D.E.A. will continue to examine how the European Commission can best deliver on these priorities (provide options, best practices) to its citizens in a fast-changing context. The Service will also continue to design provoking seminars and events very often organised on ad-hoc requests of the President's Cabinet, which implies that the list of topics for research and events scheduled for 2022 is only

preliminary at this stage, and far from being exhaustive. **The outputs of the Service for 2022 are organised around three specific objectives linked to the general objective 7**

Specific Objective 1.1

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

In 2022 the Service will focus on

- **The monitoring and anticipation of developments in the green, digital, demographic, geopolitical transitions, as well as the social impact of these**, through the organisation of and the participation in **expert workshops**, which shall identify sensitive tensions and pressure points that may impede the delivery of the Commission's priorities,
- The identification of middle and long term initiatives to set up an enabling framework for the acceleration of the transition towards a climate neutral continent after the **'Fit for 55 package'**,
- The preparation of a roadmap **towards European Defence Union** to reflect on possible policy and programs' synergies in the context of the latest geopolitical developments,
- The reflection on **social challenges** associated to the twin transition and increasing pressure from climate action,
- The reflection on the best possible way to foster our international competitiveness and work on a **global level playing field for investments into clean technologies** and new **lead markets for sustainable products**,
- The analysis of the new **Global Gateway Strategy** with a strategic focus on horizontal issues deriving from its cross-cutting nature.

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 2022:		
Other important outputs		
Output	Indicator	Target
Contribution to the President's State of the Union speech and preparation of new initiatives for the forthcoming Commission Work Programme (with the President's Cabinet)	Quality and timeliness of support and contribution to organisation Delivery Outreach	Q2-Q3-Q4
Ad- hoc policy briefs and strategic notes	Quality and timeliness of support Delivery	Ongoing

Specific Objective 1.2

I.D.E.A will contribute to the roll out of the **European 2022 Year of Youth** by seeking synergies with the Commission's headlines ambitions and encourage inclusive narratives on intergenerational relations, future generations and the future of European society, as well as collecting and discussing relevant expertise and knowledge by experts and young leaders and activists.

I.D.E.A. will also contribute to the reflection on the best way to integrate the **European Green Deal objectives** into the other priorities to foster all decision-making processes.

The Service will also work on the following outputs:

- Delivery of the I.D.E.A. yearly **Christmas Reading Package** to the President, compiling the strategic and policy trends identified by I.D.E.A. for the next year of the mandate, as well as the **10 Top Geopolitical and Political Risks for 2022**,

- Contribution to the roll out of **the new Global Gateway**, with a particular emphasis on the definition of top priority areas and projects to best hook it up with the Blue Dot Initiative, regional schemes developed in the EU's neighborhoods,
- Exchange of information, best practices and knowledge on different policy areas to contribute to better policy advice in the frame of **Europe fit for the Digital Age**,
- Follow-up of the conclusions drawn from the **Conference on Future of Europe**.

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		<i>Related to spending programme(s) N/A</i>
Main outputs in 2022		
Other important outputs		
Output	Indicator	Target
A European Green Deal	Timeliness and relevance of evaluation of ideas and proposals for concrete follow-up actions Written inputs upon specific request of the President's Cabinet	Ongoing
In house coordination of New European Bauhaus Project	Outreach to external experts Delivery of written inputs as requested, Organisation Active participation in events and meetings	Ongoing
A Europe fit for Digital Age	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	Ongoing

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

Specific Objective 1.3

I.D.E.A. plays a key role in the organisation of outreach events on different areas of the political guidelines of President von der Leyen, with the participation of external stakeholders in the academic, research, business, NGO and think tanks sectors. µ

In 2022, the Service will continue reaching out to the academic, business and think tank community to collect their contributions and discuss ideas, evidence and proposals on different areas, including for the preparation of the **State of the Union 2022** and I.D.E.A.'s **Christmas Reading Package**, which is one of its milestone deliveries to the President and her Cabinet. Some of the main topics of the policy briefings and roundtables and events will be focused on:

- **European Green Deal:** identification of new successful factors through regular meetings with other stakeholders from the **climate, energy and environment communities** to assess the state of play of the European Green Deal,
- **Recovery and Resilience** : outreach on the state of play of the Recovery and Resilience Plans at national level (especially for the **twin transitions and the strengthening of Europe's social market economy**),
- **Global Gateway:** reflection on broaden perspectives, provision of efficient outreach and solid analytical basis for the implementation of this new European Strategy organisation through regular meetings with leading think tank representatives, business leaders and other stakeholders,
- **Future of EU and EU law:** reflection and organisation of roundtables inviting both representatives of the Commission Legal Service and leading EU law professors and other academics on matters of legal and institutional interest,
- **State of the Union 2022:** exchanges on the flagship topics for the State of the Union from the perspective of different Member States, policy areas to identify concrete policies aimed at improving delivery through regular meetings with think tanks and academics.

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 2022:

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

PART 2. Modernising the administration: main outputs for 2022

This section of the management plan describes the objectives and efforts of I.D.E.A. to **modernise and improve its working methods** and to make the **most efficient and effective use of its resources**.

Framed on the administration corporate strategies, I.D.E.A. will continue developing its local strategies, to contribute to the achievement of the institution's objectives. I.D.E.A. will continue to set the service, striving to reinforce the team competence and enhance a diverse and inclusive workplace, and implement the Communication and Action Plan on the Greening of the Commission, expected early 2022.

In 2022, the Service intends to consolidate his organisational capacities by paying a particular attention, among others, to:

- The continuation of the process to reinforce and/or complete the different teams,
- The development of a detailed competency mapping, in addition to the local HR Strategy, linking efficiently staff's skills to the needs, objectives and priorities of the Service,
- The update of the administrative guidelines and financial procedures in the context of the evolving activities of the Service to build an organisational know-how accessible to all staff members,
- The delivery of I.D.E.A. outputs in the context of the main general objective **"A modern, high-performing and sustainable European Commission"** by reflecting on our corporate and/or specific training needs,
- The consideration of diversity in the recruitment policy,
- The consideration of inclusive measures for people with disabilities in the recruitment processes of the Service, in the organisation of conferences and events (which I.D.E.A will strive to make accessible to people with audio-visual impairment) as well as in the preparation of the Service publications.

The service will draw on the lessons learnt, up to now, from the management of the Covid-19 crisis and its impact on our working methods.

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

I.D.E.A. will step up its efforts in 2022 to improve the way **data, information and knowledge are managed**, reinforcing the **digital skills** of its staff and deploying numerous digital solutions, always in full compliance with its data protection obligations. Furthermore, the Service will also focus on a number of actions in 2021 regarding the institution's collective efforts **to reduce its environmental impact**.

The Service's **local anti-fraud strategy** was updated in 2021, with the main goals for the year to enhance detective controls and to develop an anti-fraud culture in I.D.E.A.

The **internal control framework** ⁽¹⁾ 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 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. will continue developing the team, relying on the high commitment, engagement, strong expertise and teamwork of its staff members.

The Service will continue the best practices developed in 2021 to enhance functioning and delivering of the team, while boosting staff engagement and responding flexibly and in an agile way to the President's Cabinet requests.

In parallel with the development of the revised corporate HR strategy, I.D.E.A. will outline its priorities and actions for the forthcoming period in a **local HR strategy**. To ensure efficient delivery of its objectives and the best possible development of human resources, I.D.E.A. will constantly review that priority areas of work are staffed with people with the appropriate skills, developing a **competency map** linking objectives and the skills needed to deliver these. This process will be supported through training and development activities.

I.D.E.A. will continue its efforts around the wellbeing of its staff, including building a team around the principles of gender parity, inclusiveness and a diverse workplace. The Service aims at providing a service that takes into account the human dimension, as it considers its staff as a real asset. The challenges brought by the "new normal" following the Covid-19 pandemic relate to working with remote teams and notably integrating the newcomers. But it also offers new opportunities, such as more flexible ways of working and wider use of digital tools for meetings and processes.

This new context has created as well a new, specific and very urgent set of requirements for enhancing internal communication. The reduction in real-life staff interaction and exchanges made it all the more important to provide an environment rich in both information and interaction possibilities. Regular staff meetings, brainstormings and debriefs by I.D.E.A. senior management, and other ad-hoc meetings will help to ensure strong two-way communication and team cohesion. Furthermore, also as regards internal communication, I.D.E.A. will work on the development of an **intranet website**. In relation with the future reorganisation of DG HR, I.D.E.A. will consider setting a centralised contact point for all HR matters in the Management and Resources Unit, whom shall tailor-made its replies to the various topics of interest of its staff.

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 2022:

Output	Indicator	Target
Continuation of process of reinforcing and completing different teams in the Service	Number of appointments	Integration of new staff members

Output	Indicator	Target
Appointment of women in management positions	Number of appointed women	50%
Competency map linked to objectives and skills	Number of staff members with job description linking objectives and skills	100%
Promote learning and development activities to upgrade knowledge and skills on new technologies linked to hybrid working conditions	Number of corporate trainings linked to IT skills followed by staff members	At least 1 corporate training per member of staff before end of the year
Creation of online administrative guidelines and financial processes for the launch of the IDEA intranet website	Go alive of the website	Q3/Q4
Internal survey related to IDEA intranet website after the launch	Staff satisfaction rate	80%

B. Sound financial management

I.D.E.A is managing a small administrative budget (global envelop), which is around 620,000 EUR, covering costs of its specific objectives, namely seminars/event management (physical, hybrid and virtual), dissemination of policy ideas, evaluation of impact of ideas and outreach activities. The organisation does not manage spending programme or policy expenditure. It is also important to emphasize that the Service has no ex-post controls.

In 2021, the financial circuits and processes (checklists and specific procedures) were updated to comply with the new organisational structure of the Service. In 2022, I.D.E.A. will complete its financial procedures to be put on line at the go-alive of its intranet website.

The good results regarding the risk at payment and estimated risk at closure as well as time-to-pay are to be maintained for financial management thanks to the know-how of the staff which ensures the continuity of the accounting and financial processes. It is particularly difficult to quantify the overall estimated cost of control in I.D.E.A. because of the format change of one of its main activities being the organisation of outreach events. Due to the situation created by the pandemic in 2020 and 2021, events and conferences were mainly organised in a hybrid way or completely digitally. It will probably continue affecting the conferences' budget consumption in 2022, due to the uncertainties that still weigh on the organisation of "on-site" events. Benefits of the control are also not quantifiable but remain qualitatively essential to prevent any reputational risk for a Service working directly under the supervision of the President's Cabinet.

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

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (<i>where relevant</i>) Safeguarded information (<i>where relevant</i>)	<i>Not applicable for I.D.E.A.</i>	<i>Not applicable for I.D.E.A.</i>
Efficient controls	Time-to-pay	remains 100% of payments (in value) on time
Economical controls	Overall estimated cost of controls	estimated cost of controls indicator, based on FTE not relevant for the year 2022

C. Fraud risk management

The Commission Anti-Fraud Strategy provides objectives, guidelines and actions to be implemented by the Directorates-General to achieve a consistent approach towards fraud.

I.D.E.A. will continue the design of the local Anti-Fraud Strategy in 2022, to be aligned with the Commission Strategy. Indeed, in 2021, I.D.E.A. launched the revision of the previous EPSC Anti-Fraud Strategy, based on the lessons learned from its Risk Management Exercise and Internal Control's Assessment, which concluded the relevance of the existing risk fraud areas. The objectives, action plan and indicators are in the process of being updated by taking into account the fact that the recruitment process is still going on and that further adaptations will probably be necessary, in case of organizational changes and staff changes in key management positions. In the meantime, I.D.E.A. will continue to pay a particular attention to the traditional compulsory ethics training for newcomers, and the refresher training for active staff. Other dedicated anti-fraud sessions for financial officers and policy analysts might be set up jointly with the Commission's Antifraud Office (OLAF) in 2022.

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) ⁽²⁾ aimed at the prevention, detection and correction ⁽³⁾ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Revision of the Anti-Fraud Strategy	Re-assessment of the objectives, actions and indicators in case of organisational changes	Review of the I.D.E.A. Anti-Fraud Strategy by OLAF and endorsement by the management in 2022, when newly appointed managers
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

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 2022, I.D.E.A. will therefore continue to follow the guidance of and cooperate closely with the Secretariat-General to optimise its corporate processes, when necessary.

Building on the principles identified by the European Commission Digital Strategy, in 2022 I.D.E.A. will continue optimising corporate processes and implementing solutions such as the qualified electronic signature, where relevant. Also, the service will continue to promote the use of the e-signatory for internal and external documents when they do not require a handwritten signature,

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. To this end, in 2022 it will continue to apply and improve the local "Digital Etiquette Guidelines" drafted, discussed and agreed with all I.D.E.A. staff members in 2021.

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

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

Data protection

I.D.E.A. will 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 and training activities where necessary, and putting in place internal arrangements, as needed.

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 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for I.D.E.A. key data assets	<i>Not applicable for I.D.E.A.</i>	<i>Not applicable for I.D.E.A.</i>
List of key initiatives on digital transformation in your policy field;	<i>Refer to SG 2022 MP indicators</i>	<i>Refer to SG 2022 targets</i>
Training of staff on data protection awareness	Percentage of I.D.E.A staff attending	50% of staff
Implementation of Qualified Electronic Signature (QES) for the AOSD signature of I.D.E.A. Purchase Order or Contract	Internal procedure linked to ex-ante control before signature of AOSD to be adapted to QES	Q2

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.

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 pandemic situation, I.D.E.A. is following the corporate rules regarding teleworking and hybrid working, missions and meetings. Both the continuation of the public health protection measures, and the positive lessons learnt during the pandemic in terms of organisation of meetings and events will probably continue influencing positively

all the EMAS 2022 outputs' indicators. In this regard, to continue limiting travel and commuting, in 2022, I.D.E.A. will continue exploring the optimisation of virtual events and meetings, and continue making good use of teleworking 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.

The service will enhance its efforts to reduce the use of paper and go paperless, including by continuing to assess the use of electronic signature introduced in I.D.E.A. workflows. The aim is a modernised approach on the signature of documents, which could result in an internal procedure document specifying what documents require a signature and the desired level of qualification of that signature. Finally, in the field of waste management, I.D.E.A. will continue its efforts to improve waste sorting.

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

Main outputs in 2022:

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

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG's total energy consumption in collaboration with OIB/OIL ⁽⁴⁾ where appropriate.	Number of actions ⁵⁾ Not applicable to I.D.E.A.	Number of actions
	Number or % of staff informed/participated Not applicable to I.D.E.A.	Number or % of staff informed/participated
	Not applicable to I.D.E.A.	Reduce energy consumption (%)
Participation in the end of the year energy saving action, by closing down DG's buildings during the Christmas and New Year's holiday period.	Number of buildings participating Not applicable to I.D.E.A.	% of DG buildings participating
Staff awareness actions to reduce water use (for example ensuring	Number of actions Not applicable to I.D.E.A.	Number of actions

⁽⁴⁾ See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

⁽⁵⁾ Indicative actions include local staff awareness actions (e.g. info-fairs) and messages by senior management.

Output	Indicator	Target (2019 as baseline)
that staff use the technical services hotline ⁽⁶⁾ to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG's water consumption in collaboration with OIB/OIL where appropriate.	Number or % of staff informed/participated	Number or % of staff informed/participated
	Not applicable to I.D.E.A.	Reduce water consumption (%)
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG's office paper use in collaboration with OIB/OIL where appropriate.	New procedure for the implementation of paperless circuits for financial transactions below 15.000 Euro	Q1
	Number or % of staff informed/participated	100 % of staff informed/participated
	Number of new actions introduced	Number of new actions introduced
	Number of paper sheets used and paper documents/brochures printed	Reduce paper consumption (30%)

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Number or % of staff informed/participated	100 % of staff informed/participated
	% of staff participating in VeloWalk	30 % increase of staff participating in VeloWalk
	% of sustainable commuters ⁽⁷⁾ at DG/service	25 % of sustainable commuters at DG/service (%) ⁽⁸⁾
Gradual increased use (and number of) VC ⁽⁹⁾ meeting rooms for meetings with stakeholders (avoiding business trips) in the DG, in collaboration with DG SCIC, OIB and OIL.	Number of VC meeting rooms	1 fully equipped VC meeting room
Analysis of DG's missions trends /patterns (based on corporate EC-	Number of missions	Number of missions reduced by 50%

⁽⁶⁾ For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

⁽⁷⁾ Sustainable commuting usually refers to environmentally friendly travel modes, such as. Public transport (bus, tram, subway, light rail), walking, cycling, and carpooling.

⁽⁸⁾ Only for Brussels: Based on the results of the staff mobility surveys conducted by OIB.

⁽⁹⁾ VC (Videoconferencing) room

Output	Indicator	Target (2019 as baseline)
staff's professional trips (missions) ⁽¹⁰⁾), optimise and gradually reduce CO ₂ emissions (e.g. by optimising the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	CO ₂ (t) emissions from DG's missions <i>(% means of transportation used)</i>	Reduce DG's CO ₂ emissions from missions 50 (%)
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	80% online/hybrid events

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Number or % of staff informed/participated	100 % of staff informed
		Reduce waste generation by 30 %
	Not applicable to I.D.E.A. as the floor is already equipped with waste sorting bins	100%
Implementation of the EC Guidelines for sustainable meetings and events , e.g. reduce/eliminate single-use plastics, gadgets/gifts.	Number of green events	70%

IV. Promoting green public procurement (GPP)

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on the promotion of "green items" among EC office supplies' catalogue (for example, introduce a DG-specific office supplies' catalogue, including only 100% "green items").	Number of actions	100 % of staff informed
	Number or % of staff informed/participated	50 % of "green" items ordered
	% and value (EUR) of "green" items ordered	% and value (EUR) of "green" items ordered
Gradual introduction of GPP criteria in contracts and starting	Number of contracts relevant for GPP criteria	50% of contracts relevant for GPP criteria

⁽¹⁰⁾ data provided by HR.D.02

Output	Indicator	Target (2019 as baseline)
to monitor the process ⁽¹¹⁾ .	Number of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>)	70% of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>)

V. Supporting biodiversity

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on supporting biodiversity (for example for urban sites, sponsor the creation and maintenance of urban gardens, insect hotels and green roofs within EC-premises with the support of volunteers)	Number of actions	Number of actions
	m ² covered by the action Not applicable to I.D.E.A.	m ² covered by the action
	Number of staff involved Not applicable to I.D.E.A.	Number of staff involved

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

The main domain of initiative to improve economy and efficiency is still linked to the event's organisation:

- **Video conferencing for I.D.E.A. events notably impact the following domains:**
 - Considerable reduction on conferences' logistics expenditure, including travel and accommodation 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.
- **Paperless circuits for financial transactions:**
 - I.D.E.A. internal financial procedures are going to be updated to encourage the use of Ares for the majority of financial transactions (commitments, payments), except for complex transactions above 15.000 euro (mainly for specific contract on FWC or low value negotiated procedures). It will efficiently reduce the consumption of paper and increase the efficiency of the financial circuit, as staff involved in financial management will be immediately informed of the validation of the transactions thanks to the closure of tasks in Ares.

⁽¹¹⁾ 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.

ANNEX: Performance tables

Not applicable