



2013

Annual Activity Report

**Bureau of
European Policy
Advisers (BEPA)**

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INTRODUCTION

The Bureau of European Policy Advisers in brief

The Bureau of European Policy Advisers (BEPA) 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's core tasks are 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 the Spokesperson's Service (SPP). BEPA provides support to the Cabinet on specific subjects, as well as policy advice of a more long term and strategic nature, leading its own outreach to civil society.

BEPA is a horizontal service which manages an administrative budget in a centralised direct way.

The year in brief

2013 was yet another year of renewed commitment and service for BEPA. In 2013, BEPA has contributed to the political agenda of President Barroso and the College with both in-house and outreach activities. Submissions on a range of relevant topics were regularly sent to the President's cabinet. Seminars, conferences, workshops and meetings were organised in order to maximise both the expert contribution to internal activities, capturing fresh ideas, and the outreach to external stakeholders.

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 takes care not to duplicate the work of the other services in the House, but rather to complement it by providing different inputs.

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

In addition, a major conference on the "Blueprint for a deep and genuine EMU" was organised in May.

Secondly, BEPA also focused 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 a major report entitled "Global Trends 2030. Citizens in an interconnected and polycentric world", which was published in March 2012. This report concluded the Pilot

Project phase. Following this, the participating organisations agreed to proceed to a Preparatory Action, which will be concluded at the end of 2014. In February 2013 BEPA organised the first international annual ESPAS conference, which represented an important contribution to the on-going work of the project and whose findings contributed to the delivery of three studies (global trends reports) by external contractors devoted respectively to the economy, society and international governance and power. In addition to the annual conference, BEPA continued to steer the debates in the inter-institutional Task Force and organised an international seminar (November) with trends experts from China, US, Latin America, India and Russia and also government policy planners from EU Member States. Three inter-institutional working groups were established to oversee and guide the studies, and to coordinate their findings in a final report on future trends due to be delivered mid-2014.

Beside this, BEPA continued to pursue the drafting of the Social Innovation report (through the works of an inter-services group chaired by BEPA), the developments in the implementation of the Europe 2020 strategy (research and innovation, industrial policy, and other) and work in the field of energy and climate change.

Finally, it should be mention BEPA core activities like the works of the European Group on Ethics in Science and New Technologies, whose activities concentrated on analysing the ethical implications of surveillance technologies and the dialogue with churches, religious associations or communities, philosophical and non-confessional organisations (ex art.17 of the Treaty on the functioning of the European Union), which was dedicated to the different aspects of the European policies, like social policies, environmental protection and other.

It has to be noted that 51 events (including seminars, meetings and conferences) were organised by BEPA in 2013 in order to support the on-going work programme of the Directorate general.

In May, the Deputy Head of BEPA, Mr Margaritis Schinas, moved to DG ECFIN and a new Deputy was appointed, Mrs Maria de los Angeles Benitez Salas.

In September, the Head of the coordination Unit left BEPA for one year to undertake an EU fellowship programme in US. She was replaced, in an acting capacity, by the Deputy Head. This ensured continuity in the management of human and financial resources, as well as in the coordination of the activities.

In November, a small reorganisation of the service was approved by the College, consisting in moving the Principal Adviser post (which was previously directly attached to the Director General) to the Outreach Team.

Executive Summary

The Annual Activity Report is a management report of the Director-General of BEPA to the College of Commissioners. It is the main instrument of management accountability within the Commission and constitutes the basis on which the Commission takes its responsibility for the management of resources and the achievement of objectives.

Key Performance Indicators (most relevant)

Given the mission of BEPA, which is to advise, to think (sometimes "out of the box") and to look forward, it is not always easy or possible to measure its performance in a conventional way, as the work undertaken is specifically linked to the President's (BEPA main client) satisfaction.

Nevertheless, in an effort to comply with the new instructions, we offer the following assessments:

Result/Impact indicator (description)	Trend	Target (or milestones)	Latest known results as per Annual Activity Report
Ultimate impact	😊 😊		



Degree of satisfaction of the President and his Cabinet	😊	Full satisfaction of the President and his Cabinet (Difficult to measure, given that it is a more qualitative evaluation by the President or his Head of Cabinet expressed orally to the DG in their regular meetings). No complaints made by the Cabinet in the past years.															
Number of events organised by BEPA and number of participants	😊	<p>Constant increase or stabilization in the numbers of meetings/participants.</p> <p>This KPI will give us an indication of the "weight" of the outreach mission of BEPA:</p> <p>2010 = 32 meetings with 1287 pp 2011 = 47 meetings with 3071 pp 2012 = 59 meetings with 2881 pp 2013 = 51 meetings with 2601 pp</p> <p>In 2013 we had less meetings than in 2012 given the departure of three members of the staff responsible of outreach, with no replacement.</p> <div data-bbox="523 1370 1295 1966" data-label="Figure"> <table border="1"> <caption>Number of meetings and number of participants (2010-2013)</caption> <thead> <tr> <th>Year</th> <th>Number of meetings</th> <th>Number of participants</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>32</td> <td>1287</td> </tr> <tr> <td>2011</td> <td>47</td> <td>3071</td> </tr> <tr> <td>2012</td> <td>59</td> <td>2881</td> </tr> <tr> <td>2013</td> <td>51</td> <td>2601</td> </tr> </tbody> </table> </div>	Year	Number of meetings	Number of participants	2010	32	1287	2011	47	3071	2012	59	2881	2013	51	2601
Year	Number of meetings	Number of participants															
2010	32	1287															
2011	47	3071															
2012	59	2881															
2013	51	2601															

Dissemination of BEPA publications (BEPA monthly-BmB, Berlaymont Papers, BEPA alerts, ethically speaking newsletter)



Increase the number of publications and especially the dissemination
Number of total publications released by BEPA:

2010: 11

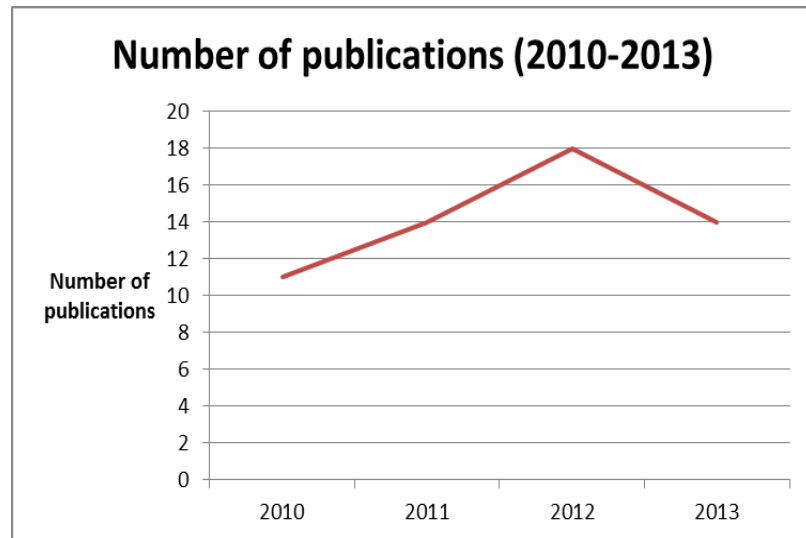
2011: 14

2012:18

2013:14

The subscribers of our publications were 200 per issue released.

The decrease in 2013 was due to the departure of the colleagues who were also in charge of some of the publications (namely BEPA alerts).



Policy highlights of the year (executive summary of part I)

It should be underlined that in the context of BEPA's activities, ESPAS has been a significant intellectual and organisational project for BEPA. It has involved the Director General, the Deputy Head, seven advisers (directly and indirectly) and a number of members of the Co-ordination Unit. This is, in part, due to the fact that BEPA has been responsible for the operational aspects of the Preparatory Action such as the report tender process, the management of the ESPAS budget line and the organisation of the work of ESPAS including conferences, seminars and meetings.

It is clear that the project is likely to move to a new stage of co-operation following the PA. This co-operation will require each participating institution and organisation to commit human and financial resources. Throughout the development of the project, BEPA has ensured that the President, his cabinet, the Secretary General and Directors General (particularly those with staff engaged in the working groups) have been kept informed.

The project has gained significantly in terms of credibility inside the institutions, in Member State capitals and amongst trend and foresight experts internationally. ESPAS has helped to establish the EU as a player in the growing trends analysis network. Although it is still at an early stage of its development, the project has already established closer inter-institutional co-operation on trends and foresight, it has developed a body of substantive policy work, engaged with key policy experts inside and outside the EU, developed a unique online global trends repository ORBIS (Open Repository Base on International Strategic Studies) and made progress towards establishing a permanent ESPAS system for the EU.

For the future, the precise nature of any inter-institutional agreement will be important as will the substance of the ESPAS Global Trends Report due in mid-2014. These are the key milestones for ESPAS in 2014. The change of leadership across the institutions in 2014 will, of course, have an impact on ESPAS. What approach will be taken by the new leaderships will determine the long-term development of the system.

As indicated in the previous paragraphs, BEPA is a Directorate General which is a unique service within the European Commission. Its mission is directly linked to the President's agenda and priorities. In addition, BEPA should be able to respond to President's and Cabinet's immediate requests, altering sometimes its planning and programming. The "raison d'être" of BEPA is precisely its difference in terms of flexibility and its ability to adapt to the President on-going agenda. It is also unique as a service that is focused on forward looking activities and charged with thinking "differently".

If we consider the above-mentioned targets, it is evident that measuring them precisely is a difficult exercise.

Nevertheless, three main indicators have been identified:

- - the degree of satisfaction of the President and his Cabinet;
- - the number and size (in terms of participants) of events;
- - the number and dissemination of BEPA publications.

The President's satisfaction is the main indicator for our performance, but this is not always easy to measure; for example, an expression of satisfaction given orally to the Director

General during the regular meetings could be cited as affirmations of approvals. In addition, BEPA's outreach activity in support of the political agenda of the President was pursued at a high level and with important stakeholders (in 2013, BEPA successfully organised 51 events, - which represents the ability to attract and reach a wide range of stakeholders and expertise).

On the dissemination of BEPA publications, the more (and targeted) audience BEPA reaches the better in term of appreciation of our works and reputation. The number of publications increased continuously in 2011 and 2012, and in 2013 maintained the same level as 2011 (in fact, in 2013 we did not publish the BEPA alerts, while in 2012 we published four BEPA alerts).

Key conclusions on resource management and internal control effectiveness (executive summary of part 2 and 3)

In accordance with the governance statement of the European Commission, BEPA conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

The Commission has adopted a set of internal control standards, based on international good practice, aimed to ensure the achievement of policy and operational objectives. As required by the Financial Regulation, the Director-General has put in place the organisational structure and the internal control systems suited to the achievement of the policy and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

BEPA has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the internal control standards are effectively implemented.

In addition, BEPA has systematically examined the available control results and indicators, including those aimed to supervise entities to which it has entrusted budget implementation tasks, as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives. Please refer to Part 2 for further details.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director General, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

Information to the President

The main elements of this report and assurance declaration have been brought to the attention of the President of the European Commission, José Manuel Barroso.

1. POLICY ACHIEVEMENTS¹

1.1 Achievement of specific objectives

1.1.1 A Union for growth, stability and responsibility

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Assisting and providing advice to the President by reaching out to experts and opinion formers	Result indicators: - Number and size of events - Number of internal policy papers - Level of participants, focus and originality of the discussions and debates	Target (long-term) Increase the positive perception of the Commission role Highlight relevant trends for EU policy making (indicate the target-year) 2013	Current situation ² (as achieved) Seminar on shale gas and competitiveness (May) for the Communication and recommendations adopted in January 2014. Note on raw materials (October) Publication of the study on the Cost of Non-Europe Structuring and launch of the internal "Survey of Economic Reforms" High level conference on the Blueprint towards a deep and genuine EMU (May) Public sector innovation seminar (July)

Industry, Innovation, Science and Research

BEPA has contributed to the work in these areas, focussing namely on developing the narrative for the macro-economic relevance of the internet economy, the development of the economic investment package for public private partnerships launched in June, the

¹ See footnote 1.

² For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

Telecom package of September, the Defence and security package (industrial policy, R&D and single market aspects), the development of the Annual Growth Survey, the orientation debates on Competitiveness and the follow-up initiatives related to industrial policy, the ERA progress report, the development of the Strategic Work Programme for the implementation of Horizon 2020, the guidelines for maximising the synergies between Horizon 2020 and the Structural and Investment Funds.

Energy and Climate change

BEPA continued to follow the development of the international climate negotiations in the context of the United Nations Framework Convention on Climate Change and the run-up to the negotiations at the end of the year in Warsaw and contributed to various Commission initiatives and Communications in the field of energy and climate change.

Raw Materials inter-service group

Following the College Seminar on competitiveness of January 18, 2013, President Barroso charged BEPA to conduct a fact-finding mission on their impact on the competitiveness of the EU industry to concentrate on mineral resources, minerals, rare earths and other raw materials. To complement this task, BEPA has conducted an internal reflection on raw materials convening an experts meeting on October 17, with leading think-tankers, academia, NGOs and national geological societies.

Finalisation and publication of the study on the Cost of Non-Europe, the untapped potential of the single market

The President mandated BEPA also to lead the study on the untapped potential of the Single Market, both as a contribution to a request by the Parliament on the cost of non-Europe and to prepare for the Single Market Act II. It was completed in April and was published in November.

Structuring and launch of the study Survey of Economic Reforms

The President mandated BEPA to carry out a study on the pace of economic reform in Europe since- and as a response to- the crisis. This work is ongoing, it will be completed mid-2014.

High level conference on the Blueprint towards a deep and genuine EMU

In May, BEPA organised the high level conference on the "Blueprint towards a deep and genuine EMU". The goal of the conference was to foster a public debate on the necessary steps to complete the EMU and whether these can be achieved in the short, medium or longer term.

Public sector Innovation

In July, BEPA organised a debate with the President participation and with Esther Duflo – winner of the John Bates Clark Medal for brilliant young economists – that focussed on the modernisation of the public sector and how to scientifically test public sector innovation. During this event, the public sector innovation scoreboard was presented.

1.1.2 Multiannual financial framework 2014-2020

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Objective: Providing a constructive approach to the negotiations of the MFF	Result indicators: - Number and size of events - Number of internal policy papers - Level of participants, focus and originality of the discussions and debates	Target Build consensus around the proposal of the Commission Explore alternative ways to finalise the agreement	Current situation ³ (as achieved) Seminar on public investment banks (January 22 nd)
		Target year: 2013	

BEPA contributed to present and to debate the proposals of the Commission about the new Multi-Annual Financial Framework (MFF), namely in the context of initiatives from think tanks in the Member States (UK, Spain, France, Germany, Portugal) and in Brussels.

BEPA also met with members of the budget committee and other members of the European Parliament linked to this brief, as well as with members of the Committee of the Regions and the European Economic and Social Committee.

BEPA also organised seminars about public investment and long term investment in January 2013.

³ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

1.1.3 Monitoring institutional developments and EU-wide debates on reform

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
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: - Number and size of events - Number of internal policy papers - Level of participants, focus and originality of the discussions held	Target (long-term) Build a consensus within the Commission around the best legal option, timing and main features of a reform	Current situation ⁴ (as achieved) The work is still ongoing.

BEPA participated in the working group chaired by the Secretariat General and responsible for alternative reform solutions. This work is on-going.

In addition, BEPA organised – as part of its core tasks – two seminars involving European Think Tanks to discuss their thoughts on key EU political, social, economic and foreign policy issues. The first was held in the lead-up to the President's speech on the "State of the Union" while the second was held in the aftermath of the speech to assess its impact.

⁴ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

1.1.4 Giving the EU an effective voice in the wider world

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Contributing to a Commission wide debate and process aimed at rethinking the EU's international role in a new global order	Result indicators: - Number and size of events - Level of participants, focus and originality of the discussions and debates - Policy relevance of the policy documents produced by BEPA	Target (long-term) To provide inputs in order to maximise the relevance of the internal common policies in international for a and in the framework of strategic partnerships (indicate the target-year) 2013	Current situation ⁵ (as achieved) Follow up of the Atlantic Initiative Co-organisation of the third annual high level dialogue on Democracy and follow up of the discussions Participation in the Task Force on Defence policy

BEPA has contributed to this activity by both in-house and outreach activities. Submissions and reports have been regularly sent regularly to the President and his cabinet on the evolution of globalisation and of the Union's strategic bilateral relations, notably ahead of bilateral summits. BEPA has also been closely involved in the preparation of College orientation debate e.g. on climate change, global competitiveness and of the European Council notably on security and defence policy. As part of its activity within the defence task force, BEPA has played a significant role in stimulating the debate of ideas with relevant services on the future of the EU's defence policy and on the strategic objectives it should pursue.

As part of outreach activities and activities dedicated to channel new ideas to the college, BEPA has been active in organising events e.g. the EU-Russia forum, with the objective of bringing fresh ideas with participation of external experts.

⁵ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

1.1.5 ESPAS (European Strategy and Policy Analysis System) Preparatory Action

ABB activity: Policy strategy and coordination			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Contributing to foresight and strategic planning in the EU Institutions	Result indicators: - Number and size of events - Level of participants, focus and originality of the discussions and debates - Policy relevance of the analytical and policy documents produced	Target (long-term) Establish an inter-institutional system identifying long-term trends on major policy issues facing the EU (indicate the target-year) 2014	Current situation ⁶ (as achieved) Organisation of the ESPAS annual conference (18-19 February 2013) ESPAS International seminar (21-22 November 2013) Production of three global trends reports by independent researchers 6 meetings of the ESPAS inter-institutional Task Force On-going development of a global repository website for strategic studies
		Develop a network for regular cooperation between officials in the various EU Institutions (Target year: 2013)	

BEPA continued to lead for the Commission in this unique inter-institutional project on trends analysis and building a foresight capacity.

Specifically, BEPA oversaw the preparation of three trends reports by independent researchers which were published in the Autumn of 2013 and covered the main thematic areas– the economy, societal trends and international governance and power. Their findings will help shape work on the final ESPAS Global Trends Report due in mid-2014.

⁶ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

During the course of the year, BEPA took the lead, on behalf of the ESPAS Task Force, in devising, organising and implementing two major conferences. In February 2013, the first annual ESPAS conference entitled 'Developing Strategic Thinking in the European Union: Global Trends 2030' was held in Brussels. In November 2013, BEPA again led on the organisation of an ESPAS international seminar in Brussels involving around 70 overseas policy and trends experts, EU Member States government policy planners and EU institution representatives, with the aim of exploring the emerging findings of the three trend reports and tested them.

BEPA led for the Commission in the on-going discussions between the institutions on how to continue the ESPAS co-operation when the Preparatory Action is completed. BEPA is seeking (acting with the authority of the President), a continuing ESPAS system that is light in its structure and in its operational working methods.

Finally BEPA has led on the development of a unique new online facility for the sharing of information on global trends. 'ORBIS' (Open Repository Base for International Strategic studies) was launched in February 2014, linking experts and others in a global community who will have an easy access to reports and publications assessing trends and their impact.

1.1.6 Contribute to better communicate the EU

ABB activity: Policy strategy and coordination		<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending	
Participate with targeted initiatives and distinctive contributions – in close cooperation with the SPP/COMM - to the Commission collective effort to articulate fresh language in communicating Europe, its value and objectives	Result indicators: - Number and size of events - Level of participants, focus and originality of the discussions and debates in workshops organised	Target (long-term) To suggest new occasions to communicate in relation with public opinion trends and to strengthen contacts with experts in the domain	Current situation ⁷ (as achieved) Launch of the project on the new narrative (April 2013) Two general assemblies of form and imagination and thinking for Europe organised in Warsaw (July 2013) and Milan (December 2013)
		(indicate the target-year) 2013	Visit of young political leaders to the Commission (organised with Aspen Institute)

⁷ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

The new narrative on Europe

In the European Year of Citizens, initiatives such as the New Narrative for Europe aim to bring Europe closer to the citizen. To breathe new life into the European spirit, President Barroso called on artists, intellectuals, scientists, academics and European citizens to jointly explore the history, values, symbols and cultural aspects that unite citizens and to come up with a new vision for Europe.

This contributes to a more effective communication and understanding between EU institutions and citizens on the debate on the future of Europe

Two General Assemblies on Forms of Imagination and Thinking for Europe, in the framework the pilot-project New Narrative for Europe were held in Warsaw in July and in Milan in December.

The Cultural Committee appointed to draft the New Narrative taking into account the different contributions expressed throughout the development of the project met regularly in February, April, July, October and December 2013.

The Preparatory Action, which will continue in 2014, has recently been named "The promise of the EU".

This work is done in close collaboration with the Directorate General for Communication.

Monitoring public opinion in Europe

Following its success in 2012, BEPA organised during 2013 (together with DG COMM) a second seminar on public opinion with the participation of Directors General, Cabinets members and members of the Spokespersons Service. Key speakers included Dominique Reynié, Director of Fondapol, and Bobby Duffy, from the IPSOS MORI Institute. This year, particular attention was devoted to the forthcoming European elections.

Also for the second year, BEPA collaborated with the Aspen Institute to organise the meeting with young political leaders. The group visited the Commission premises and met with members of the President's Cabinet, BEPA, the Spokespersons' Service and the Protocol.

1.1.7 Consolidation of the dialogue with churches, religious communities and non-confessional organisations

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Shaping the dialogue with churches, religious communities, philosophical and non-confessional organisations	Result indicator: - Number and size of events - level of the participants, focus and originality in the discussions and debates	Target (long-term) Ensuring a smooth and balanced dialogue ("open, transparent and regular") with all the above mentioned stakeholders	Current situation ⁸ (as achieved) Current situation ⁹ - High level annual meeting with Religious leaders, co-chaired by EC, EP and Council (30 May 2013) -High level annual meeting with representatives of philosophical and non-confessional organisations, co-chaired by EC, EP and Council (05 November 2013) - Four dialogue seminars with representatives of religious communities, and philosophical and non-confessional organisations
		(indicate the target-year) 2013	

BEPA intensified the dialogue with churches, religious communities as well as philosophical and non-confessional organisations, based on article 17 of the Treaty on the Functioning of the European Union. This dialogue has been conducted over several decades by the European Commission.

The Presidents of the Commission, Parliament and Council held meetings with both religious leaders as well as with representatives of philosophical and non-confessional associations. In the context of the European Year 2013 of Citizens and with view to the European Parliament elections in May 2014, discussions focused on "Putting Citizens at the heart of the European Union in times of change". In addition, three dialogue seminars were held around the topic

⁸ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

⁹ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

of EU citizenship and populism: a large colloquium with the European Association of Free Thought and EGALÉ (Egalité Laicité Europe), a dialogue seminar with the European Humanist Federation and the Grande Loge Féminine de France on the issue of populism in Europe as it relates to the European elections and a dialogue seminar with the two largest umbrella organisations of the Catholic and the Protestant churches on "EU citizenship: benefits and challenges".

Together with the EEAS, BEPA organized an *ad hoc* consultation process with "Article 17 interlocutors" who contributed to the drafting of Common Foreign and Security Policy guidelines on Freedom of religion and belief.

1.1.8 Ensure a smooth running of the EGE's activities

ABB activity: Policy advice		<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending	
	Result indicators: - Number and size of event - Policy impact of EGE opinions and other initiatives under the BEPA ethics sector (ISG and IDB) - Level of participants, focus and originality of the discussions and debates in workshops organised - Number of opinions adopted and published	Target (long-term) Ensure the most valuable, objective advice on ethics in science and new technologies to the President and the College Rationalise actions on ethics across the Commission Facilitating the debate in international for a (IDB) (indicate the target-year) 2013	Current situation ¹⁰ (as achieved) Adoption of the opinion on research, production and use of energy (January 2013) 9 meetings to discuss the forthcoming opinion on ethics of security and surveillance technologies Organisation of the IDB (September 2013) 2 meetings of the ISG on ethics and EU policies

The European Group on Ethics (EGE) is an independent, pluralist and multidisciplinary body which advises the European Commission on ethical aspects of science and new technologies in connection with the preparation and implementation of Community policies and legislation. Upon the request of President Barroso, the EGE developed during 2012-2013 an Opinion on the Ethics of Energy. The EGE adopted its Opinion on the research, production and use of energy in early 2013 and subsequently met Commissioner Oettinger to discuss its proposed actions. The Opinion built upon an intense series of meetings with experts and

¹⁰ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

stakeholders (including industry, civil society, NGOs, academia and the Chairpersons of the EU 27 National Ethics Councils). In its Opinion, the EGE proposed an integrated ethics approach for the research, production and use of energy in the EU. This framework is based on a comparative and comprehensive integrated assessment and rests upon an equilibrium between four criteria – access rights, security of supply, safety, and sustainability – in the light of social, environmental and economic concerns.

In February 2013, the EGE started the work on its Opinion on the Ethics of Security and Surveillance Technologies, as requested by the President of the European Commission.

European Commission International Dialogue on Bioethics (IDB)

In the science and new technologies sector the European Commission is promoting a responsible use of science and technology, both within the European Union and worldwide. The international dialogue forum is conceived as a platform to bring together Chairs of National Ethics Councils (NEC) and equivalent bodies from different regions of the world in order to facilitate a better exchange of information and communication between these bodies and to enable interactions and linkages between them and the Commission. The fifth meeting of the European Commission International Dialogue on Bioethics (IDB) took place on September 17, convened by the European Commission under the auspice of the Lithuanian Council Presidency. The meeting focussed on the ethics of research security. Invited participants included members of the EGE, Chairs of the EU 27 National Ethics Councils and those of the non-EU National Ethics Councils as well as representatives of international organizations.

1.1.9 Continue developing the role of the Chief Scientific Adviser

ABB activity: Policy advice			<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Provide strategic advice on science and technology issues to the President Promoting the use of scientific evidence in the EU policy-making Liaise with national science advisors Ensure coherence in science and technology foresight across the Commission	Result indicators: - Number and size of events - positive feedback received from within and beyond the Commission	Target (long-term) Providing strategic advice on science and technology to the President Promoting the use of scientific evidence in EU policy making Liaise with national science advisers in the EU Ensure coherence in science and technology foresight across Commission services Promoting excellence of EU science Stimulating a rational societal debate on new technologies (indicate the target-year) 2013	Current situation ¹¹ (as achieved) Establishment of the President's Science and Technology Advisory Council (STAC) and organisation of 4 meetings STAC opinion on "Science for an informed, sustainable and inclusive knowledge society" Set up (with BEPA) of the Commission internal foresight network Expert meeting on endocrine disruptors 2 inter-services meetings on high performance computing and global resilience Preparation of an Eurobarometer Survey on Foresight (delivery in 2014)

Following the establishment of the post of Chief Scientific Adviser to the President in 2012, the European Commission has strengthened further its commitment to evidence-based policy-making by establishing the President's Science & Technology Advisory Council. The role of the Council, which is made up of eminent scientists from the public and the private sector, is to provide advice on the importance of science & technology in i) society and policy-making, ii) their contribution to jobs and growth, and iii) their role in a future vision for Europe. The Commission's Chief Scientific Adviser Professor Anne Glover, who chairs the Advisory Council, serves as an Ambassador for the excellence of European science across Europe and beyond and has fostered initiatives for a greater recognition of the contribution

¹¹ For objectives of multi-annual programmes, where intermediate milestones are not available, services may consider presenting progress towards attainment of ultimate objectives by showing the multi-annual trend.

science & technology deliver to the European project and the well-being of European citizens in general.

The Chief Scientific Adviser stimulates societal debate around the public acceptance of new technologies in order to underpin a more innovation-friendly societal environment. At the same time the Chief Scientific Adviser is pushing for a new culture of risk-taking in Europe, emphasising the need to put risks in relation to reward, with the aim of keeping the EU at the forefront of knowledge creation and to ensure the transfer of knowledge into every-day applications for the benefit of the citizen. A stronger acknowledgement of the use of scientific evidence in the policy-making process, both at European and national level, will provide the basis for a more transparent dialogue about priorities and enable rational decision-making. In the European Commission this is reflected, for instance, by a stronger engagement of national science academies in the provision of scientific advice.

1.2 Specific efforts to improve 'economy' and 'efficiency' of spending and non-spending activities.

According to the financial regulation (art 30), the principle of economy required that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

The respect of these principles is continuously pursued through the implementation of internal procedures and predefined practices. These procedures ensure that activities are executed in an efficient manner (e.g. the different workflows contribute to the efficient cooperation between staff, units, etc...) and according to the principle of economy (e.g. the procurement rules ensure procurement in optimal conditions).

BEPA is continuously fine-tuning its internal arrangements in order to improve the efficiency and economy of its operations. The following initiatives show how these principles are implemented in our DG:

1.2.1 Example 1

The detailed organisation of the ESPAS and Blueprint conferences were outsourced to SCIC, which resulted in savings in term of workload for the small team in charge and budget. Moreover, since the SCIC has a number of framework contracts, the service works with negotiated prices and can provide a better service at the lowest cost. Finally, given that SCIC is a commission service, we are not paying high management fees, which would be the case if we were sourcing this service from an external PCO (Professional Conference Organiser).

1.2.2 Example 2

In 2013 the two contracts with the service provider EURESIN (for BEPA and ESPAS websites) have not been fully consumed due to the fact that the webmaster of BEPA's website was undertaking most of the updates on the 2 websites. We have de-committed in total 30768.7 € (24 924.70 € for ESPAS website contract and 5844 € for BEPA website contract).

1.2.3 Example 3

The Survey of Economic Reforms, which was initially foreseen as an external study, was then implemented using internal resources (involving a dedicated group of staff from various services).

1.2.4 Example 4

Following the provisions of art.178 of the Financial Regulation, BEPA processes the de-commitments in a very effective and timely way (average 2 days).

2. MANAGEMENT OF RESOURCES

Assurance is an objective examination of evidence for the purpose of providing an assessment of the effectiveness of risk management, control and governance processes. This examination is carried out by management, who monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. Its results are explicitly documented and reported to the Director-General. The reports produced are:

- the monthly financial reports to the AOSDs;
- the contribution of the Internal Control Coordinator, including the results of the internal annual risk management exercise;
- the observations and recommendations of BEPAs Internal Audit Capability;
- the exceptions reports

This section reports the control results and other relevant elements that support managements' assurance on the achievement of the internal control objectives¹².

It is structured in three separate sections:

- (1) the DG's assessment of its own activities for the management of its resources;
 - (2) the assessment of the activities carried out by other entities to which the DG has entrusted budget implementation tasks;
- and (3) the assessment of the results of internal and external audits, including the implementation of audit recommendations.

BEPA manages administrative appropriations in direct management covering administrative expenditure (namely conferences and expert meetings organisation, studies, missions). The authorised budget for 2013 was equivalent to 918.076 euros.

BEPA also managed the ESPAS Preparatory Action (2012-2014). The authorised budget for 2013 was 500.000 euros in commitments and 1.250.000 in payments. The ESPAS Preparatory Action has been implemented through the launch of three open calls with contracts signed at the end of 2012 and follow up in 2013. The activities financed by the 2013 ESPAS budget were the interim and final payments of the three studies (trend reports), the organization of the annual conference in February, the international seminar in November and the development of a global repository website (the latter using existing Framework Contracts).

¹² Effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 32).

The summary table below is showing the split between the expenditure linked to the use of public procurement procedures and the expenditure related to administrative tasks (missions, reimbursement of experts etc).

Expenditure type linked to Procurement	Commitment Appropriations (C1)	Committed Appropriations	%	Payment Appropriations (C1, C2)	Consumed Payments Appropriations	%
Admin Budget	477.217	250.892	52,6%	477.217	173.848	36,4%
Preparatory Action ESPAS (**)	277.500	127.407	45,9%	1.330.000	1.141.932	85,9%
Co-delegation SCIC Admin Budget Conference	20.404	[20.403,63(*)]	100%	20.404	[20.403,63(*)]	100%
Co-delegation SCIC Preparatory Action ESPAS (**)	222.500	[222.500,00(*)]	100%	140.000	[119.558,76(*)]	85,4%
Subtotal Procurement	997.621	378.300	37,9%	1.967.621	1.315.780	66,9%
Expenditure type non Procurement	Commitment Appropriations (C1)	Committed Appropriations	%	Payment Appropriations (C1)	Consumed Payments Appropriations	%
Representation costs	2.825	2.825	100%	2.825	1.267	44,9%
Missions costs (subdelegation PMO)	180.000	180.000	100%	180.000	135.017	75,0%
Experts meetings (subdelegation PMO)	237.630	237.630	100%	237.630	196.573	82,7%
Subtotal non Procurement	420.455	420.455	100%	420.455	332.857	79,2%
GRAND TOTAL	1.418.076	798.755	56,3%	2.388.076	1.648.637	69,0%
C8 Payment Appropriations carried forward	-	-	-	231.278	66.124	28,6%
C4 Internal assigned revenue	42	0	-	42	0	-
TOTAL BUDGET 2013	1.418.118	798.755	56,3%	2.619.396	1.714.761	65,5%
DETAILS on CREDITS CO-DELEGATED to SCIC						
<i>Admin Budget Conference</i>	20.403,63	20.403,63	100%	20.403,63	20.403,63	100%
<i>Preparatory Action ESPAS (**)</i>	222.500,00	222.500,00	100%	140.000,00	119.558,76	85,4%
	242.903,63	242.903,63	100,0%	160.403,63	139.962,39	87,3%
(*) : Les crédits transférés au SCIC dans le cadre de la Co-délégation ne sont pas pris en compte dans le calcul de l'exécution budgétaire BEPA (voir annexe 3)						
(**) : differentiated appropriations						

The execution of the budget in commitment appropriations is equal to 56,33%, and to 65,46% in payments appropriations.

This was mainly due to the following factors:

- a) identification of negative priorities, due to the departure of some personnel and the consequent decision not to replace them but rather re-allocate their tasks among remaining staff;
- b) long term leave (sick and maternity leaves) of three colleagues;
- c) decision to use in-house resources for drafting the Survey of Economic Reforms requested by the President instead of launching an external call for studies;
- d) decision not to have a Visiting Fellow, contrary to what was initially foreseen.

Concerning c) and d) above mentioned, the amount for the two planned activities was estimated in 100.000 €.

2.1 Management of human and financial resources by DG BEPA.

This section reports and assesses the elements identified by management that support the assurance on the achievement of the internal control objectives. Annex 5 outlines the main risks together with the control processes aimed to mitigate them and the indicators used to measure the performance of the control systems.

Control effectiveness as regards legality and regularity

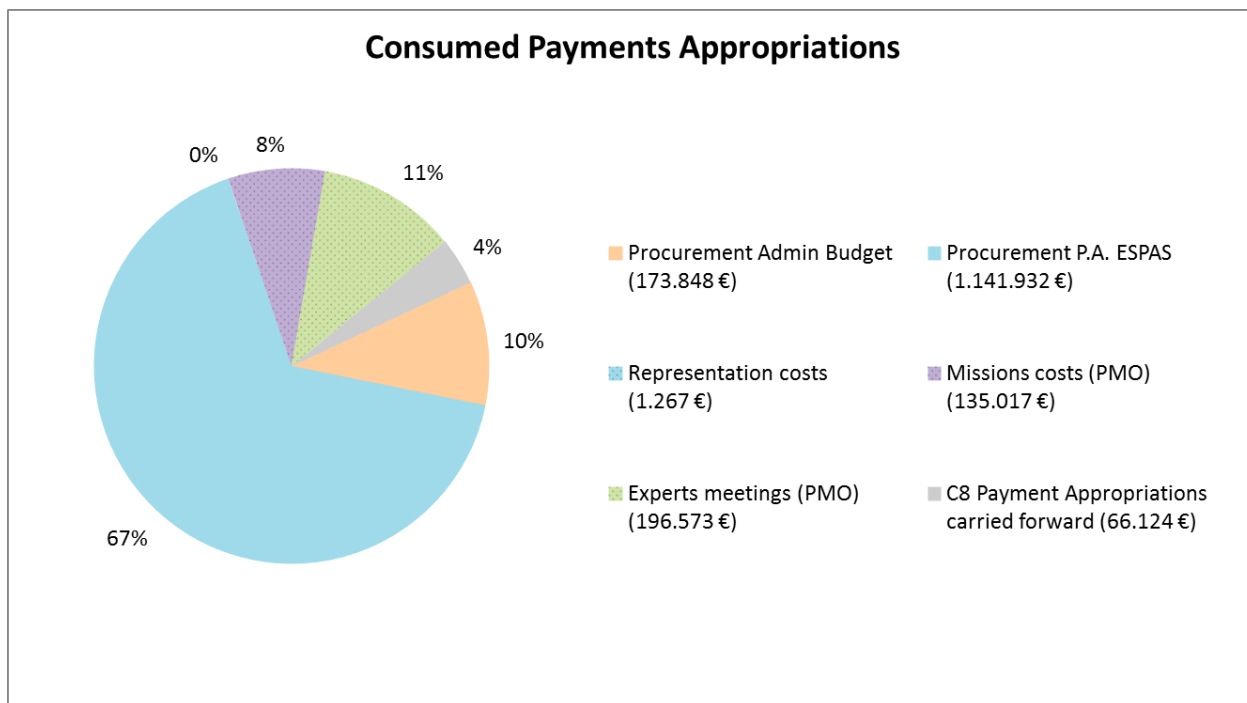
BEPA has set up internal control processes aimed at ensuring the adequate management of the risks relating to the legality and regularity of the underlying transactions.

As stated previously, BEPA manages a small budget, implemented on a centralised basis. The budget covers only administrative expenditure of the global envelope.

In addition to that, BEPA also manages the budget devoted to the inter-institutional preparatory action ESPAS (European Strategy and Policy Analysis System), ending in 2014, also under the administrative expenditure and on a centralized basis.

The public procurement activities are mainly linked to existing framework contracts and to the use of negotiated procedures (below 15.000 euros).

The chart below shows the percentages of BEPA activities in 2013 based on public procurement procedures:



Due to its relatively small budget, BEPA has a very limited number of financial transactions (155 payments in 2013), allowing the verification ex-ante of all the transactions by the BEPA Coordination Unit and thus reducing considerably the error rate (100% ex-ante verification). Our control tools are structured in such a way that the segregation of tasks and implementation of the "four eyes" principle allow for the possibility to have ex-ante control for all commitments and payments. In general, the number of transactions is limited and of a repetitive nature.

No errors were detected during the 2013 cut-off exercise, or by the internal auditor during the audit carried out in December 2013.

Concerning the materiality criteria, the annual risk of errors (very rare given the above) has a financial impact which is lower than 2% of the budget.

The control system is centralised, as the operational and financial verification functions for public procurement are always performed by the Finance team (staff with experienced know-how). The systematic ex-ante control, prior to the award of contract or authorisation of payment, prevents errors and detects non-compliance with contractual provisions. There are no supervisory ex-post controls, but the Internal Control Coordinator is registering exceptions or non-compliance events, which would allow the detection of weaknesses in the management of public procurement.

For 2013, the only case of exception to the above was recorded in relation to public procurement was the payment of late interest (273,97 €) on pre-financing paid in 2011 involving an overdue 9 days for the ESPAS pilot project.

BEPA is therefore able to conclude that there are no indications that procurement procedures and payment transactions are illegal and irregular.

Control efficiency and cost-effectiveness

The principle of efficiency concerns the best relationship between resources employed and results achieved. The principle of economy requires that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price.

BEPA's statistics on payment delays (average time 15,98) as well as late payments (only one, as mentioned above - see table 6 of the Annex 3 financial data) demonstrate that control efficiency requirements are met. The main purpose of public procurement's controls is to guarantee that procurement procedures and payment transactions are correct for the validation of the AOSD. The ex-ante controls for procurement procedures cost 132.000 euros (= 1 FTE) but the quantifiable benefits are very difficult to evaluate and are mainly qualitative benefits due to the reputational damage to be taken into consideration as a risk in the particular case of BEPA. For 2013, the public procurement control cost represented 7,79% of the procurement budget value, which is equal to 1,6 million (split as follows: 378.299, 87 € for control of commitments and 1.315.780, 03 € for control of payments).

Based on the present approach, BEPA considers its control procedures are as cost-effective as is reasonably possible taking into account the necessary segregation of duties as recommended by the Financial Regulation.

Fraud prevention and detection

BEPA has developed its Anti-fraud strategy as foreseen in the Commission's overall Anti-fraud strategy (10/12/2013)¹³. All the resulting measures have been fully implemented.

Given the nature of BEPA and its proximity to the work of the President and his cabinet, BEPA continues to pay particular attention to Internal Control Standard n.2, ensuring the respect of all the relevant ethical and organisational values, in order to avoid any reputational risks.

Because of its composition, mainly external staff, BEPA considers necessary to reinforce the awareness of internal control standards, especially reminding staff in a regular way about ethical values.

Significant progress has been made in 2013, concerning the respect for ethics; nevertheless, the Coordination Unit and the Internal Control Coordinator monitor and continue working on the corresponding actions/procedures in order to achieve this objective.

As indicated in Annex 5, BEPA manages a relatively small budget. The procurement procedures are low-value contracts (negotiated procedures under the threshold of 15.000 euros). Moreover, BEPA is mainly using existing framework contracts for its activities.

BEPA screens the beneficiaries in order to identify those risks of fraud. It is important to

¹³ COM(2011) 376 24.06.2011.

stress that – given the low value of contracts and their very limited number in the year – the reputational risk is much more an issue for BEPA, rather than the financial one.

It is therefore very difficult to measure or estimate the cost of the controls and benefits aiming at preventing and detecting fraud.

Overall, BEPA can state that during the reporting year 2013 no errors were detected.

Other control objectives: use of resources for their intended purpose, reliability of reporting, safeguarding of assets and information

Not applicable

2.2 Budget implementation tasks entrusted to other services and entities

As is customary in the Commission, the management of payments related to 'missions' and 'expert meetings' budget lines rests with the PMO.

In addition to the above, BEPA concluded a service level agreement with the SCIC for the organisation of conferences by means of horizontal co-delegation. The Director General of SCIC manages the credits placed at his disposal by BEPA to cover the expenditure relating to the organization of conferences. The total budget transferred to the SCIC was equal to 242.903,63 €.

PMO Director and SCIC General Director are Commission AODs themselves, subject to similar management governance modalities; therefore BEPA can rely on their control systems. Neither has been issued a critical audit recommendation, nor been issued a reservation on its control system in its own AAR.

BEPA can conclude that controls of PMO and SCIC can be considered as effective and that our administrative budget payments have been legal and regular.

Furthermore, as *inter alia* considerations about economies of scope and scale have been one of the reasons behind the Commission decision to set-up centralised support on behalf of all DGs, BEPA assumes that control efficiency and cost-effectiveness purposes are served as well.

2.3 Assessment of audit results and follow up of audit recommendations

This section reports and assesses the observations and conclusions reported by auditors which could have a material impact on the achievement of the internal control objectives, and therefore on assurance, together with any management measures taken in response to the audit recommendations.

In 2013, the IAC issued the following audit reports:

a) Financial review of BEPA (final report 19 December 2013): The audit assessed the effectiveness of control mechanisms relevant to the key financial processes in BEPA. The opinion linked to this audit concluded that there is reasonable assurance regarding the legality and regularity of transactions in line with existing rules and the financial circuits, except for some cases of non-compliance with the financial circuits.

b) Follow-up audit carried out by the IAC in 2013

Review of cut-off exercises for BEPA since 2009: a repeat follow-up at the end of 2013 recognised all three outstanding recommendations (initially addressed to the Secretariat General in the context of an SLA) as implemented. An earlier follow-up issued in January but based on audit work in 2012 had already closed two recommendations and recognised one as obsolete.

Audit opinion :

The IAC believes, based on the results of its audit as described in the objectives and scope of the engagement carried out during 2013, that the internal control system in place in BEPA provides reasonable assurance regarding the achievement of the business objectives set up for the processes audited, except for some cases of non-compliance with the financial circuits which were - in the meanwhile - corrected.

Finally, it has to be signalled that BEPA was neither audited by the Commission internal audit service (IAS) nor by the European Court of Auditors (ECA).

3. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

The Commission has adopted a set of internal control standards, based on international good practice, aimed at ensuring the achievement of policy and operational objectives. In addition, as regards financial management, compliance with these standards is a compulsory requirement.

BEPA has put in place the organisational structure and the internal control systems suited to the achievement of the policy and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

An internal Control Standard Action Plan for efficient management was adopted in December 2012 and it is planned to be reviewed in 2015. Almost all the actions to be taken were implemented within the deadline.

BEPA has decided to prioritise the Internal Control Standard N.2 "Ethical and organisational values". Because of the composition of BEPA staff, mainly external, BEPA management considered important to insist on the awareness of the provisions of the above ICS, with regular information to staff and other forms of communication (mandatory trainings for newcomers, information in the welcome pack, continuous reminders through e-mails, etc etc). The actions indicated in the Action Plan are a continuous process: the information to new and existing staff about relevant rules concerning ethics and conflict of interest, the reporting of irregularities and exceptions. At the same time, the DG has developed procedures for specific actions (like whistle blowing, conflict of interest, information to be given to newcomers etc etc).

The functioning of the internal control systems has been closely monitored throughout the year by the systematic registration of exceptions (under ICS 8) and internal control weaknesses (ICS 12). The underlying causes behind these exceptions and weaknesses have been analysed and corrective and alternative mitigating controls have been implemented when necessary.

In conclusion, and based on this information, it can be stated that the BEPA has an effective and reliable Internal control system.

4. MANAGEMENT ASSURANCE

This section reviews the assessment of the elements reported in Parts 2 and 3 and draw conclusions supporting the declaration of assurance and namely, if it should be qualified with reservations.

4.1 Review of the elements supporting assurance

The information reported in Parts 2 and 3 is complete and stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Director-General of BEPA.

DECLARATION OF ASSURANCE

I, the undersigned,

Director-General of BEPA

In my capacity as authorising officer by delegation

declare that the information contained in this report gives a true and fair view¹⁴.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the internal audit capability, for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution or those of the Commission" here.

Brussels, 21 March

Jean-Claude THEBAULT

(signed)

¹⁴ True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.