



EUROPEAN COMMISSION

Bureau of European Policy Advisers

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## **BEPA Annual Management Plan 2008**

## **1. PUBLIC PART**

### ***1.1 Personal message by the Director General***

The Annual Management Plan (AMP) 2008, for the Bureau of European Policy Advisers (BEPA) sets out the priorities we aim to achieve.

Growth and Jobs are at the centre of the European agenda. Productivity growth is the key requirement for sustainable long run growth and job creation. Productivity is a key driver for the Europe of the future. Thus, in 2008 our main priority will be to contribute to the broad issue of entrepreneurship, competitiveness, innovation and technological change. It will allow us to take a medium to long term perspective, drawing on inter-disciplinary approaches in intense collaboration with other services of the European Commission and outside experts. Medium to long term orientation and a tradition of openness to collaboration inside and outside the Commission are fundamental features of BEPA.

BEPA will also be active in a number of other important fields. For example: Public Finances in the EU, specially in the context of the Budget Review, the follow-up from the signing of the Lisbon Treaty, Energy and Climate Change, the Social Stocktaking, the effects of past enlargements on the EU and its Member States, and inputs on partners of strategic importance in the EU.

The most important challenge for BEPA in 2008 is continuing to improve the quality and visibility of its work. BEPA professional staff is encouraged to strive to meet the most demanding professional standards, in order to justify publication of their work.

Good luck!

### ***1.2 Mission Statement***

The mission of the Bureau of European Policy Advisers is to provide timely, informed, policy and political advice to the President and Commission services on issues relevant to the President's agenda and the future of policies in the Union. Due to its special position, working directly to the President, BEPA can lead inter-service groups on specific policy issues and participates in horizontal work within the Commission. In order to achieve its mission, BEPA aims to produce research and policy analysis up to high professional standards. It is on the basis of this strong conceptual and empirical work that BEPA contributes to effective communication not only within the Commission and the EU Institutions but also with academia, markets and the public in general. The activity of BEPA is complementary to those of other Commission Services since it concentrates on the early (strategic) stage of the policy cycle, thereby contributing to shaping policy options in the medium and long run. BEPA interacts with academia, research institutes and, in general, outside professionals in order to ensure that in making policy the President and through him, the Commission are informed by the best analysis available.

### 1.3 Specific objectives and result indicators

#### Policy domain "Commission policy coordination and legal advice"

<b>Activity: Forward Studies</b>	
<i>Specific objective:</i> Provide timely, informed, policy and political advice to the President, Commissioners and Commission services on issues relevant to the President's agenda and the future of policies in the Union.	
<i>Result indicators</i>	<i>Output indicators</i>
<ul style="list-style-type: none"> <li>• President participation to BEPA expert meetings</li> <li>• Number and quality of documents produced (including publication)</li> <li>• Quantity and quality (expertise, high professional experience etc) of external collaboration (included through "BEPA visitor programme").</li> <li>• President satisfaction on the quality and content of the service provided</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance for decision making at European Commission</li> <li>• External recognition in order to enhance the intellectual legitimacy of EU policy options</li> <li>• To achieve President and, in general, Commissioners and Commission services full satisfaction and trust on BEPA advice.</li> </ul>
<i>Main expenditure outputs:</i> not applicable	
<i>Specific objective:</i> Develop a well established and functioning network with partners inside and outside the Commission.	
<i>Result indicators</i>	<i>Output indicators</i>
<ul style="list-style-type: none"> <li>• Level/quality of participation in meetings organised by BEPA</li> <li>• Level/quality of meetings to which BEPA staff participates</li> <li>• Quantity and quality (expertise, high professional experience etc) of external collaboration (included through "BEPA visitor programme")</li> </ul>	<ul style="list-style-type: none"> <li>• Full satisfaction and good collaboration with Commission services</li> <li>• Good response from the outside expert's network.</li> </ul>
<i>Main expenditure outputs:</i> not applicable	

*1.4 Resource tables (to be added)*

*Human resources (person years)*

<i>ABB activity</i>	<i>Officials and temporary staff</i>	<i>Personnel interim</i>	<i>Contractual agents</i>	<i>National detached experts</i>	<i>Other outside personnel</i>	<i>Total</i>
BEPA	33	1,2	2,2	2,5	-	38,9

*Financial resources (€) (in commitment appropriations)*

<i>Activity</i>	<i>Operational expenditure</i>	<i>Administrative expenditure</i>	<i>Total</i>
BEPA		804,938	804,938

## **2. INTERNAL PART**

### **2.1 Original Research and Analysis Projects**

In 2008, BEPA will continue to contribute to the overall strategic objectives set out at the start of the Commission's mandate: prosperity, solidarity, security and external responsibility.

Taking into account the priorities defined in the 2008 Commission Legislative Working programme, and the initial priorities indicated by the successive presidencies of the Council, a number of areas of work in 2008 have been identified. The activities under the eleven areas mentioned below call in general for an interdisciplinary approach and therefore involve people from the various teams in BEPA. They will be conducted in cooperation with the relevant services of the Commission and outside experts.

#### ***2.1.1 Research, Innovation and Technological Change***

Work on a "systemic" innovation policy framework, emphasizing how Innovation, Research and Education can contribute to Growth and Jobs. This includes improving the incentives for innovation by improving the working of product, labour and capital market, and improving capabilities by strengthening those pillars of the Knowledge triangle. The goal is to provide framework conditions for entrepreneurship and competitiveness.

#### ***2.1.2 Budget review- Public Finances in the EU***

This activity is central to the Review of the EU budget, one of the principal axes of work for next year. BEPA is responsible for the organization of an academic conference addressing issues arising from the public finance in the EU from a longer-term perspective. BEPA's involvement in the EU budget review does not end with the organization of the conference but extends beyond, to an active participation in the Review including the development of the political conference and the drafting of material of technical and political economy nature.

#### ***2.1.3 Energy, climate change and Environment***

BEPA will

- contribute to the definition of an European energy policy , including liberalisation, environmental policy, geopolitical issues and security of supply;
- contribute to the definition of the European response to the climate change;
- propose elements for negotiations for the period after 2012.
- continue to ensure the secretariat of the Advisory Group on Energy and Climate Change. For 2008, four meetings are scheduled: two regular

meetings of the Group, one with Chinese experts and one meeting with Indian experts.

#### **2.1.4 *The Lisbon Treaties***

Research will be conducted on (a) Interpretation(s) of the Treaty; (b) consequences on inter institutional relations and intra institutional impact, (c) the ratification process and (d) the entering into force and the transition period. BEPA will engage in dialogue with external researchers.

#### **2.1.5 *Financial stability***

Since August 2007 turbulence in financial markets has dominated the debate about economic policy. The credit squeeze in financial markets and continuing revelations about the vulnerability of financial institutions to the use of derivatives and other risky financial products are likely to have implications for economic growth in the EU. It is essential that the Commission is appropriately informed about these developments and BEPA's activity in this regard will ensure that this is done.

#### **2.1.6 *Europe's Social reality***

BEPA will play an active role in the process of consultation following the publication of the paper 'Europe's Social reality, and in the follow-up of the results of the consultation, be part of the discussion of the future social agenda. The formulation, presentation and communication on the main issues of the policy agenda will require a better knowledge of the perceptions and concerns of the national public opinions and there likely evolution.

#### **2.1.7 *Enlargement, five years after***

This will be a follow up on the earlier BEPA/DG ECFIN study which provided an evaluation of the experience of the EU and of the new member states two years after the 2004 enlargement. This study was published by DG ECFIN as Occasional Paper no 24 in May 2006. The new study will focus on issues, developments, prospects and policies covering very much the overall period since 2004. The study will be prepared with a view to presenting it during the Council Presidency of the Czech Republic, with a target date May 2009.

#### **2.1.8 *EMU@10***

In cooperation with DG ECFIN, BEPA has co-sponsored a major conference on EMU at 10 which took place on November 26-27 in Brussels. BEPA will continue to work in the preparation of the volume on EMU@10 in several ways, beginning with comments on the papers to preparing the introduction to the envisaged volume. BEPA will also be active in all other relevant aspects of this work in cooperation with DG ECFIN.

### **2.1.9 Country reports**

BEPA has been working on a longer-term project to review economic performance, policies and challenges confronting the BRICs (Brazil, Russia, India and China) and their implications for the EU. Work has already been finalized and published on China, and work has been done on both Russia and on India. BEPA will continue this work, first, to finalize all that is currently incomplete and to initiate new work on Brazil.

### **2.1.10 Neighbourhood policy**

The Southern Mediterranean area is at the cross-road of a number of policy priorities, namely Africa, ENP, energy, climate change, maritime policy, integrated approach to migration, 2008 as the year of Intercultural Dialogue. Starting from a general assessment of the area, a set of more focused research notes on specific issues (energy, migration, etc.) will be prepared in cooperation with the economic and societal teams.

### **2.1.11 Defence and security**

A more ambitious Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (ESDP) is one of the progresses introduced by the Treaty of Lisbon, and it will have a clear impact on the external dimension of the EU. In order to explore ways of strengthening the EU security and defence capacity, BEPA will address the development of the CFSP and ESDP and will identify specific defence and security-related aspects of the Commission's external actions and of the external dimension of its internal policies. Defence and security cannot be limited to the strictly military aspects. Available research on the matter is considerable, but lacks most of the time an EU perspective. Engaging a dialogue with external researchers, active in this field would contribute to a better identification of the issues at stake.

## **2.2 Regular activities**

BEPA interacts with academia, research institutes and, in general, outside professionals in order to ensure that in making policy the President and through him, the Commission are informed by the best analysis available. BEPA will continue its recurrent activities, notably

- to produce a number of regular briefs, namely
  - the weekly BEPA/ECFIN economic brief,
  - the weekly brief on the Member States domestic political evolution,
  - the Monthly brief.

Efforts will be pursued in developing in co-operation with relevant Commission services

- a weekly BEPA Societal Brief covering issues such as climate change, energy, research, education, innovation, culture, ethics, employment, social affairs and equal opportunities, and
- a weekly brief covering the area of international political intelligence and crisis monitoring, based on a combination of the concepts developed in the weekly domestic political brief and the weekly economic brief.
- to provide analytical work on selected aspects of the 2008 Commission Legislative and Work programme in support to the President's Cabinet.
- to organise, support and follow-up the relation with communities of faith and religions.
- in the field of Ethics and new Technologies, to act as a secretariat of the European Group on Ethics in Sciences and New Technologies (EGE), to ensure the publication "Ethically speaking", to co-ordinate the Secretariat of the Inter-service platform on Ethics and EU policies (including the monitoring that ethics and respect of fundamental values are properly considered in the EC policy design and implementation), to act as EC delegate in meetings on bioethics and ethics of science organised by relevant third parties, to establish the International Platform across Consultative National Advisory Boards on bioethics and ethics of Science and Technology.
- to write and prepare speeches and briefings for the President.

Annex: Demonstration of effectiveness relating to the implementation of certain Internal Control Standards for Effective Management

Risk Management and internal control

### 3. ANNEX

#### 3.1 Demonstration of effectiveness relating to the implementation of certain Internal Control Standards for Effective Management

Standard	Brief description of the context
<b>4. Staff Evaluation and Development:</b> Staff performance is evaluated against individual annual objectives, which fit with the DG's overall objectives. Adequate measures are taken to develop the skills necessary to achieve the objectives.	BEPA often recruits non-statutory staff, not familiar to Commission rules, procedures and administrative culture.  Clear and meaningful objectives and expected results, which are accepted all job holders, need to be established and kept regularly updated.
<b>5. Objectives and Performance Indicators:</b> The DG's objectives are clearly defined and updated when necessary. These are formulated in a way that makes it possible to monitor their achievement. Key performance indicators are established to help management evaluate and report on progress made in relation to their objectives.	Modifications of the mission (cf. high relevance of ICS 1) may also imply modifications of objectives and performance indicators, or creation of indicators for new activities.  The recent IAC audit on internal control showed that the AMP 2007 of BEPA is not fully compliant with the current standing instructions. Some concerns have also been identified as refers to ownership and awareness of the Annual Management Plan.

#### 3.2 Risk Management and internal control

Following risk assessment, no critical risks related to the objectives and associated activities have been identified for 2008.