



BEPA
Action Programme
2010 - 2014

I. GUIDING PRINCIPLES AND OBJECTIVES

BEPA's core mission is to maximise the President's and the College's policy input and impact. Its overall priorities are driven by the Political Guidelines of the Barroso-II Commission and geared towards their successful implementation.

More specifically, BEPA is meant to provide the President of the Commission with background analysis, relevant feedback and strategic advice on those issues that matter most for his second mandate. BEPA's role implies also policy dissemination and political outreach – especially among opinion formers, experts and stakeholders.

The added value BEPA can and must generate is based on its unique position as a service of immediate support for the President. Its comparative advantage lies in its ability to network both inside and outside the Commission; its capacity to generate synergy and complementarity with other supporting services; and its position as an interface between the President (and his Cabinet) and the wider world of EU policy analysts.

The principles that will inspire its activities in the forthcoming years will be operationality, originality and proactivity:

- Operationality means that the input coming from BEPA will be geared towards offering: a) policy options that are simultaneously ambitious and realistic; b) political advice that can increase the President's insight and strengthen his leadership; and c) fresh language that can help to develop a "narrative" for the Commission's work, and d) storylines that can help the communication with European public opinion;
- Originality means that BEPA does not aim at duplicating what other Commission's services already offer but instead carves out its own distinctive "niche" by a) asking new questions, b) giving unconventional answers, c) providing different inputs, and d) adopting cross-cutting approaches to policy issues, i.a. through early review of (and feedback on) policy initiatives;
- Proactivity means that BEPA must be able to a) act (and react) quickly, b) anticipate developments and demands, c) mobilize internal and external know-how, and d) deliver relevant, timely and forward-looking analyses to feed the President and his aides well beyond the regular and foreseeable policy agenda.

In other words, operationality, originality and proactivity should come to represent the peculiar "software" BEPA applies to the issues that are expected to be on the President's agenda – notably at the stage of College orientation debates and participation in Commissioners' Groups as appropriate.



II. METHODS AND INSTRUMENTS

To this end, appropriate working methods are required, and resources have to be used accordingly.

- To start with, rather than standing semi-permanent groups of experts for separate policy areas, a single broad pool of "the best and the brightest" men and women from various disciplines and professional backgrounds will be established. These external advisers and consultants to the President will be mobilised "on call", depending on policy priorities, with a view to a) bringing together – in "variable geometry" formats – various yet complementary types of expertise, and b) exploring unconventional policy options.
- Secondly, dedicated task forces will be created: these should be small in size, limited in time, and focussed on producing specific advice and outcomes. They could involve some of the external Advisers from the "pool" as well as other relevant experts from inside and outside the Commission.
- Thirdly, special attention will be devoted to mainstreaming BEPA's Visitors Programme with a view to a) attracting relevant and high-level expertise, b) reinforcing the intellectual firepower of the service, and c) widening and enriching its thematic scope. In all its activities, BEPA will endeavour to keep a gender-balanced approach.
- A fourth key instrument in the further development of BEPA activities will be networking, crucial as it is for both spreading the "word" and collecting additional expertise and feedback. It will take two distinct yet complementary directions:
 - a) internal networking will include liaising more systematically with the existing Foresight and Strategy Units in the Commission Directorates-General in order to identify ways in which relevant expertise can best be brought to bear. More generally, searching, finding, and tapping into available talent and useful knowledge inside the Commission will be a BEPA priority;
 - b) external networking is crucial for BEPA's outreach mission and activities: it will include ad hoc projects with independent and institutional think tanks, policy research centres and individual experts – in Brussels proper, across Europe and in other relevant countries – as well as contacts with government-related planning units and cells (inside and outside Europe).

III. DRIVERS AND DELIVERABLES

Within this framework, of course, a high degree of flexibility in setting objectives and adapting activities to new demands will be maintained over time. In the more immediate future, however, BEPA will in particular:

- Assist the President and his Cabinet – in the framework of EU 2020 and the wider process of economic reform in Europe – by launching a strategic reflection on the longer term implications that current (and forthcoming) policy developments may trigger. Such reflection will include possible new ways of fostering economic innovation and sustainable growth in a fast changing economic and technological environment, options and scenarios for delivering them, and their overall impact on Europe's social fabric;
- Provide constructive approaches to the budget review exercise and the preparatory work for the Multiannual Financial Framework.
- Identify ways to maximise the role of the EU in the global stage in light of the Lisbon Treaty and the growing importance not only of such "structural" external policies as trade, aid, and enlargement itself, but also of the external dimension of internal common policies in international fora – starting with the G 20 – and in the framework of existing and future "strategic partnerships" with key world players. Constant attention and specific initiatives will also be devoted to monitoring and highlighting the broader geopolitical trends that are shaping international relations and affecting, in particular, Europe's position and action.
- Participate with targeted initiatives and distinctive contributions – in close cooperation with the SPS – to the Commission's collective effort to articulate fresh language to better communicate the EU. This will involve i.a.:
 - a) establishing a new own European Young Leaders Programme to attract to Brussels emerging personalities from all walks of life, thus creating opportunities to reach out to unconventional audiences;
 - b) linking up with professionals and experts in the domain of political communication in order to collect feedback and suggestions; c) fostering contacts with the world of art and culture, and proposing new formats for communicating at cross-national level.
- Feed the President and the Cabinet with new ideas and "pistes de réflexion" about policy development which may trigger new initiatives. These could include:



a) at institutional level: organising a brainstorming session (complementary to the already planned conference on the impact of the Lisbon Treaty on the Commission's competences and work) on the possible scenarios and "unintended consequences" of its implementation, trying to imagine how the EU would look and operate, as a system, in 2013 and beyond;

b) at social level: analysing in depth what could be the impact of the present economic crisis on European societies, in terms of innovation (new employment opportunities/trends), cohesion (immigration/integration), and also degradation (poverty/violence). Additional angles to be adopted are an investigation of the notion of "well being" and its operational spin-offs, and a reassessment of EU policies in light of "inter-generational fairness", with an emphasis on their long rather than short term implications; and

c) at economic level: examining possible policy options for the way in which interconnectivity can be promoted both inside and outside the Union (possibly starting with the provision of natural gas). More generally, the notion and the feasibility of an EU-own industrial policy in the legal and economic context of the forthcoming decade – including the promotion of the "green" sector, a more rational use of finite resources, and the potential of ICT – will be explored and analysed, with a view to providing tentative solutions for a new phase in the development of the Single Market.

IV. BEPA OWN COMPETENCE

BEPA has some specific responsibilities for which it is "chef-de-file" in co-operation with relevant Commission services, namely:

- Dialogue with Churches, religious communities and philosophical non-confessional organisation. With the introduction of art.17 in the TFEU, the dialogue has become an integral part of EU primary law. The EU institutions now need to ensure that the dialogue is "open, transparent and regular". The most important part of the work has included receiving, visiting and assisting the representatives of religions, churches and communities of conviction. This has enabled them to raise their concerns and questions, as well as present their contribution to the European integration process;



- Ethics in Sciences and new Technologies. The goal of the Commission is to strike a balance between ethical and socio-cultural diversity while respecting internationally recognised fundamental values. Within this framework, BEPA will continue its activities in the field of Ethics in Sciences and new Technologies, notably by:
 - providing the secretariat of the European Group on Ethics in Sciences and New Technologies (EGE) and ensuring the dissemination of its work;
 - providing the secretariat of and giving impulse to the EC international dialogue on bioethics, where the EGE, the Chairs of 15 non-EU National Ethics Councils from 5 continents, and the Chairs of the EU 27 National Ethics Councils (together with representatives of international organisations) share information, create synergies and discuss the main bioethics topics;
 - providing the secretariat of the Commission Inter-service platform on Ethics and EU policies, coordinating Commission services in the field of ethics, and monitoring that ethics and respect of fundamental values are properly considered in the policy design and implementation;
 - acting as EC delegate in meetings on bioethics and ethics of science organised by relevant third parties.
- Chief Scientific Adviser Office: The appointment of a Chief Scientific Adviser (CSA) is part of a fundamental review of the way in which European institutions access and use scientific advice. The primary responsibility of the CSA office is to provide high level, independent and timely scientific advice on a wide-range of science-related issue throughout all stages of policy development and delivery. The CSA will provide such advice directly to the President, including regular updates on major scientific and technological developments which may have an influence on EU policies and the decision-making process. While the CSA is directly attached to the President, s/he will receive all necessary administrative support by BEPA.