



EUROPEAN COMMISSION

Bureau of European Policy Advisers

Management Plan 2014

Bureau of European Policy Advisers

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PART 1. MISSION STATEMENT

The Bureau of European Policy Advisers reports directly to the President and operates under his authority. It is composed of a small professional staff of advisers, policy analysts and support staff with appropriate experience and track record, in order to provide professional and targeted policy advice to the President and the College.

BEPA core tasks are therefore to provide support and policy advice to the President, as well as outreach to civil society, institutional activities in the field of ethics in science and new technologies, and pursuit of the dialogue with churches, religious communities as well as philosophical and non-confessional organisations (art.17 of the TFEU).

Its mission is complementary to that of the President's Cabinet and to the Spokesperson's Service (SPP). The Cabinet provides day-to-day management of the President's political activities, and the SPP the media outreach. BEPA will complete this picture by providing support to the Cabinet on specific subjects, as well as policy advice of a more long term and strategic nature, and by complementing SPP's operations through its own outreach to civil society.

PART 2. THIS YEAR'S CHALLENGES

In 2014, BEPA activities will cover all the main strands defined in the Europe 2020 Strategy, in the Blueprint for a deep and genuine EMU and in the 2013 State of the Union speech, paying particular attention to growth, investment and employment aspects looking at them from a different perspective and often in an unconventional way.

BEPA's aim is to bring a distinctive added value to the work of the Commission, particularly through networking with the world outside the Berlaymont and the Brussels "beltway" - both within Europe and further afield. In doing so, BEPA will take care not to duplicate the work of the other services, but rather to complement it by asking new questions and providing different inputs.

First and foremost, BEPA will follow up on the on-going debate on promoting a Union for stability, growth and responsibility. This will include the study of economic reforms and analysing options for fostering economic innovation and sustainable growth.

Secondly BEPA will also focus on the positioning of the Commission on strategic issues at European and international stage. Over the last three years, BEPA has been steering the Inter-Institutional Project "ESPAS" (European Strategy and Policy Analysis System), which delivered its initial results in the shape of two reports on "Global Trends 2030. Citizens in an interconnected and polycentric world". Also in 2013, three sectorial reports on economy, society and governance and powers were released, overseen by three inter-institutional working groups who guided the studies, and coordinated their findings in view of a final report on future trends.

In 2014, BEPA will continue to take part in this long term project together with the other Institutions involved (EP, Council, with the participation of the EEAS), will organise the second annual conference with international experts and will contribute to the delivery of the final report on future trends, as requested in the preparatory action by the EP.

On the international stage, BEPA will continue to liaise with organisations like NATO, World Bank, strategic partners' organisations, third countries, governments and agencies,

think tanks and others on subjects at the top of the political agenda in order to ensure that the President is regularly and thoroughly informed on major developments in this context, like the "Atlantic Community Initiative".

Thirdly, BEPA will follow up, together with the Directorate general for communication, the pilot project requested by the EP on a "new narrative for Europe" which will bring together artists, intellectuals, scientists, academics and citizens to jointly explore the history, values, symbols and cultural aspects that unite citizens and to come up with a new vision for Europe. The final deliverable will be the presentation of a Charter that could literally offer a new narrative for Europe. This document will be presented before the European elections of May 2014 and should contribute to a better understanding and communicating of the importance of the arts and sciences for the future of Europe.

As in previous years, BEPA will keep testing new ways of reaching out to external constituencies, exploring new formats for activities and tapping into new talent (both inside the Commission and outside) with whom to exchange views on a regular basis.

At the same time, BEPA will continue to work across the full range of its own areas of competence, such as: a) the dialogue with churches, religious communities and philosophical and non-confessional organisations laid down in art. 17 of the Treaty on the functioning of the European Union (TFEU) and b) the European Group of Ethics in Science and New Technologies.

Finally, BEPA will continue to provide support to the Chief Scientific Adviser to the President, who was appointed on January 2012, as well as the President's Science and Technology Advisory Council, established in February 2013. As the current mandate of the CSA is tied to the one of the current Commission, it will be essential to finalise the work begun, to valorise the results achieved, and to set out a long-term vision for the institutional embedding of this role beyond 2014 as a key element in the context of evidence-based EU policy-making.

This substantial agenda, which will materialise through a significant number of exchanges, seminars, conferences and papers, will require determination and commitment from all BEPA staff throughout the forthcoming year.

BEPA will pay particular attention to the following indicators:

- Degree of satisfaction of the President and his Cabinet in delivering what asked, matching the policy needs;
- Number of events and number of participants in these events, which will give us the indication of the appreciation from our colleagues from Commission services and from outside stakeholders (full room equal to high level of appreciation of the discussions held)
- Respect of the ethical and organisational values.

PART 3. SPECIFIC OBJECTIVES

Specific objective 1: Assisting and providing timely, relevant and original policy advice to the President and the Cabinet and alerting them on relevant developments and trends around Europe and on the international stage		<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
<i>Quantitative indicators:</i> (1) Number of participants and of events (workshops and meetings of expert groups) organised. (2) Number of policy papers and notes in various fields. <i>Qualitative indicators:</i> (3) Degree of satisfaction of the President and his Cabinet.		
Baseline	Target	
(1) 2010 (2) 2013 (3) 2010	Maintaining the number of events and participants according to the policy needs Number of policy papers and notes matching the policy needs and requests. Maintaining the 100% satisfaction of the President and his Cabinet	
Main outputs in 2014		
Description	Indicator	Target
Social innovation report updating Task Force on defence and security – follow up of the decision taken in the December 2013 Defence Council Survey on economic reforms (summer 2014) High level seminar on Internet economy	Respect of the deadline	Completion in 2014

Specific objective 2: Reaching out to experts, opinion formers, academia , think tanks and other stakeholders on issues relevant for the President

- Spending programme
 Non-spending

Quantitative indicators:
 (1) Number of participants and of events (conferences, workshops and meetings of expert groups) organised
 (2) Number of issues of the BEPA monthly newsletter
Qualitative indicators:
 (3) Dissemination of BEPA publications
 (4) Ability to reach and attract a wide range of stake-holders and expertise.

Baseline	Target
(1) 2013	Matching the number of events & participants according to the policy needs.
(2) 2010 8 BEPA monthly newsletter were issued in 2013	To issue at least 8 BEPA monthly newsletters in 2014
(3) 2010	Increase the distribution of publications.
(4) 2010	Constantly increasing the number of participants in events (full room)

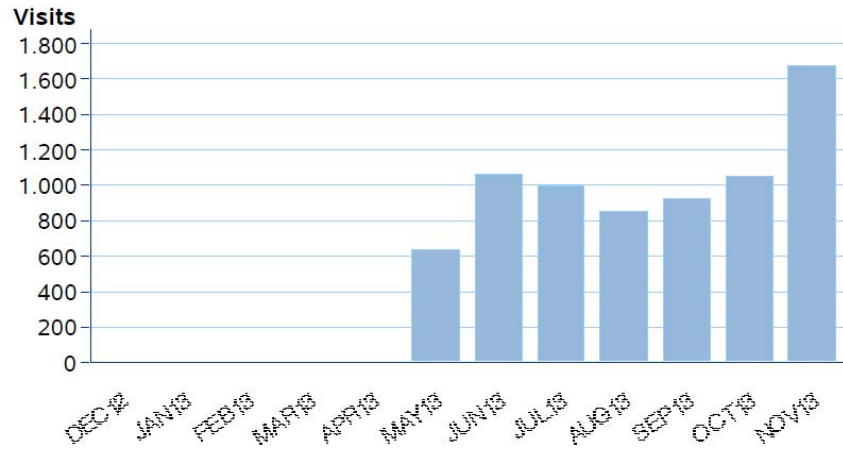
Main outputs in 2014

Description	Indicator	Target
Contribution to the mid-term evaluation of the Europe 2020 strategy (together with SG): meeting with Think Tanks Participation in the preparatory work for the 4 th Inter-regional Dialogue on Democracy 3 rd General Assembly on Forms of Imagination and Thinking for Europe, Berlin, 8 issues of the BEPA monthly publication	Respect of the deadline	Completion in 2014

Specific objective 3: Contributing to foresight and strategic planning in EU Institutions (namely the European Strategy and Policy Analysis System)

- Spending programme
- Non-spending

Quantitative indicators:
 (1) Number of ESPAS task force meetings
 (2) Number of "visits" to the ESPAS website
Qualitative indicators:
 (3) Capacity of building consensus between the participating institutions

Baseline	Target																
(1) 2013 Eight meetings	Six task force meetings in 2014																
(2) 2013	Monthly increasing hits <p style="text-align: center;">Visits of the last 12 months</p>  <table border="1" style="display: none;"> <caption>Visits of the last 12 months</caption> <thead> <tr> <th>Month</th> <th>Visits</th> </tr> </thead> <tbody> <tr><td>MAY 13</td><td>650</td></tr> <tr><td>JUN 13</td><td>1050</td></tr> <tr><td>JUL 13</td><td>1000</td></tr> <tr><td>AUG 13</td><td>850</td></tr> <tr><td>SEP 13</td><td>950</td></tr> <tr><td>OCT 13</td><td>1050</td></tr> <tr><td>NOV 13</td><td>1700</td></tr> </tbody> </table>	Month	Visits	MAY 13	650	JUN 13	1050	JUL 13	1000	AUG 13	850	SEP 13	950	OCT 13	1050	NOV 13	1700
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(3) 2011	Decisions of the Task Force being taken timely and effectively																

Main outputs in 2014

Description	Indicator	Target
2 nd annual conference on ESPAS ESPAS website implementation of the global repository on trends Outreach to relevant international experts on foresight and exchange of experience as well as in-reach within the European institutions (seminars,	Respect of the deadline	Completion in 2014

<p>meetings, workshops)</p> <p>Establishment of the Commission network of foresight experts (in cooperation with the CSA team)</p> <p>SPACE 2030 – organisation of an exhibition and foresight activities</p> <p>Final Trends report (contribution to priorities for the EU 2014-2019-ESPAS Global Trends report)</p>		
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Specific objective 4: Reaching out to and inter-facing with the representatives of churches, religious communities as well as with philosophical and non-confessional organisations, ex art. 17 of the TFEU. Spending programme Non-spending

Quantitative indicators:
 (1) Number of events (dialogue meetings).
Qualitative indicators:
 (2) President's satisfaction
 (3) Collaborative relations and positive exchanges with all the organisations ex art.17 of the TFEU

Baseline	Target
(1) 2013 2 high level meetings and 4 dialogues took place	To keep the same number of events
(2) 2013	Maintain the full satisfaction of the President & his Cabinet
(3) 2013	Maintain open, transparent and regular dialogue with churches and religious associations as well as with philosophical and non-confessional organisations

Main outputs in 2014

Description	Indicator	Target
Consultation of the above mentioned interlocutors on commonly identified relevant EU policy issues Organisation of Dialogue seminars (feeding into the policy making process at the European Commission) Annual high-level meetings with religious leaders as well as with philosophical and non-confessional representatives	Respect of the deadline	Completion before end 2014

Specific objective 5: Providing support to the Group on Ethics in Sciences and New Technologies. Spending programme
 Non-spending

Quantitative indicators:
 (1) Number of events (EGE meetings, round table, international events, inter-services meetings).
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Baseline	Target
(1) 2013 (10 meetings organised)	Organise the usual number of events

Main outputs in 2014

Description	Indicator	Target
Deliver & publish the opinion on the Ethics of Security and Surveillance technologies	Respect of the deadline	Completion before end 2014

Specific objective 6: To enhance the evidence base of EU policy-making by delivering coordination and advice through the Chief Scientific Adviser (CSA) and the President's Science and Technology Advisory Council (STAC) Spending programme Non-spending

Impact indicator:

Quantitative indicators:

(1) Number and participation in STAC meetings organised

Qualitative indicators:

(2) Positive feedback received from within and beyond the Commission

(3) Number of national CSA appointed

Baseline	Target
(1) 2013	Four meetings of STAC
(2) 2012	Continue receiving positive feedback
(3) 2013	Having 28 appointed national CSA in 2014

Main outputs in 2014

Description	Indicator	Target
STAC policy paper on Innovation Network of Government Science Advisers to be formally established High-level conference on Future of Europe and Science (with EP, Council, and Heads of State) Define CSA role in impact assessment process	Respect of the deadline	Completion before end 2014

PART 4. HORIZONTAL ACTIVITIES

4.1. Policy strategy and coordination and policy advice

ABB activity: Policy strategy and coordination and policy advice					
Financial resources (€ in commitment appropriations)			Human resources		
Operational expenditure	Administrative expenditure	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
	938.062	938.062	35	8	43

Specific objective: “Determine the general strategy of BEPA and give the necessary impulse, direction and coordination to policy definition, preparation and implementation in accordance with the Commission policy objectives and the provisions of the Treaties so that the overall mission of BEPA is coherently fulfilled as framed and planned.

In parallel, secure effective and efficient representation of BEPA interests and strong involvement in internal Commission deliberations and other external *fora* so that the overall strategy and activities of BEPA are reinforced.”

Indicators:

1. Degree of achievement of the objectives as reflected in the AAR
2. Delivery rate of the outputs foreseen in the BEPA Management Plan
3. Degree of satisfaction of the President and his Cabinet about the way the BEPA activities are implemented

Baseline	Milestone ¹ (please indicate the corresponding year)	Target
2012		Achievement of the strategic objectives as defined in the BEPA activities programme

4.2. Administrative support

ABB activity: policy strategy and coordination and policy advice (as before)					
Financial resources (€ in commitment appropriations)			Human resources		
Operational expenditure	Administrative expenditure	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
	938.062	938.062	35	8	43

¹ To be provided only if long-term targets (longer than 3 years) are set; otherwise, the column can be deleted.

➤ **Human Resource Management**

Specific objective: "Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of BEPA as well as promotion of equal opportunities within BEPA are ensured"		
Indicator:		
<ol style="list-style-type: none"> 1. Average vacancy rate of available posts 2. Application of a non-discrimination and gender equality policy 3. Percentage of accepted application for flexible work arrangements (part time, parental leave etc...) 4. Timely completion and delivery of CDR elements 		
Baseline 2012	Milestone ² (please indicate the corresponding year)	Target Effective planning and management of human resources in relation to BEPA activities/priorities

➤ **Financial Management**

Specific objective: "Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured and maintain control procedures necessary to give the guarantees on the legality and regularity of the transactions"		
Indicators:		
<ol style="list-style-type: none"> 1. Percentage of the budget execution 2. Percentage of execution of the global envelope (target $\geq 90\%$) 		
Baseline 2012	Milestone ³ (please indicate the corresponding year)	Target Accurate and transparent expenditure of funds attributed to BEPA

² To be provided only if long-term targets (longer than 3 years) are set; otherwise, the column can be deleted.

³ To be provided only if long-term targets (longer than 3 years) are set; otherwise, the column can be deleted.

ANNEX 2. CRITICAL AND CROSSCUTTING RISKS

Following the risk assessment held on 14 November 2013, no critical and crosscutting risk has been identified for 2014.

ANNEX 3. PRIORITISED INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT

Table Summarising Priority ICS

<i>Priority Control Issues</i>			<i>(4) Summarise the relevant requirements and/or effectiveness criteria</i>	<i>(5) Control issues and planned measures to improve or develop controls</i>
<i>(1) Prioritised in MP 2013</i>	<i>(2) Effectively implemented</i>	<i>(3) Internal Control Standards</i>		
Y	Y	ICS n2: Ethical & Organisational Values	<p>BEPA has procedures in place, including updates and yearly reminders, to ensure that all staff is aware of relevant ethical and organisational values, in particular ethical conduct, avoidance of conflicts of interest, fraud prevention and reporting of irregularities.</p>	<p>1- Newcomers are given overall information about ethical and organisational values through welcome pack. 2- Compulsory Ethics training for newcomers (BEPA COFO checks whether each staff member concerned meets this obligation). 3- Reminders to staff are regularly done. In November 2013, following the ethics week, BEPA organised a specific meeting devoted to the ethics and staff conduct with the participation of IDOC. 4 - BEPA coordination unit has put in place a procedure to record eventual exceptions and/or irregularities as well as a whistle-blower procedure.</p>

ANNEX 4 PLANNING OF EVALUATIONS AND OTHER STUDIES

N°	Title	Context, Intended Use	Type of evaluation or study			Timing		Associated DGs	Planned cost
		CWP, Fitness Check, required by legal basis, other (specify)	Prospective (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Expenditure programme (E), Regulatory instrument (R), Communication activity (O), Internal Commission activity (I)	Start (month/year)	End (month/year)		K euros
I. Ongoing evaluations (work having started in previous years)									
II. Evaluations planned to start in 2014 or later									
III. Other ongoing or planned studies									
	Survey of Economic Reforms	other (at the request of the President)	R	I&E	I	Sep-13	Jul-14	NA	15