

COMMISSION OF THE EUROPEAN COMMUNITIES

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ANNEX 1

COMMUNICATION TO THE COMMISSION

ACTION PLAN TO IMPROVE COMMUNICATING EUROPE BY THE COMMISSION

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, INFSO 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

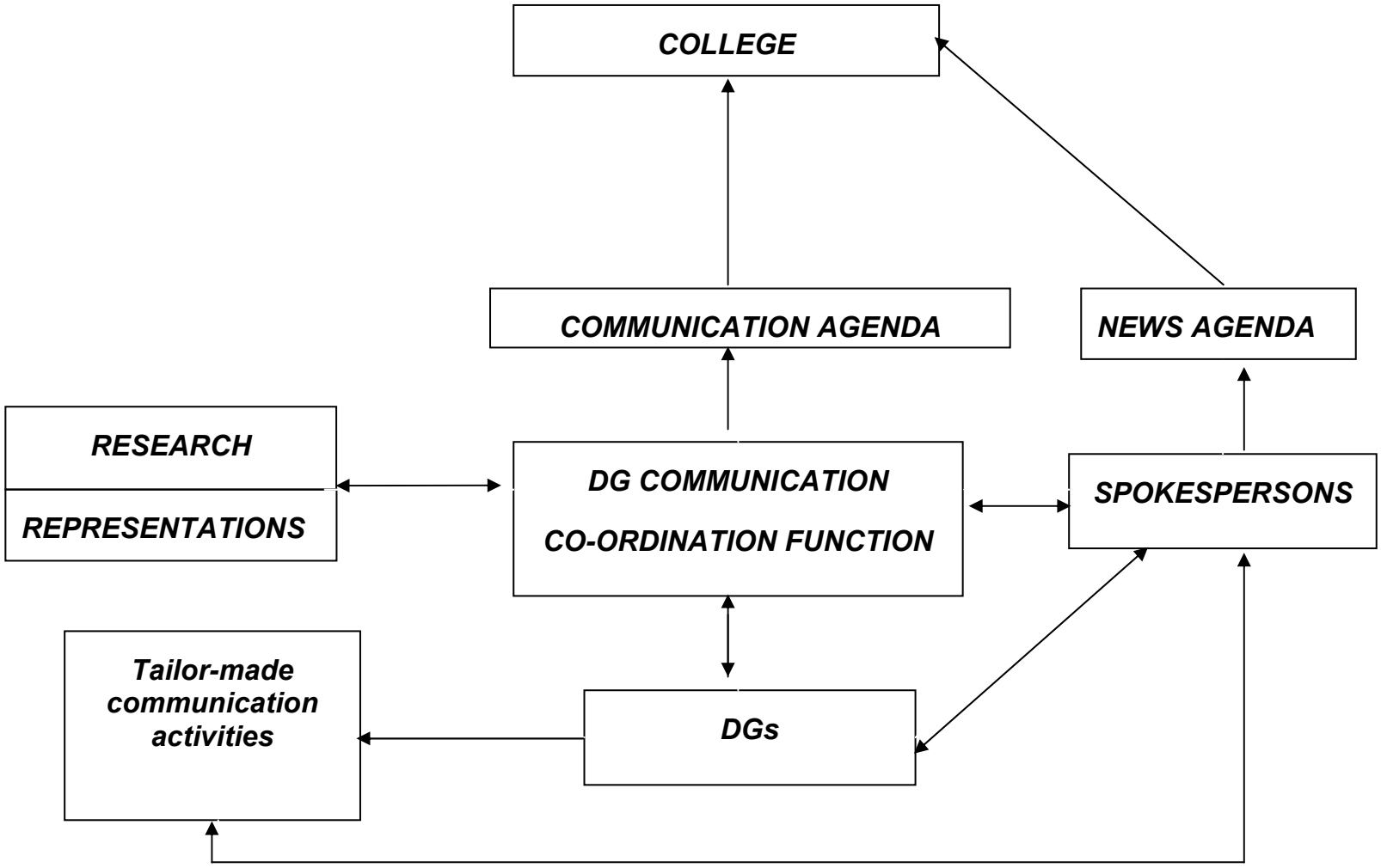
A **planning and coordination function**, made up of various "theme" communication managers, will be responsible for drawing up the **communication agenda** (action 2), in coordination with other departments within and outside the Commission:

- 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 witch 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

Action 50

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

ANNEX

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