



COMMISSION OF THE EUROPEAN COMMUNITIES

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COMMUNICATION TO THE COMMISSION

**ACTION PLAN TO IMPROVE COMMUNICATING EUROPE BY THE
COMMISSION**

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COMMUNICATION TO THE COMMISSION

ACTION PLAN TO IMPROVE COMMUNICATING EUROPE BY THE COMMISSION

INTRODUCTION AND OVERVIEW

This Commission has made communication one of the strategic objectives for its term of office, recognising it fully as a policy in its own right. A renewed commitment to communication with Europe's citizens is of vital importance and this is a task that goes beyond the Commission's remit. Its success depends fundamentally on a partnership with all other key players in European politics inside the EU, and particularly with Member States' governments. Politicians and institutional stakeholders at all levels have to gain Europeans' trust through good policies and good communication about those policies.

Against this background the Commission has decided to proceed in two phases:

- First, to adopt an internal **Action plan** with concrete measures to be taken within the Commission.
- Secondly, to draw up a **White Paper** to engage all stakeholders, setting out the policy vision and the initiatives to be undertaken in the medium and long term, in cooperation with the other institutions and stakeholders. The White Paper will launch a reflection on how to work in partnership with Member States, the European Parliament and the other institutions and bodies. It will indicate ways to develop a European Public Sphere particularly through audiovisual media as well as a European narrative. The role of civil society and their active contribution to European dialogue and debate will also be addressed.

The **main objective** of this action plan is to ensure more effective communication about Europe supported within the Commission by a modern and more professional approach across all departments. The Commission needs therefore to put its own house in order, through a more efficient organisation and a better use of both human and financial resources and communication tools and services. The action plan establishes a working method to achieve this. By working and planning together, the various Commission departments will improve the communication and image of this institution and of the European Union as a whole. The Action Plan and its implementation will be regularly reviewed.

Communication is more than information: it establishes a relationship and initiates a dialogue with European citizens, it listens carefully and it connects to people. It is not a neutral exercise devoid of value, it is an essential part of the political process.

LESSONS LEARNED

Between 2001 and 2004, the European Commission adopted **three communications¹ dealing with information and communication**. These communications improved partnership and cooperation with the European Parliament, the Council and the Member States. They adjusted the way communication activities are financed to the new Financial Regulation of the EU. They identified the main objectives: multi-annual programming, common approach to communication messages based on the interests of citizens, pooling of synergies, best practice and better evaluation of actions taken.

While this was an improvement compared to the past at strategic level, follow-up and implementation still had several weaknesses:

- **Continuous fragmentation of communication activities** by insufficient coordination and planning, therefore losing efficiency.
- **Messages reflecting political priorities but not necessarily linked to citizens' interests, needs and preoccupations:** current campaigns focus on the political elite and media and fail to portray the benefits and consequences for day-to-day life in a direct and understandable manner.
- **Inadequate implementation:** The strategies adopted in the past by the Commission were too focused on financing campaigns rather than on dialogue and proactive communication.

A NEW APPROACH

Three strategic principles underpin the launching of the present action plan to earn people's interest and trust:

- **Listening:** communication is a dialogue, not a one-way street. It is not just about EU institutions informing EU citizens but also about citizens expressing their opinions so that the Commission can understand their perceptions and concerns. Europe's citizens want to make their voices in Europe heard and their democratic participation should have a direct bearing on EU policy formulation and output.
- **Communicating:** EU policies and activities, as well as their impact on everyday lives, have to be communicated and advocated in a manner that people can understand and relate to if citizens are to follow political developments at European level.
- **Connecting with citizens by “going local”:** Good communication requires excellent understanding of local audiences. The Commission's communication activities must be resourced and organised in such a way as to address matching demographic and national and local concerns, and to convey information through the channels citizens prefer in the language they can understand.

¹ Communication on a new framework for cooperation on activities concerning the information and communication policy of the European Union - COM(2001) 354 -; Communication on an information and communication strategy for the European Union - COM(2002) 350 -; Communication on implementing the information and communication strategy for the European Union - COM(2004) 196.

The Commission will primarily **focus in a first phase** on priority actions:

- Establishing **communication priorities**, agreed by the College, on which efforts and resources will be focused. Core messages will be provided in order to ensure consistency impact among communication priorities (Chapters 1, 3 and 4, particularly action 2 and 14).
- Actively co-ordinating activities across Commission by a **network of Directorates General's Communication units**² to maximise efforts and use our communication tools better, assisted by DG Communication (Chapter 2, particularly action 4).
- Improving the Commission's ability to communicate in the Member States on EU issues as part of the drive to connect to citizens through rapid **reinforcement of some Representations as part of clearly targeted pilot projects** in order to achieve impact (Chapter 5, particularly action 23).
- **Better use of communication tools** which people prefer and in the language they understand, e.g. the access to the Commission's home page on Europa through the Representations' web pages (Chapter 6, particularly action 36).
- Describing the **tangible benefits** of EU policies through short, simple introductions to key Commission proposals, in a layman's summary (Point 2.3, particularly action 7 and 8).
- Becoming more professional in communication through specific **training and recruitment** of communication specialists (Point 2.4, particularly action 11 and 12).

The proposed actions vary in nature, some being short-term, others to be implemented in the medium and long term. Some can be launched very soon (as of September 2005); others will only start as of 2006 and beyond. Some are dependent on significant changes in the Commission's culture and working methods, and thus require many small steps to be taken before achieving the desired results. The success of the measures suggested in this action plan is highly dependent on sufficient financial and human resources being made available for their implementation, particularly in the Representations.

1. POLITICAL COMMITMENT AND OWNERSHIP

The whole Commission and particularly the Members of the Commission themselves are committed to participating actively in implementing the new communication approach. Additionally, the appointment of a Vice-President responsible for Institutional Affairs and Communications Strategy has emphasised the European Commission's desire to achieve results in this sphere.

1.1. Involving Commissioners more

² The action plan refers generally to "communication units" to name those units, sectors or groups of persons in Commission Directorates General and services dealing with information and communication, as there is not a single denomination, nor a standard job description or administrative position in the DGs' organisation chart. In some cases these roles are undertaken by officials responsible for relations with the media and for information.

Commissioners are the public faces of the Commission. They are its main and most effective communicators. Commissioners will individually or as a team enhance their role as key communicators, not only on their own portfolios but also on other priority issues when travelling to Member States. They will pursue coordinated actions on communication priorities, and ensure increased availability of their time for communication activities. They will also programme their activities and the College agenda having in mind the communication aspects.

They will regularly review the main communication issues and challenges following recommendations by the Group of Commissioners for Communication and Programming.

The action included in this chapter is detailed in the Annex, action 1

1.2. Group of Commissioners for Communication and Programming

The Commissioners Group for Communication and Programming under the chairmanship of the Vice-President for Institutional Affairs and Communication Strategy has the **leading role** in steering the communication process and overseeing the implementation of this action plan.

It identifies a **communication agenda** of medium- and long-term communication priorities which is adopted by the College. Comprehensive research-based communication plans will be developed on all communication priorities. This will allow a better choice of communication opportunities, in line with people's interests and political priorities, better preparation of key messages and efficient and consistent delivery. Communication plans will therefore be oriented towards the general public. All Commissioners should contribute with “human dimension” stories from their own portfolios to the communication priority topics.

The intention is to focus resources on communicating better on fewer subjects and approaching as many EU citizens as possible.

The action included in this chapter is detailed in the Annex, action 2

2. THE COMMISSION DGs AND SERVICES

Streamlining communication activities in line with the three principles mentioned above requires cultural and structural changes in the whole Commission.

Key to these changes will be **the communication units in all Commission departments**, whose tasks include: ensuring co-ordination with DG Communication; keeping permanent contact with the spokesperson's service; following up on information aspects of political initiatives from their inception; regularly providing the Representations and Delegations when necessary with material to brief the local and regional specialised press; and proposing and managing communication plans. They will be involved in the preparation of policy proposals in order to ensure that internal and external communication aspects are well integrated throughout the whole political process. They will continue and enhance, addressing their specific target audiences.

A stronger co-operation and coordination among those units will guarantee the use of synergies and the exchange of best practices on communication plans, tools and evaluation methods through a renewed **External Communication Network (ECN)**.

Similar to Commission Representations in Member States (see chapter 5), Delegations in third countries play a key role in communicating about the EU. In spite of having a different mission statement and target audience, their communication activities are part of this action plan.

The actions included in this chapter are detailed in Annex, actions 3 and 4

2.1. Presenting a single face

Presentation and visual communication in all policy areas will **evolve towards a unified Commission presentation** to enhance recognition and avoid confusion in all material addressing and visible to the general public. Slogans and symbols should be simple and repetitive.

All contact centres through which the Commission communicates with stakeholders and individual citizens, and all information relays financed by the Commission will, for public awareness purposes, be streamlined **under a few, if not a single umbrella**, depending on target audience (e.g. business or general public).

The action included in this chapter is detailed in the Annex, action 5

2.2. More dialogue and transparency

Consultation with and listening to stakeholders and the public at an early stage of policy shaping helps to improve policy outcome and at the same time enhances the involvement of interested parties and the public at large. The Commission will **improve dialogue and publicise consultation** in order to ensure full transparency and wider public participation, also in the context of the European Transparency Initiative and Better Regulation action plan.

The action included in this chapter is detailed in the Annex, action 6

2.3. Integration and mainstreaming of communication in policy formulation

Commissioners and their DGs will ensure that **communication aspects are included** right from the beginning of all policy formulation. Staff preparing Commission proposals needs to think how to communicate from the very start of the process.

Key proposals will be accompanied with a **“layperson’s summary”** explaining the personal and societal benefits of the policy.

A communication plan will be prepared by the DG concerned when the topic so necessitates.

Clear, simple and precise drafting of Commission proposals is essential if they are to be transparent, readily understandable and their rationale fully endorsable by citizens and business. “Eurojargon” or “Eurospeak” is confusing, complicated and often elitist.

The actions included in this chapter are detailed in the Annex, actions 7 to 10

2.4. Making staff more professional

The staff members of the Commission are its **first “ambassadors”** in presenting and personalising EU policies to the public. They, particularly **senior staff**, should be empowered and encouraged to act accordingly in their contacts with the press (under the authority of the

spokesperson) and the public, addressing visitors groups and by participating in public events on their subjects or in general in the Member States and third countries. To enable staff to fulfil this role, **internal communication** and communication training within each Commission department will be improved and an open culture of exchange of information will be promoted by each Director-General.

The Commission lacks communication specialists. Key to the development of this action plan's objectives are more and better **training on communication** and the organisation of **recruitment competitions** for communication professionals.

The actions included in this chapter are detailed in the Annex, actions 11 to 12

3. NEW ROLE OF THE DIRECTORATE-GENERAL FOR COMMUNICATION

The Directorate-General for Press and Communication will be renamed **DG Communication** to illustrate the inclusive nature of the new approach to communication, including the adoption of a new organisation chart) and a mission statement stressing its role as supporting effective communication across the Commission.

The action included in this chapter is detailed in the Annex, action 13

3.1. Communication planning and coordination

Within a strategic function, a **“planning and coordination” team** will be responsible for preparing the communication agenda, with input from all DGs and DG Communication's other departments.

Building on the experience of the existing planning ahead group, the “planning and coordination” team will prepare the communication plans on priorities selected in the communication agenda. The Representations' input will be essential when the topic selected is relevant in their country.

The action included in this chapter is detailed in the Annex, action 14

3.2. Research and feedback

The Commission is aiming to listen better to its citizens although such an exercise of course goes beyond just the Commission – all political stakeholders have to be involved. While it is unrealistic to enter into dialogue with each and every one, it is possible to **draw** more systematically **on feedback from citizens** beyond the regular consultation process.

The research function will be the fundamental element of the **“listening process”**, through the analysis of Eurobarometer and other surveys³ results, as well as media (particularly audiovisual) monitoring and political reporting by Representations, **feedback** from contact centres and information relays, as well as from consultation processes.

³ Including data-banks, impact studies, research on audiences and ad-hoc studies.

Research will be at the basis of the **selection of communication priorities**. The research function will also assist in preparing communication plans of the communication agenda, particularly in the **development of messages** to better communicate EU policies to people.

The actions included in this chapter are detailed in the Annex, actions 15 to 16

3.3. Assessment of communication impact

Communication activities need to be evaluated before, during and after **to check for effectiveness, cost-efficiency and relevance**.

A specific **evaluation function** linked to strategic planning will be created within DG Communication. It will define quality standards for evaluating the main communication activities in the communication agenda and assist other DGs with the provision of impact evaluation tools and proposals for evaluation indicators.

The action included in this chapter is detailed in the Annex, action 17

4. THE SPOKESPERSON'S SERVICE

The Spokesperson's Service under the political authority of the President, is a key component of DG Communication. It is responsible for communicating the Commission's political priorities to the media, and it sets the news agenda for EU correspondents in Brussels and beyond. It will react to media queries and report on the Commission's policies, in close cooperation with Representations, and provide more systematic **rebuttal of false claims**. Individual Spokespersons will **contribute to the political message** and media strategy of communication plans in conjunction with Cabinets and DGs.

The Spokesperson's Service establishes and implements the Commission's news on the basis of an internal short- to medium-term **news agenda**. It presents this agenda at the weekly meeting of Heads of Cabinet, when political planning is discussed.

The Spokesperson's Service will publish externally a **story-led news agenda** to increase the ability of the audio-visual media in particular to anticipate newsworthy Commission stories.

A thorough review of **press releases** is being initiated, and quality control will be increased. This should result in fewer, but better releases, and allow the most important texts to be adapted to local audiences.

The actions included in this chapter are detailed in the Annex, actions 18 to 20

5. GOING LOCAL: THE REPRESENTATIONS

The Representations act as the **official representative of the Commission** in each Member State and serve the interests of the whole institution. They will have a key role implementing this action plan, in addressing target audiences in their own languages, particularly on items in the communication agenda, by:

- **listening to people** and providing the Commission with in-depth, accurate and timely information regarding the views of the Government and of civil society on issues within the Commission’s remit;
- **communicating** Commission’s policies and actions to people in a way that takes into account their specific demands and concerns, and provide the Government, national stakeholders and regional and local media with timely and relevant information about developments within the Commission.

Their mission statement will be adapted accordingly.

Each Representation will operate on the basis of financial and staff resources, better tailored to the specific needs and activities adapted to the local, regional and national conditions of the country in their own languages. Regional offices are key in certain Member States, depending on the size and the administrative nature of the country. The reinforcement of Representations will be progressive, based on the experiences gained in the pilot projects (see chapter 7) and its focus should be on an increased communication impact.

The Representations will continue to **cooperate closely with the Member State and the Offices of the European Parliament** in its Member State on communication activities. When appropriate, actions will be planned and implemented in partnership⁴.

In order to appropriately assist DGs in their communication activities when those are of special interest in their Member States, and to ensure optimum quality of delivery, **Representations have to be involved and given access by to information in each DG’s and Commissioner’s area vis-à-vis** the Member State in which they represent the Commission.

5.1. Listening and reporting

- **Identifying** the target audiences.
- **Understanding the country** through direct contacts with national, regional and local decision-makers and authorities, through regular media monitoring, and through public opinion polls.

Representations have to regularly report to headquarters and feed the research function and the preparation of communication plans on priorities identified in the communication agenda.

The action included in this chapter is detailed in the Annex, action 21

5.2. Communicating and connecting

- **Increasing Commissioners’ profile** in the Member States, making more use of their capacities and importance as the main representatives and “faces” of the Commission: visits of Commissioners will be organised by cabinets in close co-operation with the Representations. **Regional and local media and project visits** should be a permanent feature of all Commissioners’ programmes during their visits to Member States

⁴ The procedures for this form of cooperation will be addressed in the forthcoming White Paper on Communication.

- **Speaking for the Commission** in contacts with all media in the country: Heads of Representation and press officers act as spokespersons under the guidance of the Spokesperson's Service. They also contribute to an improved rebuttal system of the Commission's Spokesperson's Service and deliver the reaction locally.
- **Supporting the communication agenda** and implementing the subsequent communication plans if the topic is of interest in the respective Member State.
- **Organising national communication activities** on EU issues as part of the national political debate. Interests and political debates vary a lot between Member States and most communication activities cannot therefore be planned centrally.
- **Maximising the use of tools and network systems:** The Representations, whilst benefiting from the various tools set up by headquarters, will adapt them to national needs and deliver the message in the local language.

The actions included in this chapter are detailed in the Annex, actions 22 to 26

5.3. Improving the functioning of Representations

The share of administrative workload between the Representations and the centre is being further simplified and reduced: the help desk support for the Representations (establishing standard procedures, framework contracts, toolkits for launching calls for proposals and tenders, etc.) will be reviewed and reorganised. In parallel, ongoing simplification efforts will also be supported where possible.

The actions included in this chapter are detailed in the Annex, actions 27 to 28

6. BETTER USE OF TOOLS

The combined and extensive use of existing communication means is paramount to creating a critical mass of actions. Tools like the internet and audiovisual services should be **used in a more coordinated and cost-effective way across the Commission** and should be managed at the level which secures the most impact.

At the same time, the existence of different information tools has to be more actively **promoted** in order to make EU citizens aware of information sources.

The Commission has solid experience of networking and supporting – whilst guaranteeing the total editorial independence of - audiovisual programmes, particularly through its Representations. DG Communication will also set up **appropriate support mechanisms** for national and pan-European communication projects, either through the internet, printed media or events and continue funding for audiovisual programmes.

The actions included in this chapter are detailed in the Annex, actions 29 to 32

6.1. Audiovisual services

Currently, the European Parliament is exploring the possibility of setting up an EU Parliamentary Channel. The Commission is likewise looking at the feasibility of better networking of TV channels in Europe.⁵ The Commission will continue to build up **networks between broadcasters**, both at national and at pan-European level, including Parliamentary Channels.

DG Communication will continue to run its **audiovisual news agency** “Europe by Satellite” and provide audiovisual journalists with all the professional and technical facilities needed. It will introduce, from the end of 2005, regular “**informal meetings**” between EU leaders, civil society and TV/radio journalists. The programme will be broadcasted on EbS.

The Commission will also take into account the special needs of audiovisual broadcasters when organising news events, such as visits to **ensure better visual communication**. The same applies to the presentation of the Commission’s buildings and symbols.

The actions included in this chapter are detailed in the Annex, actions 33 to 35

6.2. Internet

The EU website, “Europa”, is the **largest public website in the world** and a rich source of information and has a key role to play in the Commission’s communication efforts. There is, however, a need to shift the emphasis more towards communication, to facilitate navigation, to strive to ensure that Europa pages are fully multilingual at the appropriate level and to operate with **state of the art technology**, including a powerful search engine.

DG Communication will therefore establish **an Editor for Europa**, with the objective of ensuring a well-structured website and avoiding overlaps of texts.

DG Communication will concentrate its intensified editorial efforts on a **news site** focusing on EU Communication priorities and current ‘hot’ topics, and on a number of general sites for young people and other key target audiences. Information for the **general public** will be fed **locally** by the Representations in their language(s) and tailored to local needs and realities.

Thematic pages addressing a more **specialist audience** will be managed by the DGs responsible for any given topic, under the authority of the editor and with editorial help if necessary from DG Communication.

Thematic portals should move **beyond the Commission's** DGs and services so that anyone interested can, with just one click, get an overview of a subject from all the institutions.

The actions included in this chapter are detailed in the Annex, actions 36 to 38

6.3. Publications

The production of publications, across the Commission **will be** addressed to specific target audiences following the principle “less is better”. A **publications editor** will be put in place

⁵ Audiovisual questions will be further dealt with in the upcoming White Paper on Communication.

to organise this exercise in close coordination with OPOCE and to continue to seek synergies between topics and DGs.

The actions included in this chapter are detailed in the Annex, actions 39 to 40

6.4. Citizens' contact centres and information relays

The Europe Direct free phone line (and information relays) provides a useful means not only as a communication channel but also as a way of obtaining direct feedback from citizens on their interests and concerns. As such, they are another input to feed research and analysis.

DG Communication also runs a set of European Documentation Centres in higher education establishments, and a network of independent conference speakers known as Team Europe; it also supports three large information centres in Lisbon, Paris and Rome.

As opposed to relays run specifically by other Commission DGs, these information sources cover all EU policy areas and are designed mostly for non-specialised audiences. Ultimately all information points of the Commission will be **networked**.

The large information centres will continue to receive support, namely for their programmes of activities.

The actions included in this chapter are detailed in the Annex, actions 41 to 43

6.5. Visitors Groups

The Commission receives around 50 000 visitors a year whose experience and impressions matter to the image of the Commission.

The Commission will continue to devote particular attention to the needs of **audiences such as journalists, national and local politicians, civil society and young people, like students and pupils, as a priority**. It will also place the emphasis on information possibilities for teachers. Commissioners will likewise engage more with visitor groups and will receive them from time to time in the press room of the Berlaymont for discussions.

Complementary programmes within the European institutions in order to deliver a common pack of information to visitors on the EU as a whole and the role of each of its constituent bodies will be studied in the White Paper.

The action included in this chapter is detailed in the Annex, action 44

6.6. Cooperation with journalists

Training for journalists on EU affairs will be stepped up to respond to increasing requests and needs.

In addition to the current training programme, the focus will be placed on local and regional journalists and systematic dialogue with the main editorial writers in the audiovisual and written press. Special attention will be devoted to accommodating student journalists in the Commission's programme of internships.

The actions included in this chapter are detailed in the Annex, actions 45 and 46

6.7. Events

Events, whether organised by the Commission or outside agencies, can have an important communication dimension. Organisation of, and participation in, such events should therefore be part of the overall strategic framework for communication as set out in this action plan.

The action included in this chapter is detailed in the Annex, action 47

7. ADAPTING THE MEANS TO THE OBJECTIVES

Communication has to be resource-intensive in terms of both budget and personnel if any significant impact is to be achieved.

A **qualitative and quantitative communication assessment** and screening will be carried out throughout the Commission in an effort to implement this action plan with maximum effectiveness.

While awaiting the results of this assessment, DG Communication will immediately redeploy and substantially reorganise its headquarters. Resources will also be redeployed within the Commission as part of a pilot project to reinforce some Representations, so that they can undertake professional communication activities in the Member States as soon as possible with a view to achieve greater communication impact. It will also recruit external professionals as contract staff. The redeployment should not impact on the resources available currently in the DGs for communication activities.

Once the above assessment has been carried out, further redeployment within the Commission could subsequently be sought.

When proposing the 2007 budget the European Commission will take account of the fact that communication is an inbuilt cost in all activities. It is not enough simply to adopt a law: it needs to be communicated in the language the citizens understand. The European Commission will explore the feasibility of allocating a defined share of the resources to communication for each policy or programme.

The actions included in this chapter are detailed in the Annex, action 48 to 50

ANNEX

ACTIONS

A time-line of the actions is attached.

1. POLITICAL COMMITMENT AND OWNERSHIP

1.1. Involving Commissioners more

Action 1

A regular point on “Communication” will figure on the **Commission agenda**. Subjects of discussion / decision will be proposed by the Commissioners’ Group: these should include general communication issues, important changes in the communication agenda or key communication plans or a reformatted Trends note as well as regular updates on the implementation of the Action Plan.

In addition to the usual press conferences, Commissioners will debrief the press about the outcome of Commission meetings.

The programming of the College agenda will take into account communication aspects with a view to have particularly a better programming of press conferences.

Lead service: Group of commissioners + DG COMM

Timing: 2005

1.2. Group of Commissioners for Communication and Programming

Action 2

A **communication agenda** will be drawn up as a calendar of priorities. Its purpose will be to:

- define key initiatives with potential communication impact on the various target audiences;
- help coordinating actions with other institutions and Member States, when necessary.

The communication agenda will cover a **medium to long term period**, on the basis of the 5-year programme, with an annual rolling timetable. It will list the main communication “events” or opportunities during the mandate, taking into account main events/dates in national and international agendas on topics where EU actions have a significant impact and avoid timing conflicts. The selection of priorities will be accompanied by argumentation that integrates the results of research and analysis. DG COMM will prepare detailed communication plans for each item identified in collaboration with the DG concerned. The political message of each communication plan will be elaborated with the Spokesperson Service. Messages will build on the existing legislation of the EU.

Lead service: DG COMM (planning function)

Timing: 2005

2. THE COMMISSION DGs AND SERVICES

Action 3

Communication units in all DGs will be involved from the start in the preparation of policy proposals to ensure communication aspects are well integrated throughout the whole political process. That could be by participation in management meetings and/or by systematically receiving briefings on all proposals prepared.

The Delegations in third countries, which play a vital role in communicating Europe outside the EU, will be closely associated through the RELEX coordination mechanism (RIC).

Best practices will be exchanged on how best to involve them in policy preparation.

Communication activities prepared by DGs communication units need to be coordinated with the cabinet and the spokesperson concerned.

Spokespersons will agree guidelines for co-operation with the DGs they cover in order to tailor the approach to the respective topical area and administrative environment based on a model established by DG COMM.

Lead service: DG COMM + all DGs through ECN

Timing: 2005

Action 4

A new mandate for the **External Communication Network** (ECN) between the communication units of each DG will be drawn up, with a twofold purpose:

- Exchange best practices on preparation and implementation of communication plans as well as on current communication practices
- Facilitate DG Communication's assistance to other DGs on technical issues and a more effective and cost-efficient use of tools (audiovisual, Internet, citizens' help-lines, etc.), exchange of best practices of efficient use of tools and evaluation methods. The Communication Network will have smaller tool-orientated working groups (e.g. on audiovisual). The ultimate aim is to have clear contact points between DG Communication and DGs.
- Co-operate with the Internal Communication Network (ICN) to ensure internal communication and awareness and ownership within the Commission services.

Lead service: DG COMM + all DGs communication units

Timing: 2005

2.1. Presenting a single face

Action 5

The possibilities for streamlining Commission services' names and acronyms under a **single Commission presentation** in communication outputs addressed to the general public is foreseen. Its implementation will be explored with Commission departments.

Various types of contact centre currently exist: physical or telephone/virtual centres, and others where people can drop in: the Europe Direct information relays and European Documentation Centre, the Euro Info Centre, Eurojus, Citizens Signpost Service, Solvit, FIN-NET, EURES, European Consumer Centre (Euroguichets), ADR clearing houses, national contact points for the Sixth Framework Programme, Urban Forum for Sustainable Development, Business and Innovation Centre, Innovation Relay Centre, Media Desks and Antennae, IPR-helpdesks, Gate2Growth networks, Socrates national agencies and the OLAF anti-fraud communicators network, etc.

A feasibility study will be launched in order to assess the viability of progressively streamline contact centres and information relays under **a few, if not a single umbrella**, when addressed to the general public, in order to facilitate access. Consideration will be given to establish a "cascade" concept of the different advice services depending on target audiences

Lead service: DG COMM + DG ENTR

Timing: 2007

2.2. More dialogue and transparency

Action 6

The Commission will widely promote its consultation procedures. Representations will be involved in addressing the various stakeholder groups in Member States.

The Commission will make sure that the launch of results and feedback from the Commission's public **consultations are widely publicized** through the single access point "your voice in Europe" web-portal, including making public the list of entities responding to its consultations. In addition, the Commission will use and improve existing tools which collect feedback directly from citizens, consumers and business. In this context, the Interactive Policy Making Initiative (IPM) will also be examined. See also action 16 on the research function.

Lead service: SG + DG COMM (Representations + SPP) + DG MARKT

Timing: First half 2006

2.3. Integration and mainstreaming of communication in policy formulation

Action 7

All major new policy initiatives will clearly state the tangible benefits this policy initiative will bring, and explain what the European Commission intends to do to inform people about it, also in the context of the Better Regulation action plan. A

layperson's summary will explain in plain words the personal and societal benefits of the policy. The explanatory statement accompanying each Commission proposal could be useful to achieve this purpose.

To integrate communication aspects early in the policy development process, planning of communication activities should also be included in the roadmap, drawn up for Work Programme items (internal planning tool).

Communication will be well integrated in the DGs' Annual Management Plans.

Lead service: SG

Timing: 2005

Action 8

All policy initiatives must use **clear and comprehensible language** understandable for the citizen, avoiding jargon and "Euro-speak". Only legal text should use legalistic language. In order to achieve this, each DG will have an editing capacity, working in close cooperation and coordination with the editing service of DGT, responsible for giving linguistic drafting advice for the documents going into inter-service consultation, as well as for the availability of relevant IT-tools for this purpose.

Lead service: all DGs communication units + DGT

Timing: Second half 2006

Action 9

DGs have a fundamental role in communicating on their topics mainly to specific target audiences. A **communication plan** setting out all envisaged activities and involved actors will be prepared and implemented for the main topics in each DG. To that end, DGs communication units will try to develop relations with specialist media at a technical level in order to keep them informed on current and future work in their specific policy areas, in coordination with the Representations' press officers and spokespersons.

DGs should organise communication activities in Member States, like the recent event concerning passenger's rights.

In addition, DG's will have the opportunity to have experts working in the Representations for a certain period of time where their subject area is of particular interest in a Member State.

DGs could also explore the possibility of short internships of officials in businesses or civil society organisations in Member States in order to enhance understanding in their areas in preparing and communicating policies.

DG COMM will assist when necessary in providing input either on research or with communication tools.

Lead service: each DG communication units + DG COMM

Timing: First half 2006

Action 10

Crisis communication requires particular attention. All DGs will identify potential areas of crisis and integrate communication planning into their crisis plan including timing, actors and procedures to follow if the case arises. Best practices will also be exchanged at the ECN for this purpose, in close cooperation with the Spokespersons service.

Lead service: DG COMM + all DGs through ECN

Timing: 2007

2.4. Making staff more professional

Staff as Commission “ambassadors” should be trained, equipped and empowered in order to be able to properly communicate in public and to the media. **Internal and external communication** are strategically linked.

Action 11

Staff should actively speak to the public and, when necessary, to the media, in close collaboration with the SPP. Clear guidelines will be drawn up to interpret art. 17 A of the staff regulations which grants all staff the right of freedom of expression. Their role as “ambassadors” for the Commission and of ensuring good service for citizens will be incorporated in their job descriptions. Staff actively engaged in public speaking should be appropriately recognised.

Staff should be encouraged to speak to local press and stakeholders when visiting their home country in order to give a human face to the Commission.

Each DG will identify all jobs for which specific training for public speaking and for writing for the media and the public would be mandatory. Communication and public speaking training will be obligatory for management functions. Communication will equally be included in the introductory training courses to new staff.

DG ADMIN will further develop the institution’s training capacities for communication under a **“communication curriculum” module** in order to cover all communication aspects, including public speaking, writing for the media and the public, web editing, communication in a crisis, etc.

Each DG will select a few people with communication skills in co-operation with the SPP to form a **pool of public speakers**, complementing their normal work, based on current best practices (e.g. DG AGRIs “green team”, DG Fishs “Blue Team”, RDT, COMP, INFOS etc). Each DG will further develop mentoring between officials undertaking communication duties.

Lead service: DG ADMIN + DG COMM (SPP + Representations) + All DG's through ECN

Timing: Second half 2006

Action 12

All communication needs at Commission level (in terms of profiles and posts) will be identified with a view to organise **open competitions for recruitment**. In the

medium-term, communication criteria will be included among the selection criteria for new staff.

Lead service: EPSO + ADMIN + DG COMM

Timing: 2007

3. THE NEW ROLE OF THE **DIRECTORATE-GENERAL FOR COMMUNICATION**

Action 13

The current Directorate-General for Press and Communication will be renamed **DG Communication** (DG COMM). It will adapt its mission statement to the new approach and make the service-minded nature of the DG very clear.

It will adapt its organisation chart in order to better respond to the new approach:

- 1) A new **strategic function** will be created
- 2) Its work will be closely coordinated with a service for **Representations**, a **service for tools** and a **resources service**.
- 3) The **Spokespersons Service** is and will remain a key component of DG COMM.

Lead service: DG COMM

Timing: 2005

3.1. **Communication planning and coordination**

Action 14

A **planning and coordination function**, made up of various “theme” communication managers, will be responsible for drawing up the **communication agenda** (action 2), in coordination with other departments within and outside the Commission:

- - the SG
- - the research and analysis function
- - the other DGs (communication units)
- - the Spokespersons
- - the Representations and Delegations
- - the services in DG COMM dealing with communication tools
- - SCIC
- - the Presidency and other Institutions where appropriate

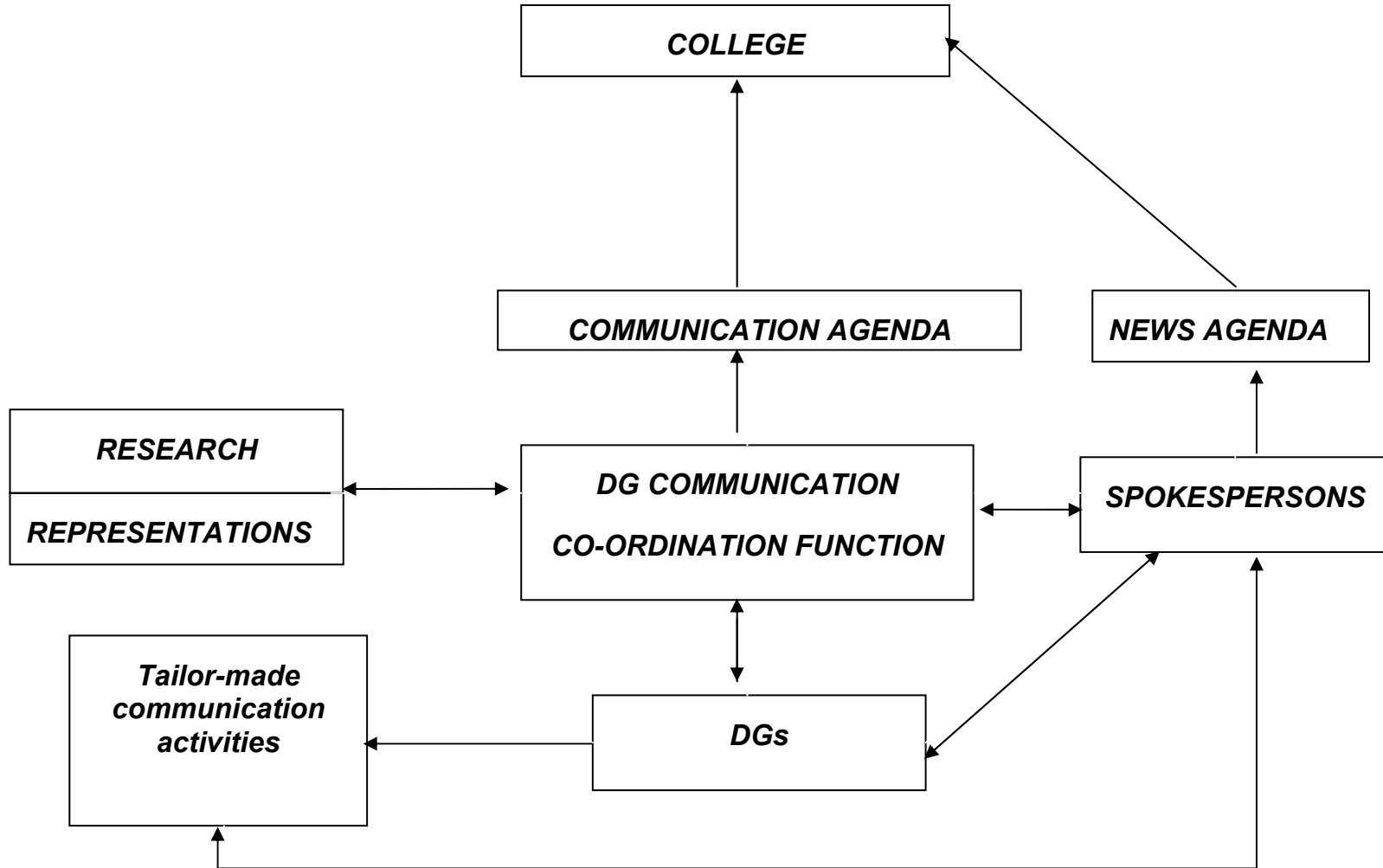
The communication managers will be responsible for the coordination and preparation of various communication plans on priorities selected in the communication agenda, in close cooperation with the DGs concerned and on the basis of research on those specific areas. Communication plans will include actions

on many areas, ranging from press conferences to events, from Europe by Satellite (the EU TV news agency) coverage to contractual expertise. The Representations will feed into a communication plan if the topic selected is relevant in their country. The communication managers will also liaise with spokespersons in order to define political messages and the media strategy for communication plans.

Lead service: DG COMM

Timing: 2005

STRATEGIC COMMUNICATION CO-ORDINATION



3.2. Research and feedback

Action 15

A **research and analysis function** will be in charge of analysing the raw data provided by Eurobarometer and other surveys, the media (particularly media) monitoring and media databases, as well as other information gathered locally by the Representations or through citizens' contact centres and information relays and consultation processes. Data will be analysed in order to identify target audiences and to better adapt messages and to convey them through the appropriate communication means, as an essential contribution to the drawing up of communication plans of the communication agenda.

Lead service: DG COMM

Timing: 2005

Action 16

The **use of focus groups in surveys** will be systematic to better assess the concerns and views of specific sections of society in specific countries and complement the results of the polls. Representations will be routinely associated when necessary in the preparation of opinion poll questions and the arrangements of focus groups.

Eurobarometer will be adapted in order to provide useful data on the priorities identified in the communication agenda.

A specific analytical tool will be created in order to transform the flow of information from the media into useful **qualitative and quantitative information** and feed-back, on the basis of a feasibility study which has been already launched. The aim of this tool is to set up a data base available to all Commissioners and services and to replace current fragmented media monitoring mechanisms.

A **database** identifying TV channels, written press, internet sites and other media outlets will be created. It will help identifying the relevant media according to targeted audiences and messages.

Lead service: DG COMM

Timing: First half 2006

3.3. Assessment of communication impact

Action 17

A specific function will assess the **impact of communication activities** included in the communication agenda. A framework contract for evaluations of communication plans will be established

It will also assist other DGs by:

- Defining quality standards for evaluating the main communication activities and where appropriate its own quality requirements, more specific and detailed or better adapted to its policy area.

- Assisting the other DGs with the setting up of (ex ante) assessments by providing evaluation tools and proposals for evaluation indicators.

A **working group within the Evaluation Network** will be created in order to enhance the evaluation activities in the field of communication. This could be linked to benchmarking the Commission's communication performance against other organisations, with a view to highlighting best practices in evaluation of communication activities

Lead Service: DG COMM + DG BUDG (EvaluationNetwork)

Timing: 2007

4. THE SPOKESPERSONS SERVICE

Action 18

A thorough **review of press releases** is being initiated, and quality control will be increased, in order to improve quality and reduce quantity of press releases.

An externally published **story-led news agenda** on the basis of the short- to medium-term news agenda will be set up in order to reinforce particularly the ability of the audio-visual media to anticipate newsworthy Commission stories.

Lead service: DG COMM (SPP)

Timing: 2005

Action 19

A **short- to medium-term news agenda** is already in place and the Spokesperson's Service is closely involved in planning the Commission's short- and medium-term agenda in order to contribute to the Commission's political planning and to enable media aspects to be taken into account when the timing of political initiatives is decided. It complements the communication agenda.

Individual Spokespersons will contribute to the definition of the political message and media strategy of all communication plans.

Lead service: DG COMM (SPP)

Timing: 2005

Action 20

A more efficient and coordinated and timely **rebuttal function** will be developed. It will also take into account false claims made on the internet. It needs to be actively co-ordinated between spokespersons, Representations and DGs to ensure early alert and rapid reply and consistency.

Resource needs in the SPP to reinforce this important function will be considered in the appropriate framework.

Lead service: DG COMM (SPP + Representations) + DG concerned

Timing: 2005

5. GOING LOCAL: THE REPRESENTATIONS

5.1. Listening and reporting

Action 21

Representations will establish a clear picture of **national audiences** through the definition of target groups (including the media, political leaders, civil society groups, business, networks of information relays etc.). They will explore new listening methods in order to achieve a deeper understanding of citizen's concerns. They will increase their work of analysis through complete media monitoring and enhanced contacts with national and regional authorities and stakeholders, including permanent contacts with civil society (see also action 6).

Assisting DG COMM's work of research and analysis will be a major priority for Representations.

Lead service: DG COMM (Representations + research and analysis function)

Timing: First half 2006

5.2. Communicating and connecting

Action 22

The Commission has a key interest in having as much information as possible **available** in the 20 official languages. This aim is supported by the presence of translators in the Representations, formalised via an agreement between the current DG PRESS and DGT. The possibilities to further enhance this cooperation will be studied by the two DGs concerned, in the light of the experience gained.

Lead service: DG COMM + DGT

Timing: 2007

Action 23

Commissioners' **visits will be a priority** for each Representation. The general rule is that visit programmes should be designed to have optimal communication impact. Commissioners and their cabinets will systematically inform Representations on their visits to Member States and involve them at both the planning and operational levels. **Regional and local media and project visits** should be a permanent feature of all Commissioners' programmes during their visits to Member States.

Logistical support for the most visited Representations will be reinforced so they are in a position to render an optimal service.

Lead service: DG COMM (Representations) + cabinets

Timing: 2005

Action 24

Representations will **act as spokespersons services in Member States under the guidance of the Spokesperson's Service**. Beyond the contacts with media representatives who are not accredited in Brussels, regional and local media should

be a top priority for Representations, in parallel to strengthening cooperation with specialised press. Representations will also contribute to an improved rebuttal system of the Commission's Spokesperson's service and deliver the reaction locally.

Press services within the Representations will be developed according to local needs. Audiovisual and internet consultants will be hired by all Representations in order to substantially increase EU media coverage.

Lead service: DG COMM (Representations + SPP)

Timing: 2005

Action 25

Representations will adapt **communication plans on priorities included in the communication agenda**, specifying preferred target audiences and possible channels of delivery.

Representations will develop methods for assessing the impact of communication actions undertaken and a feedback mechanism of the lessons learned.

Representations will develop **their own communication activities** in a multi-annual planning and budgetary environment by actively stimulating and reacting to events and the political debate in Member States under their full responsibility. In order to exploit the full potential of their autonomy, an annual budget for communication actions will be allocated to them. A particular emphasis should be put on cooperating with **well-known personalities (“ambassadors”)**, from the cultural, business, sport or any other areas of interest to target audiences.

Lead service: DG COMM (Representations + planning function)

Timing: First half 2006

Action 26

Representations will manage and run DG COMM's **information relays and networks** with support from headquarters. They will, with the full support of DGs concerned, network at the local level with all Commission information relays in the Member States (e.g. inviting them to the coordination and information meetings)

Lead service: DG COMM (Representations)

Timing: First half 2006

5.3. Improving the functioning of Representations

Action 27

The Representations whilst **benefiting from the administrative frame** of setting up the various tools (notably publications and internet) in headquarters, will adapt and manage them on the basis of national needs and assure delivery in the national language.

Financing or co-financing of specific communication activities:

- actions financed by the Representations: in order to achieve maximum economies of scale and reduce bureaucracy, locally planned and implemented actions will as far as possible be based on centrally prepared documentation (call for proposals as done to support audiovisual programmes).

- actions co-financed with the Member State: a co-ordination team with the Member State will be set up in order in order to identify the most appropriate form of partnership.

The share of administrative workload between the Representations and the centre is being further simplified and reduced: the help desk support for the Representations (establishing standard procedures, framework contracts, toolkits for launching calls for proposals and tenders, etc.) will be reviewed and reorganised. In parallel, ongoing simplification efforts will also be supported where possible.

Lead service: DG COMM (Representations + service for tools)

Timing: First half 2006

Action 28

The **rotation** of Heads of Representation and administrative assistants will be pursued: these two functions are also designated sensitive posts. The other functions of A* and AST officials will be subject to rotation after a 7-year period, the rule being 5 years when they have carried out financial activities on a permanent basis. The officials subject to rotation will be re-integrated in their original DG at the end of the term.

AST (former C-grades) officials will be replaced gradually after departure by contractual agents. The possibility of removing the existing mandatory mobility of Local System Administrator (LSA - (local informatics expert) will be analyzed and the feasibility to replace them by contractual agents working under the supervision of regional LSA competent for geographical areas will be examined. As they become vacant, the documentation permanent posts will be replaced by Contract Agents.

Lead service: DG COMM + DG ADMIN

Timing: First half 2006

6. BETTER USE OF TOOLS

The Commission has at its disposal numerous tools and means of communication and uses significant resources for that purpose.

Action 29

An **assessment of the various communication means and contracts** (including internet, publications and all networks and relays) in DG COMM and in the rest of the Commission will be completed, and potential synergies or activities to be possibly outsourced should be explored.

Lead service: DG COMM

Timing: second half 2006

Action 30

All **productions** of communication tools will be **based on impact assessment**, market analysis and systematic monitoring of the actual result.

Lead service: DG COMM

Timing: Second half 2006

Action 31

A call for tender will be organized in order to establish **global framework contracts** on communication including press and public relations; organisation of events (in cooperation with SCIC) and campaigns; graphics and design; promotional material; writing; web development; journalist training; audiovisual productions; evaluation.

Appropriate financial means will be allocated to the promotion of Commission communication tools.

Lead service: DG COMM

Timing: First half 2006

Action 32

DG Communication will set up **appropriate support mechanism** to pan-European communication projects, either through audiovisual, the internet, publications or events.

Lead service: DG COMM

Timing: 2007

6.1. Audiovisual services

Action 33

DG COMM will pursue its **policy of co-operation** with professional associations by:

- pursuing a neutral editorial policy on EU news coverage in providing television, radio, websites, written and electronic press, with all audiovisual products, services and support (studio, Europe by Satellite diffusion facilities) needed.
- developing cooperation on news and programme exchange with international associations of broadcasters such as the European Broadcasting Union (EBU), the Association of Commercial TVs, the associations of regional and local TVs (CIRCOM international) the association of international TVs (group of Bruges), City-TV s.
- Help the development of TV networks to design and implement joint programmes, (including Parliamentary channels networks) and pool resources.

Lead service: DG COMM

Timing: First half 2006

Action 34

Promote audiovisual products by developing stronger graphic identity and participating actively in professional conferences, international fairs and markets. A new audiovisual web site portal will be launched end 2005 in order to offer a one-stop-shop access to the series of audiovisual services, products and facilities provided or supported by the EU.

DG Communication will explore with broadcasters and production companies genuine formats to promote the idea, values and benefits of Europe. The opportunity to engage into new programme formats will be investigated.

It will organize, as from the end of 2005, a regular “informal meeting” between EU leaders, civil society and TV/radio journalists. The programme will be broadcast on EbS (Europe by Satellite).

Lead service: DG COMM

Timing: 2005

Action 35

The organization of events involving protocol and security measures will take into account **audiovisual needs**, particularly those of photographers.

Lead service: DG COMM

Timing: 2005

6.2. Internet

Action 36

Put in place an **Editor for Europa**, working closely with DGs, with the objective of ensuring a well-structured website and avoiding overlaps of texts and to reorganize the Europa site into a multilayered coherent portal focusing on priority items, thematic approach, audience targeting, localization of the messages and multilingualism at the appropriate level.

Redesign the EU News and Newsletter pages to provide a daily magazine-style news site focused on EU Communication priorities and current news topics.

Redesign the entry pages for the Representations to focus more on communicating EU priorities and current news topics in the Member State as well as topics of interest in the respective Member State in the language(s) of the population. Put the Representations’ websites as entry points on the Commission’s home page.

Lead service: DG COMM

Timing : 2005

Action 37

Ensure that the needs of both information providers and users of the Europa site are covered by the **best technical services** based on the latest technologies available on the market, and give the users the best services available for accessing the information including a powerful search engine.

Lead service: DG COMM

Timing: First half 2006

Action 38

Ensure a **flexible technical platform** for hosting new Internet services so as to reflect developments in the private sector, for example, blogs, video streaming, mobile and interactive tools.

Lead service: DG COMM + DIGIT + JRC

Timing: 2007

6.3. Publications

Action 39

A **publications editor** will be put in place to ensure that communication priorities are covered in the publications programme, avoid redundant all low-impact publications, seek synergies between DGs and ensure that publications are adapted to meet local needs, including linguistic needs.

Central production of DG COMM publications will be stopped in favour of a decentralised production and delivery system, while still ensuring that a range of easy-to-read material presenting basic facts about the EU is available in all EU-languages.

Lead service: DG COMM + OPOCE

Timing: Second half 2006

Action 40

All DGs will have to use the **delivery system of OPOCE** for the diffusion of their publications including their storage facilities as well as the **EU online bookshop**. If appropriate, OPOCE's Editors Forum should be associated.

Lead service: OPOCE

Timing: First half 2006

6.4. Citizens' contact centres and information relays

Contact centre:

Action 41

The Europe Direct contact centre will be developed into a fully-fledged **citizens' hotline service** (with other EU institutions: EP, Council, CdR, ESC) to promote a one-stop-shop access for citizens.

The Council has already accepted. Negotiation with the European Parliament should be finalised by end 2005. Contacts with other institutions will be made in 2006. A feasibility study for evaluating modalities of cooperation with Member States should be launched in 2007.

Substantial **marketing campaign** will be pursued to promote Europe Direct.

The feed-back analysis on the new integrated Europe Direct contact centre will be reinforced.

DGs Help lines when receiving general questions from citizens will transfer them to the Europe Direct call centre.

Lead service: DG COMM + other DGs through ECN

Timing: 2007

Information relays:

Action 42

An **assessment** of communication impact of the information relays activities will be carried out in 2009.

Lead service: DG COMM

Timing: 2009

Action 43

Participation of the Commission in the **three national information centres** (“*grands centres*”) will be modified to support namely their programme of activities. New forms of partnership with the national authorities will be developed beyond national centres.

Lead service: DG COMM

Timing: Second half 2006

6.5. Visitors Groups

Action 44

The visitors’ groups received by the Commission are a key and distinct target audience and will therefore benefit from prime access to information. The visitors’ programme will take into account **priority target audiences** such as journalists, teachers or local communities and civil society.

Commissioners will receive visitors groups in the press room.

Lead service: DG EAC + DG COMM

Timing: First half 2006

6.6. Cooperation with journalists

Action 45

The possibilities of inviting **journalists and/or photographers to accompany** Commissioners in their work, e.g. in missions to Member States and third countries, will be explored;

Lead service: DG COMM + ADMIN + PMO

Timing: Second half 2006

Action 46

The **journalist training programme** will be strengthened in order to reach the local written and audiovisual press for both EU and third country journalists;

Regular information exchange with editors will be organised.

Priority selection for journalist students for traineeships in Brussels or in the Representations will be organised.

Lead service: DG COMM

Timing: Second half 2006

6.7. Events

Action 47

Currently, events such as conferences or seminars or multilingual internet chats are managed by each DG, often with the support of the Commission's Conference Organizing Service (SCIC). Main events will in future be **part of the communications agenda** in order to flag up their strategic communication importance.

Lead service : SCIC + all DGs through ECN

Timing : First half 2006

7. ADAPTING THE MEANS TO THE OBJECTIVES

Action 48

A pilot project should immediately be launched to reinforce Representations' capacity to communicate at national level. To support this pilot project, a temporary redeployment will be made from Commission services to some Representations, in principle for a period of two years starting from taking up office. The selection criteria will be endorsed by the Commissioners Group. An initial assessment of the impact of this pilot exercise should be made after twelve months, taking into account both the results achieved and the overall assessment of communications needs (see action 49). The pilot project might be adjusted in the light of those results.

To this end a pool composed of 25 A* officials and 25 contractual agents (GF IV) will be made available. Vacancies will be obtained through redeployment within the Commission and candidates will be selected through a call for interest and detached to Representations for long-term missions. To that end the 25 most staffed (based on the number of A*grades) DGs (including the current DG PRESS), will make available one post. Credits for contractual agents will be deducted from DGs' budgets according to their execution rate of the global budget. DG COMM will coordinate this exercise in the framework of its own redeployment.

The redeployment should not have any impact on the current resources available in DGs for communication activities.

The new resources for DG PRESS foreseen in the APS 2006 exercise will be solely devoted to reinforcing the EU-10 Representations.

Lead service: DG COMM + SG + DG BUDG

Timing : 2005

Action 49

A **qualitative and quantitative communication assessment** and screening will be carried out throughout the Commission so as to implement this action plan with

maximum effectiveness. To that effect, a screening task-force will be set up, with a particular focus on cost-effective use of resources on a permanent basis.

Lead service: DG COMM + SG + DG BUDG

Timing: 2005

The conclusion and follow-up of the assessment will be reflected in the allocation of human resources for 2006 and in the APS 2007 circular.

Each circular of the PDB will ensure that DGs explicitly identify communication financial resources for each policy.

Lead service: DG COMM + SG + DG BUDG

Timing: First half 2006

ACTION PLAN : ACTIONS' TIMELINE

	2005	FIRST HALF 2006	SECOND HALF 2006	2007-2009
Action number	1 – 2 – 3 – 4 – 7 – 13 – 14 – 15 – 18 – 19 – 20 – 23 – 24 – 34 – 35 – 36 – 48 – 49	6 – 9 – 16 – 21 – 25 – 26 – 27 – 28 – 31 – 33 – 37 – 40 – 44 – 47 – 50	8 – 11 – 29 – 30 – 39 – 43 – 45 – 46	5 – 10 – 12 – 17 – 22 – 32 – 38 – 41 – 42
Total number of actions	18	15	8	9

LEGISLATIVE FINANCIAL STATEMENT

1. NAME OF THE PROPOSAL:

**ACTION PLAN ON PROFESSIONALISING THE COMMISSION'S
COMMUNICATION ACTIVITIES**

2. ABM/ABB FRAMEWORK

Policy area: **16 – PRESS AND COMMUNICATION**

Associated activities (according to the PDB 2006 nomenclature):

16 01	Administrative expenditure of 'Press and Communication' policy area
16 02	Provision of information to the media on the decisions and policies of the Commission
16 03	Analysis of public opinion trends and development of general information for citizens
16 04	Integrated management of means of communication (at central and local level)
16 05	Coordination of information relays and networks in the European Union

3. BUDGET LINES

3.1. Budget lines (operational lines and related technical and administrative assistance lines (former BA lines)):

16 01 04 01	General information work concerning the European Union – Expenditure on administrative management
16 01 04 03	Information activities in connection with specific policies – Expenditure on administrative management
16 01 04 04	Communication work – Expenditure on administrative management
16 02 02	Citizens' information via the media
16 02 03	Direct communication – Media
16 03 01	Public opinion analysis and proximity actions
16 03 02	Actions in the field of communication

16 04 02 Tools for information to the citizens

16 04 03 Communication tools

3.2. Duration of the action and of the financial impact:

The Action Plan covered by this communication is intended to be implemented on an ongoing basis, each year, and funded as part of the multiannual financial programming.

3.3. Budgetary characteristics (add rows if necessary):

Budget line	Type of expenditure		New	Contribution from EFTA countries	Contribution from applicant countries	Heading in Financial Perspective
Lines 16.0104	Non-comp	Non-diff	No	No	No	3
Lines 16.02 - 16.04	Non-comp	Non-diff	No	No	No	3

4. SUMMARY OF RESOURCES

4.1. Financial resources

4.1.1. Summary of commitment appropriations (CA) and payment appropriations (PA)

EUR million (to 3 decimal places)

Type of expenditure	Section No		2006	2007	2008	2009	2010	2011 - 2013	Total
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Operational expenditure [1]

Commitment appropriations (CA)	8.1	a	9,450	27,885	34,025	34,025	29,545	88,635	223,565
Payment appropriations (PA)		b	4,157	15,517	26,656	31,299	31,314	114,622	223,565

Administrative expenditure within reference amount [2]

Technical administrative & assistance (NDA)	8.2.4	c	0,550	0,950	1,150	1,150	1,150	3,450	8,400
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TOTAL REFERENCE AMOUNT

Commitment appropriations		a+c	10,000	28,835	35,175	35,175	30,695	92,085	231,965
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EN

Payment appropriations		b+c	4,707	16,467	27,806	32,449	32,464	118,072	231,965
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Administrative expenditure not included in reference amount [3]

Type of expenditure	Section No	2005 (4 th quarter)	2006	2007	2008	2009	2010	2011 - 2013	Total
Human resources and associated expenditure (NDA) (d)	8.2.5	1,055	5,470	To be determined by the Screening Task Force (see Action 49)					6,525
Administrative costs, other than human resources and associated costs, not included in reference amount (NDA) (e)	8.2.6	0,416	1,663	To be determined by the Screening Task Force (see Action 49)					2,079

[1] Expenditure that does not fall under Chapter 16 01 in Title 16.

[2] Expenditure within Article 16 01 04 in Title 16.

[3] Expenditure within Chapter 16 01 other than Articles 16 01 04 and 16 01 05.

Total indicative cost of the action

TOTAL CA with cost of human resources a+c+d+e	1,471	17,133	28,835	35,175	35,175	30,695	92,085	240,569
TOTAL PA b+c+d+e	1,471	11,840	16,467	27,806	32,449	32,464	118,072	240,569

EN

4.2. Compatibility with financial programming

For the 2006 budget, this proposal will make it necessary to use part of the margin in Heading 3 of the Financial Perspective. For the 2007 and subsequent budgets, the appropriations will be subject to the approval of the financial perspective for 2007-2013 and the resulting multiannual financial programming.

4.2.1. Financial impact on revenue

Proposal has no financial impact on revenue.

4.3. Human resources FTE (including officials, temporary and external staff) - see details under point 8.2.1.

Annual requirements	2005 (4 th quarter)	2006	2007	2008	2009 and subsequent years
	50 FTE for a resource pool	50 FTE for a resource pool	The total human resources needed will be estimated by a Screening Task Force (Action 49)		
Total number of human resources	50	50	To be determined by the Screening Task Force		

5. CHARACTERISTICS AND OBJECTIVES

5.1. Need to be met in the short or long term

This Commission has made communication one of the strategic objectives for its term of office, recognising it fully as a policy in its own right.

The objective of this Action Plan is to create a **modern professional service for communication within the European Commission**. The Commission needs to put its own house in order, by proposing a clearer framework for communication activities as well as improving the practical modalities of implementation, in order to meet the needs of its target audiences and thereby increase its impact in communication.

This will be the Commission's first step in a wider process which will start with the launching, next autumn, of a **White Paper on communication**. The purpose is to start a proper dialogue and explain Europe with the objective of developing a "European public sphere" where the European project will come alive. It will involve all the other key actors in communicating Europe, from the other Institutions to Member States, from the media to civil society. The White Paper will be an excellent opportunity to broadly consult all stakeholders on how to communicate with Europeans in a more consistent and efficient way.

The Representations in the Member States will be a cornerstone of the process.

5.2. Value-added of Community involvement and coherence of the proposal with other financial instruments and possible synergy

The proposed measures are to be taken by the Commission by virtue of its institutional prerogatives and are intended to improve the impact and effectiveness of its communication activities across all its departments.

5.3. Objectives, expected results and related indicators of the proposal in the context of the ABM framework

Generally speaking, the objectives of the Action Plan form part of the Commission's general objectives and the operational objectives of DG PRESS as reflected in ABM and ABB.

This part of the financial statement lists the actions and objectives described in the Action Plan that have a budgetary impact and/or an impact in terms of human resources for DG PRESS.

The Representations will be extensively involved in achieving all the objectives and carrying out all the actions described below.

1. Operational Objective 1: Setting clearer priorities to enhance the impact of communication (parts 4 and 5 of the Action Plan)

- Contribution to the ABM objectives of DG PRESS and the general objectives of the Commission

This objective will be achieved through the following actions, which all fall under the general objectives of DG PRESS and the existing ABB budget lines:

1.1. Communication planning and coordination: in line with the Commission's general objectives and requiring only additional human resources (budget lines 16.01).

1.2. Research and feedback: to be implemented through support measures for operational expenditure in the information and communication field (budget lines 16.010401 and 16.010404) and with additional human resources (Headquarters and Representations).

1.3. Impact analysis: to be implemented through support measures for operational expenditure in the communication field (budget line 16.010404) and with additional human resources.

1.4. Rebuttal function: in line with the Commission's general objectives and requiring only additional human resources (budget lines 16.01).

- Achievements / expected results / expected impacts / indicators

Operational sub-objectives / actions	Point in Action Plan	Achievements	Expected results / impacts	Indicators
1.1 Planning and coordination	3.1	Establishment and monitoring of the communication agenda. Preparation of communication plans	Consistent and effective use of resources and communication tools	Number of communication plans / Resources assigned to communication in the different DGs / Other indicators reflecting use made of the research results
1.2 Research and feedback	3.2	Analysis of opinion polls and surveys, media monitoring, reporting of political developments, feedback from the information relays and results of consultations. Identification of target audiences	Use of the research and feedback in preparing communication plans, in particular developing the messages	

Operational sub-objectives / actions	Point in Action Plan	Achievements	Expected results / impacts	Indicators
1.3 Impact analysis	3.3	Framework contracts for evaluation of the communication plans. Provision of assistance to other Commission DGs for the evaluation of communication actions	More accurate targeting of communication actions and fine-tuning of actions in the light of the impact analyses	Number of actions evaluated / DGs concerned
1.4 Rebuttal function	4	Development of a more efficient and coordinated function	Correction of incorrect news stories	Trend in the number of incorrect news stories

2. Operational Objective 2: Connecting with citizens by “going local”

- Contribution to the ABM objectives of DG PRESS and the general objectives of the Commission

This objective will be achieved through the following actions, which all fall under the general objectives of DG PRESS and the existing ABB budget lines:

- 2.1. Listening and reporting:** to be implemented chiefly by the Representations in order to provide analyses of the audience in the Member States (additional human resources in the Representations).
- 2.2. Explaining and connecting:** to be implemented inter alia through visits by Commissioners, increased contacts with regional and local media and communication actions (budget lines 16.0301 and 16.0302) and additional human resources in the Representations.
- 2.3. Improving the functioning of Reps:** to be implemented through information actions on Community affairs in partnership with the Member States (budget line 16.0301) and additional human resources in the Representations.

- Achievements / expected results / expected impacts / indicators

Operational sub-objectives / actions	Point in Action Plan	Achievements	Expected results / impacts	Indicators
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2.1 Listening and reporting	5.1	Identification of audience profiles and production of country analyses	Better understanding of local audiences, country analyses, contribution to the research function at Headquarters through feedback	Account taken of national feedback in analyses at Headquarters
2.2 Explaining and connecting	5.2	Visits by Commissioners to the Member States, increased contacts with regional and local media, communication actions	Better understanding and image of Commissioners in the different countries, better information quality and targeting, the EU brought closer to citizens	Media coverage, trend in the number of incorrect news stories, citizens' knowledge of EU affairs
2.3 Improving the functioning of Reps	5.3	Specific communication actions in partnership with the Member States	Better use made of the Member States' expertise in the communication field, information actions made more effective	Number of actions carried out in partnership with the Member States

3. Operational Objective 3: Making better use of communication tools

- Contribution to the ABM objectives of DG PRESS and the general objectives of the Commission

This objective will be achieved through the following actions, which all fall under the general objectives of DG PRESS and the existing ABB budget lines:

- 3.0. Support to communication projects:** to be implemented through the joint financing of communication projects involving the internet / print media / events (budget line 16.0302) and additional human resources, chiefly in the Representations.
- 3.1. Audiovisual services:** to be implemented through the joint financing of TV and radio programmes (budget line 16.0202) and additional human resources, chiefly in the Representations.
- 3.2. Internet:** to be implemented through the development of the Europa website and the Representations' own websites (budget line 16.0403) and additional human resources, chiefly in the Representations.
- 3.3. Publications:** the objectives of the Action Plan will be pursued on the basis of the same budget and human resources.

- 3.4. Europe Direct:** implemented through the promotion of Europe Direct (budget line 16.0402) and additional human resources in the Representations.
- 3.5. Visitor groups:** implemented in the context of the cooperation between DG PRESS and DG EAC.
- 3.6. Seminars for journalists:** implemented through training for journalists in EU affairs (budget line 16.0203).
- 3.7 Events:** implemented through the redeployment of appropriations made available to the Representations (line 16 03 02).

- Achievements / expected results / expected impacts / indicators (for actions with a budgetary impact)

Operational sub-objectives / actions	Point in Action Plan	Achievements	Expected results / impacts	Indicators
3.0 Support to communication projects	6.	Joint financing of communication projects (internet, print media, events)	More effective multiplication of information, greater media coverage	Audience reached
3.1 Audiovisual services	6.1	Joint financing of the production of TV and radio programmes in the 25 Member States and of the networking of TV channels	Citizens better informed about EU affairs	Number of jointly financed programmes / population groups covered by the broadcast / audience
3.2 Internet	6.2	Technical and editorial development of the Representations' websites, development of subject-based web pages within the Europa website	Strengthening of the editorial functions for the Representations' websites (25 countries). More attractive websites, greater overall consistency, better accessibility and more effective search engines	Trend in the number of visits to websites / capacity of systems (search engine)
3.3 Publications	6.3	Communication agenda to be taken into account. Assessment of specialised publications. A publications editor to be put in place	Better targeting of publications according to the audience	Cost-effectiveness indicators
3.4 Europe Direct	6.4	Promotion of the "Europe Direct" contact centre	Better organisation in order to provide local and regional feedback through the Representations in the Member States	Number of calls / Number of feedback reports
3.5 Visitor groups	6.5	Particular attention to the	Increased dissemination on	Number of visitors /

		needs of specific audiences	communication priorities	profile of visitors
3.6 Seminars for journalists	6.6	Training of journalists	Increased awareness of EU affairs among journalists	Number of seminars / Number of participants
3.7 Events	6.7	Events being part of the communication agenda	Better communication on the various events	Integration in the communication agenda

5.4. Method of implementation

Centralised management:

- directly by the Commission, for most of the expenditure,
- indirectly by delegation to national public entities or entities with a public service remit, for the expenditure relating to partnership with the Member States' public authorities (budget line 16.0301).

6. MONITORING AND EVALUATION

6.1. Monitoring system

The internal operational reporting systems in place for existing activities will be extended to the new actions.

6.2. Evaluation

6.2.1. Ex ante evaluation

At their seminar on 23 April 2005 specifically devoted to communication, all the Commissioners confirmed the general guidelines for the new approach to communication, of which this financial statement presents the repercussions in terms of the additional resources needed by DG PRESS. All the Commissioners agreed that there was an urgent need to strengthen the Representations (as part of the human resources allocation for 2006).

The operational actions to be implemented under the communication will benefit from the findings of the analyses produced by the evaluation function mentioned in point 5.3 (Operational Objective 1).

6.2.2. Measures taken following intermediate/ex post evaluation

The evaluations carried out so far by DG PRESS have demonstrated the need to strengthen the evaluation function for communication activities, whose role is not only to furnish a reference framework for evaluations to be carried out but also to provide assistance in measuring the impact of communication actions.

6.2.3. *Terms and frequency of future evaluation*

The programme of evaluations by DG PRESS is drawn up having due regard for the need for systematic, regular review of all communication actions.

7. **ANTI-FRAUD MEASURES**

The provisions of the financial rules relating to implementation of the budget, with special reference to monitoring measures, will be applied.

In particular, the agreements concluded by the Commission (grant agreements, under direct centralised management, or delegation agreements, under indirect centralised management) allow for on-the-spot checks by the Commission or the Court of Auditors at the premises of the beneficiaries of Community funds and the eventuality of requiring documentary evidence for any expenditure made and eligible for funding for a period of five years following payment of the balance by the Commission.

Beneficiaries of Community funds are furthermore required to submit reports and financial statements, which are analysed from the point of view of content and eligibility of expenditure, bearing in mind the purpose of the Community funding.

It should be stressed that the checks carried out before payments are made will cover any objective evidence that the grant beneficiary can supply, such as the certification of financial documents.

8. **DETAILS OF RESOURCES**

8.1. **Objectives of the proposal in terms of their financial cost (Commitment appropriations in euros)**

The costs set out in the following table represent the net additional requirements for carrying out the actions in the Action Plan. These amounts cannot be covered by the current budget of DG PRESS and are strictly in excess of existing appropriations.

It should also be noted that the additional requirements are annual averages and not one-off costs.

The references to the actions in the Annex to the Action Plan (Actions numbered from 1 to 50) are also given in the table.

(see next page)

Titles of objectives, actions and achievements / outputs	Type of achievement /output	Average cost	2006		2007		2008		2009		2010		2011 - 2013		TOTAL	
			No of achievements / outputs	Total cost	No	Total cost	No	Total cost	No	Total cost	No	Total cost	No	Total cost	No	Total cost
1. Enhancing the impact of communication																
1.2 Research and feedback																
a. Audiovisual databases 16 010401 <i>(Action 16)</i>	Purchase of services and data	250.000	1	250.000	1	250.000	1	250.000	1	250.000	1	250.000	3	750.000	8	2.000.000
b. Database on print media 16 010404 <i>(Action 16)</i>	Purchase of data	4.000	25	100.000	25	100.000	25	100.000	25	100.000	25	100.000	75	300.000	200	800.000
c. Analyses 16 010404 <i>(Action 15)</i>	Forward and qualitative studies	100.000	2	200.000	3	300.000	3	300.000	3	300.000	3	300.000	9	900.000	23	2.300.000
1.3 Impact analysis																
a. Assistance and analyses 16 010404 <i>(Action 17)</i>	Framework contract for evaluating communication plans	100.000	0	0	3	300.000	5	500.000	5	500.000	5	500.000	15	1.500.000	33	3.300.000
Subtotal Objective 1				550.000		950.000		1.150.000		1.150.000		1.150.000		3.450.000		8.400.000

2. Going local: the role of Representations																
2.2. Explaining and connecting																
a. Visits by Commissioners 16 0301 <i>(Action 23)</i>	Public relations campaigns / European events	12.000	0	0	25	300.000	25	300.000	25	300.000	25	300.000	75	900.000	175	2.100.000
b. Speaking for the Commission 16 0302 <i>(Action 24)</i>	Contacts with local and regional press (multipliers)	1.000	0	0	25 0	250.000	25 0	250.000	25 0	250.000	25 0	250.000	75 0	750.000	175 0	1.750.000
c. Communication actions 16 0302 <i>(Action 25)</i>	Direct communication with the public / seminars	15.000	16	240.000	25	375.000	25	375.000	25	375.000	25	375.000	75	1.125.000	191	2.865.000
2.3. Functioning Reps																
a. Partnerships with the Member States 16 0301 <i>(Action 27)</i>	Actions in conjunction with the Member States	300.000	5	1.500.000	12	3.600.000	25	7.500.000	25	7.500.000	25	7.500.000	75	22.500.000	167	50.100.000
Subtotal Objective 2				1.740.000		4.525.000		8.425.000		8.425.000		8.425.000		25.275.000		56.815.000

3. Better use of communication tools																
3.0 Support to communication projects and																
3.1 Audiovisual services																
a. Audiovisual actions and joint financing of projects 16 0202 (<i>Actions 32, 33, 34, 35</i>)	TV and radio, joint financing of communication projects	710.000	5-6	4.000.000	25	17.750.000	25	17.750.000	25	17.750.000	25	17.750.000	75	53.250.000	181	128.250.000
3.2 Internet																
a. Developing Europa 16 0403 (<i>Actions 36, 37, 38</i>)	Developing subject-based web pages	224.000	8-9	2.000.000	15	3.360.000	25	5.600.000	25	5.600.000	5	1.120.000	15	3.360.000	94	21.040.000
b. Developing the Representations' websites 16 0403 (<i>Action 36</i>)	Editorial and technical development	50.000	25	1.250.000	25	1.250.000	25	1.250.000	25	1.250.000	25	1.250.000	75	3.750.000	185	10.000.000
3.4. Europe Direct																
a. Promotion 16 0402 (<i>Action 41</i>)	Promotion of contact centres and relays	20.000	10	200.000	25	500.000	25	500.000	25	500.000	25	500.000	75	1.500.000	187 - 188	3.700.000

3.6 Seminars for journalists																
a. Training of journalists 16 0203 <i>(Action 46)</i>	Training of journalists	20.000	13	260.000	25	500.000	25	500.000	25	500.000	25	500.000	75	1.500.000	187 - 188	3.760.000
Subtotal Objective 3				7.710.000		23.360.000		25.600.000		25.600.000		21.120.000		63.360.000		166.750.000
TOTAL COST				10.000.000		28.835.000		35.175.000		35.175.000		30.695.000		92.085.000		231.965.000

8.2. Administrative expenditure

8.2.1. Number and type of human resources

This table shows the staff DG PRESS needs in order to set up a resource pool designed to impart a major impetus to communication actions between the Institutions and citizens, for a period of 1 year, renewable according to the results of the screening exercise (see Actions 48 and 49). During this period, the medium- and long-term human resources requirements will be precisely evaluated so that requests for posts can be made from APS 2007 onwards.

Types of post		Staff to be allocated to management of the action by using existing and/or additional human resources (number of posts/FTE)					
		2005 (4 th quarter)	2006	2007	2008	2009	2011
R E P R E S E N T A T I O N S							
Officials or temporary staff ⁷ (16 01 01)	A*/A D	25	25	tbd ⁶			
	B*, C*/A ST						
Staff funded ⁷ by Article 16 01 02	FG IV	25	25	tbd ¹			
	B*, / FG III						
	C*/F G II						
	D*/F G I						
Subtotal Representations		50	50				
D G P R E S S							
Officials or temporary staff ⁷ (16 01 01)	A*/A D	25	25	tbd ¹			
	B*, C*/A ST		0	tbd ¹			
Staff funded ⁷ by Article 16 01 02		25	25	tbd ¹			
TOTAL DG PRESS		50	50				

⁶ To be determined after the results of the screening (see Action 49).

⁷ The cost of which is NOT covered by the reference amount.

8.2.2. *Description of tasks deriving from the action*

Representations, + 50 HR (net requirements for the resource pool (RP))

Description of posts :

<u>Resource pool (RP)</u> – Level A officials, made available to DG PRESS through redeployment within the Commission, to implement the immediate measures for strengthening the Representations as part of a pilot project, in particular the communication actions aimed at bringing the EU closer to citizens. (see Action 48)	+ 25 A*
<u>Resource pool (RP)</u> – Contract staff (FG IV), to support the implementation of the immediate measures for strengthening the Representations as part of a pilot project, in particular the communication actions aimed at bringing the EU closer to citizens. (see Action 48)	+ 25 FG IV
Total Representations	+ 50 FTE

Headquarters, (requirements for the Spokesperson’s Service)

Description of tasks: Rebuttal function / Spokesperson’s Service*.

8.2.3. *Sources of human resources (covered by the Staff Regulations)*

- Posts currently allocated to the management of the programme to be replaced or extended
- Posts pre-allocated within the APS/PDB exercise for year n
- Posts to be requested in the next APS/PDB procedure
To be determined by the Screening Task Force as described in Action 49.
- Posts to be redeployed using existing resources in the department concerned: DG PRESS will contribute along with the other DGs to the horizontal redeployment exercise.
- Posts needed for 2006 but not foreseen in the APS/PDB exercise for the year in question: for the Spokesperson’s Service* .
- Posts currently allocated to the management of the programme to be replaced or extended
- Posts pre-allocated within the APS/PDB exercise for year n

* Resource needs in the “SPP” to reinforce this important function will be considered in the appropriate framework.

8.2.4. *Other administrative expenditure included in reference amount (Expenditure on administrative management)*

EUR million (to 3 decimal places)

Budget line (16.010401 and 16.010404)	2006	2007	2008	2009	2010	2011 - 2013	TOTAL
Technical and administrative assistance							
- <i>extra muros</i>	0,550	0,950	1,150	1,150	1,150	3,450	8,400
Total technical and administrative assistance							

8.2.5. *Financial cost of human resources and associated costs not included in the reference amount*

EUR million (to 3 decimal places)

Type of human resources	2005 (RP ⁸ : 3 months)	2006 (RP: 12 months)	2007	2008	2009	2010 ⁹
Officials and temporary staff (16 01 01)	0,675	2,700	(tbd)	(tbd)	(tbd)	(tbd)
Staff funded by Article:						
- 16 01 02 (auxiliaries, ENDS, agency staff, etc.)	0,380	1,520	tbd	tbd	tbd	tbd
- 16 01 02.01 (press reviews / regional press - contracts) – see Action 22		1,250	1,250	1,250	1,250	1,250
Total cost of human resources and associated costs (NOT included in the reference amount)	1,055	5,470	(tbd)	(tbd)	(tbd)	(tbd)

Calculation – **Officials and temporary staff (Article 16 01 01):**

[25 officials for the resource pool (RP) from October 2005 to December 2006]

EUR 108 000/year x 25 officials = **2.700.000 per year**

(in 2005, cost for 3 months for 25 = EUR 675.000; in 2006, cost for 12 months for 25 = EUR 2.700.000)

(see Guidelines on the drafting of the legislative financial statement, BudgWeb)

Calculation – **Staff funded (Article 16 01 02) (EUR):**

FG IV: 60 802 x 25 = 1 520 050 per year

(in 2005, cost for 3 months = EUR 380.000; in 2006, cost for 1 year = EUR 1.520.000)

Calculation – **Staff funded (Article 16 01 02 01):**

⁸ RP = resource pool – see Action 48

⁹ Remark : ditto in 2011, 2012 and 2013.

EUR 50 000 x 25 Member States (see Action 22 in the Annex to the Action Plan)

8.2.6. Other administrative expenditure not included in reference amount

EUR million (to 3 decimal places)

	2005 (3 months)	2006 (12 months)	2007	2008	2009	2010 ¹⁰	TOTAL
16 01 02 11 01 – Missions	0,416	1,663	To be determined by the Screening Task Force				
16 01 02 11 05 – Information systems	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
2. Total other management expenditure (16 01 02 11)	0,416	1,663	To be determined by the Screening Task Force				
3. Other administrative expenditure							
Total administrative expenditure other than human resources and associated costs (NOT included in the reference amount)	0,416	1,663	To be determined by the Screening Task Force				

Calculation – Other administrative expenditure not included in the reference amount

Missions by local staff: in proportion to the existing staff of the Representations (430 persons) (EUR):

Total cost 2005 (EU-10 & EU-15) 1 403 000

⇒ Average annual cost: 3 262,79

⇒ Cost for 25 persons (contract staff from the resource pool in the Representations):
81 570 per year (=> 20.390 for 3 months in 2005)

Long-term missions by A* officials from the resource pool:

Calculation of an average cost based on 6 countries, for 3 months, with 3 return trips to Brussels per month:

- Average daily allowance (EUR 53) x 3 months = EUR 3.650

- Hotel: average overnight stay (EUR 132 / night) x 3 months = EUR 9.000

- Return travel to Brussels (EUR 1.055 for 3 trips on average) x 3 months = EUR 3.165

⇒ 15.812 x 25 pers. = **EUR 395.300 for 3 months.**

Total mission costs for 3 months = EUR 415 .690 (i.e. an annual cost of EUR 1.662.760)

¹⁰ Remark : ditto in 2011, 2012 and 2013.