



EUROPEAN COMMISSION

Bureau of European Policy Advisers

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BUREAU OF EUROPEAN POLICY ADVISERS

MANAGEMENT PLAN

2013

1. MISSION STATEMENT

The Bureau of European Policy Advisers reports directly to the President and operates under his authority. It is composed of a 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 religions, churches and communities of convictions.

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.

2. THIS YEAR'S CHALLENGES - PERSONAL MESSAGE BY THE DIRECTOR GENERAL

2013 will be a year of renewed commitment for BEPA after a very productive year in 2012 where BEPA – for example – successfully organised more than 50 events.

In 2013, BEPA activities will cover all the main strands defined in the Europe 2020 Strategy and in the 2012 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.

Also, following up the recently adopted Blueprint for a deep and genuine EMU, BEPA will organise a major event in order to test with relevant stakeholders the timeline and proposals of the document.

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 in the House, but rather to complement it by asking new questions and providing different inputs.

First and foremost, BEPA will follow up on the ongoing debate on promoting a Union for stability, growth and responsibility. This will include exploring new growth models and analysing options for fostering economic innovation and sustainable growth. In 2013, the study on the cost of non Europe will be released, that will provide a useful contribution to the ongoing discussion on tapping into the potential of the single market to boost growth.

Secondly BEPA will also focus on the positioning of the Commission on the international stage. Over the last two 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". In 2013, BEPA will continue to take part in this long term project, and contribute to the delivery of a preparatory action, as requested by the EP. In particular, BEPA will follow up three studies devoted respectively to economy, society and governance and power which will be released in 2013. Three inter-institutional working groups are being established to oversee and guide the studies, and coordinate their findings in a final report on future trends.

On the international stage, BEPA will follow the "Atlantic Community Initiative" and will continue to liaise with organisations like NATO, World Bank, 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.

Thirdly, BEPA will follow up the pilot project requested by the EP on a "new narrative for Europe" which will bring together central figures and opinion makers from the creative sector, the cultural and intellectual world. The final deliverable will be the organisation of an "Agora of Culture and Thought", in view of the President speech on the State of the Union in September.

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 the dialogue with churches, communities of faith and conviction and non-confessional organisations; the European Group of Ethics in Science and New Technologies;

Finally, BEPA will continue provide support to the Chief Scientific Adviser to the President, who was appointed on January 2012. Following the first year in which the function was set up and fully deployed, 2013 will be important to deliver on a number of issues with the aim of promoting the use of scientific evidence in policy-making and the societal acceptance of new technologies.

This substantial agenda will require determination and commitment from all BEPA staff throughout the forthcoming year.

3. SPECIFIC OBJECTIVES FOR THE OPERATIONAL ACTIVITIES

BEPA working methods, as previously alluded to, will therefore include and entail:

- providing timely, relevant and original policy advice (both short- and long-term) to the President and the Cabinet
- reaching out to and inter-facing with experts and think tanks, opinion formers, representatives of religions and non-confessional belief, personalities from the cultural and scientific world
- alerting the President and the Cabinet on relevant developments and trends in and around Europe
- assisting and/or complementing other services in the preparation of public speeches, articles and third party endorsements
- producing targeted publications for both internal and external use and consumption, including the Website.
- responding rapidly and flexibly to specific requests that may come from the President and his Cabinet.

Objective 1 –A Union for Growth, Stability and Responsibility

Specific Objective : Assisting and providing advice to the President by reaching out to experts and opinion formers		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events (workshops and meetings of expert groups) organised - Number of internal policy papers. <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates in workshops organised. 	<ul style="list-style-type: none"> - Seminar organised with the World Bank – presentation of their report on Golden Growth (24 January 2012) - Launch of the social innovation project Hiriko (24 January 2012) - Seminar on "opportunities for EU businesses in the BRICs and other growth markets" (22 February 2012) - Dinner with Bank Chief Economists (12 July 2012) 	<ul style="list-style-type: none"> (i) to increase the positive perception of Commission role for growth and jobs through the outreach to civil society (ii) to highlight relevant trends for EU policy making.
Main policy output		
<ul style="list-style-type: none"> • Organize a conference on the Blueprint for a deep and genuine EMU • Organise a seminar on public investment banks • Reflect strategically on the longer term implications that forthcoming policy developments may trigger • Mobilize experts and opinion formers as well as stimulate advisers reflection and, if necessary, create task forces; pursue third party endorsement in member states • Draft policy papers/notes for the President and his Cabinet outlining the results of the above exchange and inputs. • Lead on a survey on economic reforms in Europe • Follow up the Cost of Non Europe Study (CONE study) • Advice on the external dimension of the Europe 2020 Strategy and on how to adjust policy instruments so as to better import growth in the next 10 years (external competitiveness) • Follow up of the inter-services group on Social Innovation and works on Public sector innovation • Participate in the Task Force on defence investment and procurement (internal feedback, proposals..) 		

Objective 2 – Multiannual Financial Framework 2014-2020

Specific objective : Providing a constructive approach to the negotiations of the multiannual financial framework		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events - Number of internal policy papers. <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates - Policy relevance of the policy documents produced by BEPA 	<ul style="list-style-type: none"> - Inter-institutional conference on "MFF and own resources" (22 March 2012) - Conference on "Connecting Europe. A conference on Connecting Europe Facility" (2 October 2012) - Several relevant policy notes sent to the President - Resolution of the European Parliament broadly supporting Commission proposals 	<p>Build consensus around the proposal of the Commission</p> <p>Explore alternative ways to finalise the agreement</p>
Main policy output		
<ul style="list-style-type: none"> • Inputs and contributions to the President on the approach to be followed in the negotiation process for the Multi Annual Financial Framework. • Provide feedback from national and expert debates • Regular advice on how best to exercise the arbitration function expected from the President in the context of the ongoing negotiations • Possible outreach activities (seminars, conferences). 		

Objective 3 – Monitoring institutional developments and EU-wide debates on reform

Specific objective : contributing to Commission-wide awareness and thinking on the way EU Institutions evolve and adapt to new policy challenges, including possible reforms to be adopted in the years to come		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events - Number of internal policy papers. <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates - Policy relevance of the policy documents produced by BEPA 	<ul style="list-style-type: none"> - Seminar on "Community Method: evolution, effectiveness and legitimacy" co-organised with Notre Europe (28 February 2012) and joint paper on the proceedings - Workshop on "Populism in Europe: changing drivers and possible responses" (25 April 2012) 	Build a consensus within the Commission around the best legal option, timing and main features of a reform.
Main policy output		
<ul style="list-style-type: none"> • Organise internal brainstorming(s)and workshops involving external experts • Deliver regular alerts and notes on new ideas and proposals from all over the EU • Draw scenarios on the way(s) in which the EU may evolve next in light of the likely reforms and changes triggered by the euro-zone crisis • Taking forward thinking and outreach opportunities connected to the future of the EU and the development of a "federation of nation states". The cornerstone of the outreach will be developing ideas on bridging the democratic deficit as outlined by the President. 		

Objective 4 - Giving the EU an effective voice in the wider world

Specific objective : contributing to a Commission-wide debate and process aimed at rethinking the EU's international role in a new global order		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events (conferences, workshops and meetings of expert groups). <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates in workshops organised; - Policy relevance of the analytical and policy documents produced by BEPA 	<ul style="list-style-type: none"> - Seminar on "Arab awakening one year on: what kind of partner can Europe be?" (15 March 2012) - Seminar on "Global swing states: partnering in pursuit of international order" (22 March 2012) - Seminar on "EU, NATO and the rise of Asia" (7 May 2012) - Third annual Carnegie-EU Russia Forum (21 May 2012) - Workshop on "Facing up to the Challenge of Democracy in the Southern Mediterranean: Economic and Societal Trends" (12 May 2011) - Visit of US Congress Staffers (2 July 2012) - Seminar on eastern Mediterranean Gas co-organised with German Marshall Fund (16 October 2012) - Second Skhirat conference on the "Initiative for an Atlantic Community" (30 November-1 December 2012) 	<p>To provide inputs in order to maximise the relevance of the internal common policies in international <i>fora</i> and in the framework of strategic partnerships.</p>
Main policy output		
<ul style="list-style-type: none"> • Strategic advice on institutional and external policy issues: joint workshops and reports on a) global governance; b) the Atlantic 'space' (and a special focus on Brazil, Africa); c) relations with the US, d) emerging powers, Asia, BRICS, and IBSA (India, Brazil, South-Africa). • Monitor democratisation/transitions in the Union's neighbourhood. • Participation in the Inter-regional Dialogue on Democracy • Organise an event on trade and new investment opportunities in new, high growth markets • Co-organise the Third Annual High-Level meeting of the Dialogue on Democracy (May 2013) 		

Objective 5: European Strategy and Policy Analysis System (ESPAS) Preparatory Action

Specific objective : contributing to foresight and strategic planning in EU Institutions		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates in workshops organised; - Policy relevance of the analytical and policy documents produced. 	<ul style="list-style-type: none"> - Several meeting of the Inter-Institutional Task Force and of the Working Groups - Presentation of the ESPAS project to several stakeholders: Directors General (14 June 2012) , Futuribles (Paris 21 June 2012) - Meeting with National Intelligence Council (NIC) – Roll out of Global Trends (25 June 2012) - Participation in the School of International Future (Wilton Park, UK) (13-17 August 2012) 	<p>Establish an inter-institutional system identifying long-term trends on major policy issues facing the EU.</p> <p>Develop a network for regular cooperation between officials in the various EU Institutions.</p>
Main policy output		
<ul style="list-style-type: none"> • Implement the preparatory action and set up the appropriate structure to ensure proper management of resources • Follow up the results of the call for tenders respectively on "economy", "society" and "governance and power" • Manage the three inter-institutional working groups and guide them towards policy outcomes • Pursue a programme of outreach to build awareness of ESPAS in the international community • Organise the Annual Conference on ESPAS Preparatory Action (18-19 February 2013) • Monitor and update the ESPAS website in order to build an online network community on global trends and offer easy public access to future-oriented policy work 		

Objective 6 - Contribute to better communicating the EU

Specific objective : Contributing to the Commission effort to better communicate Europe		
Participate with targeted initiatives and distinctive contributions – in close co-operation with the Spokespersons Service – to the Commission collective effort to articulate fresh language in communicating Europe, its values and objectives.		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events (workshops and meetings of expert groups). <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates in workshops organised; 	<ul style="list-style-type: none"> - Seminar on the protection of sacred places of the Mediterranean – 6 March 2012 - Workshop on Populism (25 April 2012) - European Young Leaders "40 under 40" – 7 June 2012-10-16 - Lunch with Think Tanks - 6 September 2012 - Young political leaders – 28 March 2012 (together with Aspen Institute France) - Meeting with representatives of the Cultural World - 17 September 2012 - Visit of Dominique Reynié – July / September 2012 - Seminar with D.Reynié on Europe and public opinion (16 November 2012) 	To suggest new occasions to communicate in relation with public opinion trends and to strengthen contacts with experts in the domain.
Main policy output		
<ul style="list-style-type: none"> • Liaise with professional and experts in the domain of political communication. • Regular network with Think Tanks • Foster contacts with the world of Arts and Culture, implementing the Pilot Project on a new narrative for Europe (organising two events and an Agora for Culture and Thought) • Continue publishing relevant publications: BEPA Monthly Brief, 'BEPAlerts' and 'BERlaymont PAPers'. • Track developments in public opinion; analyse political debates across the EU • Liaise with expert communities • Maximise the impact of EU proposals through outreac 		

Objective 7 - Consolidation of the dialogue with churches, religious communities and non confessional organizations

Specific objective : Shaping the dialogue with churches, religious communities as well as philosophical and non-confessional organisations

With the introduction of article 17 in the “Treaty on the functioning of the European Union European Union has now a legal obligation to pursue the dialogue through high-level meetings, seminars and bilateral meetings. The European Commission is ensuring that this dialogue is "open, transparent and regular".

Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i> - Number and size of events (workshops and meetings of expert groups).</p> <p><i>Qualitative indicators:</i> - Level of participants, focus and originality of the discussions and debates in workshops organised;</p>	<p>- High level annual Religious leaders meeting co-chaired by EC, EP and Council (12 July 2012)</p> <p>-High level annual meeting of representatives of non confessional organisations (27 November 2012)</p> <p>- Five dialogue seminars with representatives of religious and philosophical and non confessional organisations</p>	<p>Ensuring a smooth and balanced dialogue with all the above mentioned stakeholders</p>

Main policy output

- Maintain a smooth dialogue with all the above mentioned representatives
- Pro-actively consult interlocutors on relevant EU policy issues
- Ensure that the discussions in dialogue seminars feed into the policy making process at the European Commission
- Organise -in cooperation of the EP and the Council- the annual high-level meetings with religious leaders as well as with philosophical and non-confessional representatives and ensure follow-up

Objective 8 - Ensure a smooth running of the activities of EGE

Specific objective : Ethics in Sciences and New Technologies		
<p>Following the entry into force of the Charter of Fundamental Rights, the goal of the Commission is to strike a balance between ethical and socio-cultural diversity, both at EU level and globally in other regions of the world, while also respecting internationally recognised fundamental value. Within this framework, BEPA will continue its activities in the field of Ethics in Sciences and new Technology.</p>		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - Number and size of events (EGE meetings, round table, international events, internal meetings). - Number of opinions adopted and published. <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - Level of participants, focus and originality of the discussions and debates in workshops organised; - Policy impact of EGE Opinions and other initiatives under the BEPA ethics sector (ISG and IDB). 	<ul style="list-style-type: none"> - Adoption of the Opinion on "Ethical implications of Information and Communication Technology" – 22 February 2012 - Several meetings of the EGE group. - Request to issue an opinion on Ethics of Energy (to be released beginning of 2013). - Meeting with the Chairs of EU27 National Ethics Councils (18-20 June and 4-5 October 2012) - 4th International Dialogue on Bioethics (IDB) (19 June 2012) - 2 meetings of the ISG on Ethics and EU policies (31 May and 27 November 2012) 	<ul style="list-style-type: none"> - Ensuring the most valuable, objective advice on ethics in science and new technologies to the President and the College Rationalising actions on ethics across the EC Services. -Facilitating international debates on bioethics (IDB) Representing the EC in meetings organised by relevant International Organizations.
Main policy output		
<ul style="list-style-type: none"> • Organise the EGE meetings, with additional expert hearings and EGE roundtables for each EGE Opinion being adopted, with representatives of relevant stakeholders • Organise the Meetings with the National Ethics Councils (NEC) hosting the EU Rotation Presidency and the EU 27 NEC Forum • Organise the meetings of the EC Inter-service Group on ethics and EU policies¹ (the ISG aims to rationalise and coordinate Commission activities in the fields of bioethics and ethics of science and new technologies). 15-20 EC Services attend the meetings (3 meetings/year) chaired by the head of BEPA Ethics team • Organise the annual meeting of the International Platform on Bioethics clustering the chairs of EU 27 National Ethic Councils (NECs), EGE Members and the Chairs of non EU NECs , and representatives of the EP (STOA Committee) and of relevant international organisations • Finalise the opinion on the Ethics of Energy (beginning 2013) 		

¹ http://ec.europa.eu/european_group_ethics/platform/index_en.htm

Objective 8 - Continue developing the role of Chief Scientific Adviser

Specific objective: the new function of Chief Scientific Adviser (CSA) to the President has become operational in 2012. The CSA reports to the President directly, but it is administratively embedded in BEPA.		
Result indicators	Latest known result	Target
<p><i>Quantitative indicators:</i></p> <ul style="list-style-type: none"> - number of speeches - number of briefings provided - number of expert meetings organised - number of media appearance <p><i>Qualitative indicators:</i></p> <ul style="list-style-type: none"> - impact on public opinion - positive feedback received from within and beyond the Commission - impact on policy papers and processes 	<ul style="list-style-type: none"> - Lunch with the President and high level scientists (6 June 2012) - Representing the Commission as Guest of honour at the Euroscience Open Forum (ESOF, Dublin, July 2012) - Meeting on Science and Technology foresight (18 July 2012) - Evidence at the House of Commons Science and Technology Selected Committee - Launching strategic collaboration with the European Academies Science Advisory Council - Establishing relationship with key US science & research partners - Launch of the CSA website 	<ul style="list-style-type: none"> - Providing strategic advice on science and technology issues to the President - Promoting the use of scientific evidence in EU policy-making - Liaise with national science advisers in EU member states and globally with the aim to foster a common view on the scientific evidence around specific policy matters - Ensuring coherence in science and technology foresight across Commission services - Promoting excellence of European Science - Stimulating a rational societal debate on new technologies - Contributing to crisis preparedness
Main policy output		
<ul style="list-style-type: none"> - Deliver of the research metrics report by the end of 2013 - Organise two meetings of the science Advisory Council - Establish a working group on science and technology foresight - Deliver the concept for European Science award - Give guidance on the procurement, use and communication of scientific evidence - Promote a network of European science advisers 		