



FINAL, 30 September 2006

‘Decentralise radically: Empower the multipliers!’

YELLOW PAPER ON EU COMMUNICATION

EurActiv’s Plan D:

Diversify, Decentralise, Disseminate, Decide

Answer to the consultation on the European Commission’s ‘*White Paper on a European Communication Policy*’

In English: www.euractiv.com/en/yellowpaper

En français: www.euractiv.com/fr/yellowpaperfr

Zusammenfassung auf Deutsch: www.euractiv.com/de/yellowpaperde

The draft was released on 1 February 2006 in parallel to the European Commission’s White Paper on ‘EU Communication & democracy’, after the July 2005 Action Plan and the October 2005 ‘Plan D’.

This final version includes a **fully updated summary**, based on some of the comments received from *Fondation EurActiv* advisers, EurActiv.com’s national partners and content partners, and individual citizens.

Further comments or questions are welcome from any interested stakeholder:

Christophe Leclercq, fondateur@euractiv.com, phone: + 32 2 226 58 13 fax: +32 2 226 58 20

Outline

‘DECENTRALISE RADICALLY:EMPOWER THE MULTIPLIERS!’	1
Decentralise radically: empower the <i>multipliers!</i>	3
Overall comments on the White Paper.....	5
Yellow Paper: Structure, Objectives, Your reactions?.....	7
EXPLANATIONS OF THE 12 RECOMMENDATIONS: ISSUES / RECOMMENDATION / CONTEXT & EXAMPLE	9
A) ON THE TARGETS OF EU COMMUNICATION: Diversify !.....	9
1. Choose realistic audiences and relays: not ‘every citizen’, also not ‘just the EU specialists’, but intermediaries: national sectoral audiences	10
2. Involve multipliers early on - companies and trade unions as well as NGOs	11
3. Coordinate lightly between institutions rather than centralise / ‘streamline’.....	13
B) ON THE METHODS AND CHANNELS: Decentralise and Disseminate !.....	14
4. Decentralise radically: ‘nationalise’ EU debates, empower Representations and enrich careers.....	14
5. Include communication in all EU programmes and policies	16
6. Train officials, journalists... and politicians!	17
7. Complement with opinion scouts, independent moderators and debate supporters.....	18
8. Provide localised multilingual internet content, not just conferences, print and TV	20
9. Optimise and increase communication resources.....	21
C) ON THE IMPLEMENTATION AND TIMELINE: Decide !.....	22
10. Decentralise the debate right way, in addition to Brussels inter-institutional negotiations	22
11. Implement recent Commission decisions promptly, including July 2005 Action Plan	23
12. Achieve impact well before 2009 European Parliament election.....	24
ATTACHMENTS: TRANSPARENCY AND SOURCES	25
Attachment 1: Action oriented, possible roles for EurActiv and others	25
Attachment 2: Report: "Can EU Hear me?"	25
Attachment 3: Interview with Christophe Leclercq on EU Communication	25

Comments on the White Paper:

Decentralise radically: empower the *multipliers*!¹

Update in September 2006 based on comments received:

Since the February draft of this *Yellow Paper*, we listened to a number of comments during our own ‘consultation’, from Fondation EurActiv’s advisers, EU officials in Brussels and the capitals, communication experts and the national media. We also actively followed the debates on the *White Paper*, and understand that this paper will be updated before the end of 2006. All this input has not led to many changes in our assessment or in the practical recommendations. **Our main conclusions from these eight months of discussions are:**

- **Communication policy is not getting much interest outside expert circles** (except in countries like France and the Netherlands or Turkey which have an internal challenge versus the EU to overcome).

This complements the ‘first D’ of our summary: **Diversify!**

- **Obviously, no communication policy can make topics palatable to citizens that are not potentially popular in the first place.**

For example, *Lisbon* as such will not become a hit theme. Identifying and debating the right priorities is the role of politicians and parties.

- **Most comments encouraged us to make the decentralisation message *more radical*.**

Subsidiarity should apply to communication more than any other EU policy, but is not strongly implemented (except by Member states and lower levels, but experts mostly agree that EU institutions should play a communication role as well).

This supports the ‘second D’ of our overall message: **Decentralise!**

- **EU institutions and their leaders would love to be loved but will not change perceptions quickly**

Therefore they should work with *multipliers* at local sector level that are already trusted and close to diversified targets.

When addressed individually with the right topic and tools, many national journalists and associations are interested in Europe. Many officials have excellent success stories, but do not have the technology and resources to leverage them.

This shows that our third key word can be demultiplied: **Disseminate !**

- **Many points above are consensual among experts, at least in private: what is missing is determined and rapid action**

Citizens and NGOs involved in the process often say ‘*all this was mentioned already, EU institutions claim to listen but do they follow-up?*’. Unless a common sense of urgency is

¹ meaning: national sectoral intermediaries

created, as was the case after the French and Dutch ‘no’, the level of interest in Europe will not be raised before the next parliamentary elections in 2009.

- **Commission and Parliament operational initiatives on communication are slow**
They are again entangled in bureaucratic procedures, despite impetus from the political leadership, goodwill of officials involved, and support by various NGOs.

Both points about consensus but slow action stress our ‘final D’: **Decide!**

For example:

- Preparation of the 50th anniversary of the EU in 2007, a wonderful opportunity to involve citizens, politicians and media alike, seems to start late again, like communication in preparation of the previous European elections;
- there is some hope that the German Presidency will build on the historic date and add substance to the debate by re-opening institutional questions, but is this really the best angle to get citizens’ interest? Practical topics like worker’s mobility or energy prices are more relevant, and equally call for bolder EU actions;
- having suggested more content syndication online, we did a bit more market research: for example, RSS and blogs are hardly understood around EU institutions. Decisions made by multi-layered hierarchies composed of seasoned officials can be great for sound policy proposals, but they cannot bridge the communication gap. Only ‘*front line*’ communication officials with empowerment, and *independent* organisations outside the approval system can meet the needs quickly enough to make a difference before 2009.

So, the communication model emerging from our detailed tables gets clearer: **the solutions are not in Brussels, although they need support from the centre**. There is more in the following pages, also on the themes of debates, the role of politicians, training etc. But what is required in terms of **tools** now can be stated upfront:

- autonomous national agencies, replacing the present Representations (press and information offices, also called Representations, presently under-resourced satellites of DG COM, weakly connected to other bodies)²;
- re-inforced with sectoral attachés and larger budgets determined locally *localising* EU debates with national decisions and content from institutions and the civil society (not only NGOs)
- using sectoral relays, close to real information needs and trusted;
- and boosting impact and productivity thanks to modern technologies and partnerships.

² To avoid long institutional and staffing questions, they could in the short term be run *like* agencies rather than transformed immediately. One can avoid at least one typical question with agencies: their location choice. They should clearly be one in each capital, with satellites or networks in the regions where appropriate.

Overall comments on the White Paper

The renewed focus of EU institutions on communication is welcome, the political imperatives need not be recalled here. We also welcomed the Commission's Action Plan issued in July 2005, albeit with several reservations and hints, repeated here.

A great emphasis is laid in the Commission's White Paper of 1st February on the creation of a European public sphere, complemented by a number of practical ideas, some of them original. This is the logical continuation after the 2001 White Paper on governance, which rightly highlighted the role of civil society, and the October 2005 Plan D, which aimed to put the people and public opinion at the centre of policy priorities.

Overall, the analysis of issues is good, as well as the understanding of opportunities with civil society and the media. However, it does not constitute a full strategy: principles are conceptual rather than creating deep change, actions should be more specific, and the timeline is slow again. Some people could argue that this is not a *white* paper, but a *green* paper (the previous stage of consultation, outlining options and putting questions). This is why *Fondation EurActiv* decided to propose not only answers to hypotheses, but its own *Yellow Paper*, with tables of strategic proposals responding specific issues.

Following are several regrets – or suggestions:

- the **European public sphere** is certainly desirable, given what some call the federalist vocation of the EU. But **is it achievable within a reasonable time?** As a Frenchman would say: « n'est-ce pas reculer pour mieux sauter? ». Rather, are there not **multiple public spheres, fragmented by national and socio-professional centers of interest?** If so, one should privilege interconnection of national spheres / benchmarking (analogy with 'new approach': mutual recognition) rather than trying to create one European public sphere;
- it is *also* right to take a long term view, but this should not render the strategy so tentative. There is a risk of interpreting the European public sphere as a prerequisite for a future communication policy. It could even put into question the implementation of the limited Action Plan. The White Paper consultation should rather guide the way to an additional series of initiatives by the EU institutions and other actors;
- as in the White Paper on governance, **the role of companies and professional networks is again neglected.** The EU is first of all an economic reality, and most people think as workers (or managers or consumers) before thinking as EU citizens;
- the interface with mass media is rightly addressed - especially TV and the regional print press – but the **role of other media, and their editorial value added, is not fully exploited.** Are we not in the 21st century, the age of more interactive narrow-focus media? (internet, but also radio, specialized magazines, and specialised TV channels);
- **a number of ideas are of a centralised and short term nature:**

- Member States and regions' involvement is duly mentioned, but **could be more specific and differentiated by country, and not focusing on EU-level negotiations**. Ideas like national web forums and the Scottish initiative on Lisbon may be closer to people than a European Charter (or Code of Conduct) on Information and Communication, however necessary the latter might sound;
- **Communication by DGs and by sector should not be edited centrally** as suggested in the Action Plan, but rather re-inforced, deepened and furthered at national level
- Let us further this point with examples: Mrs Wallström's famous blog plays a good PR role, but is not an end in itself. We would rather position such actions as pilots for others. This Yellow Paper recommends **posting DG representatives ('sectoral attachés') in the EU Representations**, mainly for communication purposes. These attachés - not just Commissioners - should use electronic tools, **interacting with national constituencies in their languages and culture, reflecting decentralisation and practical debates on substance**;
- in the 2005 Action Plan, there was an **undertone of streamlining communication**, in a 'push' mode, *focusing on a few overall themes to all public opinions*. Let us take an analogy: a company would indeed focus on a few claims per branded product, but a government would of course not pick just a few topics per year, and rather show progress in each area via its ministries: EU institutions are closer to a government than to a company. The interest of individuals vary widely, the claimed philosophy of **'listening' should lead to 'pull' efforts: answering specific needs, on a variety of topics**. While common core messages should be re-inforced, engagement is more likely to be triggered from interest-centred debates.
- So - perhaps simplifying the analysis unfairly - there may be a paradox in the package Action Plan / Plan D / White Paper:
 - long term, ambitious call for a European **democracy** requiring radical rethinking of a near-constitutional nature (**a dream?**)
 - many short term communication ideas, and inter-institutional debates often inspired centrally and horizontally (tools & tricks?);
 - whereas what is needed are **practical changes at all levels, in every sector, making impact in the medium term** (the 2009 elections). Only strong empowerment of DGs and RRepresentations, to be transformed into agencies, cooperating at national/local level, can achieve the necessary focus on implementation (**a strategy?**).

Apart from this, a number of measures envisaged appear useful, all are worth discussing and fleshing out, and we shall not comment on each of them. Rather, this Yellow Paper focuses on what else could be done.

Yellow Paper: Structure, Objectives, Your reactions?

Structure: the complementary plan D, Diversify, Decentralise & Disseminate, Decide

The value of the paper lies in promoting the decentralisation philosophy and the practical 12 recommendations. This pragmatic approach sounds like the former Austrian EU Presidency's, which suggested a 'plan C', like focusing on Concrete benefits.

In order to facilitate recollection, we regroup these 12 points under a few headings, contrasting some catchwords with those of plan D – like Democracy, Dialog and Debate – and the White Paper. Of course, we do support these essential three principles as well.

- A) the targeted audiences with their different needs (rather than central objectives for a mass audience, not quite in line with the 'listening' principle): therefore **D**iversify
- B) the methods and channels: therefore **D**ecentralise (empower many more front line people) and **D**isseminate (leverage non-institutional actors, we could have written Delegate)
- C) the implementation and the timeline, the weakness of past EU communication plans: therefore **D**ecide (we could also have said: Doing rather than talking!)

Objectives³: practical recommendations based on experience

This document aims to be:

- **A practical list of recommendations...**
- **...based on the experience of a specialised media, led by policy and communication experts who have:**

³ What this document is NOT:

- **a polished, streamlined and consensual document (it is meant to generate ideas for a specialized audience, not avoiding jargon, unstructured lists, and also controversial ideas).**
- one of EurActiv's articles (which aims to be neutral and balanced, referring to a number of different *EU Actors* positions. EurActiv does not take position on EU policy issues, except when it concerns its baseline '*efficacité et transparence des acteurs européens*', as is the case here)
- a summary of previous EU documents and issues on EU communication (of which there has been at least one wave per Commission and Parliament)
- an exhaustive contribution to all questions raised by the White Paper on EU communication
- an academic paper providing definitions and research in each concept mentioned
- an official position or promotional material by the media EurActiv.com or its network partners (see self-transparency point at the end of this document)
- a common position by members of Fondation EurActiv's advisory council or orientation committee (see more: www.EurActiv.com/fr/fondation).

- worked with the EU institutions and other *EU Actors* (NGOs, think tanks, industry Representations and the media) since the 80's (see www.EurActiv.com/en/mission);
- contributed to a number of conferences and papers on EU communication policy, some of them listed further below under 'Sources and recommended reading';
- ...**therefore explaining some concepts which seem to work**
With limited means, and 8 national media partners, we developed the EurActiv network of policy portals, now the largest media specialized on EU policies, with 320 000 direct readers in 11 languages, most of them influential professionals (see www.EurActiv.com/en/crosslingual)
- **an invitation to contribute reactions**, in parallel to the White Paper consultation.

Reactions or questions, next versions

EurActiv will publish some intermediate coverage of the White Paper consultation; well ahead of the Commission publishing a summary of the contributions received. Hence the relevance of stakeholders communicating their views pro-actively to EurActiv, as soon as they draft them, to contribute to shaping the debate.

This Yellow Paper was updated during summer 2006, after discussions within *Fondation EurActiv* of comments received, and inclusion of further localisation ideas from EurActiv's media partners at national level.

Further reactions are welcome to:

Christophe Leclercq, fondateur@euractiv.com, Tel: + 32 2 226 58 13, Fax: 226 58 20
(contributions will be considered as private and informal unless otherwise stated)

The media and other interested parties can also contact:

Willy De Backer,	editor@euractiv.com ,	Tel: + 32 2 788 36 64
Julian Oliver,	secgen@euractiv.com ,	Tel: + 32 2 226 58 25
Frédéric Simon,	editor2@euractiv.com ,	Tel: + 32 2 788 36 79

We thank you for your attention, and contributions to EurActiv's own raison d'être: *'efficacité et transparence des acteurs européens'*.

Christophe Leclercq
Fondateur,
Fondation EurActiv

Explanations of the 12 recommendations: issues / recommendation / context & example

A) ON THE TARGETS OF EU COMMUNICATION: Diversify !

The Community of EU Actors⁴ is made of concentric circles, and is clearly not limited to governmental institutions. Such organisations (associations, companies, media etc) exist for most human activities: economic, social, cultural.

Intermediate targets: community of *EU Actors* and further



So, there are many more part-time 'EU Actors' at national level than full-time EU experts. Moreover, each specialised network is sub-divided at national, regional and local levels. Most EU citizens are somehow in touch with at least one local organisation federated at EU level. The staff or activists of these organisations - more than any Brussels or capital city outlet - are the most credible channels to involve citizens in EU matters, in a practical way. How to involve these relays, these 'part-time EU Actors' as we call them, is the first challenge.

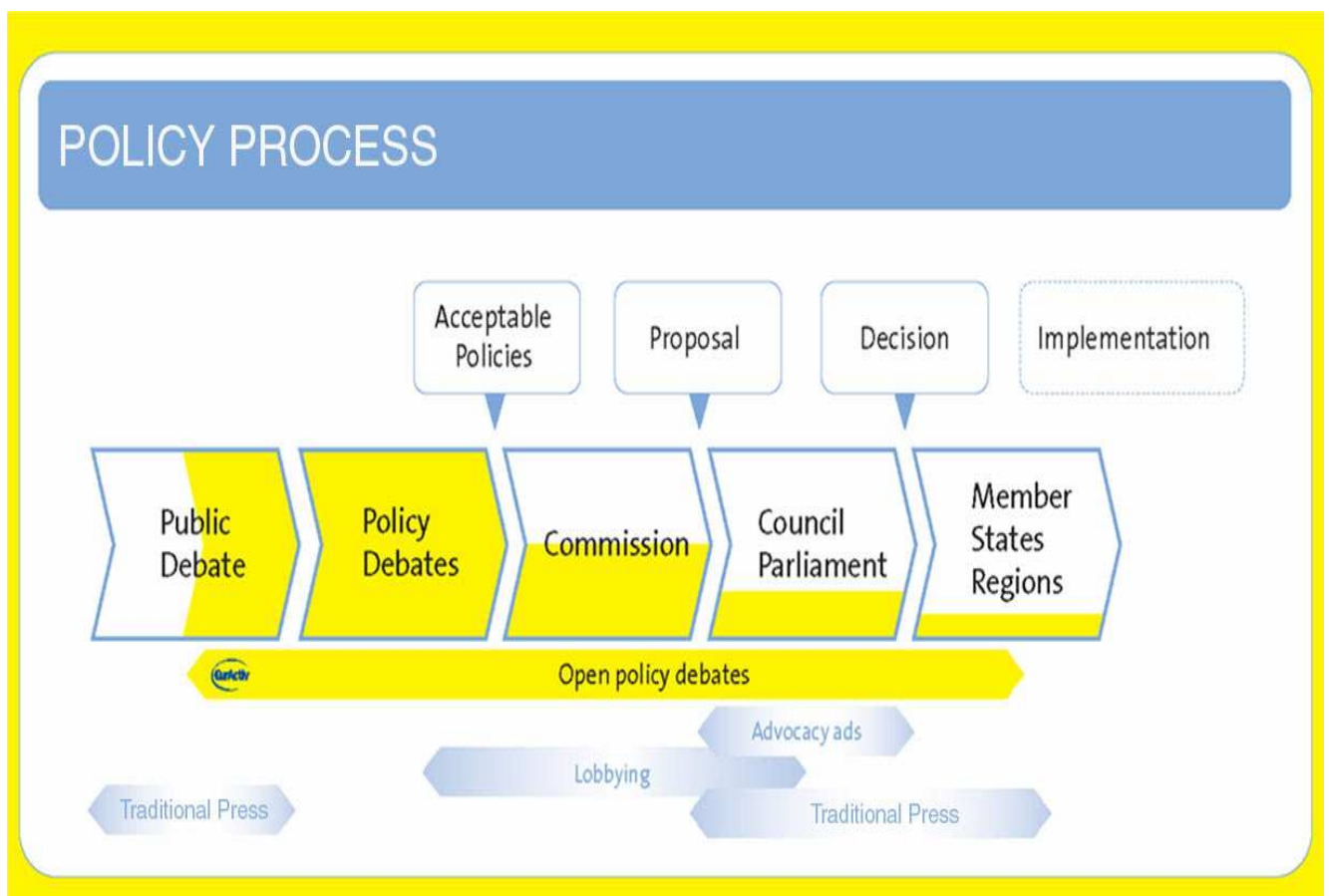
⁴ EurActiv, Community of EU Actors, CrossLingual, LinksDossiers are TM EurActiv.com PLC

1. Choose realistic audiences and relays: not ‘every citizen’, also not ‘just the EU specialists’, but intermediaries: national sectoral audiences

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>How to go beyond the dilemma ‘technical debates for experts’ versus ‘basic information of the man in the street’.</p> <p>For the moment, the central EU communication strategy focuses on three targets:</p> <ul style="list-style-type: none"> - the press (reached in Brussels but not relaying enough, leading articles are written in capitals) - the politicians (involved but not always sufficiently) - “the citizens” (not really reached – outside elections and crises - but it is politically correct to aim for them in principle) → How to engage them actually? Indirectly? 	<p>Target national sectoral audiences, which have an interest in EU information, if properly ‘localised’ at national level;</p> <p>EU communication is weak and – outside important times like EP elections - cannot aim to involve directly hundreds of millions of citizens. It should follow a <u>concentric circles approach</u>, leveraging the professional networks of our societies;</p> <p>Direct and indirect beneficiaries will be best informed and involved credibly by national professionals, not just by Brussels experts. The national part-time ‘EU Actors’ should be engaged and helped to spread EU information via modern channels, encouraging feed-back as opposed to simple relay functions;</p> <p>EU funds opportunities (EU-managed or structural funds) should be communicated in a much more simple way, providing practical examples by branch. This should focus on the concrete benefits, not just the sources of money, highlighting what would have not been possible without Europe.</p>	<p>There are roughly:</p> <ul style="list-style-type: none"> - 100 000 full time ‘EU Actors’, working in or visiting Brussels - 500 000 part time ‘EU Actors’, involve in policy making mainly from the capitals; - millions of direct beneficiaries, which have at least once in their life benefited from EU funding or core EU legislation such as Erasmus or Leonardo training or labour mobility, typically in their professional life; - all EU citizens, who benefit from softer benefits such as open borders, low prices and peace. - In Central Europe, many people find their life opportunities thanks to Europe (and via the internet): job opportunities. 2006 is the European Year of Workers’ Mobility: this is a relevant topic for many EU citizens. The EurActiv network opened a Cross lingual policy section, localised in 7 different languages: euractiv.com/en/mobility <p>The White Paper is still somewhat ‘black and white’ and horizontal in its approach, focusing firstly on mass communication via TV. It does not reflect, for example the ‘Europa 2’ attempts to develop thematic websites for different target groups, and has few actual national level examples (except a good Scottish Lisbon one)</p>

2. Involve multipliers early on - companies and trade unions as well as NGOs

The graph below shows that policy processes, contrary to what Treaties describe, do not start with Commission proposals. Public debates and then specialised policy debates precede proposals, involve stakeholders, and could be run more openly and efficiently.



Issues	Recommendations	Context & example
<p>The White Paper makes a good statement, but rather general: “<i>Civil society organisations</i>, including professional and sectoral organisations, have also a very important role to play in raising public awareness of European issues and policy debates, and in encouraging people to take an active part in those debates. “</p> <p>There is however an encouraging reference to “professional and sectoral organisations”, not present in the White Paper on governance, the latest main Commission piece on the civil society.</p> <p>The action point very much lacks specifics:</p> <p><i>“The role of civil society organisations as important actors of the European debate could be strengthened through targeted co-operation projects in the field of public communication.”</i></p>	<p>Measure the impact and reach of organisations involved in projects, assess the tools, increase and decentralise budgets.</p> <p>To facilitate exchange of experience between national levels, rather than focus on traditional politicians and national social partners, do invite non-national stakeholders in all communication initiatives (e.g. German NGO leader at French conference, Polish industrialist in Italian video, etc);</p> <p>Long term: contribute to European civil society by EP re-instating the ‘better regulation’ proposal to scrap the proposed European statute of association.</p>	<p>Some NGOs are too close to EU institutions or lack a large number of members. Some others do not need the EU, or have cumbersome information flows between national associations. See also the related role of transparency of <u>all</u> organisations involved in EU policies: Transparency initiative of Commissioner Kallas. An increasing number of ‘EU Actors’ believe that transparency concerns all stakeholders, including NGOs, and should not limit itself to funding data. See also recommendation 8 on providing multilingual internet content: all these organisations have websites, often not refreshed every day nor including EU level debates.</p> <p>Involvement of European NGOs is widely practiced, and was a major development of the 90’s. But this does not make a big enough impact in most countries. Apart from NGOs with large memberships or those subsidised by the EU, many citizen groups exist only at national or local level. ‘Inviting them to Brussels’, or asking them to answer EU-level consultations – which they seldom do - is not enough.</p>
<p>Unlike the successful campaigns about the internal market and the euro, companies have not been widely involved in campaigns about enlargement and the Constitution. These two issues led to the blocking of the Constitution, and apparently a renewed bout of euroscepticism.</p>	<p>Involve companies and their organisations in both large communication campaigns and also specialised sectoral discussions, also thanks to internet diffusion of professional information;</p> <p>Include trade unions and NGOs to ensure balanced debates (which is necessary for progress on <i>Lisbon</i> anyway).</p>	<p>Most people are workers, or consumers or members of associations, before thinking as voting citizens. Information received online and discussed in a professional or associative context is more relevant than general news ‘pushed’ on TV. TV can be excellent for awareness building, complemented by online– or indeed physical interactions - to really engage people.</p> <p>Internet media could syndicate policy content to company or federation intranets, in different languages, ahead of companies being affected by EU legislation.</p>

3. Coordinate lightly between institutions rather than centralise / 'streamline'

Issues	Recommendations	Context & example
<p>The July 2005 Action Plan talked of streamlining and simplifying the messages, at the risk of less sectoral / DG initiatives. 'Information overload' / 'need to be more selective' are frequent critiques by Brussels experts and journalists, but not so much at national level. People in the capitals (and even more in the regions) rather talk of an 'information deficit'.</p>	<p>Let Directorates General:</p> <ul style="list-style-type: none"> - disseminate their own communication to their specialised circles; - run specialised networks, just like national ministries, behind which there are professional or social communities, the fabric of our societies. <p>Thanks to the internet this is compatible with better interlinking of DG initiatives, e.g. for consultations which cut across different areas.</p>	<p>What sounds terribly bureaucratic for one person in a small city may be essential for her close neighbour, who follows just one or two EU issues.</p> <p>What brings individuals together is not Europe primarily but their professional or cultural common interest, creating bridges across borders.</p> <p>See also July 2005 interview, linked at the end of this document, point 7.</p> <p>The issue is typically not the quantity of information, but its lack of structure: not transparent, not user friendly enough.</p> <p>Media panels and user panels should be organised, providing feed-back on services, such as web architecture and content structure.</p>
<p>DG COM traditionally tries to coordinate all Commission communication, and wishes (Action Plan) to appoint an Editor for all Commission websites. On the other hand, DG heads of communication wish autonomy and work faster than strict coordination allows. What is required is:</p> <ul style="list-style-type: none"> - (some) more coordination at <u>strategy</u> level: achievable with impetus from the top, given current pressure from 'the outside'; - much more <u>empowerment</u> at DG and national level: cultural change required. 	<p>Common communication guidelines exist and could be strengthened, especially <u>between</u> institutions. But in the spirit of having an 'EU family name', not reducing the role of sectoral communicators with their own 'first names';</p> <p>Rather than an Editor, there could be joint training courses for communicators, for all EU institutions and for national officials.</p>	<p>Common themes to be translated in each sector, with 5 yearly priorities and yearly sub-priorities: already often done, but not sufficiently adapted at national level.</p> <p>Second example: CORDIS, probably the main website bringing together researchers and EU funding, is run by OPOCE and distinct from the DG research website. Both should be brought together on the web, without losing the respective audiences. After years of talk, things are starting: they now share similar web addresses, but not much more.</p>

B) ON THE METHODS AND CHANNELS: Decentralise and Disseminate !

4. Decentralise radically: ‘nationalise’ EU debates, empower Representations and enrich careers

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>Representations at national level are often not equipped with the right people, in number and skills</p> <p>EU Missions abroad (and national embassies) are often better equipped, although the greatest challenges for Europe are actually domestic. The changeover from (Relex) missions to (DG COM) Representations in Central Europe has often been disastrous in skills and credibility loss.</p> <p>Two good trends are presently observed:</p> <ul style="list-style-type: none"> - nomination of heads of Representations in new Member states focused on professionals with media experience; - in ‘old’ member States, a number of new heads have been appointed. <p>However, more radical action is required.</p>	<p>Go beyond the Action Plan decisions:</p> <ul style="list-style-type: none"> - increase budgets greatly - transform some pilot representations into agencies with wide autonomy - appoint a media star to lead each, - keep management by a senior official as today, supervised by an EU/national board. <p>Member states are not always keen to have EU institutions communicate directly (although that argument has often been exaggerated): they should be given a greater say in the EU communication strategy for <u>their</u> country, but via an autonomous structure, not a direct line to a minister’s adviser.</p> <p>This goes in line with greater empowerment of Representations in the countries: local coordination, not only Brussels attempting to have common priorities for 25 countries.</p>	<p>France example: Imagine a Paris EU Communication agency, with double or triple the present size, led by e.g. Christine Ockrent, supported by a DG COM Head of Unit. It would be managed like an autonomous agency by a board including independent and trusted French personalities. This could be piloted in a simple way, even before legal statute changes are made.</p> <p>This entity could:</p> <ul style="list-style-type: none"> - replace the existing Representation - cooperate with Sources d’Europe, the former Commission / French ministère des affaires européennes joint-venture, now touteleurope.fr. Its website has been relaunched with stronger governmental guidance and support. <p>A communication working group could brainstorm what the ideal Representation should look like in the long term, and then analyse what could be done in a few pilot countries.</p> <p>See July interview, attached, point 8 for further arguments and example</p>
<p>Many EU officials lack field practice and communication experience, therefore credibility and trust for</p>	<p>Most DGs should have a ‘DG country attaché’ in each capital handling sectoral national audiences. This is similar to national embassies with representatives of</p>	<p>See July 2005 interview, attached, point 10 and 11 for further examples</p> <p>Within EU institutions, some</p>

Issues	Recommendations	Context & example
<p>national audiences.</p> <p>Proximity in geographical, cultural and sociological terms is essential to move away from the eurocratic image. Are EU civil servants plus local hires enough?</p>	<p>key home ministries. This could mean say 15 DGs times 25 equals 375 positions, plus some more positions in addition for larger countries / regional offices: ca 500 people). A first step could be the re-allocation of ca 100 persons.</p> <p>Strengthen mobility at national level, early in careers, like for ENDS in the reverse direction (Experts Nationaux Détachés) and make it part of career evaluation criteria.</p> <p>Staff part of the Representations with rotating national / regional officials, and officials from other Member States. ‘DG country attachés’ should:</p> <ul style="list-style-type: none"> - liaise directly with national experts, specialised journalists and local media. They would therefore bypass the bottleneck of (often overstretched and overworked) Brussels correspondents and national mission staff - cooperate directly with sectoral attachés and national officials in different countries (say not only Bratislava-Brussels-Budapest but Bratislava-Budapest) 	<p>areas are notoriously inefficient, so that some of the positions could be re-allocated. (however, the individual profiles are obviously different). This also fits with the EU institutions having reduced the remuneration for young officials just before enlargement.</p> <p>While the budget authorities might be reluctant, the total EU communication budget seems still modest compared to the way Member States themselves are equipped, and to the ‘<i>cost of non-Europe in the public opinion</i>’.</p> <p>See also point 10 in attached July 2005 interview.</p>
<p>Communication is presently less glorious than policy making in EU institutions, like finance & human resources were until the Santer Commission acted (creation of special tracks and ‘directions ressources’ in most DGs, to professionalize management and create attractive administrative careers. Excessive financial control should not hide the actually welcome professionalisation)</p>	<p>Make ‘DG country attachés’ of each DG report to a Communication Directorate in each key DG, thus elevating the status and influence of communication in DG priorities.</p> <p>Accordingly, under EU officials as directors, allow Experts Nationaux Détachés up to Commission head of unit level, in order to attract good Communication Directors from national governments</p>	<p>A stronger national input in communication policy should not be feared (old ‘fortress’ attitude) but on the contrary welcomed, especially via benchmarking from best national ministries.</p> <p>A number of media organizations and foundations could also contribute traineeships to journalists and (national and EU) communication officials, in addition to classic training courses and the Commission ‘stage’.</p>

5. Include communication in all EU programmes and policies

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>Many projects funded by EU programmes still do not contain a good communication module, or have some mention of it but little impact (although the situation is improving slowly).</p> <p>Recipients of EU funds are often not sufficiently equipped (know how, human resources) to manage communication efficiently</p>	<p>Include in all tenders a request for a detailed communication plan and budget, and train evaluators to spot excessive reliance on static websites, poor press releases and brochures with limited distribution. Subject part of last project payment on contracts to communication tasks performed</p>	<p>Example: EurActiv's Crosslingual project with funding from the <i>eContent</i> project included not only innovation tasks but also a user panel with journalists and a network of localising partners (in Central Europe). This network now has 150 000 certified readers plus the core EurActiv.com (in French, English, German: 180 000 readers: total 330 000, which is very large for a specialised media. In due time, subject to funding, it could be extended to other countries, such as Italy and Spain and the Balkans.</p>
<p>In many calls for proposals & tenders, there is a criterion 'community interest' or 'EU value added', and a request for a dissemination plan. But the project results often appear very technical, making it difficult to justify funding to the political authorities and the media, therefore to the taxpayers</p>	<p>Programmes and research projects should systematically connect their communication with overall EU objectives. Communication of project results should always happen in 'several' languages (although not necessarily all EU official languages)</p>	<p>Media and communication companies could:</p> <ul style="list-style-type: none"> - promote important events and results of projects; - support balanced debates on policy implications, with media coverage when relevant
<p>Content on EU projects is not always spread efficiently, except high visibility ones (and some video and press release services).</p> <p>The logic is often limited to:</p> <ul style="list-style-type: none"> - push press releases to the traditional press; - printing of brochures; - bringing visitors to EU websites, <p>rather than providing customised content to other platforms, with greater reach.</p>	<p>EU content should be localised and syndicated to voluntary media and websites thanks to decentralisation, internet and multilingualism. Technologies are now available (such as RSS: Really Simple Syndication, a key element of all blogs), Hence resources should not focus on IT, but on relevant content and skilled promotion.</p>	<p>Many media and other content channels would welcome 'raw material' in relevant topics if it is different from official communication on the Europa website, and if the technology facilitates editing (adding an independent media value added and other sources)</p>

6. Train officials, journalists... and politicians!

Issues	Recommendations	Context & example
<p>National officials and national journalists do not get enough exposure and training to EU realities. Good schemes exist, such as Expert Nationaux Détachés and DG COM sponsored courses, but not reaching enough people and with insufficient follow-up with the alumni.</p>	<p>Leverage existing training programmes by adding sectoral approaches and ensuring online and in-person follow-up throughout their subsequent careers.</p>	<p>Journalists trained by ex DG COM should systematically be offered updates on EU policies in their field</p> <p>Students going through Erasmus or Leonardo should be offered opportunities to remain in touch via a central and local portals, and be kept informed (the own initiative of Erasmus alumni to keep in touch reaches only a minority of them)</p>
<p>Politicians have a key communication role, but are trained less well than officials, who have less of a public say.</p> <p>The White Paper proposes an interesting Programme for Training in Public Communication.</p> <p>US schemes to provide American exposure to aspiring foreign politicians and opinion leaders (Dpt of State and private Fondations) are not mirrored by similar European programmes.</p>	<p>Set-up a high level training programme for aspiring and current politicians (national or European), including Brussels exposure but also visits to other countries, languages and communication skills. Make it attractive for young politicians CV's by including a strong selection for people below the level of MPs / large city mayors.</p>	<p>Europe has good exchange programmes, specialised universities and trainee programmes. In addition, it needs some elite, part-time training for politicians in their 30's or 40's.</p> <p>The emerging European political parties should be keen, and could receive help to organise more political follow-ups themselves.</p>

7. Complement with opinion scouts, independent moderators and debate supporters

Issues	Recommendations	Context & example
<p>Eurobarometer remains very useful but became a victim of its own success:</p> <ul style="list-style-type: none"> - its results on key issues are widely expected; - therefore controversial or tentative issues are not included early enough to adapt communication; - it covers countries of very different sizes in the same way with similar socio-economic quotas. <p>While quantitative data is increasingly available, perception / mental associations and fact-based policy making are still not widespread</p>	<p>Use more sophisticated and forward-looking tools like focus groups and citizen panels.</p> <p>Use indeed differentiated approaches:</p> <ul style="list-style-type: none"> - focus on few questions target opinion leaders or specialised groups (e.g. farmers, bankers, traders) - use focus groups. <p>Think tanks dealing with the EU are growing in number and usage in the last few years, their usage could be systematised, to provide independent and deep-reaching research, in connection with survey institutes ensuring quantification.</p>	<p>While they became associated with ‘spin-doctors’ in the UK, focus groups were often successful there and elsewhere.</p> <p>Multiple choice questionnaires are only good to quantify answers that respondents have already thought about. They cannot emulate well ‘what ifs’, creative thinking and moods.</p> <p>For example: given the likelihood of a referendum in France two years in advance, what studies of voting drivers were performed two years before the ‘no’ vote? Why were EU institutions surprised by the reaction to the service directive, too late to explain and amend timely?</p>
<p>The eEurope recommendation from 2000 was only partly implemented, especially the last point about independent moderators: Point 10. Government online <i>“Member States and the Commission should extend the use of the Internet to ensure consultation and feedback on major political initiatives. The aim would be to go</i></p>	<p>Draw conclusions from electronic consultation projects so far, and aim for quality via ongoing moderation rather than traditional approaches:</p> <ul style="list-style-type: none"> - green & white papers, collecting EU-level quality positions but publishing a useful summary only afterward, and highlighting convergence rather than 	<p>EU institutions can hardly choose early on what position is relevant and what is not without upsetting and appearing to take sides. They are also party to the debate as <u>they</u> initiate most policies. Hence the role of independent media, vastly underplayed in the White Paper on governance (2001).</p> <p>Now is the time to change this, and to <u>cooperate</u> with the media, by recognising the value added of editorial independence.</p> <p>Too much (tacit) control of the EU and state channels means that, in the run-up to the</p>

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<i>beyond simply publishing legislation and white papers on the web and establish a discussion and feedback forum possibly with independent moderators.”⁵</i>	<p>differences, therefore too little debate;</p> <ul style="list-style-type: none"> - online forums, gathering reactions of widely variable value and representativeness, and mostly monolingual. <p>In parallel to green and white paper consultations, specialised media could summarise and re-launch policy debates autonomously, in different languages</p>	<p>French and Dutch referenda, debates escaped them, moved on to the internet, and were dominated by the ‘no’ activists.</p> <p>The aim should be: not to control, but to support fact-based and balanced debates, also using modern technologies.</p> <p>The media also have their own responsibility in covering EU matters. Given their necessary impence, this cannot be ensured via controlling them, but via self-regulation, education and training, notably.</p>

⁵ Some self-quoting... because things do not progress fast enough:

The following shows how EU communication policy shifted over the years, from a legalistic defensive view, to all-out web publication, and then stakeholder involvement.

HISTORIC STEPS TOWARD FULL INTERACTION WITH STAKEHOLDERS



Source: EurActiv.com, *Transparency Conference*, European Parliament, Nov. 1999

EurActiv already announced at its 1999 event what is still relevant and in process:

“*eEurope* could start the third historic stage of consultation on EU Affairs, supported by the internet. Indeed, since the creation of the EC / EU, one can identify three simplified stages of consultation methods:

- a) Until the mid 80’s: « *little consultation, little information* »
- b) Late 80’s, 90’s: « *open consultations, late in the process, information overload* »
- c) « *Millennium consultations with eEurope: real, early and fast involvement* ». “

The third stage needs much further work. And a fourth stage is now required, after enlargement and reluctant public opinions:

- d) “*radical decentralisation and autonomous localisation*”.

8. Provide localised multilingual internet content, not just conferences, print and TV

Issues	Recommendations	Context & example
<p>The White Paper suggests localisation of EU policy content (without using those words): “The EU institutions should explore with diverse media players how to better provide the media (pan-European, national and local) with material which is relevant for them and citizens, with a view to <i>adapt the information to the needs of different countries and segments of population.</i>” (our emphasis)</p> <p>EU communication cannot reach mass audiences directly: what are the most efficient channels to journalists? The White Paper aims to increase TV coverage of the EU, which is one laudable goal. It seems to classify internet as primarily for the young audience.</p>	<p>Communication to multipliers should be multi-media, increasing the role of internet diffusion. The Commission should analyse the cost per contact and indirect media impact before allocating resources between channels. Where do TV journalists get their information from? Mainly from the internet, or from high reputation print publications and image banks which themselves use electronic feeds. This will typically lead to prioritising electronic media (TV / radio / internet / mobile being complementary)</p>	<p>Customised internet services could raise the awareness of TV journalists, before they then use video image banks and EU speakers. They would include quick summaries of issues, links to various positions and potential commentators and links to image banks.</p> <p>In France and the Netherlands, the ‘no’ vote used the internet widely and successfully. Because they were faster and more decentralised, and not connected to the establishment campaigns. Just like NGOs are often better on the web than institutions and large companies.</p> <p>People made mobile thanks to Europe are looking for their life opportunities not on TV, but on the internet.</p>
<p>The White Paper hardly mentions the language issue. Central translations are typically slow, costly, and do not refer to local positions and organisations that inspire trust. They remain necessary for legal texts where accuracy and consistency is more important than communication.</p> <p>Most Commission translators will relocate to Brussels / Rue de Genève (away from the EU area) or work in Luxembourg. Few move during their career. What is the value of a centralised approach?</p>	<p>For non-legal texts, re-locating in Representations part of Commission translators would increase localisation value.</p> <p>This may decrease delays and costs, create a critical mass of EU staff in capitals, and facilitate careers.</p> <p>Only few languages (EN, FR, DE, NL) have a wide usage across borders: core user groups in different countries. For most others, one language = one country. So, it is correct to ‘localise’ in one language with <u>one</u> country in mind.</p>	<p>The internet reduces costs and time in a major way, so that language adaptation can be turned into an opportunity.</p> <p>There is a parallel debate on multilingualism, led by Commissioner Figel, which needs to be connected to EU communication policy.</p> <p>The EurActiv network is an example of localisation with limited means and strong decentralisation, larger examples exist in other areas. The Commission could emulate and greatly improve some of its features, but only with strong local empowerment. It could tender out some of localisation tasks to a number of qualified companies.</p>

9. Optimise and increase communication resources

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>The EU institutions are not able to fully quantify and evaluate the sum of all their communication actions across all DGs programmes and structures, in terms of staff and money.</p>	<p>The EU should get best value for its communication euros. First, it should know the total amount and then justify, and quantify the impact. Secondly, it should optimise its media mix, according to targets sought and impact per euro.</p>	<p>A number of DGs have started to make impact analyses of communication measures. These would be even more powerful with independent evaluators, common standards and benchmarking. A few simple benchmarks would also avoid transforming the evaluation exercise in yet another layer of control, jeopardising empowerment, as was the case for financial control.</p>
<p>Despite some shortcoming in reporting on spending, given the wide range of issues to be communicated, the language complexity and the lack of automated relay by cross-border media and national structures, resources do appear to be insufficient and inadequate for the task.</p>	<p>The EU should spend more on communication.</p> <p>See points earlier on Representations and programmes</p> <p>Communication should also be enhanced in policy DGs (those not spending much money), as the EU is first a (de) regulator and not chiefly a redistributing mechanism.</p>	<p>Vast resources are spent on legal compliance, financial control, structural funds, education etc. Stronger communication would multiply the impact of the other expenses. This comes in addition to increasing receptivity of new legislative proposals. Contrary to UK tabloid talk, this is not just selling EU powers, but mainly helping citizens benefit from the existing EU policies.</p> <p>Many comparisons with communication resources of national ministries in large member states show that the Commission is understaffed (possibly also under skilled) in this area.</p> <p>See also recommendation 4 on radical decentralisation.</p>

C) ON THE IMPLEMENTATION AND TIMELINE: Decide !

10. Decentralise the debate right way, in addition to Brussels inter-institutional negotiations

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>Old Brussels institutional issues risk dominating the policy debate triggered by the White Paper. Is the debate the same in France, in the UK and in Poland? Are the objectives, the public opinions and the tools not radically different? In the White Paper, there are hardly any references to Parliament and Council positions on communication. Inter-institutional discussions will be a challenge in the coming months.</p>	<p>Take the viewpoints of typical citizens and workers at national level. Build communication action plans with national civil society organisations and governments. Representations should periodically consult their communication plans with public / private stakeholders at the national level. Make a parallel with Lisbon action plans, although in the case of communication, the role of EU institutions is greater: these should be joint action plans, discussed between EU Representations and governments.</p>	<p>The Commission and the Economic and Social Committee started good cooperation on stakeholder forums, initially in Brussels, potentially in the countries.</p> <p>Given that strengthening national Representations and supporting national debates are key points of the July 2005 Action Plan, Representations should make their own localised version of the White Paper, using <u>national</u> examples.</p>
<p>Coordinated EU information versus communication of different positions of each institution and Member state. Should EU communication be uniform and possibly boring, or animated and possibly complex? This politicisation of the EU progressed already, especially since the fall of the Santer Commission. Left / right and NGO / industry debates of substance would usefully complement pro / anti EU discussions.</p>	<p>Favour open debates between EU institutions, and even within them, as at national level, and indeed connecting with national debates.</p> <p>Relay Parliament via <i>WebTV</i> as planned (online broadcasting, cheaper and more interactive than TV) . Some relevant Council debates – and Commission events could be added to EP WebTV.</p> <p>Giving this project more autonomy and tendering it might allow it to focus not only on the EP, and to achieve a critical mass of readers</p>	<p>Given the likely reluctance of normal citizens to watch institutional debates for a long time, the Parliamentary WebTV projects value added would be enhanced by:</p> <ul style="list-style-type: none"> - focusing and promoting to a realistic audience: professionals and stakeholders interested in policies (EU, national and regional circles) - independent and multilingual summaries, background and comments, to highlight underlying policy issues (vs legal details, party and people positioning)

11. Implement recent Commission decisions promptly, including July 2005 Action Plan

<u>Issues</u>	<u>Recommendations</u>	<u>Context & example</u>
<p>Numerous reports and strategies on EU communication in the past, mostly correct diagnosis, but limited implementation and impact</p>	<p>Analyse decisions made in the past, check implementation, ensure accountability on who is late and why.</p>	<p>Example: Commissioners contributing to communication in their own country, repeated for many years: still does not bring EU matters on national TV very often.</p>
<p>July 2005 Action Plan was late and is not yet fully implemented.</p> <p>The White Paper appears fourteen months after Mrs Wallström took her communication portfolio, and six months after the Action Plan was decided by the Commission</p>	<p>Given that it was overdue and received more urgency post-Constitution referenda, accelerate implementation</p>	<p>Most budget posts allocated to re-inforce Representations in the countries are not yet used. Compared with other urgent political actions, eg the task force set up when East Germany joined the West, this is very slow</p> <p>See also past interview July 2005, attached, point 7</p>
<p>EU institutions are often slow, given their administrative culture and increasing constraints (for example, multiple layers of financial control instead of individual responsibility, following some poor outsourcing in the 80s/early 90s)⁶.</p> <p>Can they achieve most ideas mentioned in the White Paper before 2008?</p>	<p>EU institutions should greatly increase outsourcing, even though this is contrary to the trend of the last years. More than in other areas, delegate planks of tasks to independent contractors with ‘result’ incentives (instead of ‘forfait’ or ‘cost plus’ principles). Increase the proportion of calls for proposals, allowing outside creativity and continued competition during implementation, as opposed to fully determined calls for tenders, one by one consortium only</p>	<p>The once envisaged ‘EU news agency’ raises issues of journalistic independence, and also competition / state aid against existing (mainly national) press agencies. If it makes sense, it also requires <u>real independence</u> And be subject to an open call for tender (unlike e.g. the subsidy to Euronews), or possibly one for each of a few key languages, to ensure diversity.</p>

⁶ Note: excessive financial control – a horizontal issue - cannot be tackled in a communication policy , except via strong decentralisation, including in their medium term agencies

12. Achieve impact well before 2009 European Parliament election

Issues	Recommendations	Context & example
<p>Most people behave as a consumer / news watcher every day, as a worker (or student) every week, as a tourist every year, and as an elector more seldom.</p> <p>Euro scepticism leverages lack of practical understanding and low perceived EU value added.</p>	<p>Focus on real debates regarding the substance of policies, and benefits or drawbacks for the individual</p> <p>Frequency of information need should drive communication priorities (user-oriented), rather than the EU development wishes (producer oriented)</p>	<p>For example:</p> <ul style="list-style-type: none"> - socio-economic models and employment, - education and innovation, - domestic and international security, - further enlargement, - migration, etc. <p>What is probably required is a combination of frequent and on-demand professional / specialised information, and less frequent large campaigns on general issues.</p>
<p>Risks institutional issues high jacking communication initiatives and elections.</p> <p>Political programmes and key candidates chosen in 2008, on basis of 2007 debates, and perhaps institutional initiatives ‘replacing’ the Constitution</p> <p>To be discussed: early ‘cherry picking’ (despite risk of unraveling) preferable to late IGC in the hope of all-country ratification in 2009</p>	<p>Do not combine communication initiatives and constitutional debates, unlike past habits of federalists and national politicians alike.</p> <p>The German Presidency 2007 could take institutional initiatives preparing elections on a clearer basis</p>	<p>Public opinions reticence to the Constitution will not be swayed by institutional arguments.</p> <p>Personalise general debates thanks to competing candidates for Commission Presidency, designated by each political group.</p> <p>Focus more resources on countries with greater need for political debates, e.g. France, UK, Germany, Poland, Netherlands, and Czech Republic</p>

Attachments: transparency and sources

See also official documents, especially:

- 2001 White Paper on Governance
- July 2005 Action Plan on Communication
- October 2005 plan D 'Democracy, Dialogue and Debate'
- February 2006 White Paper on EU Communication and Democracy
- Upcoming (December 2006?): Summary of responses to the White Paper

Attachment 1: Action oriented, possible roles for EurActiv and others

- Positioning: transparent about own role, among others
- Factsheet: EU projects & EurActiv.com / CrossLingual network
- Crosslingual sections for press impact

Attachment 2: Report: "Can EU Hear me?"

- available online: http://www.gallup-europe.be/canEUhearMe/Can_EU_Hear_Me-FINAL-Report.pdf
- Gallup Europe, Friends of Europe, EurActiv
- Introduction and executive summary / Letter to Margot Wallström
- The report CanEUHearMe, an initiative by Friends of Europe / Gallup / EurActiv, is still fully relevant. Some of its 30 practical recommendations were taken into the July 2005 Action Plan, but not all.

Attachment 3: Interview with Christophe Leclercq on EU Communication

- available online: <http://www.euractiv.com/Article?tcmuri=tcm:29-142254-16&type=Interview> (EurActiv.com 8 July 2005)
- This illustrates a number of points made in this Yellow Paper.

Attachment 1: Action oriented, possible roles for EurActiv and others

Positioning: transparent about own role, among others

EurActiv was set up to play such a communication and debate-support role, complementing what EU institutions and other media can do. Hence this ‘Yellow paper’⁷.

EU policy debates are what motivates EurActiv’s teams in 10 European capitals, and their many supporters and NGO partners. Our main constraint is human resources, therefore financial resources, as with most communication endeavours. This is why some examples of actions involving EurActiv are conditional. EurActiv has already achieved a lot with its limited means. Its network of policy portals could be expanded.

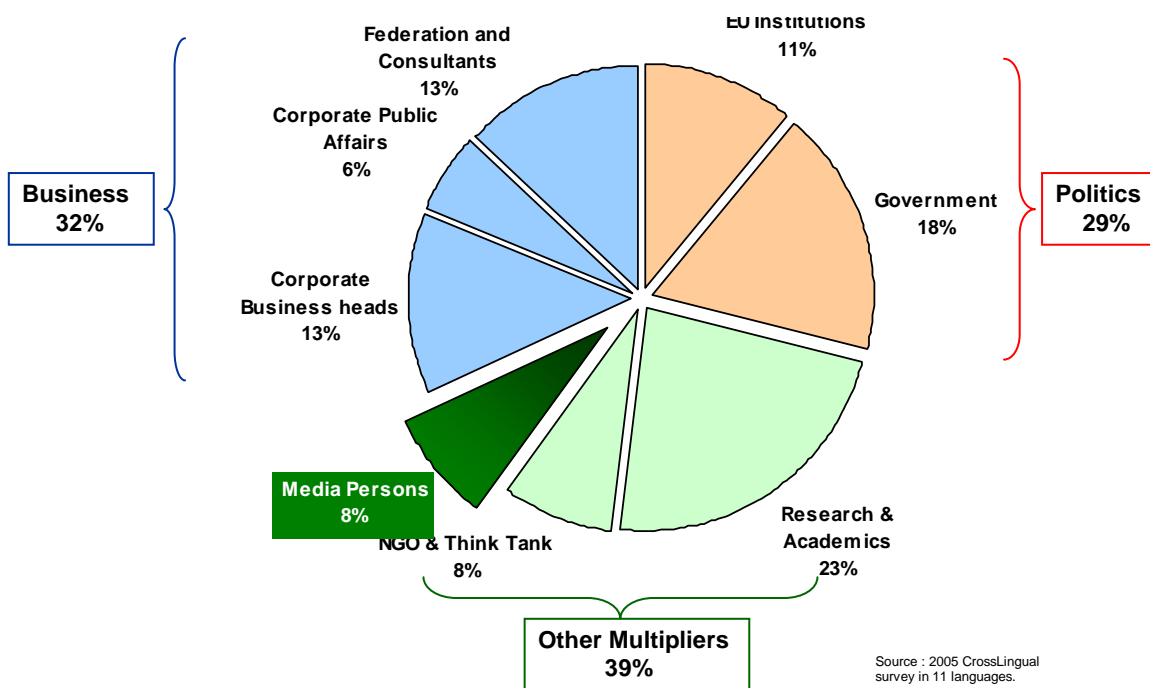
Obviously, EurActiv contributes along with many other channels. Improvements in EU official channels may well increase competition: so be it. They will remain different in purpose and complementary: Europa and its EU brothers focusing primarily on official information, while cousin EurActiv and its network sisters cover policy debates upstream of official proposals.



F

⁷ yellow being EurActiv’s corporate colour (Europa, the EU website being mostly blue, seven years ago, we chose the complement, the other EU colour)

Factsheet: EU projects & EurActiv.com / CrossLingual network



Main services provided for EU projects (further creativity on demand):

- CONTENT PROVISION (focus on support to specific policy dialogs)
- LOCALISATION & DISSEMINATION (leverage network and influential readership)
- PROMOTION & COMMUNICATION (excellent cost per relevant policy contact).

EurActiv's network can contribute localised content to EU institutions, clearly differentiating:

- what is independent coverage (possibly supported by EU institutions or sponsors);
- what is written on behalf of EU institutions for their own re-publication.

EurActiv is considered as a platform for current EU projects ('downstream', as sub-contractor) or considered as partner for future EU projects ('upstream'). Together with consortium partners, it can bid either for calls for tenders (eg communication frame contracts) or calls for proposals.

EU projects are and will remain a minority of EurActiv's revenues, for example in 2005 less than 20 %⁸. Initially, it was a showcase for the *eContent* programme, moving from co-financing to autonomy. For any questions, enquiries or informal talk on EU projects please contact:

euprojects@euractiv.com Telephone: + 32 2 226 58 27

⁸ By way of transparency self-applied:

EurActiv.com is a media company, financed mainly by the private sector: sponsoring, advertising, *EurActiv* membership, plus some EU projects (in 2005: less than 10% of the overall revenue). It is not subsidised by EU institutions, but occasionally bids for competitive calls for tenders or calls for proposals. During an initial stage, EurActiv won support from the *eContent* programme, however due to EU regulations it was not possible to allow **EurActiv's network partners in Central Europe** to benefit substantially. EurActiv's 8 media partners there suffer from underdeveloped public affairs and communication markets in those capitals. Therefore, if there is one EurActiv priority in this document, it is to leverage, support and expand this unique and efficient network of policy portals. EurActiv sometimes plays the role of content provider or communication partner in some projects or frame contracts, leveraging the content and promotion capacity of its network.

See more: www.EurActiv.com/AboutUs

Fondation EurActiv, set-up by the founders of EurActiv.com, is a non profit foundation under Belgian law, providing guidance and support to a number of internet media not based in Brussels, promoting 'efficacité et transparence des acteurs européens', and giving media experience to trainee translators and policy specialists. Fondation EurActiv is entirely financed by the media EurActiv.com .

See more: www.EurActiv.com/fr/fondation.

Example of project done with support from Commission DGs

(under way for DG EMPLOYMENT on European Year of Workers' Mobility, and under consideration with several others)

CROSSLINGUAL SECTIONS for PRESS IMPACT online support to media debates on EU policies

**_*_*_*_*_*_*_*_*_

OVERVIEW

Objective:	Complementing official information with policy debates
Purpose:	Help institutions / Commission DG's / International organisations to communicate policies and information.
Media:	By commissioning EurActiv to do it autonomously, following some guidelines.
Asset:	This focuses more on open policy debates and stakeholders / civil society, encouraging republication by other media. It can include localisation, i.e. adaptation country by country.
Package:	CrossLingual Policy Section

**_*_*_*_*_*_*_*_*_

A) **Creation of a NEW policy section focused on your specific topic and aimed to support the policy debate**

The "core" policy section is built as a classical section on EurActiv.com:

- News & Agenda,
- Interviews and Profiles,
- LinksDossiers (in-depth resources, linking to wide stakeholder positions, to ensure balance and credibility)
- Analyses
- Overviews

Availability of the CrossLingual section in 11 languages on EurActiv.com, .fr, .de and our 8 portals in the East (Romania, Slovakia, Slovenia, Turkey, Bulgaria, Czech Republic, Hungary, Poland)

B) Localisation and content promotion with stakeholders

Translation and localisation (adaptation) of the dossiers and articles.

Availability in English, French, German, Romanian, Slovak, Slovenian, Turkish, Bulgarian, Czech, Hungarian and Polish



The localisation of the content aims to adapt texts to suit better CEE national audiences, e.g. including local, regional and national quotations and examples

C) Associate with open EU policy debate: Communication, dissemination and promotion

Logo visibility on EurActiv Homepage (+ 4 sections) and 8 partner portals in the East (Romania, Slovakia, Slovenia, Turkey, Bulgaria, Czech Republic, Hungary, Poland)

Clickable logo refers either to your website

Your name appears on all EurActiv print documents (including our annual “Special Edition”) and is named in all EurActiv Press Releases, and visible on our conference posters

D) Direct Advertising: Communicate to EU policy makers

Use advertising credit (no extra fees, 40 weeks/year) to promote with banners, buttons and Update Emails, your initiatives or events:

- o Communicate your **goals**, your **results** and your **reports**
- o Promote your **website**
- o Promote your **events**

Banners and buttons to advertise on EurActiv are designed by us at no extra cost.

E) EurActiv Headline Syndication for your Website

- o Display EurActiv’s latest policy news (from our CrossLingual section on your web site).
- o Attract more readers to your website

F) Quality control, monitoring of impact, reporting