

## FOCUS ON:

### THE REFUGEE AND MIGRATION CRISIS

- Club Seminars in Lesbos (9 April 2016) and Brussels (9 December 2015)
  - More than a European problem
  - Tackling causes and acting

### MILAN PLENARY (22-23 October 2015)

- Detecting public opinion's perceptions
- Media freedom : worries and uncertainties
- StratCom : countering disinformation
- EXPO 2015, COP 21 and EYD 2015 : successful branding

### Communicating Europe

- The Dutch Presidency's: communication challenges and priorities
  - Cap'Com (France goes local)
  - Cohesion and Coalition Monitor



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# Make waffles not war<sup>1</sup>

Par Philippe Caroyez et Vincenzo Le Voci



Le Club de Venise vibre davantage, au fil du temps, au diapason de l'actualité la plus proche. De Milan à Lesbos, nous avons échangé nos expériences professionnelles sur les changements climatiques, la question alimentaire, la lutte contre le terrorisme et le radicalisme, le référendum britannique sur l'Union européenne, la question des migrations massives et la situation humanitaire des migrants.

A l'image de nos sentiments mêlés, nous sommes ainsi passés des espoirs suscités par les perspectives de la COP21 et l'engagement universaliste de l'EXPO2015 pour une meilleure alimentation partagée et durable au radicalisme et (sans lien) à la douloureuse et souvent déchirante crise des migrants, au risque de faire fi de nos valeurs les plus fondamentales et de fissurer l'union de nos pays.

Ce 9e numéro de « Convergences » fait largement écho aux contributions de nos homologues et membres qui quotidiennement dans ces domaines, sur le terrain de la communication publique, accompagnent l'action publique et tentent d'informer les citoyens.

La communication publique se trouve de plus en plus mise en situation de devoir agir, et donc de se réaliser (dans le plein sens du terme, de sa conception à sa diffusion accompagnée) dans l'immédiat.

Les événements récents et tragiques auxquels nous avons été confrontés, de la crise des migrants aux attentats terroristes de Paris et de Bruxelles, nous le montrent à suffisance.

La communication publique qui - en dehors de la relativement récente communication dite de crise - s'est souvent développée dans un temps qui lui était particulier (différent des temps de la communication politique et de celui des médias d'information) se voit de plus en plus poussée à devoir garantir l'immédiateté et la permanence de son message.

Le développement des moyens de communication et singulièrement des médias dits sociaux n'y est évidemment pas pour rien ; le politique et les autorités publiques (bien que moins souvent), les commentateurs (de tous ordres), les médias et journalistes (de tous genres) y ont recours et participent voire génèrent même le « besoin » d'être (bien souvent de manière très illusoire) « présent ou même participant à l'actualité » et « conversant ».

De ce fait ou parallèlement naissent des nouvelles attentes en matière d'information venant des pouvoirs publics. Ces derniers peuvent être très vite mis sur la sellette et en cause, alors qu'ils ne disposent pas toujours (en ces temps de restrictions budgétaires) des moyens (le plus généralement humains) nécessaires.

La communication publique de crise qui elle-même tire progressivement avantage de la force de diffusion de certains média sociaux doit en même temps consacrer des moyens (dont elle ne dispose pas toujours en suffisance) pour assurer une veille, une modération et un monitoring des informations circulant sur ces réseaux non-régulés qui peuvent parfois propager des éléments faux ou erronés, voire créer la confusion entre les sources officielles et celles qui ne le sont pas.

Les crises qui durent et s'installent d'une certaine manière (comme la persistance d'un niveau élevé d'alerte en matière de sécurité) créent aussi des conditions particulières à prendre en compte dans nos cadres professionnels ... Ainsi la communication de crise, classiquement associée à la réalisation inopinée d'un événement et de durée limitée, demandant bien une communication spécifique et « en temps réel », tend à devoir prendre les contours d'une communication plus permanente mais tout aussi particulière.

Sans plaider pro domo, vient ensuite la crise dans la crise ... à laquelle les communicateurs publics doivent également essayer de faire face en appui des réponses à apporter par les autorités publiques et qui leur sont réclamées de toutes parts.

Après les attentats de Paris et à Bruxelles, la Belgique<sup>2</sup> est ainsi confrontée à de nombreuses turbulences<sup>3</sup> internes et externes qui sollicitent l'Etat.

Passé l'ébranlement, viennent les questions sur les faits et leur traitement (la presse en fait état journellement, une commission parlementaire d'enquête a été mise en place), les revendications « sectorielles » liées aux impacts négatifs dans tous les pans de l'activité économique (transports, commerce, tourisme, congrès, culture, ...), particulièrement en région bruxelloise, les inquiétudes des citoyens et visiteurs quant à la sécurité des lieux publics, sans négliger la détérioration possible de l'image des autorités (tant à l'intérieur qu'à l'extérieur) et du pays à l'étranger et corolairement de sa notoriété et de sa réputation, toutes deux clés de son attractivité.

Se pose, dès lors, aux autorités et à leurs services de communication (entre autres multiples interrogations et obligations<sup>4</sup>) la question de leur propre image et de celle du pays.

Il est trivial mais nécessaire d'indiquer que ce qui se construit sur la durée se détériore, parfois irrémédiablement, en très peu de temps<sup>5</sup>.

Le pays, contrairement à d'autres, n'a pas fait l'objet d'une politique de « nation branding ». Il n'est pas temps d'en mettre une en place, c'est une démarche concertée et systématique qui se fait sur le long terme ; on pourrait même discuter de l'avantage qu'aurait constitué le fait d'en avoir eu une face à des événements d'une telle brutalité, dont l'objectif même est la déstabilisation et la terreur.

D'autant qu'un double mécanisme s'est mis à l'œuvre :

- d'une part un sentiment diffus d'une structure étatique en incapacité d'agir efficacement (complexité des institutions, affaiblissement des services publics, démissions ministérielles effective ou évoquées, investissements publics réduits, grèves des gardiens de prison et des contrôleurs aériens, retards judiciaires,...);
- une forme de « Belgium bashing » dans certains pays et médias étrangers (les exemples sont nombreux<sup>6</sup>), si pas carrément un renforcement des initiatives concurrentielles provenant d'aéroports et services touristiques de villes limitrophes.

Outre des actions commémoratives, beaucoup d'initiatives de promotion de l'image du pays (en l'espèce plus particulièrement de Bruxelles) ont été rapidement prises ; provenant de particuliers, d'associations économiques (restauration, hôtellerie, ...), de firmes du secteur de la communication (agences, diffuseurs) ou du parapublic (promotion du tourisme de loisir et d'affaire) ... quasi toutes principalement via les réseaux sociaux et le web, sur le mode « la vie continue », avec la même qualité et la même diversité dans le « vivre ensemble » et sur la base du principe faisant de chaque participant un témoin-« ambassadeur ». Le tout avec une nécessaire dose d'humour belge<sup>7</sup>.

2 Il serait intéressant de comparer les points de vue avec nos homologues français.

3 Il faut se limiter ici à notre domaine d'action. Nous ne passons bien sûr pas sous silence les victimes de ces innombrables attentats et les actes de courage et de solidarités de tous ceux, professionnels ou non, qui se sont portés à leur secours et ont plus que sûrement évités que les situations ne soient plus terribles encore ; sans oublier tous ceux qui font métier de veiller à la vie et à la sécurité de leurs semblables.

4 Parmi les mesures prises : sécurisation des lieux et transports publics, renforcement des services policiers, soutiens à l'économie et singulièrement aux secteurs affectés, coopérations franco-belge et européenne, ...

5 Comme l'a déclaré l'administrateur délégué de la Fédération des entreprises de Belgique : « La confiance se gagne en gouttes, mais se perd en litres ».

6 Une part de la presse et de la classe politique françaises qualifient la Belgique de « plaque tournante du djihadisme » ; Politico et le New-York Times la qualifient de « failed state », ...

7 Voyez, notamment : #proud belgium ; #dinning in brussels ; #Sprout to be Brussels

1 Vu au « mémorial » improvisé et entretenu par la population au pied des marches de la bourse de Bruxelles.

Pour les autorités fédérales belges<sup>8</sup>, outre la communication classique sur les mesures prises en matière de sécurité et de relance de l'économie, il s'agit maintenant essentiellement (dans un premier temps) de rassurer et de donner des gages (non pas de sûreté mais) de sécurisation, avec comme corollaire la reprise d'une vie normale pour tous (habitants et visiteurs) et dans tous les domaines de la vie quotidienne (mobilité, économie, loisirs, tourisme, culture, ...). Il s'agit plus d'indiquer que le normal reste ce qu'il était<sup>9</sup> que de souligner le « retour à la normale » ...

En ce sens, le gouvernement fédéral vient de décider de la mise en œuvre d'une série d'actions de communication en Belgique comme, principalement, à l'étranger.

Gageons que nous aurons l'occasion d'y revenir.

8 La Belgique est un état fédéral qui se compose de 3 communautés et de 3 régions.

9 10e au Country RepTrak® du Reputation Institute.

# Make waffles not war<sup>1</sup>

Par Philippe Caroyez et Vincenzo Le Voci

The Club of Venice dynamics are increasingly inspired by today's priorities. From Milan to Lesbos, we never stopped drawing inspiration from and exchanging our professional experiences with regard to concrete priorities such as climate change, the world's food supply, fight against radicalism and recruitment, the UK referendum on the EU, mass migration and related humanitarian crises.

4 Mixed feelings pervaded us when moving from a positive approach when dealing with COP 21 and EXPO 2015's favourable winds to tackling the fight against radicalism and to the very disturbing refugee and migration crisis. This new scenario puts our most fundamental values under the microscope and we are running the risk of seeing a dangerous breach in our countries' unity.

This 9th edition of Convergences aims to facilitate the information sharing among peer colleagues to reflect together on how public communication could work effectively hand in hand with public action and manage to inform citizens adequately.

More than ever, public communicators must be closely connected to policy makers, since time is running short and we are facing very urgent priorities. The recent tragic events that have affected us, in particular the migrant crisis and the terrorist acts perpetrated in Paris and Brussels, provide the clear evidence of this unavoidable need. Public communication definitely needs to quickly regain proximity to political communication.

The increasing development of new communication tools such as social media is having a clear impact on the media and journalists approaches. Everyone feels the need to "be present, participate and join the debate", not always in a tangibly interactive scenario. This generate expectations - and illusions - among the audiences and also among the policy makers; who believe that this process can be fully operational with relatively limited financial and human resources. But crisis communication requires adequate planning, monitoring, and surveillance of the information flow to prevent the rise of untrustworthy information sources, misunderstandings and confusion.

Sudden, long-lasting crises have a strong impact in terms of investments, since in those cases communication must be permanent and also focused and tailored to the specific audiences' worries, their needs and their expectations from the public authorities.

After Paris and Brussels, Belgium<sup>2</sup> has been experiencing internal and external turbulences<sup>3</sup> which are testing the country's stability. After the disarray and disorientation, it was time to examine

1 See the spontaneous "memorial" built up in "Square de la Bourse".

2 It would be interesting to exchange views on this issue with our peer French colleagues.

3 We need to concentrate strictly on our field of action. Of course it is not our intention either to put a curtain of silence over the victims of those horrible events nor to forget about all those who showed great solidarity towards them or are committed to safeguard citizens' life and security.

the intrinsic reality (through a commission of enquiry) and to deal with the increasing concerns and economic turbulence affecting public sectors particularly hit by the security breaches (transportation, commerce, tourism, conferences and cultural life, etc.), especially in the Brussels region. This situation has a very negative impact on citizens' confidence in the public authorities - a very big issue in terms of external and internal reputation.

Communicators have to face the demise of the country's image<sup>4</sup>, which usually takes time to be enhanced but doesn't take too long to be, sometime irreparably, compromised<sup>5</sup>. What is particularly striking, is a double mechanism which, on the one hand, has to face an immediate decline of the political machine (resignations, late decisions, increased bureaucracy, strikes, weakened public services), and on the other hand, shows a sort of "Belgium bashing" owing to the negative connotation in foreign media reports<sup>6</sup> and the consequent change of public opinion trends towards Belgium as a brand, to the advantage of other countries and cities.

But things are moving and a reaction is being noticed. Apart from commemorative events, several image-promoting initiatives are being carried out or planned in different sectors of public life, often fostered by corporate associations and individuals through new initiatives often publicized through the social networks and other web platforms. The mottos "Life continues" and "Living together" are being spread, also using where appropriate a dose of Belgian humour<sup>7</sup>.

The Belgian federal authorities<sup>8</sup> are of course informing their citizens on a regular basis of the new security measures, along with the necessary encouragement and reassurance that big efforts are being made to restore the degree of comfort which will enable citizens (both local population and tourists) to feel protected in all the different aspects of their daily lives. Belgium remains the 10th top country in a list drawn up by the Reputation Institute. The Federal government has just decided to implement a set of communication activities in this regard, to be carried out within the country and abroad. We bet that we will come back on this issue!

The original text is in French.

4 Among the measures taken, are the reinforcement of security levels in public places and transportation, the reinforcement of police services, support to the economy and to single sectors, B-FR and European cooperation...

5 As stated by the Head Administrator and the Federation of the Belgian Enterprises (FEB), "confidence is gained drop by drop, but gets lost by litres".

6 Part of the French press and political class have defined Belgium the "active hub of Jihadism". "Politico" and the New York Times define it as "a failed state".

7 See in particular #proud Belgium; #dinning in Brussels and #Sprout to be Brussels.

8 Belgium is a federal state composed of three communities and three regions.



# Italy's support to the Club: from Venice to Venice and beyond

By Diana Agosti

It is no coincidence that the Club of Venice was founded in Italy, in the lagoon city that has always been a gateway to Europe and a crossroads between East and West of diplomatic, economic and cultural exchange, a city that all along its ancient and recent history has proven to be in many ways a political laboratory for modernity.

Born in 1986 under the auspices of the Italian Presidency of the EU Council, for thirty years the Club has been home to free exchange of ideas and experience, study and professional development. The project started at the initiative of Stefano Rolando, Director General for Information at the Prime Minister's Office. The first session of the Club took place at the "Cini Foundation" in Venice, at the presence of the then European Commissioner to Culture and Information, the Italian Carlo Ripa di Meana.

6 Since then, it is in the meetings of the Club of Venice, that communicators from candidate countries, Member States and European organisms have found an opportunity to discuss, compare, give rise to or evaluate new ideas and initiatives without officially representing their country or institution, but only in the interest of these.

This is the reason why the Italian Government supports the Club and cultivates the tradition of organizing the autumn plenary session in Venice, or at least in Italy.

I am personally pleased that the Department of European Affairs, responsible for the coordination of the Italian communication on Europe, is steadily engaged in the activities of the Club, also as a Member of the Steering Committee.

On the occasion of the World Exhibition EXPO 2015, we felt it was important to organize the autumn plenary session in Milan. There again – as shown in the pages dedicated to the event in this issue of *Convergences* – the cooperation with EU institutions and the contribution of all participants were key to the success of the initiative.

From the choice of location, to the construction of the agenda and the organization of the technical visit to the EXPO site which closed the two-day meeting, everything was effectively designed and managed with the support – also the economic support – of the EU Parliament and Commission and the timely and constant coordination of the Council. Precious was the cooperation of EXPO, which provided a highly representative key-note speaker for the debate as well as experts for the technical visit, in the most crowded days of institutional events and visitors' entries.

Besides the communication on EXPO 2015, the autumn session of the Club addressed increasingly topical issues for our geopolitical horizon, from the upcoming referendum on the EU in the United Kingdom to the freedom of information in Europe – in particular in the Balkan area – from the European Year of Development to the Paris Conference on Climate Change COP 21.

The intervention of Alex Aiken, director of communications of the British government, but also that of Roberto Arditti, director of institutional relations for EXPO, focused on a crucial issue for European communicators: in these times of uncertainty for the Union, we should consider the fact that EU citizens are not so interested in general debates on the values of the EU, but rather in direct and empathetic messages, which take into account their everyday experience and communicate real perspectives.

This need is particularly felt in Italy, a founding country of the Union, that more than ever is engaged in this task. It is not by chance that, during our semester of Presidency of the EU Council, we dedicated a conference to "The promise of the EU", in the belief that, if we want to build a true common identity, we should start by mending the relations between countries and institutions and re-think the Europe's future.

For now and ever the values of the Union should be given new life and be supported by policies closer to citizens; equally clear, simple and consistent should be communication on Europe, and based on listening and dialogue.

In his speech on the occasion of the plenary session in Milan, the Secretary of State to European Affairs, Sandro Gozi, reaffirmed the commitment of the Italian government for a less bureaucratic and more "socially oriented" Union and encouraged the authorities to strengthen institutional cooperation, in particular in the field of communication. He mentioned and praised the work of the Club of Venice, seen as a standing and effective cooperation model.

This year, we will celebrate the 30th anniversary of the Club's foundation, rightly in Venice. An anniversary that will be an opportunity to take stock of the historical moments that marked our route, if we consider that from 1986 to today, the work of the Club was intertwined with the history of European integration, across the Europe of 9, 12, 15, 24, 27 and finally 28 Member States.

In over one hundred meetings, involving all European institutions and bodies, Member States and candidate countries, the Club has been discussing on the most diverse issues: from enlargement to election campaigns, from crises to ethical questions, education, cooperation with the civil society, Internet communication and whatsoever theme assessed as topical in terms of institutional communication, sharing of information and experience, advise on patterns and projects and public communication tools.

For thirty years, then, the Club was probably the only place where an open and concrete debate on Europe could develop freely and out of the official circles, with no costs other than those of management, that, moreover, are shared among organizers.

the autumn meeting of the Club, in November 2016, will be an important opportunity to look to the future of the Club and of the European public communication.

In this perspective, it falls in the course mapped out by Secretary of State Gozi last October in Milan, leading to the event planned in Rome on the 25th of March 2017 for the celebration of the 60th anniversary of the Treaty of Rome. The celebrations will focus on the very identity of the European Union and the European citizens, first and foremost of the young and children. Because they are the future of the Union.



Graduated in Political Science with the maximum score from the University of Rome "La Sapienza", Diana Agosti joined the Public Administration in 1984. Her first post was at the DG for intellectual, artistic and scientific property of the Prime Minister's Office - Presidency of the Council of Ministers. Her career took place almost entirely within the Presidency and, over the years, she was selected for the direction of number of offices where she operated in the field of editing, inter-institutional relations and human resources. From 2001 to 2003 she has served as Director of the Internal Audit Service of the Ministry of Finance. After leading the Department for Interinstitutional Relations and that of Human Resources and Technical Services, in 2014 she was nominated Head of the Department for European Policies: the Department is a complex administrative structure including two DGs, a special Unit for EU infringements and a detachment of the Financial Police for the fight against EU frauds; it ensures administrative support to the political action of the Secretary of State to European Policies.

She is the author/editor of number of publications and studies on public administration, social communication, transparency and public access to documents.

# Milan Plenary: European challenges ahead

*UK referendum, media freedom and the Universal EXPO's heritage*

By Vincenzo Le Voci

Last year the 22/23 October Autumn Plenary was exceptionally hosted in Milan (instead of Venice), to enable the participants to visit the Universal Exhibition EXPO 2015.

After the welcoming statements from Diana Agosti (Head of the Italian PM Office Department for European Policies), Francesca Balzani (Deputy Mayor of Milan), Fabrizio Spada (Head of the Commission's representation in Milan) and our President Stefano Rolando, the floor was opened to cover three main communication topics:

- **Communication in Europe and on Europe: Today's Challenges for Governments and Institutions:** trends in citizens' involvement and engagement, objectives and impact of the referendum (with focus on the future referendum in the UK and previous experiences in other MS) as an instrument to detect public opinion trends and facilitate governmental orientations and decision-making in times of political instabilities and turbulences.
- **The Impact of Social and Political Trends on Media Freedom and the Crisis of Confidence in mMedia and Political Communication:** This was as a follow-up to the June plenary in Vienna, where participants discussed the potential added value of strategic communication support to on line and traditional media.
- **The Communication Strategy for the Milan Universal EXPO:**
  - Lessons learned from EXPO (with contributions from the Director of EXPO's public relations and institutional relations and from Greece and Slovenia PRs).
  - Orientations in the field of sustainable growth, development and environmental care and interconnections among EXPO, COP-21 (contributions from Commission DG CLIMA and France).
  - EYD 2015 (Commission DG DEVCO).

As regards **communication on Europe's challenges**, main theme was a first overview of the communication strategies and campaigns running for the "EU-Referendum" foreseen in the United Kingdom.

This deadline is crucial for the future role of the country in the EU's context. It was understood that the governmental authorities would play a neutral role, while endeavouring to illustrate the

concrete added value of the Union. For the UK citizens, the debate on EU values is still less effective than a simple, heart felt message based on everyday experience, on perspectives for concrete benefits and on how to facilitate orientations and convergences in times of challenges and turbulences.

Other contributions (Poland and Austrian Society for European Politics) drew attention to:

- The risk of extremely low turnout if referenda are called on matters that citizens consider weak or irrelevant, and do not instil the perception that their vote can have a positive impact on events.
- The strong impact of current events (migrant/refugee crisis) on public opinion towards external tensions, in particular when reacting to the particular complexity of a socio/political/humanitarian crises.

The session on **media freedom**, introduced by a key note of Oliver Vujovic, Director of the South East Europe Media Organisation (SEEMO), focused on the media challenges in the countries of Centre-East Europe (with a focus on the countries of former Yugoslavia), followed by a state of play of media's working conditions in the Balkan region (contribution by the Konrad Adenauer Foundation). In this context, we welcomed fresh feedback on different experiences including:

- The development of the EU's strategic communication activities to support the countries of the Eastern Neighbourhood Partnership (input from the European External Action Service).
- An update on national orientations on media monitoring (Latvia's contribution).
- The organization of EESC/EBU seminars and conferences focused on the increasing role of - and cooperation with civil society (EESC).

The main issue emerging from the discussion and exchanges was as predictable as it was worrying: Today's crisis of confidence in media and political communication flows in parallel with increasing weaknesses, and the increasing political pressures make it very difficult to communicate freely and to guarantee transparency and accountability. Voices of alert were raised with regard to the lack of media freedom and resources to support democratic media operating on the ground.

This session was concluded with a broadcast of the video clip "Europe through the Generations" produced by the General Secretariat of the Council on the occasion of the EU Open Day



organized in May 2015, followed by an address given by the Undersecretary of State for European Affairs of the Italian Government.

Sandro Gozi praised the Club of Venice's engagement in communicating Europe in synergy and concretely. He confirmed the Italian government's commitment and its call for a "more democratic and socially oriented and less bureaucratic Europe, where governmental and institutional authorities should multiply their efforts to enhance cooperation in all fronts, in particular in the field of communication".

In the final session, dedicated to the **Universal EXPO 2015**, the participants shared lessons learned on how to communicate **sustainable growth, development and climate/environment care**. Roberto Arditti, Director of EXPO's institutional relations, focused on the main objectives inspiring the communication plan for the exhibition and the concepts lying behind the information campaign, including crisis communication aspects.

He underlined that the Universal EXPO had two major strength factors:

- It was a "pop" phenomenon, involving millions of people, conceived for a large attendance right from the beginning.
- It was the 1st EXPO dedicated to nutrition and the resources for our planet. From a geo-political point of view, this issue is one of the most important outranking Energy, which was the main topic 20-30 years ago, and closely related to climate and water resources (many conflicts on earth come from an unbalanced resources management).

EXPO 2015 was attended by over 21.5 million visitors, of which 2 million children. A phenomenal achievement!!! Roberto Arditti finally mentioned the "Milan Charter", signed by 1 million people, as an important tool encompassing the EXPO's legacy for the UN Millennium development goals.

The session also:

- Hosted "Passionate" contributions of representatives from Slovenia and Greece, who outlined the communication activities for the promotion of the respective national presences at EXPO.
- Was enriched by presentations on two key topics for the EU: the communication strategy on the UN COP-21 Conference on Climate Change in Paris from 30 November to 12 December (contributions by the Commission and France) and on the implementation of the European Year of Development 2015 (Commission).

In the afternoon of the second day, the participants could pay a special visit to the Exhibition and discuss with the social media communication manager of the EXPO, Stefano Mirti, and the representatives, among others, of Pavilion "Zero" (earth food resources), the EU's and the Italian Pavilion.

Once again, the Club Plenary marked a tangible moment of cooperation and fruitful exchange of best practice to share views and build common orientations to communicate European values together and better.

The topics covered in Milan are all long-standing issues. The conclusions confirmed that the citizens' decreasing confidence in referenda and the worrying perspectives in the field of media freedom owing to the several crisis scenario are hard to counter, but communicators cannot give up. On the contrary, they must multiply their efforts to act transparently, clearly and effectively, always fully committed to dialogue with citizens and as an irreplaceable link between the political authorities and the public opinion.



Secretary-General of the Club of Venice; Administrator Press/Communications, Council of the EU

Studied at University of Cagliari (Master degree in foreign languages and literature) and attended modern history, European Integration and management courses in Belgium and at US Universities. 1985-1991 Housing Manager at the US Air Force. Since 1992 EU Council official. He has worked on Transparency and Information Policy issues since 2001 and contributed articles for communications books and magazines. Since 2011 Secretary General of the Club of Venice, the network of the communications directors from the European Union member states and institutions and from countries candidate to the EU membership. Currently he works for the "Public Relations" Unit of the Council of the EU, coordinating the communication agenda of the Council Working Party on Information. He consolidated his experience within the Council by working in the Linguistic Division, Research and Technological Development, Education and Culture and Staff Training Departments.

# Reflections on citizens' consultations and citizens' engagement.

## The case of the Greek referendum

By Lefteris Kretsos



Club of Venice  
plenary meeting  
OCT. 22-23, 2015 in milan



Dr Lefteris Kretsos,  
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Plenary Session I: Communication in Europe and on Europe: today's challenges for governments & institutions - Reflections on citizens' consultations & citizens' engagement  
**The case of Greek referendum**

### Why holding a referendum on a EU issue?

June 27, 2015



Prime Minister Alexis Tsipras' address concerning the referendum to be held on the 5th of July

"...Following five months of tough negotiations, our partners submitted a proposal-ultimatum at the Eurogroup meeting, taking aim at Greek democracy and the Greek people. An ultimatum that contravenes Europe's founding principles and values. The values of our common European project... [-]"

This responsibility obliges us to respond to the ultimatum based on the **sovereign will of the Greek people**. Earlier this evening, the Cabinet was convened and I proposed holding a referendum, so that the Greek people can decide. My proposal was unanimously accepted.

### Why holding a referendum on a EU issue?

"Tomorrow (June 28), the Parliament will hold an extraordinary meeting to ratify the Cabinet's proposal for a referendum to take place next Sunday, on July 5th. The question on the ballot will be whether the institutions' proposal should be accepted or rejected... Greece, the birthplace of democracy, should send a resounding democratic message to the European and global community."

Emergency State Parliament's session on July 28th - Lefteris Kretsos, Secretary-General for Media and Communication, Greece



### Greek debt crisis – Unusual socioeconomic conditions ahead of the referendum



### Refugee crisis in Greece: local people and tourists rally round migrants



### Passionate public debate one week long ahead of the referendum as democracy celebration



- Broadcasting speeches & statements by President, PM, opposition leaders
- Interior Ministry's spot in favor of citizens' voting – Spots in favor and against institutions' proposal
- TV, Radio, Press & Internet discourse
- Extended use of social media, especially fb & twitter
- Open rallies for and against overall in Greece (speeches, music, dance)



[www.referendum2015.gov.gr](http://www.referendum2015.gov.gr)  
 Launching a Government website as a platform to host the proposal, key facts and key official statements by all sides

**Referendum July 5, 2015**

00 00 00

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**Proposal of the institutions to the Greek Government (full text)**

1. THE PROPOSAL  
 2. THE PROPOSAL'S OBJECTIVES  
 3. THE PROPOSAL'S SCOPE

**Zappeion Press Centre as working place for media representatives**

*Unprecedented international interest in Greek referendum, actually in the future of Greece and Europe itself*

Secretariat General of Information & Communications organized in a few days time and supported the work of 796 accredited journalists covering the Referendum of July 5<sup>th</sup>. 198 amongst them were Greek media representatives and 540 represented foreign national media, 21 international news agencies, 91 tv stations, 38 newspapers and 17 world-wide radio stations. Over 40 countries have sent media representatives to report the latest news on referendum.

Leftelis Kiriakou and Nikos Pappas, Minister of State Press Conference on 4<sup>th</sup> of July

**Referendum July 5, 2015**

06/07/2015 Final results of the July 5th, 2015 referendum

05/07/2015 Greeks vote on their future and perhaps the future face of Europe

**Referendum's final results: 61,57% voted NO (Participation rate: 62,5%)**

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**Celebrations of NO voters (Athens, 5<sup>th</sup> of July)**

Front pages of international newspapers including The Guardian, Il Giornale, La Repubblica, Financial Times, and Le Monde.

**PM Alexis Tsipras' statement after voting in the July 5th referendum**

"...Today, democracy trumps fear. Our people's determination trumps fear. I am confident that tomorrow we will set a new course for all the peoples of Europe. One that will return us to Europe's founding values of democracy and solidarity, and will send a strong message that we are determined to not only to remain in Europe but to also live with dignity in Europe. To prosper, to work as equals among equals. Let us, then, take a decisive stand in support of democracy – for a better future for all of us, in Greece and Europe."

**@PrimeministerGR (256,000 followers)**

Αρτύτερο από ποτέ η Ελλάδα είναι Ευρωπαϊκή! #Greece #EFrenary #GreeceEK #gop #Greece



**What you have witnessed with the Greek referendum**

- **Rebirth of Democracy**
- **Vote of the people: decide to remain and defend public services, jobs**
- **International focus on the "Greek case" and work a positive management of all the future economic policy**
- **Reinforce your role as one of the leading and development countries**
- **Strengthen the market, jobs, welfare and public services providing for a new political future. The Union is Europe and we will be stronger together.**

**Ελάτε να δειθείτε από το κίνημα των εργαζομένων! #GreeceEK #gop #Greece**



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Dr Lefteris Kretsos holds a PhD in Employee Relations and, until his appointment as a General Secretary of Media and Communication, was a Senior Lecturer of employment relations and human resource management at the University of Greenwich (Greenwich Business School, Department of Human Resources and Organizational Behaviour).

Earlier in his career he worked for the Greek Trade Union Congress and the European Foundation for the Improvement of Living and Working Conditions as national correspondent for Greece.

Furthermore he has participated in several European research projects and other academic and policy consultancy activities concerning employee relations, social rights, inequality etc. His latest co-edited books "Radical Unions in Europe and the Future of Collective Interest Representation," and "Young Workers and Trade Unions" were published in 2015.

Dr Kretsos prepared the analytical report Alexis Tsipras presented in Brussels in 2013 regarding the negative effects of memorandum agreements in the Greek economy and society. Dr Kretsos has defended his research and ideas in a number of distinguished academic journals, conferences and professional/ public policy making institutions.

# Communication on climate change and on EU climate action

By Anna Johansson

A historic agreement was reached at the United Nations climate conference last December. 195 countries adopted the first-ever universal, legally binding climate deal, which sets out a global action plan to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C. The agreement opened for signature on 22 April 2016 and was signed by 175 parties on the very same day, setting a new record for the most first-day signatures to an international agreement.

Reaching an ambitious and balanced global deal was a priority for the EU, and its efforts in the run-up and during the Paris conference held from 30 November to 12 December 2015 helped shape the successful outcome. Communication and outreach activities both in and outside Europe played an important part in this.

## Towards a global climate agreement

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The Juncker Commission has made building a resilient Energy Union with a forward-looking climate change policy one of its top priorities. This included ensuring the adoption of an ambitious global climate agreement that can put the world on track to the objective of keeping global temperature rise below 2°C. Beyond this limit, the risk of irreversible, potentially catastrophic global impacts will greatly increase.

The EU has long been a driving force in global efforts to fight climate change. It was instrumental in the development of the two major international agreements currently in place to address global warming: the United Nations Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol. The Kyoto Protocol sets legally binding emissions reduction targets, but it currently only applies to 38 developed countries representing 12% of global greenhouse gas emissions. A global agreement applicable to all and capable of responding to evolving economic and geopolitical realities was thus urgently needed.

In the lead-up to Paris, governments from across the world demonstrated their willingness to contribute to global action to tackle climate change and accelerate the transformation towards low-carbon, climate-resilient economies worldwide. As part of the preparations for the conference, more than 170 countries representing over 95% of global emissions put forward their intended nationally determined contributions (INDC) to the new agreement. This was an unprecedented global effort and showed that the world is moving from “action by few” to “action by all” in the fight against climate change.

The Paris Agreement includes the key elements that the EU and its partners considered as essential features of a strong global deal: an operational long-term emissions reduction goal, a regular global stock-take to review and strengthen emissions reduction targets over time in line with science and progress made to date, and a robust system of transparency and accountability. The agreement also addresses other important issues, such as adaptation to the impacts of climate change and the mobilisation of public and private finance for climate action.

## EU climate policies achieving results

The EU has been working hard over the past decades to cut its greenhouse gas emissions substantially while encouraging other countries and regions to do likewise. We have already made good progress towards our climate and energy targets for 2020. As a result of robust policies, the EU is well on track to meet its target of reducing greenhouse gas emissions by 20% by 2020. The EU experience also shows that climate protection and economic growth can go hand in hand. Between 1990 and 2014, our greenhouse gas emissions fell by 23%, while our economy grew by 46%.

Looking beyond 2020, EU leaders have agreed on a new climate and energy framework for 2030, which also formed the basis for the EU's INDC. This includes targets to cut domestic greenhouse gas emissions by at least 40%, increase the share of renewables to at least 27% of our energy use and improve energy efficiency by at least 27%. The work towards the implementation of these targets has already started with the adoption of initiatives such as the Energy Union strategy in February 2015 and the climate and energy summer package in July 2015. A key element of this package is the Commission's proposal for the revision of the EU emissions trading system (ETS), the cornerstone of EU climate policy.

Beyond specific climate and energy policies, climate action is increasingly integrated into various EU policy areas and a key element of the EU's contribution to addressing global challenges. This is also reflected in the decision to dedicate 20% of the EU budget for 2014-2020 to climate related action in Europe and beyond its borders. For instance, the EU and its Member States are together the world's largest donor of climate finance to developing countries, delivering €14.5 billion in 2014.

At least €14 billion of public grants from the EU budget – an average of €2 billion per year – will support activities in developing countries in 2014-2020. This is more than double the average level in 2012-2013.

## Communicating EU climate action

All of the above elements set the context for the European Commission's communication activities ahead of Paris and beyond. While communicating the new global deal is a challenge in itself, it builds on the European Commission's earlier experience.

A good example is the communication campaign "A world you like. With a climate you like" carried out in 2012-2013. This EU Climate Action campaign invited citizens, companies and organisations from across Europe to share their best climate solutions, focusing on five areas: travel and transport, building and living, producing and innovating, shopping and eating, and re-use and recycling.

A key part of the campaign was the "World You Like Challenge", a contest calling for creative minds from across the EU to put their low-carbon innovations to the test. In addition to the overall winner – a Portuguese biodiversity project – the challenge also rewarded one climate solution in each of the campaign's five focus countries – Bulgaria, Lithuania, Italy, Poland and Portugal.

The campaign succeeded in reaching millions of Europeans through a variety of online and offline channels: an interactive website, social media, electronic media, and press and campaign events in several EU Member States. It also received the support of high-level politicians and celebrities and teamed up with 320 partner organisations from all sectors of society.

Over the past two years – in parallel with the international climate negotiations and in the run-up to the Paris conference – the European Commission's DG Climate Action has worked intensely to produce multilingual communication material to provide stakeholders and multipliers with information, raise awareness on climate issues and build support for climate action. These activities have also been closely linked to other recent important international events, such as the adoption of the UN Sustainable Development Goals, the world fair in Milan and the European Year for Development in 2015.

Communication messages and materials on EU climate action are disseminated through a variety of channels and tools. While the classic channels of **press, speeches and articles** continue to play an important role, the **focus is largely on online communication**. We also work intensely to "cross fertilise" by linking from one channel to the other for more information.

The **EU Climate Action website** allows stakeholders and citizens to learn about climate change and what the EU is doing. The site

has grown to welcome visitors from countries all over the world. The biggest proportion of visitors comes from the business sector, followed by students, public administration workers and researchers. Four non-EU countries (USA, China, Canada and India) are among the top 15 countries for visitors to the site. Many parts of the website are available in all EU languages – and some now also in Mandarin. New sections for citizens and youth further develop targeted communication approaches, focusing on what each one of us can do for the climate.

In 2015, DG Climate Action also produced a set of **four short audiovisuals** explaining climate change and climate action in all EU languages and Mandarin. The topics covered include the causes and consequences of climate change, EU climate action, EU funding for climate action and adaptation to the effects of climate change. We have also produced multilingual animations explaining the 2030 framework for climate and energy and the EU emissions trading system.

The EU Climate Action **social media accounts**, which were created in 2012, today have an impressive, engaged audience, without paid promotion. The Facebook page has a more conversational style oriented to the general public, while the Twitter account provides the latest news. The YouTube channel has more than 70 videos in a variety of languages. On Pinterest, EU Climate Action is represented through more than 260 pins divided in thematic boards illustrating different aspects of climate action.

**Brochures and publications** on specific topics complement the range of communication products. For environmental reasons, publications are mainly made available online. One of the latest products is a new magazine aimed at young people in the age range 11-16, explaining climate change and EU climate action in all EU languages

## How we prepared for Paris

In the months leading up to the Paris conference, work intensified. The growing global momentum for climate action was demonstrated at various events across the world, from high-level political meetings and UN negotiation sessions to climate marches gathering thousands of people in the streets of New York and elsewhere.

The communication channels and multipliers for EU Climate Action also widened to include not only media and stakeholders, but also other Directorate-Generals of the European Commission, other EU institutions, EU Representations and Europe Direct Information Centres (500 in total across Member States), as well as EU Member States.

Communication and outreach activities were also organised outside Europe. The European Commission worked with EU Delegations all over the world, providing them with communication material and contributing to coordinated actions. Successful joint efforts included for example the Climate Diplomacy Day organised in June 2015 by Delegations in various countries.

The results of EU-wide opinion research also showed strong public support for climate action. The European Commission follows the evolution of European citizens' views on climate action regularly via Eurobarometer opinion surveys. According to the most recent survey published in November 2015:

- 91% of Europeans consider climate change a serious problem,
- 93% say that fighting climate change will only be effective if all countries of the world act together,
- 93 % have taken personal action to combat climate change (e.g. separating and recycling waste),
- 81% believe that fighting climate change and using energy more efficiently can boost the economy and create jobs in the EU,
- 65% agree that reducing fossil fuel imports could benefit EU economically.

The challenge for the world now is to build on the global momentum for ambitious action and confirm Paris as THE turning point in our journey towards more sustainable, climate-friendly economies and societies. The Paris Agreement is an important milestone, but its success ultimately depends on the implementation of climate policies in all countries. Continued efforts are needed – and communicating on EU climate action will continue to play an important part.



Anna Johansson is Senior Expert, Head of the External Communication Team in the Directorate General for Climate Action of the European Commission.

She studied International Business Administration and Economics at the University of Lund in Sweden and the École Supérieure de Commerce in Paris and Marseille, France. She was part of the negotiation team during Sweden's application for EU membership, and spent four years at the Swedish Permanent Representation to the European Union before joining the European Commission in 1999. She worked on international bilateral and multilateral negotiations at the Directorate General for Maritime Affairs and Fisheries before joining the external communication team in 2007 and moved to the Directorate General for Climate Action in 2013.

Anna's external communication teams have won several awards for their communication campaigns ("Choose your fish" and "A world you like") as well as for the youth magazine on climate change.

The communication results during COP 21 were very positive: EU Climate Action had more than 625.000 users on Facebook, 832.900 users on Twitter and 545.000 page views on the web site. There were 36.000 media items in 168 countries and the EU was the 2nd most mentioned entity after the UN.



Citizens' information on web:  
 What you can do - Tips to save energy and money while helping protect the environment – in all EU languages

The slide features six circular icons: a hand holding a leaf, a recycling symbol, a hand turning a water tap, an Ecolabel logo, a person in a green uniform, and a washing machine.

Main Communication tools, activities and channels in 2015

Channels: Media, Stakeholders, Delegations, Representations, Europe Direct Info Centres (EDICs), Council/Member States

Main Communication tools, activities and channels in 2015

In addition, Delegations are doing "climate outreach"

Main upcoming events

- 18 Sept: International Day of the Girl
- 23 Sept-1 Oct: European Week of Action on Climate Change
- 9-11 Oct: UN World Water Day
- 12-13 Oct: European Week of Action on Climate Change
- 18-23 Oct: COP21 preparatory process
- By 1 Nov: Adoption of COP21 decision on adaptation of WFP
- 12 Nov: International Day of Girl Scouts and Girl Guides
- 15-18 Nov: COP21 preparatory process
- Nov: The Year of International Water
- 30 Nov-11 Dec: COP21, Paris

EU Climate Action multilingual information material online

ec.europa.eu/clima

Policy, publications, news, information on climate change & EU Climate Action

EU Climate Action, EU adaptation to climate change, EU funding climate action, Causes and Consequences of Climate Change

Thank you!

UNFCCC Paris Climate Conference 2015

# Communication autour de la COP21 : stratégie et mise en œuvre

LA FRANCE S'ENGAGE POUR LE CLIMAT  
**EN AVANT LA COP21**

Communication autour de la COP21  
 stratégie & mise en œuvre



## Contexte

- La France pays hôte de la 21<sup>e</sup> conférence des parties de la Convention cadre des Nations Unies: du 30 novembre au 11 décembre au Bourget
- Ambition: aboutir à un accord international susceptible de limiter le réchauffement climatique à 2 degrés.
- 2 enjeu majeurs:
  - faciliter les négociations et rapprocher les points de vue
  - accueillir ce grand événement international dans les meilleures conditions
- 154 pays ont remis leurs contributions ( elles couvrent 90% des émissions de gaz à effet de serre)



## L'équipe de France du Climat




## Objectifs

Une communication positive pour :

- montrer les solutions envisageables face au dérèglement climatique
- valoriser les opportunités offertes par le défi climatique en matière d'emploi et de croissance



## Cibles

- la société civile (au delà d'un cercle d'initiés)
- relais et leaders d'opinion (en France et à l'étranger)
- les jeunes




## Messages clés

- La Conférence de Paris pour le climat est une étape vs. une conférence de la dernière chance
- C'est une conférence de partage des solutions vs. de partage de fardeau



## Communication grand public

- Evénements de sensibilisation vers de nouveaux publics

Avec **TEDxParis**  
an independently organized TED event

- Le Quai d'Orsay: première administration partenaire
- Un événement porté par la société civile
- Une initiative soutenue dans le cadre de l'AEED (EYD)



Avec

THE  
**PARISIANER**



- Partenariat avec le collectif d'artistes Contemporains: The Parisianer
- Exposition « Paris en 2050 »: série illustrations avec des solutions utopiques au dérèglement climatique- Journées européennes du patrimoine 2015



## Outils de communication pédagogiques

- Infographie: Qu'est ce que la COP21?
- le clip officiel de la COP21
- Webzine - fiches thématiques
- Le clip de présentation du Bourget
- Quiz en ligne (outil interactif)
- Carte interactive des contributions nationales des Etats parties



## Clip officiel de la COP21



## Déploiement

Campagne d'affichage publicitaire

Lancement à partir du 6 novembre dans les lieux publics (métro, gares, mobilier urbain)

Sur le web:

- [cop21.gouv.fr](http://cop21.gouv.fr)



- [gocop21.gouv.fr](http://gocop21.gouv.fr)



- [bourget.cop21.gouv.fr](http://bourget.cop21.gouv.fr)

- relais sur le site et réseaux sociaux du ministère
- mobilisation des postes: organisation d'événements au niveau local et relais sur les sites des ambassades



## L'exemplarité de l'organisation du site du Bourget

Préparation de la Conférence

- respect de l'environnement: certification ISO compensation carbone, recyclage, mise à disposition de bus électrique. Objectif affiché: zéro gaspillage, zéro déchet
- dispositif de sécurité inédit (prévenir risques terroristes, ou manifestations)



## Chiffres clés du Bourget

1500 POLICIERS, GENDARMES ET POMPIERS POUR ASSURER LA SÉCURITÉ	1000 PERSONNES RICHEMENT LE DÉPLACEMENT	20 000 VISITEURS
20 000 DÉLÉGUÉS ET OBSERVATEURS DE LA SOCIÉTÉ CIVILE	180 000 M <sup>2</sup> AMÉNAGÉS	3 000 600 JEUNES FORMÉS

70 000 PLACES DE TRANSPORT EN COMMUN SUPPLÉMENTAIRES



## Visite virtuelle du Bourget

Le site de Paris - Le Bourget



## Le Pavillon France

- Le Pavillon France: vitrine des actions menées à l'international et sur le territoire français
- La zone bleue: réservée aux personnes accréditées (ONU)
- l'espace « génération climat »: consacré à la société civile





# EYD 2015: l'expérience italienne

By Giampaolo Cantini

2015 est une année spéciale pour le développement. C'est l'année de l'Expo, le plus grand événement jamais organisé sur l'alimentation et la nutrition, qui a vu la participation de plus de 140 pays et 21 millions de visiteurs. Il coïncide avec l'Année européenne pour le développement, proclamée par l'Union européenne pour sensibiliser les citoyens européens aux activités de coopération et leur faire prendre conscience de l'importance des comportements individuels qui peuvent influencer les processus mondiaux.

Dans le cadre de l'Année européenne pour le développement, Expo Milan 2015 a été une formidable opportunité pour contribuer au débat international sur les négociations de l'Agenda 2030 et pour promouvoir la connaissance des programmes de coopération, en leur donnant une visibilité majeure. Axé sur le thème « Nourrir la planète, énergie pour la vie », Expo a également été l'occasion pour stimuler une comparaison des idées et des solutions pour promouvoir la sécurité alimentaire et nutritionnelle et, dans le même temps, une réduction du gaspillage et des pertes alimentaires grâce à l'application de politiques cohérentes, transfert de technologie, l'amélioration des systèmes de production, un meilleur accès aux marchés et les modes de distribution et de consommation adéquats.

La participation à l'Expo a été définie à travers un processus de consultation « multipartite » pendant trois jours d'étude tenue le 13 Novembre 2013, le 28 Mars et le 15 Septembre 2014, auxquels ont participé des représentants de l'Union européenne, des Nations Unies, des organisations internationales, des organisations non gouvernementales (Ong), des universités, ainsi bien que des institutions scientifiques et de recherche et du secteur privé.

À Expo la Coopération italienne a été un commanditaire du Pavillon Zéro et a contribué à la réalisation de quatre livres de bonne pratiques - qui ont été placés sur le « tableau Pangea » - et des films qui étaient projetés dans la dernière salle du Pavillon. La Coopération italienne a organisé dans le contexte de l'EXPO à Milan et dans l'Expo même 36 conférences, séminaires et autres événements, dédiés aux questions cruciales de l'Agenda 2030 : la sécurité alimentaire et nutritionnelle; l'autonomisation des femmes; la science et la technologie pour le développement durable de l'agriculture; les pertes et les déchets alimentaires; le nexus nourriture-eau-énergie.

À ces événements ont participé, entre autres, le Prix Nobel Amartya Sen ; le directeur du CEPS (Centre pour les études politiques européennes) à Bruxelles, Daniel Gros; l'activiste indienne Vandana Shiva et Carlo Petrini, le fondateur du mouvement Slow Food; ainsi que des représentants de pays étrangers tels que la Première Dame de l'Éthiopie, Roman

Tesfaye, le ministère irakien de l'Éducation al-Sharistani, le ministre de l'Énergie du Royaume de Jordanie, ainsi bien que les ministres adjoints de l'Agriculture de l'Irak et de la Bolivie; des représentants des Nations Unies et de la Commission européenne (y compris le directeur général Frutuoso de Melo et son adjoint Rudischhauser); des professeurs d'université, des représentants de centres de recherche tels que l'ENEA et CNR, des Ong (Cefa, Cesvi, Oxfam, Action Aid, etc.) et du secteur privé.

En accord avec le Bureau du Haut Représentant de Ban Ki-moon pour les pays les moins avancés, sans accès à la mer et petites îles, et avec le Département des affaires économiques et sociales, la Coopération italienne a soutenu l'organisation de deux conférences ministérielles consacrées aux pays africains les moins avancés (Ldc) et aux petits États insulaires en voie de développement (Sids). Dans ce contexte, un accent particulier a été mis sur la sécurité alimentaire, l'agriculture durable, l'énergie et les défis posés par le changement climatique et les catastrophes naturelles. Les deux conférences se sont achevées par l'adoption de deux « Déclarations de Milan » : la première sur la graduation des pays africains les moins avancés et la deuxième sur la sécurité alimentaire et l'adaptation au changement climatique dans les petites îles en voie de développement.

Parmi d'autres, à noter les événements tenus en Juillet en collaboration avec le Ministère de l'éducation et dédiés aux élèves des écoles élémentaires, collèges et lycées et le concert du 15 Octobre pour célébrer la Journée mondiale de l'alimentation, organise avec la Commission européenne, l'Organisation des Nations Unies pour l'alimentation et l'agriculture (Fao) et l'Institut italo-latino-américain (Iila), auquel ont participé le compositeur et pianiste Giovanni Allevi et deux ensembles musicaux multi-ethniques qui s'inscrivent pour autant dans le cadre de la coopération internationale.

Les événements de la Coopération italienne ont suscité un intérêt considérable dans le public qui a répondu avec conviction et forte participation. Par exemple, aux deux jours consacrés à l'Agenda 2030 (14-15 Mai 2015, avec Amartya Sen) ont participé 400 personnes, à l'évènement sur le développement durable (11 Juin 2015, avec Vandana Shiva et Carlo Petrini) plus de 200, tandis que lors du concert du 15 Octobre, 1000 personnes ont rempli l'auditorium. C'est un résultat d'envergure qui a permis d'engager des citoyens qui n'avaient jamais participé directement à des événements de coopération.

Pendant l'Exposition universelle, la Coopération italienne a participé avec 70 projets (sur 786 candidatures en total) à la compétition internationale « Feeding Knowledge », lancée par la société Expo afin de priser les meilleures pratiques de coopération en matière de sécurité alimentaire. Parmi les 18

meilleures pratiques, sélectionnés par un jury international présidé par le Prince Albert de Monaco, il y a six projets italiens. Parmi ceux-ci, deux (« Cafè y Caffé », dédié à l'amélioration de la filière du café de qualité au Guatemala, et « African Milk Project », visant à soutenir la production du lait en Tanzanie) se sont placés à la première place dans leur catégorie. Dans les deux cas il s'agit de projets soutenus par la Coopération italienne, qui sont mis en cours de réalisation grâce à des partenariats public-privé.

Particulièrement importante a été aussi la présence de la Coopération italienne dans le « Comité de rédaction » de la Charte de Milan. Cette contribution était essentielle pour souligner le rôle traditionnellement joué par notre pays dans le contexte international, surtout en ce qui concerne les questions de sécurité alimentaire et de développement agricole durable. Cette contribution se reflète dans le fort ancrage de la Charte à l'Agenda 2030, souligné aussi dans le document « 20 idées pour l'après-Expo », publié le 31 Octobre 2015 sur les sites du Ministère italien des politiques agricoles et forestiers et de la Fondation Feltrinelli.

Dans le cadre de l'Année européenne pour le développement, la Coopération italienne a aussi organisé trois séminaires académiques à Gênes, Palerme et Sienne pour stimuler la réflexion sur le développement durable et pour soutenir les universités dans leurs activités d'analyse et de recherche liées au développement. Ces initiatives ont été réalisées grâce à la collaboration de la Conférence des Recteurs des Universités italiennes (CRUI), une organisation à but non lucratif qui représente les universités italiennes publiques. Au fil des années CRUI a acquis une vaste expérience en agissant en qualité de pont entre les institutions gouvernementales et le monde universitaire.

De plus, environ 60 autres séminaires ont été organisés - avec de nombreuses universités italiennes - au Nord, Centre et Sud de l'Italie, avec des participants de collectivités régionales et locales, des Ong, des organisations de jeunes et du secteur privé.

En Octobre 2015 et en Février 2016, ayant le but de sensibiliser en particulier les jeunes et les étudiants, l'Italie a organisé une Semaine de la coopération au développement dans les écoles primaires et secondaires choisis sur tout le territoire national avec le Ministère de l'Education, de la Recherche et de l'Université. Le programme de la semaine est axé en particulier sur la sécurité alimentaire et nutritionnelle, sur sa signification pour les citoyens et les gouvernements, l'impact que les choix individuels peuvent avoir sur les processus mondiaux, l'autonomisation des femmes et la lutte contre le gaspillage.

Pour sensibiliser aussi le grand public et accroître la connaissance des programmes de développement, la Coopération italienne vise à mettre en œuvre une campagne de communication au niveau national par le biais de la production de matériel audio-visuel et de courts spots pour la radio et la télévision sur les programmes de développement financés par l'Italie et l'UE et à travers d'autres actions de communication, par exemple dans la presse écrite (journaux, magazines, etc.).



Giampaolo Cantini est Directeur General de la Coopération au Ministère italien des Affaires étrangères et de la Coopération Internationale. Diplômé en sciences politiques et spécialisée en études internationales, il a servi à l'Ambassade d'Italie à Addis-Abeba, à la Mission permanente de l'Italie auprès de l'Onu à New York, au Secrétariat général de la Présidence de la République et à l'Ambassade à Washington. Il a été Ambassadeur à Alger et Consul général à Jérusalem.

# EYD 2015: communication campaign at a glance

By Dörte Bosse



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Dörte Bosse, European Commission official and Team Leader of the EYD2015 Inter-institutional Task Force who developed the information campaign for the European Year of Development 2015, works in the Communication and Transparency Unit of DG International Cooperation and Development.

**our world our dignity our future**

## Europe-wide special EYD2015 Day

- 17 participating Member States
- Distribution of WBN and EYD2015 material in hundreds of cities
- Involvement of schools and universities
- Special events

**our world our dignity our future**

## Ambassadors of the EYD2015

**our world our dignity our future**

## REMINDER OF OUR GREAT CAMPAIGN TOOLKIT IN ALL LANGUAGES

Subscribe to and Disseminate the Newsletter

**EYD Educational toolkit**

- Handbook
- Quizzes
- YIP booklet
- Lesson Plans

Factsheets & Infographics

EYD2015 ambassadors

PLUS: Video and Photos, Radio Spots, Roll-ups, 'Story of the Week' Posters

**our world our dignity our future**

## A year of stories

From victim to community leader - one Guatemalan woman is taking a stand against violence against women

This is the story of **Rafaela from Guatemala**.

During the trainings on sexual and reproductive rights, Rafaela promotes the right of each woman to control her own body. She talks about her own experiences and the importance of understanding that "to enjoy sexuality, both women and men are important and both have to be satisfied"

Rafaela has worked as a trainer and facilitator of the relevant EU project

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## A plurality of voices on social media

Facebook: More than 30,000 likes

Twitter: Almost 3,000 followers

52 Co-curators

In October:

- European Parliament (28/9-4/10)
- Milan EXPO (5-11/10)
- UN World Food Programme
- OXFAM International

Join the EYD Social Media Campaign!

- Use the #EYD2015
- Repost - Retweet
- Help in growing our accounts

**our world our dignity our future**

## Main website

[www.europa.eu/eyd2015](http://www.europa.eu/eyd2015)

- All Member States (25 NFPs)
- All EU Institutions
- 30 International Organisations
- 120 Civil Society/NGOs
- 6 Private Sector companies

**204 EYD partners!** (and counting!)

More Stats:

- Number of contributors: 522
- Number of Stories: 571
- Number of Posts: 1156
- Number of Events: 727

**our world our dignity our future**

## EYD2015

### The final sprint and upcoming events

**THE GLOBAL GOALS**

Strong UN, Better World.

PARIS 2015

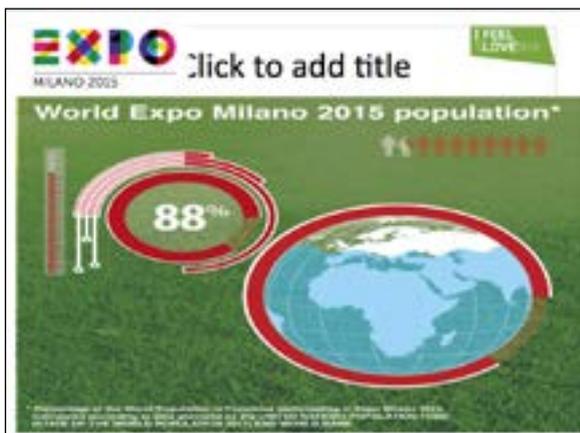
2015 European Year for Development

**our world our dignity our future**

Let's together make it a Year and campaign to remember & inspire!

# EXPO 2015: “I FEEL SLOVENIA” communication strategy

By Gorazd Skrt



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Finished studies – Italian language and Anthropology at Ljubljana University, Gorazd Skrt started his career in tourism in 1999 working for a tourist agency Club at Most na Soči, organizing old-timer steam train trips on the »Transalpine Railway«. He always followed his ideas that visitors should find more than they expected , get full experience of the land they are travelling to and live their dreams on holidays

He continued following those guide lines even when he started working for Slovenian Tourist Organization, becoming the Director for the Italian market in 2007, dedicating his energies to marketing and promotion of his country. To remember 100 years of Isonzo Front his team changed one of trams at Milan to a museum of a first world war

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- VISIBILITY – INCREASE RECOGNITION

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- BRAND AWARENESS

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- MORE THAN 100 EVENTS

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- Connect our brand with concepts „green, active, healthy“

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- RESULTS
- 1.000.000 VISITORS

**EXPO**  
MILANO 2015

**I FEEL LOVE**

- RESULTS
- OUR COMBINED CAMPAIGNS REACHED 81 % OF POPULATION OF NORTH ITALY AND 38 % OF ALL POPULATION
- MEDIA COVERAGE

**EXPO**  
MILANO 2015

**I FEEL LOVE**

gorazd.skrj@slovenia.info

with and organized a commemorative concert, where instead of song letters sent from the front were read and ballet was performed. The news made it to the national television.

In 2015 he was nominated the Director of the Slovenian Pavilion at Milan's Expo 2015. He saw this as a great opportunity for promoting – besides the economy – also the Slovenian tourism.

The pavilion was visited by over one million visitors and exceeded all expectations.

Slovenia's Pavilion was one of the most attractive places to gather within the world's fair. The »Il Corriere della Sera« newspaper listed the Slovenian Pavilion among the four liveliest places of action at the world's fair.

# Today's social and political trends and media freedom

By Peter Lindvald Nielsen

As a voice of organised Civil Society and bridging the gap between civil society organisations and the European institutions, the European Economic and Social Committee (EESC) is engaged in support and development of free and independent media. Both within the EU 28, as well as in neighbouring countries. We consider that free media is a prerequisite for establishing solid democracies. We support fully representative democracy. It is the European way. Having said that, a vibrant organised civil society and free media, keeps the necessary checks and balances in the political arena. We must be seen to be defending that.

To put the meat on the bone, the EESC launched a Communication project last year in a three step approach.

- In November 2014 in Milan – the EESC Communication Department with partners such as the European Broadcasting Union (EBU), the region and City of Milan, the European Commission, the European parliament and the European Committee of the Regions organised a Civil Society Media Seminar on European media & informed citizenship. With more than one hundred media representatives from civil society organisations in Member States we witnessed a vivid and lively debate.
- In April 2015 in Brussels, the EBU together with the European Economic and Social Committee organised in the premises of the EESC, a seminar on Independence of the media in enlargement countries. One could only be impressed by the courage of individual journalists in given Member States and the effort made by the EBU to support and protect them.
- This was followed by a seminar in Belgrade – the 5th Western Balkan Civil Society Forum, culminating in a declaration on media freedom.

This series of events tackled important issues such as:

- the importance of a media legal framework & the importance of its implementation
- the need for political will
- the role of Civil Society organisations
- political pressure & how to deal with it?
- the importance & challenges of sustainable funding
- EU involvement – Media guidelines & best practices
- censorship & self-censorship
- definition & challenges of investigative journalism.

Let me end on the Belgrade Declaration and the part on Communication coming out of the Western Balkan Civil Society Forum, which gives us a glimmer of hope for a better future:

<<...emphasise that the freedom of expression and free media are prerequisites for establishing solid democracies and allowing a vibrant civil society to develop...>>



Peter Lindvald Nielsen is Head of the Communication Department at the European Economic and Social Committee

# Media freedom trends in south-east European countries

By Christian Spahr

**TOOTHLESS WATCHDOG: HOW THE MEDIA CRISIS CHALLENGES DEMOCRACY IN SOUTH EAST EUROPE**

CHRISTIAN SPARR, KAS MEDIA PROGRAM  
CIVIL PLURALITY MEETING, MELAN, 22 OCT. 2015



**SOUTH EAST EUROPE – CURRENT OBSERVATIONS**

- **Crisis of confidence:** Only 17 % of Bulgarians believe in free media (and 28 % of Romanians)
- **Print crashes:** Values for objectivity, trust and relevance under 18 %; run of traditional nationwide newspapers 10-20,000 (in BG)
- **TV unchallenged:** Main source of political information for 74% of Bulgarian population
- **Financial distress:** most media = loss-makers
- **Media freedom:** Negative tendencies – only 3 SEE countries with small progress (RIWS 2015)
- **In EU enlargement,** media freedom is not sufficiently acknowledged as critical factor

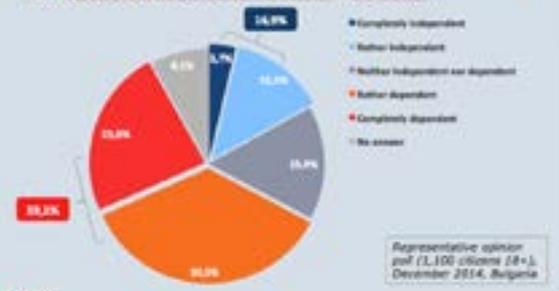


**SURVEY: TRUST IN MEDIA (BULGARIA/ROMANIA)**

- **Target:** Population, 18+, Bulgaria and Romania
- **Methods of registration:** Face-to-face interview (Bulgaria), Online interview (Romania)
- **Sample design:** Nationally representative for urban and rural population
- **Sample size:** 1,110 (BG) and 1,000 (RO)
- **Fieldwork:** December 2014
- **Conception of questionnaire:** KAS, Market Links
- **Fieldwork and data analysis:** Market Links, Sofia (opinion research centre)

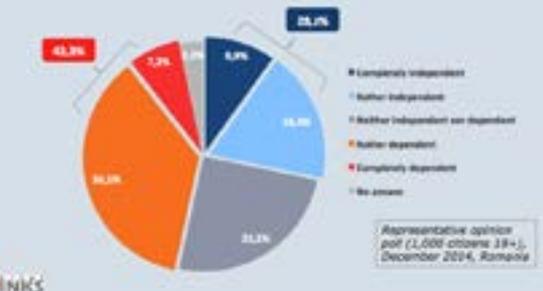


**One in six Bulgarians thinks the media are independent**  
How dependent or independent are the media in the country?



Representative opinion poll (1,100 citizens 18+), December 2014, Bulgaria

**Every fourth Romanian thinks the media are free**  
How dependent or independent are the media in the country?



Representative opinion poll (1,000 citizens 18+), December 2014, Romania

**STUDY: PRESSURE ON MEDIA IN BULGARIA**

- **Period of investigation:** January - September 2014
- **1st phase: Research** about ownership conditions and revenues of media
- **2nd phase: Interviews** with 100 journalists from 40 media outlets (national, regional, Print, Radio, TV, Online)
- **3rd phase: Interviews** with 17 media owners and media managers
- **Authors of the study** are Dr. Orin Spassov (Sofia University) and Krum Blagov ("Reporter" foundation, BG)



Konrad Adenauer Stiftung

### KEY RESULTS (BULGARIA)

- 52 percent of journalists say that **politicians exert pressure** on their work.
- Every third bewails **pressure from media owners and advertisers**.
- Internal censorship**: 30 percent of journalists state that in their media outlet, reporting about **certain topics, persons or companies** is not possible or only with a determined tendency.
- Every fourth journalist** indicates that **texts** or other journalistic materials of his/hers **have been stopped**.
- Deficient framework conditions**:
  - lack of press code (§§) – no legal definition of relation journalist-management
  - collective labour agreements non-existent or not binding for most contracts
  - weak self-regulation
  - lack of solidarity and "spirit of change" within the profession

Konrad Adenauer Stiftung

### RECOMMENDATIONS OF THE AUTHORS

- Ownership** (in BG especially of printed media) **has to become more transparent** by law
- Political debate about **limitation of ownership concentration** in media sectors (TV, Print, ...)
- Government** as biggest advertiser has to **disclose cash flows**
- Obligation to label paid content** (text ads) in printed media
- Equal access** of media outlets to **distribution** and to government information to be ensured



Konrad Adenauer Stiftung

### MORE APPROACHES FOR CHANGE

- Influence on politicians** in transition countries during EU membership process (by EU institutions, governments, NGOs)
- Schengen and EU subsidies** as a lever
- Advancement of **investigative journalism** (training, sponsorship, awards)
- Further education**: Media ethics, EU topics
- Enhancement of **public debate**: media business, journalistic education, media law / self regulation
- Enhancement of both **global strategic communication** and **ethics in political PR**
- New **information platforms** for citizens




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### INVESTIGATIVE JOURNALISM IN THE BALKANS

- Many **media owners** not interested in investigative journalism
- Independent journalists establish research networks or **NGOs** for investigative reporting
- Examples**: CNS, KRJK (Serbia), OCCRP (i.a. Romania), CIN Sarajevo, SCODP (Macedonia)
- Funding** through international (Western) donors, EU and further sources
- Balkan Investigative Reporting Network** – regional NGO for independent reporting
- International annual **Summer School** for Investigative Reporting (BSRN/KAS)



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Christian Spahr is a media and political communications expert at Konrad Adenauer Foundation (Head of Media Program SEE), a German think tank with 80 offices abroad. With his Sofia-based team, he offers further education for journalists, consults on media policy and promotes professional political communication.

From 2006 to 2012, he was press spokesman at Bitkom, the business association of Germany's internet economy. Christian is initiator and co-editor of studies on digital society. From 2003 to 2006 he was a business editor with Sächsische Zeitung, a high-circulation German regional newspaper. He had previously received journalistic training at Sächsische Zeitung and as a grantee of the KAS School of Journalism.

Christian is a board member of SEECOM (South East Europe Public Sector Communication Association). He has participated as a speaker or presenter at the following conferences: Kommunikationskongress (Berlin), Medientreffpunkt Mitteldeutschland (Leipzig), Frankfurt Days on Media Law, German-Russian Autumn Talks, South East Europe Media Forum, South East Europe Government Communication Conference, Club of Venice plenary meeting.

# Strategic Communications and social media in the Russia-Ukraine conflict

By Sanda Svetoka and Elina Lange

Extract of Kenneth Geers (Ed.), *Cyber War in Perspective: Russian Aggression against Ukraine*, NATO CCD COE Publications, Tallinn 2015, pages 103-111.

## 1 Introduction

The new information environment has changed the nature of warfare. The events in south-east Ukraine have demonstrated that a conflict can be won without firing a single shot and some of the key battles can take place in the cyber and communications domains rather than on the land, air and sea. As Thomas Elkjer Nissen said in his recent book, the internet, cyberspace, and social media can be used to collect intelligence or even to target people and organisations. Such tactics may be employed in isolation, but they are much more likely to be an integral part of a larger strategy.<sup>1</sup>

The operation for the take-over of Crimea was a particularly bold example of an influence operation where the traditional role of conventional forces was minimised. As the conflict continues to develop in the east of Ukraine, Russia continues to exploit the opportunities offered by new technologies and the new information environment. It does so with the purpose of influencing the hearts and minds of its audiences: if Russia succeeds in mobilising its supporters, demonising its enemy, demoralising its enemy's government and armed forces, and legitimising its own actions, then really there is no need for conventional fighting in order to subdue Ukraine.

In the modern-day operations cyberspace plays an increasingly important role. A targeted attack by an adversary in the cyber environment is often understood as an attack on the computerised systems which help us run our daily lives and businesses, sustain critical infrastructure and conduct financial transactions amongst other things. As the former White House advisor Richard Clarke writes, a cyber-attack can mean that these vital systems go down and we see exploding oil refineries, derailed trains, runaway satellites, food shortages, and much more.<sup>2</sup> But what we do not often realise is that we can be attacked in the cyber environment by an adversary presenting manipulative information to us with the intent to affect our perception of the situation and our decision-making, and provoke some resulting action. The real-life consequences of this 'soft' cyber-attack can be as severe as an attack on a critical infrastructure.

## 2 Strategic Communications and Cyberspace

Strategic Communications (StratCom) is a mind-set which implies placing communications at the heart of a strategy. It means that our activity is narrative-driven and we communicate it to different audiences through coordinated words, images and deeds. Cyberspace plays an increasingly important role in StratCom as our dependency on modern technologies, computer networks and the internet grows day by day. We use it for receiving and conveying information, for coordinating our actions and also for analysing the environment around us in order to detect and evaluate potential threats.

Cyberspace is often used in a conflict in order to take out the communications systems of an adversary. However, the conflict in Ukraine has demonstrated that cyberspace can also play a role in conducting a narrative-driven operation where the main targets are not the machines or networks but the minds of the people.

The internet and social media, due to their ability to multiply information at high speed and at little cost, are increasingly used for propaganda, information warfare, and influence operations, all of which can tangibly change both the perception and behaviour of the target audience. It is a highly dynamic, user-driven, constantly changing environment where it is easy to get a message to 'go viral', and also difficult to track the initial source of information, verify its authenticity, and separate fact from fiction.

With the increasing popularity of social media platforms, the concept of social cyber attack is gaining traction.<sup>3</sup> It allows for a low-cost, speedy way of manipulating society's perceptions in order to cause disruptive behaviour in real life. The social cyber attacks observed during the crisis in Ukraine led to an assumption that at least part of them were implemented in an organised way, as part of a larger influence strategy.

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1 Thomas Elkjer Nissen. #TheWeaponizationOfSocialMedia. @Characteristics\_of\_Contemporary\_Conflicts. Copenhagen: Royal Danish Defence College, 2015.

2 Richard A. Clarke and Robert Knake. *Cyber War: The Next Threat to National Security and What to Do About It*. New York: HarperCollins, 2011.

3 Rebecca Goolsby. *On Cybersecurity, Crowdsourcing and Social Cyber-Attack*. Washington: Wilson Center. U.S. Office of Naval Research, 2013.

### 3 Psychological Operations (PSYOPS) and Social Media

Psychological Operations (PSYOPS) is a military activity which is aimed at influencing the perceptions, attitudes and behaviours of target populations. The perception is usually affected by either emotional appeals or rational arguments, corresponding to the master narrative, and in social media, where one has to compete with a flood of information and large amounts of information noise, elements like surprise, cognitive dissonance, easily recognisable symbols or some eye-catching techniques are used in order to draw the audience into the PSYOPS product.

In PSYOPS the influence over a target group is often achieved by spreading rumours. Those can be:

- Hate rumours: exploit ingrained dislikes and prejudices of a target population.
- Fear rumours: exploit a human tendency to believe the worst.
- Hope rumours: exploit wishes for a favourable turn of events.

Modern technology allows particularly easy exploitation of digital material in order to produce falsified or ambiguous content which can be used for deception and manipulation. Textual messages (posts, status updates, comments) can also be crafted according to the same principles.

Social media provides fruitful soil for PSYOPS as it is largely a trust-based network since it is formed on a networks of friends or like-minded group members. Hence the information coming from an individual or group can be more trusted than that coming from an official mass-media outlet or government communicators. This trust can be manipulated to achieve particular effects. It allows targeting of groups of people connected by certain social ties which increases the chance of the desired effect on perception and behaviour.

It is also very easy to hide the real identity or original source of information on social media as well as manipulate digital data such as imagery. Hence the concept of social cyber attack becomes increasingly important as it is based on manipulated information being spread under false identities to networks of users.

### 4 Understanding Social Cyber Attacks

A social cyber attack, as defined by Dr Rebecca Goolsby, involves acting under false pretences or anonymously, by either releasing a manipulated signal into the social media or by manipulating an existing signal in order to achieve the desired effects: chaos, panic, mass disorders. This type of cyber attack offers a different view to the traditional views on attacks in the cyber environment, as the effects of these attacks are purely psychological.

Spreading rumours is one of the most effective tactics of the social cyber attack, as those can create fear, hate or unfounded hope in the target audience which will most likely result in real-life action: for example, mass protests, withdrawing money from banks, or organised attacks on certain groups or individuals whose image has been portrayed as the enemy.<sup>4</sup>

Social cyber attack can also involve traditional hacking if the information to be manipulated and released needs to be obtained or published this way. Since the concept of the social cyber attack is very new, it is often difficult to determine what activity should be classified as one. One might argue that the key component to social cyber attack is the narrative which drives it. The actions by the pro-Russian 'Cyber Berkut' (КиберБеркут) and its nemesis, the pro-Ukrainian 'Cyber Hundred' (Киберсотня) can serve as examples.

Cyber Berkut is frequently in the news, propagating the Russian political narrative as well as hacking both the Ukrainian Government and other countries. The group successfully attacked and defaced the websites of the North Atlantic Treaty Organisation (NATO) and the NATO Cooperative Cyber Defence Centre of Excellence (NATO CCD COE), claiming that its activities were in retaliation for NATO support for Ukraine.<sup>5</sup> However, the key to Cyber Berkut's activities is the narrative which it uses to justify and promote its activities. Cyber Berkut claimed credit on its social networking site VKontakte page for hacking electronic advertising billboards in the centre of Kyiv prior to a Ukrainian parliamentary election on 24 October 2014, displaying videos of numerous prominent Ukrainian politicians and labelling them war criminals 5 :

[English translation] 'We Cyber Berkut intend to use every opportunity to defend the interests of Ukrainian citizens from the arbitrariness of nationalist fringe and the oligarchic elite ...Today, we have used a few dozen billboards in Kyiv, Ukraine to remind people about the futility of farcical elections ... We reiterate once again that no one will change our lives for us. If the people will continue to hope that the authorities in the offices there are people concerned about the problems of ordinary citizens, Ukraine will be more immersed in the chaos of civil war. The United States and the West first brought into the government people who are ready to sell our country to please their owners, and now want to put the same traitors in Parliament. Today, everyone has to realise that his decision depends the future of our country, and the sooner we crack down on neo-Nazi government and deputies, who are just cashing in on this war, the sooner the country's peace and order.'

This narrative was also spread on social media networks. Analysing this statement, one can identify clear attempts to construe enemy images of the Ukrainian Government and induce fear in the population by calling it neo-Nazi and threatening chaos and civil war. The hacking of the billboards had no other meaning than to conduct a social cyber attack by propagating this narrative and spreading rumours through manipulated information.

4 Ibid.

5 The post and video can be found here: [http://vk.com/wall-67432779\\_14678](http://vk.com/wall-67432779_14678)

## 5 Social Media in the Russian-Ukrainian Conflict

During the war in Ukraine, social media has become home to intense conflict-related information updates, impassioned arguments, and debate.<sup>6</sup> The social media space has been abused, and pro-Russian forces have given the world a masterclass.

At the beginning of the conflict, we saw strategic communications in action. Over Twitter and YouTube, unknown attackers released an intercepted phone conversation between the U.S. Assistant Secretary of State Victoria Nuland and Geoffrey Pyatt, the U.S. Ambassador to Ukraine.<sup>7</sup> In one stroke, the perpetrators sought to discredit Western policy and to announce their access to Western lines of government communication. Thus we saw both a technical exploit on an information system and a psychological attack on the West via social media.

During the course of the conflict, Russia's narrative has been tightly scripted and disseminated, both on traditional media (in 'breaking' and 'eyewitness' accounts on television) and in cyberspace via social media. These venues are mutually reinforcing, encompassing older and younger readers with varying degrees of access to technology. For example, one can no longer watch Ukrainian television in eastern Ukraine; similarly, Russian television channels are no longer available in western Ukraine.

On social media, pro-Russian voices have systemically cultivated fear, anxiety, and hate among the ethnically Russian (and other non-Ukrainian populations) of Ukraine. They have manipulated and distributed images of purported atrocities by the Ukrainian army, including: mass graves of tortured people, civilians used for organ trafficking, burning crops to create a famine, recruiting child soldiers, the use of heavy weapons against civilians, and acts of cannibalism.<sup>8</sup>

Via social media, such information – whether offered with some evidence or merely in the form of rumours – often crisscrosses the globe in minutes, and a well-organised social media campaign can easily influence a target population's perceptions and behaviours.

The Latvian media company LETA conducted an analysis of Twitter posts during the first six months of 2014, and identified an increasing polarisation between pro-Russian and pro-Ukrainian social media users as the conflict escalated, especially following the violence in Odessa.<sup>9</sup> The researchers wrote that 12.2% of all tweets related to the conflict in eastern Ukraine were 'aggressive', dominated by pro-Russian stances, most intense relative to human casualties, and included epithets such as 'fascist' and 'ruscist'.<sup>10</sup>

The conflict in Ukraine has seen numerous social media postings that appear to be deliberately disseminated in order to manipulate people in eastern Ukraine and beyond. During the May 2014 violence in Odessa, someone posted the following to Facebook:

*[English translation] 'Hello. My name is Igor Rosovski. I am 39 years old. I live in the city of Odessa. I have worked as an emergency physician for 15 years. Yesterday, as you know, there was a terrible tragedy in our city, some people killed other people. They killed them in a brutal way by burning them alive, not in a drunken stupor, not to get their grandmother's inheritance, but because they share the political views of nationalists. First they brutally beat their victims, then burned them alive. As a doctor, I rushed to help those whom I could save, but the fighters stopped me. They didn't let me go to the wounded. One rudely pushed me, promising that I and other Jews would suffer a similar fate. I saw a young man I could have saved if I could have taken him to the hospital, but my attempts at persuasion were met with a blow to the face and lost glasses. In fifteen years I have seen much, but yesterday I wanted to cry, not from the blows and humiliation, but from my helplessness in being unable to do anything. In my city, such things did not happen even during the worst times of Nazi occupation. I wonder why the world is silent.'*

The Russian-language social networking website Vkontakte saw more than 5,000 shares of this post within 24 hours, and it was quickly translated into English, German, and Bulgarian. However, analysts subsequently discovered that Dr. Rozovski's profile picture was actually that of a dentist from the North Caucasus, and now believe this social media post to be a hoax.<sup>11</sup>

On 4 June 2014, Pavel Astakhov, the Children's Ombudsman under the President of the Russian Federation, announced on his Instagram account that 'more than 7,000' Ukrainian refugees had fled Ukraine and arrived in the Rostov Oblast in the previous 24 hours. The next day, that number had risen to 8,386. Russian mass media reported these numbers, but Rostov authorities apparently contradicted them, where the Governor's office reported that the number of refugees did not exceed 712.<sup>12</sup>

In July 2014, 3-year-old boy was allegedly tortured and crucified by the Ukrainian military in a public square in Slovyansk, Ukraine. The Russian state-run TV Channel One broadcast the 'eyewitness' testimony of Galina Pyshnyak, who stated that she and others were forcibly brought to the central square to witness the public execution. The interview took place at a refugee camp in Russia's Rostov region and was widely disseminated on social media.<sup>13</sup> However, Russian journalist Yevgeny Feldman of Novaya Gazeta, as well as journalists from Russia's independent channel Dozhd, challenged the report with contradictory testimonies from multiple interviews in Slovyansk, in which numerous residents denied any knowledge of the incident.<sup>14</sup>

6 See, for example, Irina Anilovskaja. Война: переписка одноклассников, Alfra Reklama, 2014.

7 Anne Gearan. 'In recording of U.S. diplomat, blunt talk on Ukraine' Washington Post, 6 February 2014, [https://www.washingtonpost.com/world/national-security/in-purported-recording-of-us-diplomat-blunt-talk-on-ukraine/2014/02/06/518240a4-8f4b-11e3-84e1-27626c5ef5fb\\_story.html](https://www.washingtonpost.com/world/national-security/in-purported-recording-of-us-diplomat-blunt-talk-on-ukraine/2014/02/06/518240a4-8f4b-11e3-84e1-27626c5ef5fb_story.html)

8 More information about the false information related to Russian – Ukrainian can be found at StopFake.org, 21 August 2014, <http://www.stopfake.org/en/russia-s-top-100-lies-about-ukraine/>

9 G.C. 'Ukraine's murky inferno: Odessa's fire examined.' The Economist Eastern Approaches blog, 8 May 2014, <http://www.economist.com/blogs/eastern-approaches/2014/05/odessas-fire-examined>

10 'Ruscist' is an invented word with offensive meaning, a combination of the words 'Russian' and 'fascist'.

11 'Odesa Doctor Or Random Dentist? Claims Of Atrocities, Anti-Semitism Face Scrutiny,' Radio Free Europe/Radio Liberty, 27 June 2015, <http://www.rferl.org/content/ukraine-unspun-odessa-doctor-dentist-false-claim/25372684.html>

12 'Rostov officials refuted information about thousands of Ukrainian refugees,' StopFake.org, 6 June 2014, <http://www.stopfake.org/en/rostov-officials-refuted-information-about-thousands-of-ukrainian-refugees/>

13 'Беженка из Славянска вспоминает, как при ней казнили маленького сына и жену ополченца,' Первый канал, 12 July 2014, <http://www.1tv.ru/news/world/262978>

14 Евгений Фельдман, Жители Славянска – о том, был ли распятый мальчик Первого канала на самом деле (w/eng subs), 13 July 2014, <https://www.youtube.com/watch?v=UA1LE6iKmfk>

Throughout 2014, the list of rumours from eastern Ukraine grew to be quite long: the Kyiv government and European Union were building concentration camps; the forest was full of right-wing killers; the May 9 Victory Day holiday had been cancelled;<sup>15</sup> property would be confiscated; and use of the Russian language was prohibited. On one occasion, terrified locals called the Donbas Water Company after social media informed them that the region's water supply had been poisoned.<sup>16</sup>

These stories can be contrasted with the 'Polite People' campaign on Vkontakte, which supported the Russian invasion of Crimea with pictures of Russian troops posing alongside girls, mothers with children, the elderly, and pets.<sup>17</sup>

## 6 Troll Farming

Who tweets in support of politics? Who posts Facebook updates in support of military operations? Of course, there are millions of true believers in the world, adherents to every cause under the sun. However, it is also possible to fabricate support for anything, especially in cyberspace. The social media offers great opportunities for state and non-state actors to use fake identities or automatically generated accounts to disseminate their narrative to audiences as widely as possible.

On 24 May 2014, hacked and leaked email correspondence (revealed on b0ltai.org) allegedly from a company called the 'Internet Research Agency' in St. Petersburg, Russia, offered evidence of the existence of a professional 'troll farm', including the firm's relationship to the Russian Government. Media reports suggested that recruitment of employees had occurred prior to the onset of military operations, and that workers were tasked with writing 100 internet posts per day.<sup>18</sup>

For strategic communications, these developments are critical to understanding modern information operations including disinformation and PSYOPS, as a well-orchestrated social media campaign could significantly affect the prevailing political narrative.

It is possible to analyse the social media domain in an effort to separate fact from fiction, to investigate when accounts were created, whether they have credible content or a real network of real friends, but to do this accurately and in a timely manner is an extraordinary challenge for anyone, including law enforcement and counterintelligence organisations.<sup>19</sup>

## 7 Conclusion

The suspicious and seemingly targeted use of social media in the Russian-Ukrainian conflict offers considerable evidence that social media is being extensively used to support military actions on the ground. To some degree, the information operations have generated fear, uncertainty, and doubt about the economic, cultural, and national security of Ukraine, especially in the eastern provinces where there are strong historical ties to Russia.

The goal of these social media operations may be to convince Ukrainians that the Euromaidan movement has led only to political chaos in the country, and has not been in Ukraine's best long-term interests. This message can be contrasted with

some examples of social media commentary from Crimea: that its incorporation into Russia has led to safety and stability on the Crimean peninsula.

The use of cyberspace both to attack the infrastructure and to influence 'people's hearts and minds' is a new phenomenon that has been increasingly used in recent conflicts to support military operations on the ground. This kind of warfare will not disappear; on the contrary the combination of actions which are targeted at infrastructure and human psychology will be used in more sophisticated and unpredictable ways in the future. A three step approach could be recommended for security experts and national decision makers to prepare better to meet these kind of challenges:

**Identify.** Governments and defence organisations should enhance their capabilities to identify the detrimental use of social media. Information campaigns which entail propaganda and automated or fake accounts to rapidly disseminate information should be closely monitored and analysed. This also includes additional efforts in order to understand how these campaigns are organised and what effects they can have on public perception.

**Challenge.** Examples by citizen journalists have shown that revealing false facts to the public is an effective approach in mitigating the effects of disinformation. At the same time it is important not to engage in counter-propaganda as this fuels the information war and creates public distrust rather than diminishing the power of misinformation. Humour perhaps could be more helpful in countering aggressive propaganda as it hampers the ability to achieve its aim – subduing the society of the target country. The initiatives in Twitter like @DarthPutinKGB or @Sputnik\_Intl are good examples of how to challenge Russia's disinformation campaign with irony and jokes.

**Learn and prepare.** The development of the unifying strategic narrative – the story which entails the set of the values and beliefs of your country or organisation – is the best defence against propaganda which questions them. A long-term educational effort to enhance critical thinking and media (including social media) literacy would also contribute greatly to society's self-defence against manipulation.

15 Lily Hyde, 'Rumors and disinformation push Donetsk residents into wartime siege mentality,' Kyiv Post, 3 May 2014, <http://www.kyivpost.com/content/ukraine-abroad/rumors-and-disinformation-push-donetsk-residents-into-wartime-siege-mentality-346131.html>

16 Ibid.

17 NATO Strategic Communications Centre of Excellence. Analysis of Russia's Information Campaign against Ukraine, 2014

18 Александра Гармажапова, 'Где живут тролли. И кто их кормит', Novaya Gazeta, September 9, 2013, <http://www.novayagazeta.ru/politics/59889.html>

19 Kenneth Geers and Roelof Temmingh. 'Virtual Plots, Real Revolution,' The Virtual Battlefield: Perspectives on Cyber Warfare, ed. Kenneth Geers and Christian Czosseck, 294-302 (Tallinn: NATO CCD COE, 2009).



Sanda Svetoka is a Senior Expert at the NATO Strategic Communications Centre of Excellence (NATO StratCom COE), located in Riga, Latvia. She has been working for the COE since July 2014 and her research areas focus on Russia's hybrid warfare and use of social media for defence purposes. She is a project leader for the StratCom COE's study on how social (network) media are used as a weapon in the context of hybrid warfare.

Ms Svetoka has a vast experience related to communications and defence areas. From 2004 to 2005 she worked as News Reporter at the Latvian information agency LETA. In 2005 she joined the Latvian Ministry of Defence and took responsibility for coordinating Latvian defence cooperation and assistance to the NATO partner countries. From May 2010 to November 2011 Ms Svetoka was appointed as a Public Relations Advisor to the NATO Advisory Team in Kosovo where she supported the build-up of the public relations capacity of the Ministry for the Kosovo Security Force. From November 2011 to July 2014 she served as a Press Officer at the Military Public Relations Department of the Latvian Ministry of Defence.

Ms Svetoka holds MA in Political Science from the University of Latvia, Faculty of Social Sciences.



Elina Lange-Ionatamishvili is a Senior Expert at the newly established NATO Strategic Communications Centre of Excellence (NATO StratCom COE) in Riga, Latvia. Large part of Elina's work at the COE has been related to the analysis of Russia's information campaign against Ukraine in the context of the ongoing crisis.

Elina holds a MA in Communications Science from the University of Latvia, Faculty of Social Sciences (2006). Her previous jobs involved heading the Public Diplomacy Division at the Ministry of Defence of Latvia (2007-2009) and working on public diplomacy projects under the NATO Riga Summit Task Force (2006).

The last 4 years Elina has worked for NATO in Georgia where she served as the Manager for the NATO-Georgia Professional Development Programme. As of January 2014 Elina returned to Riga to support the establishment of the NATO StratCom COE.

In 2008 as part of her civic activity Elina became one of the founders of an international NGO Baltic to Black Sea Alliance which, among other issues, has addressed media freedom and professionalism in EU Eastern Partnership countries as well as analysed Russian media influence in these states.

Elina has received the award of the Latvian Minister of Defence for successful conduct of the NATO Riga Summit and the Order of Honour from the President of Georgia.



# The migration and refugee crisis: a serious challenge for communicators

*The Club of Venice recent contribution, Brussels, 9 December 2015 / Lesbos, 9 April 2016*

By Erik den Hoedt and Claus Hörr

The Club of Venice started to tackle the migration file at its plenary in Rome in November 2014, welcoming an excellent presentation from the communication staff from the Italian Ministry of Home Affairs and several contributions from the countries most directly exposed to the waves of migrants. At that stage, the Mediterranean area was particularly affected by the phenomenon. Subsequently, the plenary meeting held in October 2015 in Milan provided an insight into the dramatic evolution of this issue. (See a separate article in this issue of Convergences)

Since then, the problem has increasingly taken a much wider dimension. It affects every country in Europe and every institution owing to its strong connections and burden - and responsibility-sharing implications. Migration must always be closely considered and associated with asylum, relocation, health, education and human rights. Large-scale migration is indeed considered a crucial crisis management test by all communicators.

The Club recently organized two events to discuss this issue. The former was a joint seminar held in Brussels on 9 December 2015, co-organised with the Council Working Party on Information (WPI) and the latter was the seminar organised in Lesbos on 9 April 2016 in close collaboration with the General Secretariat for Media and Communication of the Hellenic Government.

Let's start with the most recent one.

## Lesbos seminar

It was a very intense and moving experience for all of us, as communicators and as human beings.



<https://www.youtube.com/watch?v=UDbhbAzid0g>

As indicated in our introductory address, we witnessed a human tragedy and an emergency which we had previously only seen on TV or on a web screen in the comfort of our own homes or offices. The tragedy of people fleeing their houses and home-land, leaving behind almost all material possessions for the hope of a better life. People like us, with hearts and minds and the over-riding aim to protect their loved ones. Just like us. But unlike us, many of them don't have a government or infrastructure that can or at least tries to protect them.



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In every tragedy there are people who take advantage of the situation, and this one is no exception. Smugglers, extortionists, and swindlers try to profit from the human misery to make a quick buck. But there are always more people around who want to help. In Lesbos we spoke with some of the key players who deserve our deepest respect. Unfortunately, they cannot solve the problems which lie beneath the tragedy.

The Club members and the other colleagues from other organisations who joined the seminar were there together in our role as professional communicators. We have different backgrounds, different cultures, different countries and institutions. But we have one common goal: effective communication.

Many of us met in Brussels last December in the joint meeting of the Club of Venice and the Council's Working Party on Information. It was the first time that we discussed the communication aspects of the refugee and migration crisis. It was fruitful, but we knew it was only the beginning. That we had to continue our conversation.

In the Lesbos round table organised right after the explanatory tour with the coast guard and the overwhelming and intense visit to the Moria and Kara Tepe camps, we had to face two main challenges:

- The first was "How can we enhance the cooperation between



EU institutions and Member States". This aspect deals with policy coherence, information strategy and information reliability;

- The second aspect was "How can we improve the outreach of governments' and institutions' communicators to civil society and citizens".

We are most grateful to all participants who honoured this challenge and engaged altogether in very constructive discussions, putting all their professionalism at the service of an extremely important cause.



Our debate in Lesbos enabled to identify a number of key avenues of thought which will inspire our future steps as communicators to help in this regard:

- Consider the refugee and migration crisis as a global issue that requires global solutions and cannot be solved on a "national responsibility" basis.
- Consider that this crisis cannot be managed without proper communication and information mechanisms.
- Keep the MS communicators informed on a regular basis of the progress made in the implementation of the EU information strategy set up according to the European Council conclusions of 9 November 2015, and following the EU-Turkey agreement of 19 March 2016.
- Urgently extend access, and the distribution of reliable statistics to all competent authorities in the Member States (operating under the PM umbrella, MFA and Ministry of Internal Affairs and Justice). Ensure and extend awareness of who the key contact points in the specific areas are.
- Elaborate a roster of reliable information sources (web portals, statistical docs., weekly/monthly reports, etc.) which government communicators could use to become acquainted with concrete and realistic figures, to inform/advise their

political authorities and speak with their audiences.

- Draw due attention to preventing possible data misinterpretation by public audiences.
- Pursue discussion of the communication aspects in both formal (Council WPI) and informal (Club of Venice) frameworks, with a view to further discussion in the future Club plenaries and joint seminars, as deemed appropriate.

## Brussels seminar

The main starting point to inspire discussion in the joint seminar was the implementation of the conclusions adopted by the Justice and Home Affairs Council on 9 November 2015. Among others points, this Council stressed, the urgent need for a common information strategy and for the reinforcement of the information sharing mechanisms within the EU Integrated Political Crisis Response (IPCR). (Covered by the Club in Vienna last summer).

The debate was organised in three panels: 1) National, including local audiences; 2) Audiences in countries of origin and transit; 3) European approach.

Participants recognized that the phenomenon was going to have heavy consequences on the economic and social life of Europe and that communicators, like politicians, have a huge task. The urgency is very present, since the refugee and migrants crisis has a strong impact on governments' and institutions' agendas.

Focus was given to a number of key issues:

- Explaining rules and communicating measures of internal protection, including resettlement, relocations and return operations;
- Use counter-narratives as appropriate;
- Inform about the prosecution of criminals and smugglers;
- Act quickly, sharing relevant information on the Member States' and institutions' communication approach and exchange views on the most viable models to facilitate the cooperation process.
- Slovenia and the Netherlands presented their respective national communication models which enabled them to lead an inter-ministerial coordination and assure strategic planning, implementation and harmonisation of communication activities in the field. They also highlighted their close collaboration with humanitarian organisations and NGOs and the importance to mobilize opinion leaders in most affected local communities. Moreover, they referred to the need to be fully engaged with the social networks and have disseminated information material in all public spaces; visit local communities and meet with local authorities, to identify adequate speakers to deal with domestic and foreign media, to prevent misperceptions and prejudices, to organize media visits.

Reference was made to a German Task Force's awareness raising campaign in Afghanistan, which worked with local testimonials to explain why the natives of that country should refrain from leaving it. The campaign was organised in cooperation with Deutsche Welle (international public broadcaster) and had excellent results (more than 500.000 reactions per Facebook post in Afghanistan). Germany also highlighted the importance to collaborate with NGOs and humanitarian organisations, who are the best placed to operate on the ground.



It was also underlined that it is crucial to build reliable information hubs accessible to all audiences and increase communication through local media, social media and diaspora testimonials (families of migrants already well settled and integrated in the EU).

The Commission referred to the task assigned to it by the JAI Council of 9 November, to “define, as a matter of urgency, a common information strategy addressed to asylum seekers, migrants, smugglers and traffickers aiming at (1) discouraging migrants to embark on perilous journey and to have recourse to smugglers, (2) explaining how EU rules on the management of external borders and international protection operate, including resettlement, relocation and return, (3) disseminating counter-narratives to the ones being used by the traffickers and smugglers of migrants, (4) informing about criminal prosecutions against traffickers and smugglers and (5) informing about return operations.

Accordingly, the three core elements of the information strategy defined by the Commission can be summarised as follows:

- An assessment phase implemented by an external contractor, to analyse the main communication channels (with special focus on social media), map transit and asylum trends and identify those countries where the strategy can have a real added value.
- A content-production phase which would take due account of multilingualism and will build on already existing material (to avoid duplications), with messages to be defined jointly with Member States.
- A dissemination phase through the social media and traditional media, by means of institutional and non-institutional channels (initially through EU delegations and agencies, then also through the IOM and the UNHCR), with Member States playing a central role.

The seminar, which was attended by over 100 specialists, identified many challenges and elements for cooperation:

- Lack of adequate information sharing may induce national authorities to adopt more cautious approaches and sometimes even step back from initial commitments.
- Need for more EU-level coordination, with full involvement of - and cooperation with national authorities. Member States need to be increasingly involved in joint communication activities; working in partnership will facilitate decision-making and effectiveness in particular when operating under emergency conditions.
- Need to refrain from playing ‘beauty contests’ or blame games, since all decisions on relocation and resettlement were taken in Brussels, by the Member States.

- Continuity in the information provision towards national audiences and in maintaining a constructive approach taking into account the human rights perspective.
- Communication and politics will continue to be strictly correlated and influenced by the ongoing emergency rescues and subsequent humanitarian aid needs.
- Need to increase cooperation between central authorities and municipalities. Central authorities should seek more local engagement for the provision of information and to provide easier ground for communication (local briefings, joint activities, etc.).
- Monitor the impact of media reports which amplify divergences and be ready to provide objective answers.
- Mutual trust in the cooperation with NGOs, to make sure that communication goes in the right direction (avoid misinformation); this means “not only telling, but also listening”. Need to exploit the enormous know-how of humanitarian organisations’ and NGOs’.
- Responding to the root causes of migration flows requires a broad approach and strong cooperation with and between countries of origin and transit.
- Communicating to audiences in the countries of transit and origin requires appropriate internal and inter-agency coordination and prior identification of 1) Trustworthy counterparts in the third countries concerned that could help spread messages; 2) Identification of the target audiences; 3) Choice of the appropriate communication tools, and in particular full engagement in the online activities.
- Need to promote multilingualism, in particular when informing and communicating through social networks and TV/radio.
- The intercultural perspective must not prejudice social dynamics and reduce engagement. It is not about maintaining a positive image for migration at all cost, but about managing an unprecedented crisis for the whole of Europe, which requires a collective effort and a strong hand from the communication angle.

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The participants emphasized the importance of coordination of messaging and interagency agreed lines of policy, before giving people more factual information on the situation in general and the legal situation in the EU.

It was also highlighted that the key players should explore ways and means to strike a balance between official and non-official communication channels, paying due attention to the authenticity and credibility of speakers and messages.

The Commission DG HOME invited participants to share existing information material from which to draw inspiration for content production.

The Member States' representatives attending the event were invited to indicate existing national channels that could be used to disseminate content and messages. Reference was made to a questionnaire circulated by the General Secretariat of the Council on 1st October 2015 aiming to collect this feedback through the existing network of the EU Integrated Political Crisis Response (IPCR) network.

## Conclusions

The key objectives of the Club discussion on this topic remain to share relevant feedback, identify challenging aspects and contribute to exploring avenues for concrete cooperation among communicators.

Once again, it appeared evident that migration cannot be managed without communication. Moreover, the information should be clear, accurate and tailor-made according to the audience's profile, and information-sharing and coordination are pre-conditions to strengthen the existing networks, and reach out to citizens more effectively.



**Erik den Hoedt (1959)** studied Human Geography at the University of Groningen. Since 1984 he has worked for the Dutch Central Government in several management functions in the fields of statistics, internal organization and the last ten years in government communication. Since 2010 he is director of the Public Information and Communication Office of the Netherlands. The aim of the Office is to enhance the effectiveness of government communication and to provide the citizens of the Netherlands with relevant information from the government.



**Claus Hörr (49)**

Deputy director general at the Federal Press Service at the Austrian Federal Chancellery

His responsibilities are media support, social media and EU Communications. Before he came into office, Claus Hörr was radio journalist at the national broadcaster ORF and chief editor of two private radio stations in Austria.

Hörr is member of the Club of Venice since 2004.

Both Erik and Claus are members of the Steering Group of the Club of Venice

**SEMINAR "THE REFUGEE AND MIGRATION CRISIS: DEALING WITH A EUROPEAN PROBLEM"**  
**Mytilene (Lesvos), 9 April 2016 Meeting venue: Heliotrope Hotel, Mytilene (Lesvos island)**  
**Programme (Final)**

FRIDAY 8 APRIL 2016

Afternoon: Participants' arrival in Athens - small welcome reception at the Airport Lounge  
16:15 and 20:40: Flight from Athens to Mytilene International Airport "Odysseas Elytis" - Lesvos  
(organised and paid by the hosting authorities - supported by)

SATURDAY 9 APRIL 2016

7:30 - 11:30 MEETING WITH KEY PLAYERS and VISITS OF THE KEY FACILITIES

Field trip around the island:

7:30 - 9:30

Boat patrol with a Hellenic Coast Guard (HCG) Open-Sea Patrol Vessel (OPV 050). Briefing from Captain Stelios Kouroulis

10:00 - 11.15

Visit to the Kara Tepe camp & meeting on the ground with Regional Officers

Visit to the Moria Refugee Centre & meeting with the spokesperson of the hotspot administration

12:15 - 16:15 CLUB OF VENICE CONFERENCE/SEMINAR (heliotrope hotel, terpsichore hall)

12:15 - 12:30 OPENING STATEMENTS

Lefteris KRETSOS, Secretary-General for Communication and Media of the Greek Government  
Fiorenza BARAZZONI, Director, Dept. for the EU Policies, Office for Internal Market and Competitiveness,  
Presidency of the Council of Ministers, member of the Steering Group of the Club of Venice

12:30 - 16:00 CHALLENGES FOR EUROPEAN COMMUNICATORS

12:30 - 12:45 INTERVENTION BY REPRESENTATIVES OF THE GREEK GOVERNMENT

12:45 ROUND TABLE

1. "Cooperation between EU institutions and Member States: policy coherence, information strategy and information reliability"
2. "Improving outreach of Governments' and Institutions' communicators to civil society and citizens"

Moderator/introductory speaker:

Erik Den Hoedt (The Netherlands), Director, Public Information and Communication Office, Ministry of General Affairs,  
member of the club of venice steering group

Panellists:

Member states and candidate countries (spokespersons, communication directors, crisis communication experts, migration specialists), Council of the eu (presidency + general secretariat (communication, justice and home affairs, civil protection)), European commission, European parliament, European Economic and Social Committee, Michael Mann (European External Action Service -EEAS), Ewa Moncure (Frontex), George Kyritsis, Spokesperson, Coordinating Body for the Refugee Crisis Management of the Greek Government, One representative of the hellenic coastguard, Paul Schmidt (Österreichische Gesellschaft für Europapolitik - ÖGfE), Marco Incerti (Centre for european policy studies - CEPS), Susanna Vogt (Konrad Adenauer Stiftung - KAS), Donatella Della Ratta (Copenhagen University), Myria Georgiou (London School of Economics - LSE), Elizabeth Collett (Migration Policy Institute - MPI Europe), Ryan Schroeder (International Organization for Migration - IOM)

Q&A/PANEL INTERACTION WITH THE OTHER PARTICIPANTS

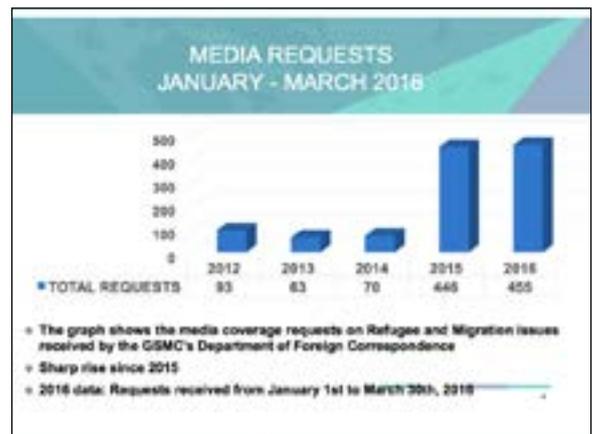
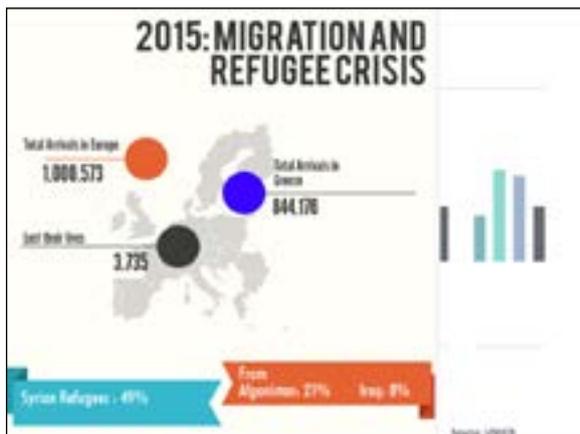
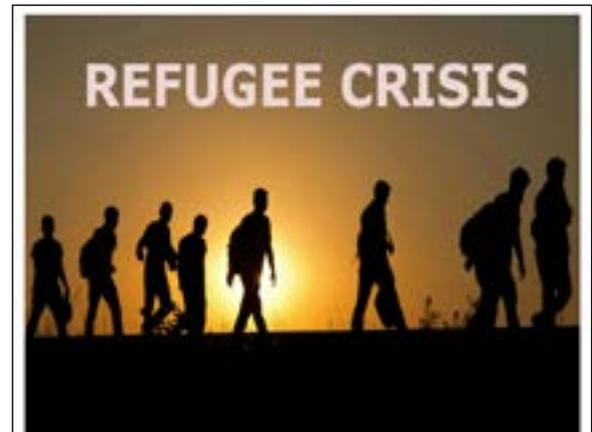
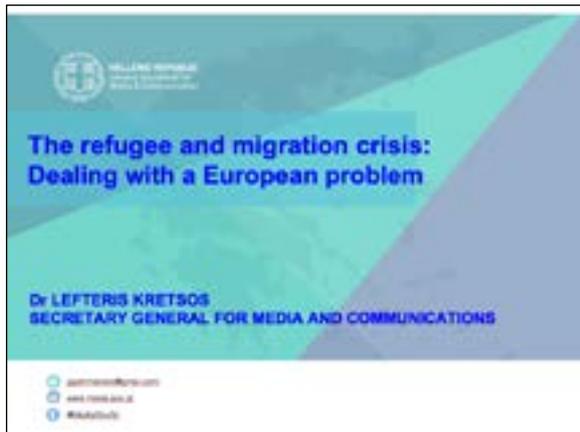
16:00 - 16:15 CONCLUSIVE SESSION

Issues emerged, recommendations and future orientations (reinforcement of cooperation and networking)  
Possible planning/Future events

Return to athens

# The refugee and migration crisis: dealing with a European problem

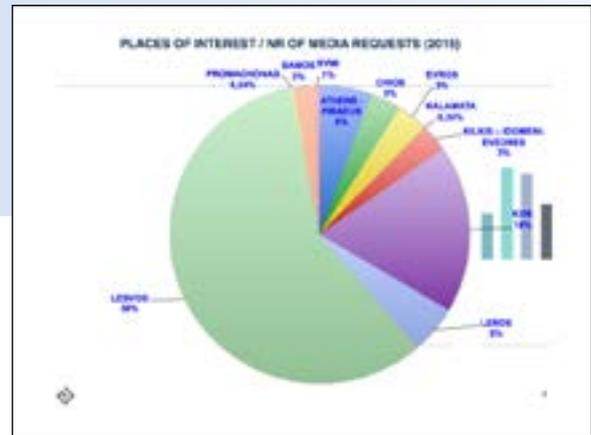
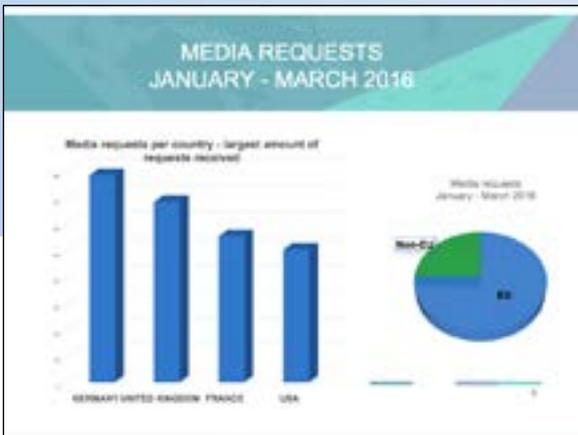
By Lefteris Kretsos



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## Refugee crisis in Greece: policy & communication challenges in times of emergency

By Giorgos Kyritsis



### MAY 2015 - FEB 2016 INTERNATIONAL PRESS RELEASES FOR GREECE

	POSITIVE	NEGATIVE	NEUTRAL	TOTAL
US - International News Agencies	756 (87%)	1,185 (25%)	2,855 (60%)	4,796
Britain	571 (71%)	1,009 (22%)	1,632 (35%)	3,212
German speaking media outlets	694 (71%)	1,913 (23%)	2,534 (38%)	4,541
French and other EU media outlets	466 (58%)	662 (15%)	1,436 (31%)	2,624
<b>TOTAL</b>	<b>2,487 (64%)</b>	<b>4,769 (29%)</b>	<b>6,522 (37%)</b>	<b>14,519</b>

- ### ACTIONS UNDERTAKEN BY THE SQMC
- Handling international media coverage requests (both EU and non-EU based journalists)
  - Providing a specialized mechanism monitoring the international media coverage of the refugee crisis - press clipping for the Hellenic Republic's services
  - The Greek Embassies' Press Offices are undertaking active and pro-active initiatives, to facilitate journalists' access and disseminate information
  - Providing infrastructure to the Communication Representative of the Coordinating Body for the Refugee Crisis Management
  - Producing relevant material (information, interviews with policy makers, opinion leaders, experts on migration issues)
- 



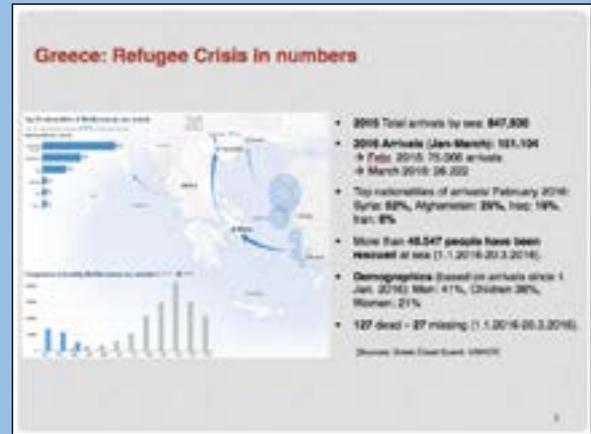
**"The refugee and migration crisis  
Dealing with a European problem"  
Lesvos, 8-9 April 2016**

**REFUGEE CRISIS - GREECE:**

**POLICY & COMMUNICATION CHALLENGES  
IN TIMES OF EMERGENCY**

**GIORGOS KYRITIS  
SPOKESPERSON**

COORDINATING BODY FOR THE REFUGEE CRISIS MANAGEMENT



## Greece: Site locations- Current situation (2 April 2016)



- Already in place: more than **36** hosting facilities able to host almost **42,000** people<sup>1</sup> all over Greece
- **3** reception facilities under EU-Turkey agreement (after 20 March): Lesvos, Samos, Chios, Lesbos, Kos
- In the coming days: **26,000** additional places ready by Greek authorities<sup>2</sup> (UNHCR)
- UNHCR/ European Commission scheme for accommodation: for **26,000** asylum seekers that will be hosted in apartments. **3,800** places ready (30.3)
- **Hotspot-Process**: non-designated camps - efforts are being made to move people to proper hosting facilities

(Source: Coordinating Body for the Refugee Crisis Management, UNHCR)

## Greece facing Refugee Crisis – Policy Context

- Greek government particularly sensitive on **human rights & international law** issues: people fleeing persecution and war should be protected and well received → following a “soft” (non violence) approach toward refugees/migrants
- **EU and international community**: need for **solidarity and shared responsibility** – need to seek long term answers through common policies of reception.
- February 2016: **sudden closure of Greece’s northern borders** - new situation: many people stranded in Greece (new hosting facilities needed to receive people in dignity, new structures for asylum procedures, better information); **priorities** for Greek government
- **EU-Turkey agreement** (19 March, took effect as of 20 March): a “quick-fix” deal to stop irregular migration from Turkey and replace it with legal channels for those entitled to international protection.
- Put into **context**: this agreement was reached after Paris attacks and Cologne alleged assaults → it reflects a climate of growing fear.
- **Greece after the agreement**: trying to take measures to implement it, while also safeguarding the rights of asylum seekers according to EU and international law. In this context:
  - Important for government to keep stressing the **solidarity aspect**: “These people need help”
  - **Greek legal system**: respect of non-refoulement principle. This means: Asylum applications will be assessed on a personal basis.

## Government policies after EU-Turkey agreement

Greece is trying to implement the EU-Turkey agreement signed on 18 March 2016 (entered into force 20 March 2016), while also respecting international law, and to this end:

- Has **put forward legislation to accelerate the examination procedure** of applications for international protection at first and second degree from the Asylum Service and the Refugee Authority respectively. The procedure for the examination of applications, conducted on an individual basis, will ultimately have to be completed within 14 days – when the procedure is conducted in the islands.
- **Incorporated Directive 2013/32** of the European Parliament and the European Council “on common procedures for granting and withdrawing international protection” which sets out specific criteria for the designation of “safe third countries”.
- **Establishes the operation of open structures of temporary reception** of applicants for international protection for those having applied for asylum or who fall under the relocation category.
- **Establishes open structures of temporary hospitality** for those in the process of return, deportation or readmission.
- **Enhances the operation, staffing and structure of reception services** for the registration, identification and verification of those entering the country without legal formalities.

## Refugee crisis: Greece’s response in brief

Greece’s response to the refugee crisis is based on:

- respecting human rights and international law
- ensuring hosting facilities, safety and healthcare for refugees/migrants
- showing solidarity, despite the country’s financial situation after 6 years of austerity policies
- working with UNHCR, NGOs, volunteer groups and local communities
- emphasizing that this is a European and global issue that requires global solutions – it cannot be solved on a “national responsibility” basis

All the same time, in close cooperation with:

- the EU institutions, member states and neighboring countries
- International Organizations (UNHCR, IOM)
- NATO
- FRONTEX

→ Greece is taking all necessary steps to honor its international obligations and is taking necessary measures to implement the EU-Turkey agreement, with respect to international asylum law.

## Refugee Crisis Management: Coordinating Body & Govt Council

Both established in March 2016 - Distinction between:

[(i) Ad hoc Coordinating Body for Refugee Crisis Management\* (Spokesperson: Giorgos Kyritsis)

→ **operational level**, four ministries involved:

- Migration (Alternate Minister Moutzalas)
- Defense (Alternate Min. Vitsas)
- Maritime Affairs (Min. Dritsas)
- Citizen Protection (Min. Tsoukas)

[(ii) Newly established Government Body for Refugee & Migration crisis,\* (under PM Tsipras)

→ **official government body** for decisions on refugee/migration matters

→ **policy oriented**

\* All the bodies work closely together

## Communication Challenges

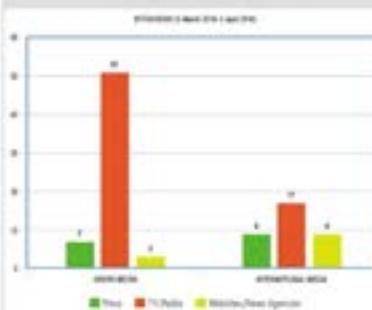
Greece’s main communication challenges after closure of borders and entry into force of EU-Turkey agreement:

- Respond to Greek/International media questions/clarifications/requests on rapidly changing data
- Reassure national and local public audiences about facts in often strained situations for locals and refugees/migrants (Lesvos, Idomeni, Prasaia)
- Argue against alarmist rhetoric of “amalgam” between terrorists and refugees/migrants/ asylum seekers (especially after Paris-Brussels attacks)
- Provide accurate information to refugees/migrants in order to convince them to move to organized facilities and discourage them from following “illegal/ dangerous paths to northern Europe.
- Inform international public, EU bodies, member-states etc on efforts to implement EU-Turkey agreement, while also reassuring international and national public opinion, international organizations (UNHCR etc) and communities of refugees/migrants on determination to respect human rights and act accordingly to international law provisions.
- Arguing/ giving facts against widespread rumors among refugees (s imminent border opening after 20 March, danger of mass refoulement etc)
- Arguing against racist and xenophobic attitudes in Greece – stressing solidarity
- Encouraging calm reactions, showing government’s support and presence among refugees/ migrants and locals → avoid violence.

## Target Audiences

- **International Audience**: media, think tanks, NGOs, International Organizations for Human Rights and Refugees
- **National & local audience**: national and local media, key players in local communities: special focus attributed to local communities: they are experiencing sharp changes due to refugee crisis, i.e. Lesvos, Idomeni (a village of 100 inhabitants suddenly received 13,000 refugees).
- **Refugees / Migrants**: concerning their rights, relocation program etc. The government aims at providing reliable information to refugees and migrants in their language (against misinformation, rumors through social media) through:
  - Arabic news bulletins on public TV/Radio broadcasters and Athens News Agency webpage in Arabic
  - informative brochures in Arabic distributed to refugees/migrants
  - interpreters and translators on-site

## Press Office of Coordinating Body/ Refugee Crisis



- Filled a gap in providing timely, official information on refugees/migrants to Media (many requests in one month)
- Organizes press interviews
- Publishes daily data (Greek-English) on refugee flows: [www.media.gov.gr](http://www.media.gov.gr)
- Issues press releases and tweets @RefugeesCrisisGr
- Organizes individual interviews with Greek & International Media

(Data all interviews in numbers from approximately 19)

### Conclusions: Need to work together

- Greece is facing an unprecedented crisis and is trying to cope, while also facing a severe financial crisis.
- Lack of coordinated action on refugees in Europe: leads nationalistic rhetoric and fear in EU → solidarity, burden sharing, common policies and respect of international and European law: only answer to extreme right and xenophobia that undermine common EU project. This is a global issue that requires European solutions on the basis of humanitarian approaches – danger of far right and racism rising all over Europe after Paris and Brussels attacks/ need to argue against amalgam/ xenophobia.
- Solidarity displayed by Greek citizens, amidst severe crisis: very important, encouraged by government rhetoric and also by solidarity networks created in the years of austerity.  
→ Yet, time factor very important: citizens are bound to react differently as migrant populations also get distressed and disappointed – fear of violence. Need to act fast: EU support as well as relocation scheme need to proceed VERY FAST
- We, Europeans, should fight the fear and insist on protecting people fleeing persecution and war.
- But most importantly, we should all join forces to end the war, this is the only real solution.

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THANK YOU

Giorgos Kyritsis  
Spokesperson

Coordinating Body for the Refugee Crisis Management-  
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ΥΠΟΥΡΓΕΙΟ ΜΕΣΩΜΑΤΩΝ  
ΚΑΙ ΕΠΙΚΟΙΝΩΝΙΑΣ

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Giorgos Kyritsis is spokesperson of the Coordinating Body for the Refugee Crisis.

He was born in 1965 in Athens, Greece. He studied Political Sciences and History at Panteion University.

He is a journalist since 1989.

Before he resumed his responsibilities at the Coordinating Body for the Refugee Crisis, he was Editor in Chief for "Kyriakatiki Avgi".

He has been a member of the Central Political Committee of Synaspismos (Coalition of the Left) and later Syriza. He was a candidate for the European Parliament during the Parliamentary Elections of 2014, he became member of the Greek Parliament in January 2015 and was first runner up for the Athens B parliamentary constituency in Attica during the elections of September 2015.

In March 2016 he undertook the position of Spokesperson of the Coordinating Body for the Refugee Crisis.

# Effectively combating the causes of migration

Interview with Beate Grzeski by Janet Schayan

**Lack of prospects is the reason why many refugees make their way to Europe. It is what policymakers are focusing on to combat the causes of flight and migration.**

**Ms Grzeski<sup>1</sup>, you are the head of the new Coordination Staff for Refugees and Migration that was set up at the Federal Foreign Office in 2015. What does your job involve?**

We found that the subject of refugees and migrants affects almost all departments of the Federal Foreign Office: not only European policy and humanitarian assistance, but also international cultural relations and education policy. The new team therefore aims to coordinate all the activities

of the Federal Foreign Office in the field of refugee and migration policy. Communication with our embassies in the countries of origin and transit is a key to appraising the situation and developing possible solutions to the crisis. In addition, we represent the Federal Foreign Office on migration questions at Federal Government coordination meetings and also in preparations for international conferences such as the Valletta Summit on Migration of the European Union (EU) and African states.

**An especially large number of people from Syria are fleeing to Germany. Rapid successes in combating the causes of migration are highly unlikely. Which goals has German foreign policy set itself for the Middle East region with regard to the refugee question?**

Initially, of course, the focus is on stabilising the situation in Syria. We are working hard on that. In recent months, Federal Foreign Minister Steinmeier has conducted countless, often difficult discussions in Riyadh, Teheran, Ankara, Beirut, Amman and Vienna. A small glimmer of hope has now appeared for the first time here as a result of the talks in Vienna. People's experience of hopelessness and especially the lack of educational opportunities for their children play a great role in the decision to set off to Europe in spite of the great dangers involved. This is something we are addressing with our long-term support for the people of the region. In the short term, German embassies in countries of origin and transit have launched education campaigns to counter idealised views of the situation in Europe.

**How important are meetings like the Syria talks in Vienna at the end of October 2015? Will it be possible to implement its decisions?**

Finally, after five years of civil war and over 250,000 deaths, progress is being made in the struggle for a solution. At the end of October in Vienna, all the international actors we need for an answer sat down together at one table for the first time. This shows that the serious effort to break out of the vicious circle of violence and chaos is paying off. There has also been a first understanding on the path to a de-escalation of the conflict. Of course, all this is just a beginning. Hopefully, however, it is the start of a political process that takes us closer to a settlement of the conflict.

**Different strategies are clearly required to reduce migration from the African countries that large numbers of people are leaving in search of a new future in Europe. What political measures are being taken here?**

At the Valletta Summit in mid-November there was agreement between the government leaders of the EU and 33 African states that this challenge can only be mastered together – namely by not only combating the causes of migration and strengthening the protection of refugees, but also taking action against irregular migration. It is important here to support voluntary returnees by developing long-term prospects in their home countries. It is also important that young people receive training opportunities. For this purpose, for example, we can now use money from the new EU Emergency Trust Fund launched in Valletta.

**However, combating the causes of migration so that people are not forced to leave their home countries because of need and hardship is not a new task of German diplomacy and development cooperation. Have any of the initiatives to reduce migration been successful, in your view?**

Local conditions force people to flee – above all, the lack of security and communal order. If we can change these conditions, people will also find renewed hopes for a future in their home country. Let us take a current example: in Iraq, following the liberation of the city of Tikrit from the IS terrorists, rapid assistance made it possible to soon restore basic supplies to the city. This contributed to roughly 80% of the inhabitants returning to Tikrit.

<sup>1</sup> Beate Grzeski, former member of the Club of Venice steering group, is Ambassador, Commissioner for the refugees and migration crisis in the German Ministry of Foreign Affairs.

**False ideas about the supposed “European paradise” frequently prevail in countries of origin. How can they be countered?**

We attempt to neutralise the many rumours and the false information that is deliberately spread by criminal traffickers by organising education campaigns to give refugees in the most important countries of origin and transit a realistic picture of the chances of acceptance and conditions in Germany. The goal is to prevent people in already difficult situations setting off with idealistic impressions and false expectations. We rely on different channels here: ranging from interviews by our ambassadors and megaphone announcements in front of the embassy in Beirut to daily tweets and posts on social media. In Kabul and Mazar-i-Sharif, for example, we put up large billboards with the text “Leaving Afghanistan – are you sure? Thought it through?” to make sure migration is not a spontaneous decision.

**The refugee problem is the subject of intense and controversial debate in Europe. In reality, however, most refugees do not find sanctuary in prosperous Western countries, but, for example, in Pakistan, Lebanon, Jordan, Iran and Turkey. What support is specifically provided for these countries?**

Turkey is a key state in overcoming the current refugee crisis. Since the beginning of the civil war in Syria it has taken in over 2.2 million refugees and is an important transit country for refugees to the EU. Here and in Syria's neighbouring countries – for example, Lebanon and Jordan – we turn to our proven partners for humanitarian assistance, such as the United Nations Refugee Agency UNHCR or the German Red Cross. The involvement of local partners is important here in facilitating the acceptance of refugees on the spot. This is where projects in the areas of crisis prevention and conflict regulation make a start. Our projects – for example, in the areas of food supply and school education – aim to achieve an improvement in life situations and enable refugees to again live dignified and independent lives.

**How does Germany want and how is it able to influence the asylum, refugee and migration policy of the European Union?**

The refugee crisis is a common responsibility that affects everyone in Europe. It cannot be solved by building fences. Instead it is a matter of coordinating European asylum policy rules and strengthening the European border protection agency Frontex and the European Asylum Support Office (EASO), which do not have enough personnel for the current crisis situation. We have always attached great importance to securing EU external borders. In addition, all incoming refugees should be registered and checked there in so-called hotspots before they can continue on their way. Here, however, countries like Italy and Greece need support from the EU and the other member states.

**Will the attacks in Paris on 13 November 2015 have consequences for your work?**

After the attacks in Paris we should not make the mistake of mixing the two topics of the fight against terrorism, on one hand, and refugees and migration, on the other. The threat to our security and freedom comes from Islamist terrorists and not from people who have fled from precisely these terrorist organisations, such as IS, and are now seeking protection. Against the background of the horrific events in Paris, however, we in Europe must work together to ensure that terrorists cannot abuse the flows of refugees for their purposes.

**How optimistic are you that the enormous migratory pressure on Europe will decrease in the near future?**

In view of the scale of current refugee movements it is almost impossible to make assumptions about how the numbers will change in the future. As a rule, in previous years numbers of refugees have decreased slightly in winter. It is clear that the Federal Government undertaking intense efforts to reduce the migratory pressure. In Germany the Federal Office for Migration and Refugees is working at full steam to speed up asylum procedures and to integrate people who are entitled to asylum into society faster or return those who not entitled to protection. When the political stabilisation measures in the crisis regions and the long-term migration projects in the countries of origin take effect, fewer people will decide to flee their homes and the flow of people to Europe will decrease again.

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# A Europe of pragmatism: the Netherlands Presidency of the EU

By Erik den Hoedt



The Netherlands is assuming the Presidency of the EU in difficult circumstances, circumstances which make clear the urgent necessity of European cooperation. We are currently contending with extremism, migration and a complex and fragile situation on the Union's eastern borders.

Many people are looking to Europe for solutions – and rightly so, because no country can overcome these problems on its own. This does not always mean, however, that the EU has a ready-made answer, and cooperation between member states is not always free of tensions. But what counts in the end is results.

The Netherlands will take an active approach to its Presidency. We will of course largely focus on the most burning issues of the day. At the same time, the Netherlands will do its utmost to spur growth, create jobs, ensure a strong euro, promote affordable energy and protect the climate.

The Netherlands will tackle its Presidency pragmatically. What Europe needs now is not grandiose visions, but tangible results.



## Four policy priorities

The Dutch Presidency will work for a European Union that focuses on essentials, actively involves Europe's people and companies, and observes the principles of transparency. It will be guided by the strategic agenda adopted by the European Council in June 2014.

The Netherlands' national Presidency programme has the following four policy priorities:

- Migration and international security
- Europe as an innovator and job creator
- Sound, future-proof European finances & a robust eurozone
- Forward-looking climate and energy policy

These priorities and the Dutch Presidency's aims are briefly outlined below.

### 1. Migration and international security

Conflicts and human rights violations are major factors contributing to instability, threatening to undermine countries' security and socioeconomic development and risk humanitarian crises. The current migration problems are consequences of these threats.

The imperatives now are to effectively guard the EU's external borders, improve the direct reception of refugees in Europe and the region, and equitably share these burdens.

Instability within the EU also entails heightened risks within the EU, including risks of terrorism and cybercrime.

The Netherlands will work towards:

- Rapid implementation of the migration package presented by the Commission. Existing agreements must be kept.
- Better policy coordination: European ministers responsible for different policy areas should look beyond their narrowly defined remits in order to find common solutions.
- A stronger Common Foreign and Security Policy, achieved in part by elaborating a new international and security strategy for the EU.
- Better information exchange and cooperation between the national security services of EU member states.

### 2. Europe as an innovator and job creator

The Netherlands seeks to make the single market deeper and fairer. The European economy could grow by €1.25 trillion – twice the size of the entire Dutch economy – if we really completed the

single market.

The Netherlands will work towards:

- Fewer rules and a reduced administrative burden
- A better digital single market, with opportunities for entrepreneurs and more choice and lower prices for consumers
- An improved market for services, which promises enormous increases in jobs and trade
- Better protection for employees in the EU. An end to discrimination on the basis of nationality regarding terms and conditions of employment
- Joint investment in cross-border partnerships and competitiveness
- Better alignment between academia and business through open access and better use of data

### 3. Sound, future-proof European finances & a robust eurozone

After a deep crisis, recovery has now set in. Structural reforms and sound budget policy are bearing fruit, and many member states are gradually finding their way to economic recovery and rising employment. But stagnating growth in emerging markets poses a risk to this positive trend.

The Netherlands will work towards:

- A deeper Capital Markets Union
- Progress on structural reforms
- More coordinated economic policies
- Compliance with EMU agreements
- Initiatives for a new and reformed multiannual budget

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### 4. Forward-looking climate and energy policy

Issues of climate change, the environment and sustainability must be seen in close relation to one another. In this way economic goals and the responsible use of natural resources and energy can be brought together in a future-proof model for sustainable growth.

The Netherlands will work towards:

- Stimulating innovative sectors that contribute to a transition to a circular economy
- Further developing a European Energy Union
- Implementing the outcomes of the Paris climate conference

## Key message on Brexit

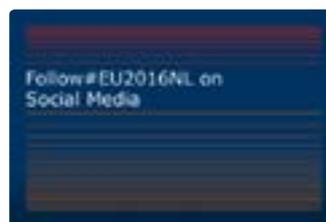
- In the interests of the EU, the Netherlands and the UK itself, the UK should remain an EU member state.
- In the Netherlands' view, EU modernisation should be a process in which all member states are engaged, and it should lead to a better Union for all member states.
- The Netherlands attaches great importance to the preservation of fundamental freedoms in the EU. We are not in favour of amending the treaties.

## Key organisational message

- The Netherlands seeks to have a well-organised Presidency that makes a substantive contribution by tackling issues that are important for the Netherlands and for Europe as a whole.
- The Netherlands seeks to be a well-organised, efficient chair.
- This is why the Council under the Dutch Presidency will not be a travelling circus: all its meetings will be held at one location, in Amsterdam.

## Facts & figures

- Presidency costs: while it is too early to give exact figures, total expenditures will be substantially lower than in 2004.
- A few figures:
  - 11 informal ministerial councils
  - two other ministerial meetings (Urban Agenda and the EU-US summit)
  - 130 meetings at civil service level
  - expected attendance: 17,500 ministers, delegation members and civil servants



## Communication: Club of Venice

We have a firm belief that pragmatism should be the core of all our activities. It is better to act than to have long, ideologically driven discussions. It is good to make plans for the future but we should not forget that 'tomorrow never waits'. We should be active, transparent, honest and confident. This is what our citizens expect from us. And this should be reflected in all communication.

I am very happy that The Netherlands will host the plenary meeting of the Club of Venice in The Hague on the 26th and 27th of May. The Club was constituted some thirty years ago to provide the European countries with a platform to exchange all kind of topics on communication. The Club has always been pragmatic, non-political and non-institutional in its approach. Therefore, I am looking forward to the discussions we will have on important communication issues, discussions which will help us to strengthen our communication activities, both in the national and the European context.



## Annexe 1

### Examples of results expected during the Presidency

- A deeper single market. Adoption of Council Conclusions on the Single Market Strategy
- The European economy could grow by €1.25 trillion – twice the size of the entire Dutch economy – if we truly complete the single market. (Competitiveness Council)
- Digital single market. A comprehensive debate on the Commission proposal. This would for example make it easier to make online purchases in other EU countries. Consumers in a digital single market have more choice and thus lower prices, and producers have a bigger market. (Competitiveness Council)
- A fairer single market. A deeper single market must go hand in hand with better protection for employees within the EU. Our aim is to boost support for measures to this end, such as amending the Posted Workers Directive. (Employment, Social Policy, Health and Consumer Affairs Council)
- A more innovative Europe. Council Conclusions on enabling conditions for research and innovation. EU legislation that does more to facilitate research and innovation, in the interests of an optimal research and business climate in Europe (Competitiveness Council)
- Aviation. Agreed mandates for aviation negotiations with the Gulf states, Turkey, ASEAN and others (Transport Council)
- Innovative transport. NL will also press for the development of intelligent transport systems (ITS) and encourage partnerships in this field, with self-driving cars as an example. (Transport Council)
- Completion of the single energy market. The Dutch Presidency will promote more and better regional cooperation to complete the single energy market (Energy Council)
- Climate policy. Proactive elaboration of the agreements made in Paris at CoP21 (Environment Council)
- Trade agreements, including TTIP. Progress on TTIP (Foreign Affairs Council)
- Trade and development cooperation. Negotiations will start with the 79 African, Caribbean and Pacific (ACP) countries on their partnership with the EU.
- Capital Markets Union. New steps to deepen the Capital Markets Union so as to enable additional investment in the economy. This will make it easier for savers and investors to invest in companies outside their home countries. Eliminating barriers to international investment will facilitate SME's access to capital. (Ecofin)
- Urban agenda. Council Conclusions in the General Affairs Council will consolidate the position of urban areas in European policy, determining what rules can be repealed or modified, how European funds can be made more accessible to municipalities and how knowledge can be shared more. NL is currently working with other member states, cities and the European Commission on specific recommendations for improvement, with the aim of adopting a Pact of Amsterdam in May 2016.
- Less expensive medicines. NL is keen to have EU countries buy medicines jointly, as NL, Belgium and Luxembourg now do. The government also aims to make rules for approving new medicines simpler and less extensive.
- Combating antimicrobial resistance. European consultations on combating antibiotic-resistant bacteria (Health Council and Agriculture and Fisheries Council)
- Better Regulation (REFIT). Implementation of the Interinstitutional Agreement on Better Regulation (IIA), focusing on essentials, better regulation and where possible less regulation (General Affairs Council)
- Education and radicalisation. NL will seek to promote discussion of how education can help combat radicalisation among young people. (Education Council)
- New skills strategy. NL will discuss skills for the future in order to prepare pupils and students of the next generation for the changing labour market and for a globalising society. (Education Council)
- Global Strategy on Foreign and Security Policy. The EU is currently working on this new strategy. At the joint informal meeting of foreign and defence ministers on 5 February 2016, NL aims to hold a discussion of the strategy and its elaboration in the form of specific action plans, so that the member states can adopt it and mandate the drafting of the action plans at the European Council in June 2016. (Foreign Affairs/Defence Council)
- Transparency. NL will try to conduct its Presidency in a transparent way, and where possible to make a leap forward in the EU's activities and organisation. For example, NL will advocate a one-stop-shop IT portal for all the documents of all EU institutions. Work will also continue on making the legislative process more transparent.
- NL has always advocated keeping the rule of law, a unifying principle for the EU member states, on the agenda. We can call each other to account for our fisheries and finances, and we should be able to do the same when it comes to our fundamental values. NL will organise a seminar on the significance of these values for the migration crisis.
- Multiannual Financial Framework (MFF). NL will devote a high-level conference and an informal General Affairs Council to this topic, with the aim of having an open debate in the run-up to the MFF evaluation later in 2016 and the next MFF negotiations beginning in 2018. The ultimate goal is an EU budget that responds to present and future challenges.

## Annexe 2

### Q&A on the priorities, role and organisation of EU2016

#### What does NL mean to achieve with its Presidency?

- A well-organised Presidency with a strong, substantive agenda
- We want to build bridges between actors and make progress in dealing with the current crises related to refugees, international security and finances.
- It won't be easy, but we have opportunities. We won't let the atmosphere of crisis paralyse us.
- The current crisis actually shows how much we need Europe. Our strength lies in unity.

#### How can you defend Dutch interests while NL holds the Presidency?

- Since the Lisbon Treaty was adopted, the role of the rotating Presidency has mainly been to serve the member states. The Presidency's activities are largely meant to

sustain momentum on existing agendas.

- A Presidency that acts as an 'honest broker' has only limited scope to promote national interests.
- But of course, the Dutch government is able to decide on what matters should be emphasised.
- We'll take care to strike a good balance: pursuing our own priorities, but taking account of the more limited manoeuvring room that a Presidency has in 2016. Our efforts will be embedded as much as possible in the current Commission Work Programme.
- And everything I say is comes with the caveat that a Presidency's focus can be decisively altered by current events.

#### Are you going to mount a pro-European campaign?

- No, we're not going to mount a pro-European campaign.
- But we'll show that Europe matters.
- And that we can't effectively tackle issues of security, migration, defence and development without European cooperation.

#### What are NL's aims on migration?

- We need to take measures at every level to bring the migratory flows under control.
- Independently of the EU, we need to work on improving the conditions of refugee accommodation, and undermine the people smugglers' business model.
- At EU level, we need to comply with the agreements that have been made on border controls, registration, hotspots and the redistribution of refugees. To do this we need to find more resources for Frontex.
- And we need to work on a common return policy.

#### How will NL tackle international security issues?

- We are dealing with extremists who have only one goal: to destabilise our Western society by spreading hate, division and fear.
- The best answer we can give is not letting them play us off against one another. Our values and the rule of law are stronger than the fanaticism of a small group. We will not let them intimidate us.
- Because violence and extremism can never defeat freedom and humanity.

#### In concrete terms what will the Dutch Presidency achieve on the Digital Single Market Strategy?

- NL's major themes include cross-border e-commerce, copyright modernisation, VAT simplification, the Telecom Framework review and stimulating the free flow of data.
- In view of the Commission Work Programme for 2016, the government doesn't expect all the proposals to be available during our Presidency.
- We do at least expect an initial discussion during our Presidency of proposals on copyright and on geo-blocking.
- We want to discuss progress on this matter with the other member states in the Competitiveness Council in May, that is, a year after the Strategy was published.

#### What are NL's goals on European finances?

- After a deep crisis, recovery has now set in. Many member states are gradually finding their way to economic recovery and rising employment. But stagnating growth in emerging markets poses a risk to this positive trend. NL will work towards:
  - A deeper Capital Markets Union
  - Progress on structural reforms
  - More coordinated economic policies
  - Compliance with EMU agreements
  - Initiatives for a new and reformed multiannual budget

#### Referendum on Ukraine

- The government is in favour of the EU-Ukraine Association Agreement. That's why we signed it.
- The agreement is in NL's interests. It promotes stability and freedom in Ukraine and the consolidation of democracy based on the rule of law. With all the unrest there is on the EU's borders, we have to build a zone of peace and stability around Europe. That has to include a stable, prosperous Ukraine.
- The agreement also gives NL better access to a market of 45 million people. As a trading nation, we will benefit from an open Ukrainian market.
- Ukraine is not going to join the EU, and the agreement won't cost NL any more money. That's not what the agreement is about, and there shouldn't be any confusion about this.
- We need to emphasise that the agreement is a roadmap, not a cure-all. Agreements only yield results if they're properly implemented. NL will keep a close eye on this.
- The EU already has association agreements with more than 25 countries and regions around the world, including Israel, Lebanon, Central America and several South American countries. These agreements have proved their worth. The agreement with Ukraine gives us a good way to work closely with it without opening the door to EU membership.
- [Desgevraagd] Of course the government will respect the Referendum Act. This means that we will consider the result and discuss it with Parliament. The government attaches great importance to the substance of the public debate on this issue.

#### What role will the upcoming British referendum and a possible Brexit play during the Dutch Presidency?

- The impact on the Dutch Presidency isn't clear yet. It will depend on how the talks go and on the ultimate timing of the referendum.
- In any case, NL won't be negotiating for the EU with the UK. Donald Tusk has the chief responsibility for that as President of the European Council.
- [rest from pp. 3-4] It's in the interests of the EU, NL and the UK itself for the UK to remain an EU member state.
- In NL's view, EU modernisation should be a process in which all member states are engaged, and it should lead to a better Union for all member states.
- NL attaches great importance to the preservation of fundamental freedoms in the EU. We are not in favour of amending the treaties.

# Les évolutions de la communication de l'UE tiennent-elles leurs promesses ?

By Michaël Malherbe

Pour le grand public, c'est entendu, malgré les récentes évolutions de la communication de l'Union européenne, celle-ci n'est toujours pas audible. Nonobstant le temps - impératif - et les moyens - indispensables - pour que ces progrès portent leurs fruits, il est possible d'ores et déjà d'évaluer les premiers effets de cette nouvelle approche de la communication de l'UE...

## 1. Une coopération à la carte

La principale innovation sur laquelle la communication de l'UE s'est largement développée ces 10 dernières années fut le partenariat, introduit dans la déclaration politique du 22 octobre 2008 « Communiquer l'Europe en partenariat ». Avec les partenariats, ce sont de véritables campagnes de communication pilotées à la fois par les institutions européennes et les Etats-membres qui ont pu voir le jour. Mais, cette approche exigeante pour chacun des partenaires, a vécu.

Dorénavant, la coopération en matière de communication au sein de l'UE est beaucoup moins formalisée, donc moins interinstitutionnelle au profit de coopérations infra-étatiques à la carte, menées dans une logique plus opportunistique de « one shot » ou d'échange de visibilité entre organisations peu médiatisées. La promesse d'une audience captive plus réduite a eu raison de grandes opérations tout public sans garantie en termes de retour sur investissement.

## 2. Une décentralisation à fragmentation

Comme il existe des bombes à fragmentation qui dispersent leurs projectiles pour décupler leurs résultats, les réseaux et relais décentralisés de l'UE démultiplient la communication à l'échelle régionale et locale pour toucher les Européens. Le mouvement vers davantage de décentralisation, renforcé par les réseaux sociaux qui jouent la carte de la proximité, était irrésistible pour « Bruxelles », honnie par les grands médias et un large spectre des classes politiques nationales.

Mais, fragmentation doit également se comprendre comme une dispersion des messages entre le bras armé de la DG COMM « Europe Direct » chargé de répondre aux questions des Européens et la pléiade de réseaux thématiques pilotés par les différentes directions générales, notamment Your Europe Advice, Solvit, Fin-Net par la DG MARKT, Enterprise Europe Network par la DG ENTR, Eures par la DG EMPL, Eurodesk, Euroguidance ou Europass par la DG EAC, Euraxess par la DG RTD, etc. L'absence apparente de coordination nuit à l'harmonie de la voix européenne.

## 3. Une harmonisation à coup de corporate

Dernière évolution significative de la communication de l'UE ces dernières années, la rationalisation à marche forcée qui consiste, comme dans le lit de Procuste, à couper tout ce qui dépasse pour ne conserver qu'un brouet plutôt insipide. Cette démarche d'uniformisation qui correspond bien à une certaine culture administrative ne répond sans doute pas avec suffisamment d'agilité aux nécessaires adaptations exigées par le terrain et les circonstances.

Néanmoins, 2016 sera surtout marquée par la future campagne de communication corporate de la Commission européenne, qui prévoit - selon le document fuité par Politico Europe - de totaliser un budget pharaonique de près de 26 millions d'euros. Il est à la fois trop tôt avant les résultats de cette campagne, et surtout trop tard puisque le processus est largement entamé pour juger définitivement.

Reste que pour le moment, les promesses de l'année 2016 en matière de communication européenne sont nombreuses mais méconnues : les coopérations à la carte n'ont pas encore fait l'objet d'une évaluation aussi objective que les précédents partenariats de gestion ; les réseaux décentralisés, y compris « Share Europe Online » pour les community managers de l'UE non plus d'ailleurs ; et encore moins la campagne de communication corporate

# L'Europe des Médias. Présentation de l'espace médiatique européen

By Michaël Malherbe

**Aujourd'hui, l'information européenne est en profonde mutation au point que le pluralisme de la presse européenne et l'urgence de conserver une représentation médiatique pour l'idée européenne ne semblent plus pour le moment menacés. Pourtant, l'espace public européen demeure embryonnaire et les médias vraiment européens sont peu nombreux.**

Le concept d'espace public européen possède en effet souvent le défaut d'échapper à ses auteurs. Existerait-il seulement à l'occasion de l'Eurovision et de la finale de la Ligue des champions, à défaut d'une meilleure maîtrise des langues européennes et d'une mobilité renforcée des Européens ? Mettons de côté l'intérêt académique du concept, limpide dans la réflexion d'Olivier Baisnée autour d'un espace public européen « orléaniste », au sens où il n'implique qu'une élite socialisée à, et intéressée par, les questions européennes, constituée au premier chef par les journalistes européens.

La réalité, c'est plutôt qu'entre un espace public vraiment transeuropéen encore en gestation et des espaces publics nationaux cloisonnés, les limites d'un espace public européen sont fortes. Du coup, les médias transeuropéens sont relativement faibles et l'Europe dispose d'une portion congrue dans les médias nationaux.

## Qui s'intéresse à l'Europe ?

Dans les médias nationaux, que l'on juge qu'il s'agisse d'un problème d'offre (les médias nationaux et les politiques ne savent pas vendre l'UE) ou de demande (les citoyens ne s'intéressent pas à l'UE), le résultat est le même. Les médias octroient à l'UE l'importance que les citoyens et les politiques lui donnent, hormis éventuellement quelques médias anglo-saxons transnationaux monolingues (The Economist, The Financial Times Europe et The Wall Street Journal Europe), qui poursuivent une couverture élitiste de l'UE à travers un prisme national assumé correspondant à l'expansion culturelle ou idéologique d'un média à forte notoriété, lus dans plusieurs pays européens et qui forgent l'opinion auprès des milieux dirigeants. Pour les médias transeuropéens, la règle est somme toute assez cruelle : l'importance des publics est inversement proportionnelle au traitement de l'UE. Autrement dit, les médias transeuropéens de masse ne traitent quasiment pas de l'UE tandis que les médias couvrant les affaires européennes tentent une approche plus pluraliste du sujet mais s'adressent de facto à un public restreint, qu'il soit monolingues ou multilingues.

Au bout du compte, on distingue une dichotomie de plus en plus flagrante entre d'un côté, une presse ultra-spécialisée sur l'Europe, très difficile d'accès, au sens strict, par son coût et la difficulté que représente sa lecture pour le non-spécialiste, et de l'autre, une presse populaire nationalo-centrée, qui se

désintéresse de plus en plus de ces questions et laisse le grand public largement dans l'ignorance de la chose européenne.

## Un média paneuropéen est-il possible ?

Certes, il existe quelques médias audiovisuels transeuropéens. Mais force est de constater qu'ils ne parviennent pas à toucher le grand public, soit qu'ils s'agissent de médias à vocation européenne dont le cœur de métier n'est pas nécessairement de couvrir l'actualité institutionnelle européenne (chaînes de télévision Euronews, Arte ou Eurosports) soit qu'il s'agisse des agences de presse spécialisées (Agence Europe - Bulletin Quotidien Europe, Europolitique aujourd'hui disparue). En dépit de plusieurs tentatives, il n'existe donc pas vraiment, à ce jour, de média paneuropéen grand public. Pourquoi ?

- **difficultés du côté de la demande** : absence de langue et de références culturelles communes au sein de l'UE alors que le traitement de l'information se réalise en fonction des préoccupations et des sujets d'intérêt du public.
- **conséquences du côté de la demande** : financement exsangue, parce qu'il n'existe pas véritablement de marché publicitaire paneuropéen et parce qu'il est très difficile de mesurer les audiences européennes.
- **difficultés du côté de l'offre médiatique** : faible européenisation des pratiques journalistiques, en raison de la pression du système journalistique national, y compris chez les correspondants de presse à Bruxelles.
- **conséquence du côté de l'offre** : complexité de faire travailler au sein d'une même rédaction des journalistes en provenance de différents pays européens pour des raisons interculturelles.

## Etat de l'offre

Pourtant, une presse écrite et en ligne spécialisée sur les questions européennes méconnue du grand public existe. Malgré un débat sur leur modèle économique ou leur équilibre dans la place accordée aux professionnels et aux amateurs de l'information, une vingtaine de médias européens dédiés aux affaires européennes coexistent.

Face aux médias européens « historiques » (New Europe, European Voice aujourd'hui racheté par Politico Europe) assurant leurs revenus avec de la publicité et des abonnements à des éditions papier et offrant de la visibilité à des experts via des tribunes libres, de nouveaux acteurs « pure player web » plus ouverts au sponsoring et aux partenariats (Euractiv, EU

Business, Contexte) sont apparus, eux-mêmes concurrencés par des médias reposant davantage sur la vidéo (Vieufs, EU Reporter) et proposant des services de média training et de production en complément de leur activité éditoriale.

Des projets financés par les acteurs publics (Eurotopics, Toteurope), par des cabinets de conseil (The Parliament Magazine, Paris-Berlin) ou alors par des volontaires (VoxEurope), des amateurs (E!Sharp) ou des freelances (MyEurope) tentent de se faire également une place.

## Nouveaux sujets, nouvelles opportunités ?

Par ailleurs, de nouvelles thématiques s'europanisent et trouvent des échos dans des médias inattendus, comme les euromythes dans la presse grand public britannique ou les blogs contestataires qui s'intéressent de près aux projets « bruxellois ». Là, l'Europe devient peu à peu un espace naturel et un centre d'intérêt même si un certain populisme se développe aussi.

Et de nouvelles pratiques se développent comme la professionnalisation de la prise en compte des attentes et besoins de leurs publics avec davantage de pédagogie et de comparaison pour les médias grand public ou d'analyse et de contexte pour les médias destinés aux professionnels des affaires publiques européennes. Une certaine éditocratisation politique du journalisme européen favorisant un traitement plus politique des affaires européennes vise davantage à « mener » le débat politique européen.

En somme, le paysage médiatique européen est beaucoup plus divers avec une plus grande segmentation des manières de pratiquer le métier entre correspondants à Bruxelles précarisés, spécialistes européens marginalisés et éditocrates européens installés. Le journalisme européen est en profonde transformation, tant avec l'arrivée de pure players dont Politico Europe, du data journalisme, d'une nouvelle euro-génération Erasmus multilingue et digital native, de médias décalés et satiriques, d'une alliance inédite baptisée : « Leading European Newspaper Alliance » (LENA) d'échange d'articles entre des journaux européens de référence, etc.

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# Who should vote in the EU referendum?

By Anthony Zacharzewski

Who should vote in the European referendum? You're likely to see a lot of political debate about it in the next couple of months, but the answer to the question is not just a matter of political calculation. It depends on what you think the EU is, and what a referendum is meant to do.

On the wall of our office, next to the Wi-Fi code, hangs a copy of "the Declaration of the Rights of Man and of the Citizen"<sup>1</sup>, the founding text of the French Revolution. Art. 3 says, "the principle of all sovereignty resides in the Nation". We can thank the French (and Thomas Jefferson) for the clearest argument for why only British citizens should be allowed to vote in the referendum.

If Europe is a grouping of nations, then each of those nations ought to be in control of whether it stays in or leaves. If that means that there is a lot of unwinding to do, where citizens of one nation have gone to live in another, then so be it. Your vote in the referendum is your expression of your part in the nation, not of you happening to be a person who lives on this island. It's not hard to see that there are hints of ethnic nationalism in this. The Scottish referendum had a very different base, depending on your residency rather than your nationality – something of which many Scottish people living in England complained.

Taking a broader view of who should vote in the referendum is also taking a different view of what citizenship, and what the EU is.

If you take a citizen-centred view, a vote is an expression of a right to control over your political environment, then it seems unfair that a person who may have lived here for 20 years and brought up children has no vote, whereas someone who has lived on the Costa Blanca for 14 years and 11 months can. There is an 18th century slogan for this as well: "no taxation without representation".

There is not an obvious right answer.

I understand the practical politics that mean a narrow referendum "yes", that could be construed as being on the basis of a "foreign" vote would not close the question. But on the other hand, a narrow yes vote would not close the question anyway, as we have seen in Scotland.

It seems to me that the democratic argument is stronger for a more generous franchise than for a narrow one.

I think there are three main reasons why:

First, "taxation without representation". No one yet knows the exact consequences if Britain votes to leave the EU, but at the very least there would be serious uncertainty for people whose right to live in the UK would suddenly be put to question for the first time perhaps in decades. To say that they have no right to any say in this feels contrary to the a basic democratic principle.

Second, that the EU needs democratic reform, and that reform must mean thinking of Europeans as individual citizens rather than national voting blocs owned by their presidents and prime ministers. Being the change we want to see means taking a citizen-centred view, and that reinforces the first argument for a broad franchise.

Finally, and this is less an argument than an observation, the individual rather than the national model of citizenship is the one that is going to predominate in the future. Nation states are still powerful, but their real and psychological power is shrinking as the world becomes more interconnected, and as people leave national allegiances behind in favour of transnational and/or local identities.

For me, all those arguments suggest that we should set the EU referendum vote as broadly as possible, both for EU citizens resident here and British citizens resident abroad.



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**At various times he has been speechwriter at the Department of Health; secretary to the Cabinet Committees on health, food and agriculture; lead official for first-round Sure Start projects in East London and South-West England, and project leader in the Treasury's internal think tank, the Productivity and Structural Reform Team.**

**Anthony joined Brighton & Hove City Council as Head of Policy in 2006, where he was responsible for strategy, community relations, and sustainability. After nine months on the authority's board as Acting Director of Strategy & Governance, he left to work for the Society in February 2010. Anthony Zacharzewski has collaborated with the Club of Venice since 2012 by delivering key notes at its plenary sessions and thematic seminars on the impact of social networks in the emerging media landscape, focusing on e-democracy trends and citizens' engagement online.**

<sup>1</sup> [http://avalon.law.yale.edu/18th\\_century/rightsof.asp](http://avalon.law.yale.edu/18th_century/rightsof.asp)

# The concept of “A Common social infrastructure” applied to Scotland’s framework

By Anthony Zacharzewski

This post is an attempt to define what a common social infrastructure for civic participation might look like. It comes from discussions I've been having in a series of workshops on democratic renewal, hosted by the Scottish Government but involving lots of other government and civil society participants from around Scotland.

The “common social infrastructure” idea came up at our last meeting. I promised to write a blog post to explain my take on what it meant – and this is the roughest of first drafts. There's a lot more work to be done.

## What is it?

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A common social infrastructure is a peer-to-peer network rather than a top-down structure. It exists in the middle space between the institutions of government and community action. It starts from relationships that are largely already there. It puts extra energy into those relationships and organisations, and reduces the barriers they face in involving themselves with government. The result is that the community and citizen layer becomes more actively involved, creates better connections and spreads ideas.

The goal, overall, should be to narrow the gap between “politics/public services” and “people”, and make the civic space between them creative and connected, rather than a trackless wasteland with scattered oases as it is at present.

Trying to create a common social infrastructure is a deliberate act but is not a project, or the work of a single organisation. There isn't a CSI organisation (sorry, Horatio). It's a strategic direction that will need changes in attitude, policy and practice.

It means creating a networked network, supported by digital tools and identity, but realised most fully offline, that lets people stay in the places and communities where they feel at home while giving them (and those communities and organisations) more opportunities to join up and create.

## It's Common Social Infrastructure because it's:

**Common:** universal, but with specific support for the people and places that need it most.

**Social:** starting from the human relationships we want to build, and taking an individual-citizen perspective, putting government support and technology around them afterwards

**Infrastructure:** supporting others rather than being a big brand in itself. It's a civic power grid – making everything easier, but doing so under the surface, reliably and simply.

## What does it look like?

- existing civically active people and organisations are given the skills, tools and encouragement to connect their work and ideas with others
- create better routes for those who are not already active in the civic space to become so, either by involving themselves in service and policy design, or starting/replicating/supporting civic initiatives
- work on creating networked scale and reach – a conversation at local level, a conversation at council level, a conversation at national level should not be seen as completely separate activities
- Government takes action to listen to and support discussions in new ways, and to ensure that conversations at all levels are two way and have a clear route to influence decisions – from before the beginning of policy formulation until after implementation
- a new sense of citizenship – beyond the legal form, defined around people's actions and ambitions around the civic space

## What practical actions could we take?

**Attitudes:** Government (and civil society) making measurable and measured commitment to transparency and openness as default; developing alternatives to the commercial contract and venture capital models for civic action; understanding and using mixed networks for service design and policy making.

**Policies:** opening up government policy creation before the beginning and after the end; locality commissioning; creating an open, citizen-controlled way of managing identity in digital or offline initiatives.

**Action:** funding “connection time” for civic activists, so they can replicate initiatives or join up with other ideas; facilitation and civic activism support resources; way for citizens to add something to the Government's agenda rather than vice versa

**Generally:** Ideas seed more easily; there is higher trust between government and public; different public service models are emerging

## What do we do next?

- Credible mutual commitment
- Build on what works, with the people already experimenting in this area
- Seek and support a wide range of participants and places
- Understand what the support for the infrastructure looks like; and acknowledge that it is not ‘one size fits all’

# The information hub “DemocracySpace”

*A forward-looking initiative in terms of inclusiveness*

*THE new space for democratic innovation*

By Anthony Zacharzewski<sup>1</sup>

1 Feedback collected from the relevant platform <http://democracyspace.uk/>

## The concept

Public dissatisfaction with politics, parties and democracy is no secret.

Hundreds of people and organisations are working on new ways to participate and develop tools to bring together active, fully engaged citizens. DemocracySpace is what connects them together, to other citizens and to our institutions of parliament and government. Because, working collectively, we can build more effective, relevant and trusted tools and processes for a better democracy, focusing on synergetic models that interact with each other rather than solving the same problems in a hundred different ways.

A very neutral, open and collaborative space for innovation, experimentation and co-production, DemocracySpace aims to build connectedness across the democratic sector. This will be possible by using agile principles and lean start-up methods.

The aim is to coproduce new physical and virtual spaces that can increase the social return on investment through innovation, focussed on strengthening democratic practices, grouped around three key areas:

- Physical hubs for democracy to meet, explore and innovate in partnership;
- Ideas and events spaces where the sector members can talk and learn about what works with a focus on practical action;
- A virtual network connecting experts , making expertise mutually available and enabling to spread it in the democratic sector across the UK, Europe and globally.

The process aims to connect, curate and accelerate democratic innovation. This initiative builds on an innovation hub, events space and a strong network.

## The structure

DemocracySpace is a new hub for open, collaborative innovation and coproduction and a network for democratic innovators. It's open to anyone who wants to make democracy work better. It's about connecting, growing and strengthening democratic innovation.

**Innovation** - It's difficult to get traction for new democratic tools and processes, so the idea was to create a new ideas and action space to explore, nurture and grow democratic innovation and coproduction. A physical space that acts as an ideas hub and

accelerator for democratic projects and as an open venue for democratic conversations and events. Bringing together users, thinkers, designers and doers through curated programmes of listening, exploring, innovating and acting.

**Network** - There are a lot of (often small) groups doing fantastic, innovative things with participation and democracy. But there's an imperfect market: Knowledge gets lost, people don't connect and ideas fail to fly. The process started by connecting up extensive networks across the UK and around the world through a series of online curated events, connecting up like-minded people, sharing democratic innovation and developing opportunities for collaboration and active learning.

**Learning** - The main starting point was to realize that active learning is missing from too many democracy projects, often because of time or resources. This means we're missing out on capacity building, knowledge transfer and opportunities to scale, share and understand how new participation tools and techniques are impacting on democracy. Everything we do is part of a reflexive action learning process, designed into our core DNA and built around an open reflexive culture that wants to learn, share and grow.

### The objective : Let's build it together

DemocracySpace aims to become a collective of organisations and individuals who share a passion for democratic innovation and transformation. It's about building a social infrastructure for democratic innovation. It's about people and it's as much about education and capacity building, as it is about digital and data sharing.

DemocracySpace aims to be a shared free space, open to anyone whose work is open and non-partisan. DemocracySpace has a strong global focus and will continue to welcome members and collaborators from around the world. Significant expressed interest is being collected from a number of potential partners who are endorsing this initiative, joining it and willing to support, sponsor and provide funding.

### The promoters

The core team is: Democratise, a leading voice on democratic innovation and open parliaments; the Democratic Society, a network for participation and democratic experiments; and Citizens Foundation, whose mission is to bring people together to debate and prioritize innovative ideas.

democratise



The Democratic Society



# Social License to Operate: positioning and the communication professional

Some reflections on how communication practitioners might apply this potentially useful model

By Guy Dominy and Kevin Traverse-Healy

In this very brief article we discuss how the 'Social License to Operate' model/concept might be useful to public sector communication practitioners. The Social License to Operate is a perhaps underused tool from the world of corporate public relations. We argue that it is a framework that is particularly helpful in today's world where social media means public opinion can shift and coalesce with alarming rapidity. Further, we argue that - with some adjustment - the model can be a valuable tool for the public sector communication professional.

We suggest that, by extending the basic idea of the Social License to Operate with recent thinking on positioning, a more nuanced version of the model can be developed. The key to this 'extension' is making more explicit the idea that while organisations can lose their 'Social License to Operate', the more common occurrence is the need to renegotiate the license. This we argue is particularly relevant to public sector communication.

Social License to Operate (SLO) is a concept that emerged largely in the extractive industries in response to 'social risk' (Moffat and Zhang, 2014), although arguably there is earlier Public Relations literature that refers to the concept of a 'License to Operate'. At its simplest, Social License to Operate refers to the need for (in the original use) companies to - at the very least - secure the tacit acceptance of the communities they operate within in addition to any formal legal permissions. In addition to the extractive industries, those involved in ethical business have been increasingly interested in the concept - linking it with ideas of Corporate Social Responsibility (CSR). The Ethical Funds Company, for example, has offered a definition:

*...outside of the government or legally-granted right to operate a business. A company can only gain a Social License to Operate through the broad acceptance of its activities by society or the local community. Without this approval, a business may not be able to carry on its activities without incurring serious delays and costs.*

(The Ethical Funds Company, 2015)

The idea has already been extended to reflect the fact that this "Social License to Operate" may be granted with different levels of enthusiasm on the part of the community (See Figure 1, after Thomson and Boutilier 2011).



Figure 1: Social License to Operate

It is worth noting the mechanisms by which the Social License to Operate is lost can vary from, at one extreme, violence through to boycotting products and services and even employment. Such actions can cause organisations to voluntarily shut themselves down.

Examples where a company has lost the Social License to Operate recently include the newspaper the News of the World in the UK which closed its own doors in response to sustained criticism over infringements of privacy. In the public sector we see a long history of where states have effectively lost their license to operate - including the British Empire from early revolts against it in America to its withdrawal from Africa and Asia from the 1950s. More recently, the collapse of the Soviet Union and associated states can - arguably - be attributed to the loss of their Social License to Operate as can the collapse of a number of North African states in the 'Arab Spring'.

The idea that an organisation - even a government - can lose its Social License to Operate is a very simple one. Arguably it is too binary, too black and white, to be particularly useful to public relations practitioners in modern states.



Figure 2: Social License to Operate as cluster of rights and duties

Melanie James discusses the potential application of 'positioning theory' to public relations (2015). She summarises an organisation's positioning as a 'cluster of rights and duties' (James, 2015; 35). The 'rights' can be seen as what the organisation has permission from society to do. The 'duties' can be seen as how society desires the organisation to carry out those tasks we consider it appropriate that they carry out (see Figure 2).

So, for example, a bar or club might have a formal license to serve alcohol at specific times and to specific age groups and other formal requirements might restrict the noise from patrons but more broadly the club will need the tacit approval of the community for its type of clientele and their behaviour i.e. how and to whom it serves alcohol.

The Social License to Operate then can be more usefully seen as a license to carry out certain activities (rights) in specific fashion (duties). In our newspaper example, newspapers have the 'right' to publish stories about individuals but have 'duties' to protect the privacy of individuals. Even more specifically we appear to

assign a different importance to the privacy of celebrities as against ordinary people and, particularly, victims. It would be interesting for Club members to suggest examples from their own experience.

This model, we suggest, is a more useful framework for public relations practitioners in the public sector – allowing us to ‘map’ what our government has a social license to do – rights – and how it should be carried out – duties – if you like. The traditional tools of public opinion research, stakeholder surveys, media monitoring and more modern social media tools – buzz monitoring – enable us to populate our map and detect when the world outside’s expectations are shifting and we might need to act to defend or renegotiate our rights and duties. The framework this model offers can also help us develop our narrative. By identifying whether actually it is **what** we are doing, the **way** that we are doing it or the way we are **communicating** it is causing the issue we can better design a narrative to protect our Social License to Operate.

As an illustration, there is currently a lot of comment about the taxation of corporations. We (the people) grant government the right to collect taxes. Implicit – in modern states at least – is the requirement that these are collected ‘fairly’. However, what is considered fair is something that evolves. It seems as if increasingly the ‘public’ are beginning to insist on a renegotiation of what they want when it comes to the collection of taxes – especially from successful corporations seen to be paying little.

Despite rhetoric about ‘rolling back the state’, there has been a trend towards the extension of modern government’s Social License to Operate (see, for example, the ever increasing role for the state in discouraging unhealthy behaviours and adopting ‘positive’ attitudes’ ). We might argue that we can also identify areas where the Social License to Operate is ‘at risk’ today. The recent referendum in Scotland on the Union between England and Scotland suggests that that particular institution is at risk. The exact nature of the Social License to Operate that the European Union functions within has always been subject to debate as a relatively new institution. Nonetheless, arguably within the UK at least, the EU’s Social License to Operate itself is at risk unless the ‘license’ can be renegotiated to better fit public opinion in Britain.

Finally, we suggest that this is one more argument for the communication director to sit at the ‘top table’. The Social License to Operate is fundamental to an organisation’s very survival and it is the communication function’s natural orientation and responsibility to look outside the organisation. We suggest that this extended version of the Social License to Operate gives the modern communication professional a suitable framework for organising and identifying actionable insight from this ‘environmental’ scanning.

We would welcome further discussion from the Club’s membership.

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Freelance marketing/stakeholder and political communication. Project managed, planned and facilitated restructuring of Welsh Government Communication (Summer 2012). Training government communicators in strategy, evaluation, use of behavioural theory and procurement (27 courses over last two years).

An insightful communication specialist – with the experience and skill to devise solutions for complex marketing, stakeholder and political communications problems, the determination to drive through and deliver sophisticated strategies to successful implementation and the personality to get along with almost anybody. A career spanning academia, business, charity and public sectors has included technical/analytical through operational to strategic contributions.

Guy Dominy is also an associate providing training for UK Civil Service in addition to specialist communication training. He has trained and assisted in the delivery of a number of policymaking and management skills training for UK Civil Servants. Including training Analysis and Use of Evidence, facilitating Working Across Boundaries, Personal Impact and Implementing Change for organisations including the Ministry of Defence, Serious Fraud Office, DVLA, Companies House and Crown Prosecution Service.

Previously, Guy Dominy was a strategic consultant at the UK Central Office of Information providing high quality marketing communication advice and strategic counsel across government. Delivered over 60 communication projects on time and within budget including review of all of Department for International Development’s promotional activities in the UK and developing the strategy for the successful recruitment campaign for children’s social workers.



**Kevin Traverse-Healy**

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In this article the authors discuss the 'social license to operate', a perhaps underused concept from the world of public relations. The authors argue that it is a concept that is particularly helpful in today's world and offers a valuable tool for the public relations professional committed to ensuring the success of their organisation. They enrich the basic idea of the social license to operate with recent thinking on positioning and social value to transform the basic concept into a sophisticated framework for interpreting the organisation's environment and responding to it.

Wilburn and Wilburn note that some companies are adopting the Social License to Operate model first used by global extraction companies as part of their Corporate Social Responsibility strategy (Wilburn & Wilburn, 2011; 4). The Social License to Operate concept identifies the fact that, outside of any legally granted right to operate, companies may operate only if there is broad acceptance of their activities among society generally. This acceptance forms the companies Social License to Operate. The authors argue that this concept can be extended to any organisation including governments, public sector agencies and charities. Governments that have lost their Social License to Operate include the British Empire, the Soviet Union and recently, in the Arab Spring' the governments of a number of North African countries. Charities that have lost their Social License to Operate include several in Britain associated with the late Jimmy Saville after his history of abuse was exposed. It is argued that recent changes in society not least the rise of social media make this Social License to Operate more 'fragile' than ever before.

They suggest that this useful conceptual 'lens' can be combined with a more nuanced view of 'positioning' as actually a bundle of rights and responsibilities (see for example, James, 2015). So while it is in extreme cases possible for an organisation to lose its Social License to Operate what is more likely is that the license is renegotiated with the bundle of rights and responsibilities shifting. An example would be the case of the British newspaper industry where the News of the World lost its Social License to Operate but the industry generally had to renegotiate its Social License to Operate around privacy. Again, outside actual laws, clearly in Britain, we believe that some people have greater right to privacy and some situations are considered more private than others. The authors also explore how these bundles of rights and responsibilities are linked to (social) value.

The authors suggest how this more sophisticated framework can be used to help ensure the organisation's successful adaptation to the changing environment using the Social License to Operate as framework for environmental scanning. They conclude by arguing that, given the communications function orientation towards the outside world, this approach not only has the potential to help organisations navigate ever more difficult waters but that the communications function has a vital role to play in that navigation.

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# Engaging citizens in the EU processes – the MEUSAC experience

By Vanni Xuereb

The Malta-EU Steering and Action Committee (MEUSAC) was first set up in 1999 as a consultative mechanism between government, the social partners and civil society that ensured widespread involvement in the accession negotiations between Malta and the European Union (EU). Following Malta's entry into the EU on May 1, 2004, MEUSAC was re-activated and entrusted with a wider remit that includes consultation on EU policy and legislation, providing assistance on EU funding programmes, and disseminating EU related information.



Hence MEUSAC is the government entity responsible for EU Information in Malta. Such a role is complimentary to its other two roles since the information that MEUSAC seems to communicate focuses mostly on EU policies and laws as well as on the funding programmes that support the EU in achieving its goals.

For a number of years, MEUSAC was the Intermediary Body entrusted by the Maltese Government with the implementation of the Management Partnership with the European Commission. When the Commission decided, for budgetary reasons, to end the programme in all Member States, an ad hoc arrangement was concluded with the European Commission Representation in Malta that seeks to carry on 'communicating in partnership'.



In fact, MEUSAC and the Representation are currently holding a series of workshops and conferences entitled 'From Climate Change to Climate Action' in preparation for the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), the COP21 that will be meeting in Paris between November 30 and December 11.



These events are aimed at reaching out to various sectors of society including non-governmental organisations, academia, constituted bodies, the business and financial sectors, diplomats as well as students in order to engage with these important sectors since any agreement reached in Paris must be supported by action taken locally and individually.

MEUSAC seeks to communicate in different ways and with different sectors of Maltese society. A TV spot is produced and broadcast every fortnight on the breakfast show of the national television station. A monthly newsletter is produced and distributed with the leading newspaper in Malta.

**MEUSAC news**  
INFORMATION + CONSULTATION + EU FUNDING

Highlights

- 3 **Malta's Plan: Climate Change in Climate Action**
- 6 **Latest News From the EU Council**
- 7 **EU's Development**
- 8 **EU's Climate Change in the Environment**

**Climate Change and Climate Action**

Scientists are predicting that global temperatures will continue to rise this year. This is the first time that the global average temperature has risen since 1998. This is the first time that the global average temperature has risen since 1998. This is the first time that the global average temperature has risen since 1998.

**Organisations Continue to Benefit from MEUSAC Assistance on EU Funds**

The EU is committed to assisting small and medium-sized enterprises (SMEs) and start-ups. These small and medium-sized enterprises (SMEs) and start-ups are the backbone of the economy. They are the backbone of the economy. They are the backbone of the economy.

Moreover, MEUSAC officials regularly contribute articles in local newspapers and participate in programmes on radio and TV. MEUSAC has also been making its presence felt online with an up to date website - [www.meusac.gov.mt](http://www.meusac.gov.mt) - as well as an active facebook page - <https://www.facebook.com/meusacmalta> and twitter account - <https://twitter.com/meusacmalta>. MEUSAC also has a channel on You Tube - <https://www.youtube.com/user/meusacmalta>. Moreover, MEUSAC has two dedicated websites - one is the online EU citizens' toolkit <http://www.e-rights.eu> whereas the other - <http://www.tommy-rosy.eu/> - contains resources developed for the four episodes of an EU educational cartoon which MEUSAC produced.



Various info sessions are held on different topics some of which consist of high level events in which local and foreign dignitaries participate. In May, MEUSAC organised a debate on the future of Social Dialogue in Europe in which the Vice President of the European Commission responsible for the Euro and Social Dialogue, Valdis Dombrovskis, also participated.



In June, for example, MEUSAC hosted a public lecture the Polish Undersecretary of State for Parliamentary Affairs, European Policy and Human Rights, Henryka Mościcka-Dendys, on 'The EU as a Global Actor - Challenges and Opportunities'.



In July, MEUSAC organised a Public Dialogue entitled 'A New Governance for Europe - Strengthening the EU Institutional Architecture and Democratic Legitimacy' in which the Italian State Secretary for European Affairs, Sandro Gozi, participated.



At the start of the new presidency, MEUSAC holds a public dialogue on the Programme and Priorities of the incoming presidency of the Council of the EU.

The focus for 2015 has been the European Year for Development. Following the success of the European Year for Citizens in 2013 with MEUSAC as the national contact point, MEUSAC was appointed as national coordinator for the EYD2015. The work programme for the year was drawn up together with stakeholders such as the Ministry for Foreign Affairs and NGOs active in development issues. The programme, now drawing to a close, consisted of a mix of events targeted at different sectors as well as an information campaign spread over a number of months.

To mention just a few of these events, a half-day conference was organised in February on development education.



The objective was to reach out to the local educational sector with a view to increase the level of awareness on development among schoolchildren. Schoolchildren were also the focus of numerous activities held during the summer months a part of the government run skolasajf summer club. MEUSAC was responsible for organising a fun-filled activity for the kids taking part.



In March, a debate with University students on 'Reaching Out to Girls Today, Empowering Women Tomorrow' was held.



A half-day conference on 'Peace and Security' was organised in May whereas a business breakfast on 'Responsible Business: A New Approach to Corporate Social Responsibility' was held in June.



The summer months were dedicated to a media campaign, particularly in the run up to the United Nations Sustainable Development Summit which took place in New York between September 25 and 27. The final events for the EYD2015 will consist in a series of activities aimed at promoting the Sustainable Development Goals adopted at the UN summit last September and encouraging more Europeans to get engaged and involved in development.

2016 promises to be an exciting and challenging year as Malta prepares to assume the presidency of the Council of the EU for the first time on January 1, 2017. Malta forms part of the same presidency as the Netherlands and Slovakia which will preside over the EU Council in the first and second half of next year respectively. MEUSAC will be supporting the team working on the presidency both in Valletta as well as in Brussels particularly in promoting the programme and activities of the presidency.

The Spring 2015 Eurobarometer indicated that 84% of Maltese citizens feel that they are EU citizens, well over the EU28 average of 67%. 55% know what their rights are as citizens of the EU (EU28 50%). 62% of respondents felt that they tend to trust the EU (EU28 40%). 76% agree that the EU makes the quality of life better in Europe (EU28 51%). When asked specific questions such as if they have ever heard of the EU institutions, or how many member states does the EU encompass at present, Maltese respondents appear to be well informed.

Communicating about European issues remains a challenge particularly in the current scenario with the migration and refugee crisis and the capacity or incapacity of the EU to respond coherently, credibly and constructively. Support for the EU and for EU membership remains high in Malta, however, our challenge is one of retaining such levels of support as well as helping to reignite enthusiasm for the European project.



Vanni Xuereb is the Head of MEUSAC.

In May 2008 he was entrusted with the task of spearheading the process for the re-activation of MEUSAC as an instrument for Government to consult with the constituted bodies and with civil society on EU-related issues, disseminate information, and provide support with regard to EU Programmes. Dr. Xuereb is a graduate in Laws from the University of Malta, having submitted his LL.D. thesis in 1988 entitled "The Law Governing the External Relations of the European Communities – A Mediterranean Perspective". He then pursued post-graduate studies in European Law obtaining a Diploma in Advanced European Legal Studies from the College d'Europe in Bruges, Belgium in 1989.

Dr Xuereb's career has centred on EU affairs. He served as Legal Research Officer at the Permanent Delegation of Malta to the European Communities and as Legal Consultant on EU Law to the then Malta External Trade Corporation, now part of Malta Enterprise. He also practised as a lawyer, specialising in financial services and EU Law. Between 1999 and 2007, as President of the Commission for the Church in Malta and Europe, Dr. Xuereb was advisor to the bishops of Malta and Gozo on European Affairs and also headed the EU Office within the Maltese Episcopal Conference.

Dr Xuereb is a member of the National Commission for the Promotion of Equality (NCPE) and of the Experts' Forum of the European Institute for Gender Equality (EIGE).

On May 12, 2015, Dr Xuereb was created Chevalier de l'Ordre National du Mérite of the French Republic in recognition of his role in bringing Malta closer to the European Union.

# United we stand?

## Introducing the EU Cohesion Monitor

By Verena Ringler and Josef Janning

What is the state of cohesion in Europe? How are Europeans connected to one another? Do governments, state bodies, and societal groups perceive connection, or rather, division to inform their relationships? How alive and well is the readiness for collective action and for cooperation? From the outset, it seems to many that Europe's fabric today is everything but cohesive. But that is only half the story. In a new and ambitious study, we found that Europeans today are connected in more ways and interact in greater density than they likely would without the EU. Working for the European Council on Foreign Relations and for Stiftung Mercator, respectively, we set out to develop an illustrative way to understand how the term cohesion is used, to explain how cohesion is perceived, and to visualize the picture of cohesion among Europeans based on a wealth of open data.

### The concept

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The EU Cohesion Monitor is the result of the conversations on Europe among ECFR and Stiftung Mercator in recent years. While we could quickly agree that cohesion is the glue that holds the fabric of European integration together (very different from but equally important as the legal ties between EU member states), it was not so easy to describe what cohesion really is and what it is made of. The Cohesion Monitor defines cohesion as the willingness to cooperate, a definition that is most common in sociology. But willingness is not easily measured. It is a disposition of people and social groups. Beliefs and attitudes certainly reflect willingness, but likely do not give the full picture.

In our view, cohesion is by no means trivial. We assume that cohesion is a precondition for joint action. And acting together successfully will in turn strengthen cohesion. The EU Cohesion Monitor starts from the proposition that countries with a similar cohesion profile will find it easier to cooperate, e.g. develop more robust policies to address common challenges. That in turn makes them more likely to maintain and build cohesion. Overall, we assume that acting together – on a societal as well as an individual level – will strengthen mutual bonds, common experiences, and shared incentives.

The monitor itself is a new quantitative database building on existing and openly accessible data bodies such as Eurostat. Our monitor seeks to capture factors that shape the willingness to cooperate. These factors are then worked into an index of the individual cohesion profiles of the 28 EU member states. How do we devise a country's cohesion profile? The monitor collates ten cohesion indicators that measure degrees of interdependence, interaction, and identity: Six of these describe ties between

countries on the macro level, i.e. the structural level. Four additional indicators address people-to-people links, beliefs and attitudes of EU citizens, i.e. the individual level. Taken together, the 10 indicators form a country's unique cohesion profile.

To assess cohesion across the EU, we looked at a total of 32 variables. They range from socio-economic data such as GDP, trade and investment volumes, or disposable income levels, to data from opinion polls on experiences and attitudes of European citizens. These datasets were gathered for 2007 and 2014 to allow for comparisons of the most current available data (2014) with the last year before the financial crisis hit Europe (2007).

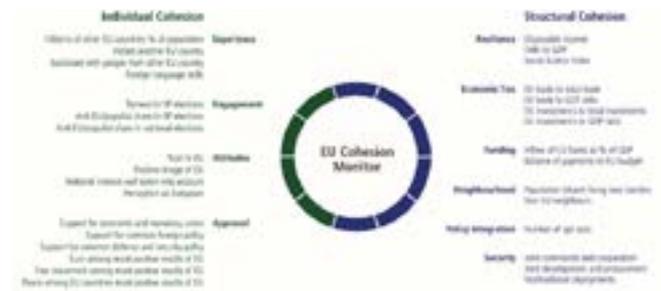


Figure 1 below shows the ten indicators and the underlying variables used in the EU Cohesion Monitor.

You might ask how we arrived at these ten indicators per country. Each of them is based on a “cohesion hypothesis” on the assumed effect that particular indicator might have on the EU-mindedness of a society. We argue for instance, when looking at a country's financial position, that the inflow of resources through EU funds strengthens the general awareness of EU benefits, for instance through the presence of EU funded projects to improve local infrastructure. In a similar vein, we assume that being a net contributor to the EU budget by and large increases a country's stake and commitment to shape the EU, and thus strengthens overall engagement with EU affairs. Or, take the experience indicator: first-hand experience (as tourist or for work), geographical proximity of other EU countries, and proficiency in at least one foreign language strengthen an individual awareness of the European dimension and thus foster cohesion.

## The glass is half full

While the EU Cohesion Monitor has several stories to tell, three stand out. First, the glass of EU cohesion is half full. Systemic and individual cohesion scores of the 28 member states lie, on average, in the middle of our scoring scale. Mutual dependence among EU countries in the economic field is deep, but could still be deeper. Wealth could be shared more equally in Europe. More young people could take advantage of the many opportunities on the EU's labour market. More Europeans than is the case today could have direct encounters with EU citizens from other countries – still, half of them report not to have met people from elsewhere in the EU over the past year. Almost 60 years after the signing of the Treaty of Rome, we see this data picture as a reminder of how long it took to build the existing level of European cohesion. Put differently, one may have expected the EU to have progressed farther after so many decades of integration. At the same time, even after enormous shocks, such as the financial crisis and the after-crises it has triggered, cohesion does not suddenly evaporate. The ties that bind Europe seem to be more resilient than is commonly perceived.

Second, we learned that cohesion does not simply rise or fall. As the EU Cohesion Monitor suggests it is a multi-dimensional concept with several layers. In the aftermath of the financial crisis, for instance, Europe's cohesion profile has not fallen apart. Rather, and counter-intuitively, we see an overall positive trend in our approval indicator that measures support for key common policies, even in the countries hit hardest by the financial and economic crisis. Hungary is another surprising example. The country shows deep structural integration and a comparatively low EU orientation of its citizens at the same time. This exemplifies how nationalist and isolationist rhetoric is able to conceal the realities of strong connectedness with the EU. Hungary's well-being is shaped by its membership in the EU even though many people may deny it. We see such a gap between attitudes on the one hand and interdependence and interaction on the other hand as an opportunity for change. If more Hungarians became aware of the density of their links with Europe and its benefits, their views would change over time.

What also surprised us is that the pattern of change in cohesion is a centrifugal moving apart of countries. The gaps between them are growing. Obviously, there is no single or uniform effect of the financial crisis and its aftermath.

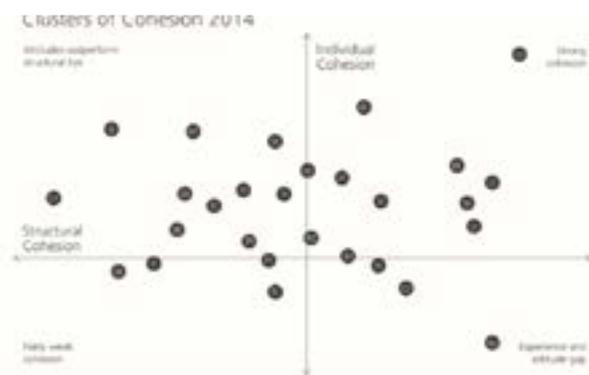


Figure 2 shows the broad spread of European cohesion in 2014.

A third and remarkable story told by our results is the steep rise of the East-central European member states. Especially when it comes to structural embeddedness, they have largely caught up with the rest of the EU since 2007. These years have been a period of harvesting the results of the hardships of transformation towards democracy and market economy since 1990. Very clearly, several of our indicators show how the “new” member states benefitted from integration, through trade and financial transfers, or by cooperation in security and defence. Individual interaction has increased too, but a gap in the density of contacts or the strength of pro-integration beliefs remains.

## Building cohesion

The EU Cohesion Monitor cannot deliver exact measurements as it infers cohesion from factors strengthening the willingness to cooperate. Rather, it should be seen as an approximation to a diffuse concept that spans the dimensions of interdependence, interaction and identity. Above all, the monitor shows Europe's complex, at times counterintuitive fabric of cohesion.

As such, the monitor reveals the various degrees of cohesion among member states of the EU. It allows for comparisons across countries and over time. It simplifies. But in doing so it also helps to detect and understand the different resources cohesion is built on in different countries. Understanding these differences will help to identify the levers that can be used to foster and secure cohesion. The monitor brings out the gap between interdependence and identity. Often, the two don't match. Mostly, the level of interdependence runs deeper than is reflected in the attitudes of people.

Studying the data also teaches lessons in humility. Cohesion takes time to grow, and likely even more time to consolidate. Seeking to promote cohesion among Europeans clearly is a long-term endeavour. After decades of integration, European societies could still achieve a much higher level of cohesion.

On the other hand, cohesion seems to be less volatile than it appears to be when looking only at the media coverage of the Eurozone's fiscal rescue packages. The deep crisis shows up in our data, but its effect seems to be cushioned by the plurality of factors shaping the cohesion profile of a country.

In sum, cohesion as portrayed in the monitor is the outcome of connections, actions and experiences, driven by such a diverse set of factors that is almost impossible to manipulate. Probably, cohesion could be taught to some effect, but much more so it has to be lived in order to become viable. To the regret of some, it won't respond well to public relations efforts, but fortunately it would also not suffer badly from poor communication. The EU Cohesion Monitor is meant to show where European societies stand and help to understand what sustains their levels of cohesion. It gives evidence to the argument that there is much more to the fabric of cohesion than is captured by Eurobarometer questions alone.

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The EU Cohesion Monitor is a project by Rethink: Europe, a joint initiative by the European Council on Foreign Relations and Stiftung Mercator. The monitor, its results, and detailed methodology will be published in spring 2016 at [www.ecfr.eu/rethinkeurope](http://www.ecfr.eu/rethinkeurope).

Josef Janning leads the Rethink: Europe project at the European Council on Foreign Relations (ECFR). He is Head of ECFR's Berlin office and Senior Policy Fellow.

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Verena Ringler, coordinates the Rethink: Europe project at Stiftung Mercator where she serves as Director of the Centre for International Affairs.



Verena Ringler is the director of international affairs a Germany's Stiftung Mercator. Previous stints have been as Deputy Head of Press and Public Affairs with the International Civilian Office / EU Special Representative

in Kosovo (2006 – 09) and as Associate Editor with Foreign Policy magazine in Washington (2002–2006). She is a frequent public speaker on Europe (Club of Venice, TEDx) and is a member of the Councils of the Fondation Jean Monnet and the European Forum Alpbach.

Verena has been devising and is overlooking a large portfolio of projects in Europe and Turkey. These projects aim to strengthen European cohesion and our joint ability to act. Verena specifically encourages trust-building, co-creation, and co-operation across political parties, sectors and professions, as well as across countries, languages and generations. She aims to harness today's insights into leadership and foresight practices for tackling challenges in European integration. Verena suggests we can only solve the systemic problem sets of our time with systemic response mechanisms.



Josef Janning is Head of ECFR Berlin Office and Senior Policy Fellow

He joined the European Council on Foreign Relations in April 2014 as Senior Policy Fellow in the Berlin Office. 2013/2014 he was a Mercator Fellow at the German Council on Foreign Relations. Prior to that he served as Director of Studies at the European Policy Centre (EPC) in Brussels. Between 2001 and 2010 Josef has lead the international policy work as Senior Director of the Bertelsmann Foundation, a major private German foundation. Earlier positions in his career include Deputy Director of the Center for Applied Policy Research (CAP) at Munich University from 1995-2007. Previously, he has held teaching positions at the University of Mainz, the Hebrew University of Jerusalem, and as Guest Professor at Renmin University of Beijing. He has worked with leading think tanks in Europe, the US and Asia, and engaged in and lead various international study groups, high-level groups and commissions on European affairs, global governance, transformation to democracy, security and defence policy and transatlantic relations.

Josef has published widely on European Affairs, International Relations, EU foreign and security policy, German foreign and European policy as well as global affairs. On these issues he also is a frequent commentator with German and international media.

# A proposal for relaunching the European institutional communication STRATEGIES through a new instrument for identity<sup>1</sup>

By Stefano Rolando

I was pleased to hold the conference “How Europe communicates itself” from 25 January to 8 February 2016 in Milan. This event took place in the framework of the 3rd cycle of meetings, coordinated by Prof. Giorgio Vecchio with an opening by Mario Monti and Sylvie Goulard and the participation of Prof. Piero Graglia.

My key message was that “the time has come to overcome the prejudice in our minds as citizens and in the public opinion, caused by recent current events. , The European Union has only generated huge conflicts among its institutions and worsened these with a wave of nationalistic pushes exacerbated by the economic crisis.

We need to get out of the almost permanent conflicts between the EU and its Member States and the sense of “fear” which has become associated to the idea of Europe. This is a very far cry from the scenario that our fathers would ever have wanted or imagined. What they had in mind was peace, common projects, pluralism and progress; those were the values by which they had fed their dream of belonging to an important common identity.

At the end of my conference I formulated a proposal. We need to promote the courageous decision to create an institute devoted to “Branding Europe”, which would work hand in hand, in close cooperation with the European institutions but in full independence from them. Such an instrument would enable us to draw lessons from public opinion trends (such as ‘EuroBarometer’ and other authoritative sources of survey) and create tangible proposals for the EU, its national, regional and local authorities. Common projects should be based on solid groundwork for opportunities for citizens and for enterprises and should make an utmost use of the educational framework.

We need to revamp the concept of a European identity, stimulating knowledge and research, exchange relevant information, privilege interaction, and refrain from propaganda. We must convince the young generation that working together, increasing skills and competences, and seeking convergences are the ingredients to translate objective perceptions into good practice and concrete solutions.

On the one hand, it should be taken into account that the decision-making processes, roadmaps and operational measures – and direct information and communication on the EU's activities, should be done by each institution and, as far as possible, in close cooperation with the Member States. On the other hand, analysing, perceiving and evaluating Europe's achievements should be done by those who have the relevant skills, capacities and experience to apply rigorous objective research (adopting absolute historical, socio-economical, judicial and statistical criteria).

Their analysis can provide an enormous added value to the outcome of the decision-making process and be the key to European democracy. Of course, concrete commitment to rebuilding relations between politics, media and communication players in an honest sphere would certainly help safeguard Europe's core values, fight indifference and regain the trust of public opinion whilst bringing the citizens into the democratic debate.

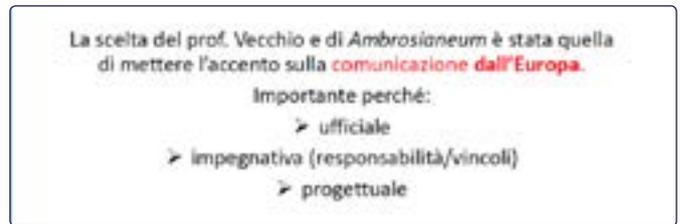
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<sup>1</sup> adaptation of a contribution published in the “Italian magazine of public communication”, rivistacp@gmail.com.

# How Europe communicates itself

By Stefano Rolando



It exists if some balances generate the ideational and sharing conditions between EU institutions and MS governments, for inter-governmental approaches and among the same EU institutions.



The scrutiny of others

"Migrants" – realized by Syrian refugees in Europe (2015)

What does this balance scenario mean?

Balance of power between positions which have partly converging and partly diverging dynamics.

If both elements have equal weight, they neutralize each other, hence communication becomes generic and ineffective.



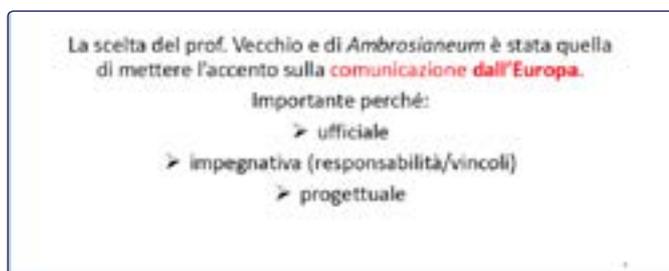
For critical points and opportunity points to emerge, take due account of the following:

- Communication of Europe
- Communication on Europe
- Communication from Europe



The fundamental element of the institutional communication is the identity:

- The source's identity;
- Its interlocutors' perceptual and identity characters.



Prof. Vecchio's and Ambrosioneum's choice was to put the accent on "Communication from Europe".

Important because it is official, engaging (responsibility/constraints) and demanding (projects)



As regards the perception of the European identity, in 2014 the Eurobarometer has revealed that 50% of governments and citizens believe that Europe is the MARKET, while the other 50% believe that the real identity is POLITICAL.

Eurobarometer in Jan 2016 revealed that European citizens' trust in the EU and in its institutions has been broken since 2008 and further deteriorated in 2010. In 2014 (EP elections) some signals of recovery were noticed. Comforting data still remain as regards the feeling of belonging to the EU, its benefits **and all unites instead of dividing.**

**La conflittualità interistituzionale**

**Fattori di cui tener conto**

- Le istituzioni nazionali hanno politicamente gerarchia superiore ai Trattati
- I comuni essercitabili hanno componenti funzionali che limitano i pur importanti profili valoriali
- La dimensione di "governo" (la Commissione) appartiene ad una democrazia di secondo grado
- La rappresentanza parlamentare sta assumendo organizzazione interna per gruppi nazionali che hanno peso emergente rispetto alle appartenenze politiche europee
- La decisionalità delle rappresentanze di prossimità (Regioni/Città) è marginale
  - Le istituzioni UE risentono in modo crescente della quotidiana **domanda politica nazionale.**

Interinstitutional tensions have their origin from a number of key factors:

- National constitutions, which have greater political hierarchy above the Treaties
- The common denominators, which have functional elements limiting potentials and horizons
- The "government" dimension (Commission), which belongs to a "2nd grade democracy"
- The parliamentary representation, which is increasingly internally organized in national groups prevailing above European political groups
- The limited decision-making power of regions and cities
- The impact of the increasing national political demand on the EU institutions

**Ed è proprio la pur legittima "domanda nazionale" il tema inquietante dell'evoluzione europea.**

- domanda diffusa (in ragione della *percezione allarmata* dei processi in corso)
- domanda che attraversa tutti i paesi (anche i fondatori)
- domanda che costituisce vincolo elettorale per i governi
- domanda che determina una crisi strategica della comunicazione europea "positiva"

(sollecitatrice di un dibattito pubblico non demagogico)  
che sarebbe l'unico deterrente per la riqualificazione della domanda stessa  
(oltre che, naturalmente, al coraggio dello politico che è merce rara)

However legitimate, the "national demand" is the disturbing issue of Europe's evolution

- Too many alarming voices in all countries (including the founding members)
- Electoral constraints
- Strategic crisis for "positive" European communication (lack of political courage and ability to carry out a non-demagogic public debate)

L'equilibrio tra spinte e pulsioni antagoniste è parte di tutta la storia europea.

Una **conflittualità governata** con al centro la possibile crescita delle architetture integrate.

Una **conflittualità maturativa.**

- Una conflittualità governata, in comunicazione, produce parole d'ordine.
- La perdita di governo della conflittualità trasferisce il potere della produzione di parole d'ordine ad equilibri esterni di cui quello più rilevante è **tra media e gruppi di interessi**

Balance between pressures and antagonistic impulses is part of all our European history.

A "governed" and "maturational" propensity to conflict generates "key words" and "external balances" such as the one between media and groups of interest.



Questa foto (un palazzo in apparenza «innocente») è uno dei tanti luoghi delle **condizioni frenate del dibattito identitario europeo.**

È l'ex Eastman Building trasformato (2007) dal PE nella Casa della storia europea. 8 anni di lavori. Accuse e polemiche (soprattutto i tabloid UK)

Polemica finanziaria: 56 milioni  
Polemica ideologica: accuse di revisionismo

This picture (an apparently "innocent" building) is one of the symbols of braking conditions which have an impact on the debate on the European identity. It is the Eastman Building (Brussels) which was transformed by the EP into the House of European History. Works have lasted 8 years, with a 56M€ budget (ideological criticism – accusations of revisionism in particular from the UK tabloids).

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Proviamo noi a fare, in breve, questa storia.  
Concependola come una storia della comunicazione narrativa dell'Europa

**Storia delle parole d'ordine**  
**(Parole con la P maiuscola)**

Let's try to write ourselves, in brief, this history, conceiving it as a history of narrative communication on Europe – through the relevant "key words".



**1945-1959**  
**L'età dei dieci fondatori**

(Spaak, Monnet, Schuman, De Gasperi, Adenauer, Mansholt, Churchill, Spinelli, Hallstein, Bech)

La parola è **PACE.**

1945-1959

The age of the ten founders:

(Spaak, Monnet, Schuman, De Gasperi, Adenauer, Mansholt, Churchill, Spinelli, Hallstein and Bech)

The key word is PEACE

**1960-1969**

La fine dei dazi per la circolazione dei prodotti  
Gli anni del benessere e del rilancio dei consumi.  
La parola è **PRODUZIONE.**

1960-1969

The end of the custom duties for the movement of products. The years of welfare and relaunch of consumption.

The key word is PRODUCTION



**1970-1979**

La UE a 9 (Danimarca, Irlanda, Regno Unito)

Nel '73 si fronteggia lo spartiacque di due storie economiche, la crisi energetica. Così che la parola "strutturale" potrebbe essere **PETROLIO**

Ma la comunicazione politica è rilanciata dalla lunga battaglia per l'elezione diretta popolare del **PARLAMENTO**  
(20 settembre 1976 – Primo presidente 1979 Simone Veil)  
Un passaggio che modifica l'architettura costituzionale dell'Europa.

1970-1979

The EEC has 9 members: (accession of DK, IRL and UK). In 1973, the Community faces the watershed of two economic histories: the energy crisis. The "key word" could be "PARLIAMENT" (20 September 1979 – First EP President: Simone Veil). This step modifies Europe's constitutional architecture.



**1980-1989**

La UE a 12 (Grecia, Spagna, Portogallo)

La svolta a Milano nel 1985: le basi del mercato unico e dell'Europa dei cittadini

(In concomitanza di affrontare la crisi/opportunità del 1989 "La caduta del muro")  
Dal 1985 al 1995 la Commissione è guidata da Jacques Delors.  
Il decennio è caratterizzato dalla tensione (esplicitata e comunicata) al **PROGETTO**

1980-1989

The EEC has 12 members (entry of Greece, Portugal and Spain). The turning point: 1985, Milan – the foundations of the Single Market (which will enable to seize the crisis/opportunity of the fall of the Berlin Wall in 1989).

From 1985 to 1989: the "Delors Commission".

From TENSION to a PROJECT.



**1990-1999**

I cittadini europei sono al centro della progettualità dei nuovi trattati:  
1993 Maastricht  
1995 Schengen  
1999 Amsterdam

Nel '95 si allarga a Austria, Finlandia, Svezia  
Con Maastricht le **4 libertà**: beni, servizi, capitali, **PERSONE**  
L'avvento di Internet è la nuova sfida partecipativa.

The European citizens are the focus of the new Treaties (1993 Maastricht; 1995 Schengen; 1999 Amsterdam).

The EU's further enlargement (Austria, Finland and Sweden).

With Maastricht, the 4 freedoms (goods, services, capital and PERSONS)

Internet burst the horizon of citizens' participation.



**2000-2009**

Dal 2001 il terrorismo in agenda.  
Ma anche la nuova geopolitica della globalizzazione.

Dal 2004 al 2007 12 nuovi Stati. L'ampliamento è la dominante: **PIU' PAESI**  
Con un'evidente complessità e le relative incognite identitarie.  
Nel 2009 il Trattato di Lisbona tenta di mettere in agenda l'Europa della conoscenza.

2000-2009

From 2001, the agenda includes terrorism but also THE NEW GEOPOLITICS OF GLOBALIZATION.

From 2004 to 2007, 12 new countries join the EU. This historical enlargement is the prevailing factor: MORE MEMBER STATES – with an evident increase in complexity and consequent uncertainties with regard to the identity.

In 2009, the Lisbon Treaty tries to put the "Europe of knowledge" on the EU's agenda.



**2010-2015**

Il 2008 ha innescato la crisi finanziaria. L'ampliamento produce dinamiche oggettive "a più velocità". Anche la vocazione europea pare a più velocità. Opportunismo e opportunità non trovano più un equilibrio nella rappresentazione.

La parola che l'Europa crea e subisce è la parola **PAURA**  
Quella che sovrasta il fenomeno di "percezione allarmata dei processi in corso" di cui si è già detto

2010-2015

2008 triggered the financial crisis. The enlargement produces **objective dynamics** "at different speeds". Also the European vocation/ethos seems to have different speeds. Less opportunity, more opportunism – and the keyword created and borne by Europe is FEAR, in all processes.



Throughout these 30 years, the Club of Venice (the network of communication directors of EU Member States and institutions) succeeded in bringing its members around the table in two plenaries and two thematic seminars each year.

The Club has monitored weaknesses and potential for communicating Europe and **"between "Europes"**. It has continuously attempted to seek convergence towards a deontological and disciplinary code for communicators.

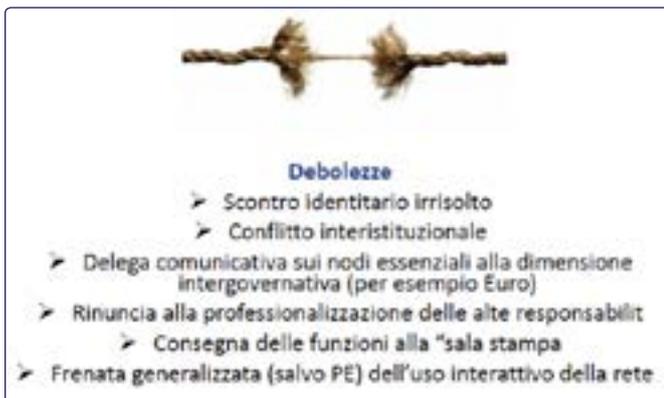


From 1985 to 2015

(Milan summit - "Adonnino" commission - "Europe of citizens")

Many "Communicating Europe" initiatives throughout the EU during the whole period (Networks, Infopoints, Commission Representations, CIDE, ...) but with functional crises, difficult relations with media and central and local institutions, and the issue of resources.

We cannot talk about "zero" results, but strategy and creativity have increasingly been lost, and we noticed difficult relations with stakeholders (unlike the EP).



Weaknesses:

- Unresolved identity clash

- Inter-institutional conflicts
- Delegation of communication on the key issues at an inter-governmental dimension. (ie on the Euro)
- Some communication functions have been delegated to the press room
- A generalized braking (unlike the EP) with regard to the on line interaction



Potentialities:

- Pressure from young operators (in all MS)
- High level knowledge and expertise
- Growth of interpersonal linguistic dynamics
- Erasmus heritage
- High demands/offers from associations and enterprise

High level qualification demands from local authorities



The ongoing recovery is an important potential for communication recovery. Italy is in line with what is happening in the Eurozone as a whole (in decline in 2008, it plunged into a new crisis in 2012, now remarkably recovering - see Mario Draghi's statement on 5 February 2016: "Europe grows 1.4%, a little less than the Eurozone's 1.7%")



NEED TO PAY ATTENTION: without confidence towards the institutions, communication is in jeopardy

The latest two figures on the Italians' confidence in the EU are worrying (identical results from antagonistic political sources):

- Ilvo Diamanti (Demos), on "La Repubblica" of 31 December 2015: "The geographic loss of support to the EU has also affected Italy. Only 27% of the Italians are in favour (22% less than 2010, and 5 points less than last year)".
- Renato Mannheimer (Eumetra), on "Il Giornale" of 30 January 2016: "66% against, 27% in favour, 7% don't have any position".



Survey on 7 February 2016

For the sake of information

"PoliticalAnalysis": 67% pro-EU, 26% (divided in two groups) anti-EU.

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**Comunicazione e retorica europeista**  
Citazioni

«Una cosa è stata la retorica europeista, un'altra ciò che è passato davvero nella testa degli europei» (Angelo Panebianco, Corriere della Sera, 27.1.16)  
«Solo le dittature possono fare a meno della retorica» (Umberto Eco)

Pro-EU communication and rhetoric

Quotations

"One thing was the European rhetoric, another what was really in the head of the Europeans" (Angelo Panebianco, Corriere della Sera, 27.1.2016)

"Only dictatorships can do without the rhetoric" (Umberto Eco)

**Le occasioni perdute dei media**

- MILIONI DI IMMAGINI DI ACCOMPAGNAMENTO DELLE NEWS DEICATE A BANDIERE E AUTOBLU CHE SCARICANO MINISTRI
- MILIONI DI NOTIZIE SULL'EUROPA SUI QUOTIANI EUROPEI IMPAGINATE SOTTO LA VOCE "ESTERI"

Media's lost chances

- Millions of TV images of flags and ministers getting out of blue cars amplified by media
- Millions of news articles from Europe on the European newspapers, under the section "Foreign Affairs"

**Il contesto critico del 2016**  
**Stallo di Schengen: metafora dell'Europa spezzata.**  
Rischio eutanto di danno.  
Rimettere le frontiere interne significa fermare forse irreversibilmente l'integrazione.  
I "Muri" rochiano di essere comunicativamente più potenti di qualunque campagna comunicativa.  
Matteo Renzi: «chi alza muri in Europa distrugge l'Europa» (Ventotene, 30 gennaio 2016)  
Valutazioni finanziarie: se si blocca libero scambio, impatto 0,8% del PIL europeo, costo di un eventuale addio a Schengen 100 mld (4.2.2016)

Shengen

High criticism in 2016

The Schengen knot - metaphor of "split Europe" - evident risk of drift

Re-establish internal frontiers probably means stopping the integration process irreversibly

There is the risk of "walls" becoming a communication tool more powerful than any information campaign

Matteo Renzi: "who raises walls in Europe destroys Europe" (Ventotene, 30 January 2016)

Financial evaluations: 1) If free exchange is blocked, there is a 0,8% decrease in the European PILs;

2) The cost of a possible abandonment of Schengen would be of 100 billion Euros (4 February 2016)

**Nonostante si ha diritto a conflittare in democrazia.**  
Lo possono fare i governanti, i partiti, gli operatori economici e quelli culturali.  
Anche litigare con l'Europa è legittimo. Sacrosanto è chiedere di non includere costi negativi in regole conti pubblici europei.  
Ma un paese più ha le carte in regola più negolia con forza.  
**Quante sono due mappe che mettono in difficoltà un italiano (che parla di comunicazione)**  
• La prima (fonte UE) è la velocità di internet (verde i più veloci, rossi i meno veloci)  
• La seconda (fonte Freedom House USA) è sulla libertà di informazione in Europa: verde liberi, blu non libero, giallo con problemi.

In democracy, having conflicting opinions is legitimate. Governing authorities, parties, economic and cultural operators have the right to do it. **Also arguing with Europe, as well as claiming that the financial burden of migration costs should not be taken into account within the threshold of the rules of European public accounts is legitimate.**

But the more a country has its papers in order, the more it can negotiate with strength.

These are two maps which can make life difficult to an Italian communicator:

- The first (EU source) shows the internet speed (in green the

speediest, in red the slowest)

- The second (from "Freedom House" – USA) concerns the standards in freedom of information in Europe (in green the free countries, in blue the constricted, in yellow those "with problems").



Nuove applicazioni della comunicazione pubblica

Comunicazione di crisi (non solo catastrofi, terrorismo, sicurezza / ma anche processi migratori e nuova coesione)

Comunicazione per la **public diplomacy**

Comunicazione connessa al **public branding** (identità/attrattività) - Turismo

Comunicazione per il **cross delle conoscenze** - Cultura/Scienza

Comunicazione dei **linguaggi artistici** - Arte /Spettacolo

New applications of public communication:

- Crisis communication (emergencies stemming not only from catastrophes, terrorism and other security issues, but also linked to migration and new breaches to cohesion)
- Communication in the framework of Public Diplomacy
- Communication for Public Branding (identity/attractiveness - tourism)
- Communication for cross-knowledge (culture, science)
- Communication of artistic languages (art and entertainment)

Sono questi gli ambiti (non normati)  
su cui si può costruire  
**percorsi di pre-condizioni, di prodotto e di nuova contaminazione**  
tra istituzioni e corpi intermedi attorno  
all'Europa come valore.

This is the framework (without rules, without boundaries) on which we could build **itineraries of pre-conditions, product and new communalities and convergences** between institutions and other key players, to promote **Europe as a value**.



La mia proposta è connessa all'ipotesi di un  
**Istituto per il Brand Europa**  
che integri le attività di Eurobarometro  
e faccia una regia metodologica e di proposta  
tra territori, stati membro e istituzioni UE.  
Potrebbe essere anche frutto di intese inter-universitarie.  
Milano (con terminali di ricerca in Europa)  
potrebbe aspirare ad essere ambito del progetto.

My proposal consists in creating an **Institute for the Europe Branding** able to integrate the Eurobarometer's activities, whilst acting as a methodological booster and ideas catalyzer among regions, national authorities and EU institutions. This body could be a consortium of universities. Milan (which has research terminals all over Europe) could aspire to hosting this project.



Stefano Rolando

Professor at IULM University (Milan)

President of the Club of Venice

President of the Milano Branding Committee

Former Director-General of Information at the Italian Presidency of the Council of Ministers

# SEEMO's challenges at a glance: hints from the 9th South East Forum, Bucharest, November 2015

By Vincenzo Le Voci in collaboration with Oliver Vujovic

## Introduction

In the recent years, the Club has built up a good cooperation with the South East Europe Media Organisation (SEEMO), a regional non-governmental, non-profit network of editors, media executives and leading journalists from newspapers, magazines, radio and TV stations, news agencies and new media in Southeast; East and Central Europe. Members from the two networks have jointly attended meeting and seminars of common interest, exchanging experiences and delivering thematic key-notes and contributions in plenary meetings, fora and thematic seminars. This collaboration is increasingly providing added value to both bodies' agendas.

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## Seemo's mission

With its committees, SEEMO aims to create a bridge between international media activities and the media developments in the region. It has headquarters / national committees in several countries.

SEEMO was founded in October 2000 in Zagreb (Croatia) by a group of leading editors-in-chief, media executives and professors of journalism and communications from South East Europe, in the presence of representatives of international institutions.

The Secretary General of SEEMO, who initiated the founding, in 2000, is **Oliver Vujovic**, a former journalist and expert in public relations, political relations and business in South, East and Central Europe. Oliver joined the Club in its plenary in Milano on 22 and 23 October 2015, delivering a key-note in that meeting session focused on media freedom.

One of SEEMO's main activities is **protecting press freedom by helping journalists and media outlets** in South Eastern Europe. Over 60 per cent of SEEMO's press releases and letters of protest to governmental and other officials have had positive results in the past. Every SEEMO protest is distributed to leading regional and international media, national and international governmental and non-governmental organisations, politicians, and also public persons and institutions.

In the past, SEEMO has provided direct help to journalists in the region by providing them with technical equipment and other assistance. SEEMO also provided the necessary aid to journalists, who received death threats.



SEEMO has over 1500 individual members in 30 countries – EU members and non-EU members. In particular, it connects over 1000 editors-in-chief, media executives and leading journalists from South East Europe as individual members, and over 100 media outlets and institutions as corporate members. SEEMO has assembled over 19000 editors-in-chief, media executives, leading journalists and public persons from the region in various meetings (some of which, like the meeting in Ohrid 2003, involving participants from Belgrade (Serbs) and Pristina (Kosovo-Albanians), were the first of their kind in history).

Whilst collaborating closely with international, regional and national governmental and non-governmental organisations and institutions, SEEMO also actively cooperates with other international press freedom and media organisations, including the International Press Institute (IPI), the European Federation of Journalists (EFJ) and the Committee to Protect Journalists (CPJ) and it supports and participates in joint regional and international projects and activities.

SEEMO has also an active cooperation with all governments in the region and inter-governmental organisations like the Central European Initiative (CEI), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Organisation for Security and Co-operation in Europe (OSCE), the Council of Europe (COE) and all EU institutions.

Helping journalists means also furthering their education. More than 50 workshops and seminars have been organised for investigative reporters and representatives of minority media. Workshops and seminars are organised in partnership with the International Academy – International Media Center.

SEEMO also gives awards for outstanding achievements in the field of media.

## The Bucharest forum

Freedom of the press, the future of media business and models of sustainable business were some of the topics discussed during the **9th edition of the South East Europe Media Forum (SEEMF)** held in Bucharest on 5-6 November 2015 with more than 350 participants (I attended as a panellist during another SEEMO event held in Romania the year before, in November 2014, with media- and politics-related topics). In Bucharest, the most prominent Forum focusing on the media sector in Central and Eastern Europe organised by the South East Europe Media Organisation (SEEMO), the Central European Initiative (CEI) and the Konrad Adenauer Stiftung (KAS), focused on “Media in South East Europe – the Struggle for Success on the Web” (see the enclosed agenda). This event gathered regional media CEOs, editors-in-chief, leading journalists, business professionals, governmental and NGO representatives. After the regular forum, on 7 November SEEMO organised another regular event, the annual Commission on Media Policy, which enabled more than 50 media decision-makers from Europe and USA to discuss about the intrinsic media problems (the Commission was founded by former US president Jimmy Carter in 1990).

Discussions were centred on media legislation, digitalisation, public broadcasting, free movement of journalists and quality journalism, since the event was being hosted in Romania, a country which was experiencing many political events. As Oliver Vujovic highlighted, it is important to analyse and exchange views on the media’s room for manoeuvring and its behavioural - professional standards.

Christian Spahr, Director of the Media Programme of South Eastern Europe at the Konrad Adenauer Stiftung (KAS) and pro-active partner of the Club of Venice, pointed out that “The South East Europe Media Forum fosters the topical professional exchange between journalists, media, experts and politicians on an international level” and that its role was of “great encouragement for the development of an independent media landscape”.



The Forum, supported by the Central European Initiative<sup>1</sup>, included four panel discussions on the future of journalism: “News content - competition on the Web. Who can cash in on it, and what kind of regulation is necessary?”; “Future of the media business - the vision of CEOs and directors. Which directions are media landscapes taking in Southern and Eastern Europe?”; “Journalists and their audience - a new relationship. Is a true dialogue through the Internet possible, and how can it be successful?”; “Innovative business models in times of change and crisis. How can traditional media survive and start-ups become prosperous?”.

Among other topics, the forum speakers stressed the importance of keeping free content on the web, of supporting investigative journalism by using the hybrid model (including public funding and grants), the model of sustainable business reached by the tabloids in Eastern Europe whilst problems remained for those who produced quality content, the decreased attention to “content” paid in the new media world” and the new expectations from audiences eager to get media content through new devices such as smartphones and tablets.

A concluding address on “Europe today and the media” was delivered by **Erhard Busek**, former Vice-Chancellor of Austria, President of the Institute for the Danube Region and Central Europe, Coordinator of the Southeast European Cooperative Initiative (SECI).

During the Forum in Bucharest, the annual CEI-SEEMO Award for Outstanding Merits in Investigative Journalism was presented, while Freedom House Romania and KAS presented “The Young

<sup>1</sup> The CEI ([www.cei.int](http://www.cei.int)), founded in 1989, is a regional intergovernmental forum committed to supporting European integration through cooperation among its Member States. It combines multi-lateral diplomacy and project management, while bridging European macro-regions.

Journalist of the Year Award 2015" (TJA). Moreover, during the above-mentioned post-forum event (the Commission on Media Policy), the annual Dr Erhard Busek SEEMO Award for Better Understanding was presented on 7 November.

The 2016 edition of SEEMF and Commission on Media Policy will be held in Belgrade (Serbia) on 21-23 November. The event will be organised in cooperation with the International Academy (IA), the International Academy-International Media Center (IA-IMC) and the South East and Central Europe PR Organisation (SECEPRO) and in partnership with the Central European Initiative (CEI) and KAS.

But before then, SEEMO will organise a panel during the Bled Strategic Forum on 3-6 September in Bled (Slovenia), and a press freedom mission to Croatia (with participation of representatives from SEEMO, European Federation of Journalist (EFJ), **Organisation** for Security and Co-operation in Europe (OSCE) and European Centre for Press and Media Freedom (ECPFM)) in June.



OLIVER VUJOVIC

Advisor of the South East and Central Europe PR Organisation (SECEPRO) and Secretary-General of the South East Europe Media Organisation (SEEMO)

2001-2004: Advisor for the Balkan Südosteuropäischer Dialog, magazine, Vienna and Kulturzentrum, Vienna; 2000- 2001: Director of Balkan Südosteuropäischer Dialog, magazine, and Kulturzentrum, Vienna ; 2000: Vujovic founded Balkan Point - Independent SEE Research and News Service on [www.balkanpoint.org](http://www.balkanpoint.org); 1998-1999: Product manager in Henkel CEE in the Vienna headquarter and responsible for marketing in the new founded company Henkel Yugoslavia (as Director) ; 1994-1997: Querleser Wien Correspondent for South East Europe.

1991- 2000: Correspondent of the Austrian daily Die Presse in Belgrade. The Belgrade Federal Minister of Information decided to recall his accreditation, and Oliver Vujovic reported between 1994 - 1997 from Skopje ( Macedonia) and Szeged (Hungary), also using the pseudonym David Fatschel.

1991 - Independent Consulter, Event Manager and Business Researcher. Also independent advisor for Public Relations and Business Developments. Cooperation with companies in Austria, Germany, Switzerland and in South East Europe.

1989 - 1991: Radio B 92, Belgrade ; 1988 - 1989: Radio Index 202, Belgrade

1988 - 2000: Freelancer in South East Europe for media in Germany, Austria, Switzerland, Scandinavian countries and UK. He published also articles in several print media in South East Europe. Vujovic had in this period as journalist / correspondent over 400 interviews with leading persons in South East Europe, and he published in total over 3500 different articles in print media.

He graduated economics (public relations). Today he works on his PhD.

Editor, co-editor, author or co-author in books, publications, research articles and magazines. He is editor of the SEEMO Media Handbook (annual publication) and publisher of the De Scripto magazine. Some of publications where he was the editor are: Guide for Investigative Reporters, Investigative Reporting in SEE etc.

Contact: [info@vujovic.se](mailto:info@vujovic.se)

# Media in South East Europe: The Struggle for Success on the Web

## Media Business Today

### Competition, Ownership, Old and New Media

International Conference, 5–6 November 2015

JW Marriott Grand Hotel, Calea 13 September 90, Bucharest, Romania

Conference languages: English, German, Romanian - Contacts: [info@seemo.org](mailto:info@seemo.org) / [www.seemo.org](http://www.seemo.org)

#### Thursday, 5 November 2015

**Oliver Vujovic** Secretary General, South East Europe Media Organisation (SEEMO), Vienna, **Marina Constantinoiu** Coordinator, SEEMO Romania, Bucharest, **Christian Spahr** Head of the Media Program South East Europe, Konrad-Adenauer-Stiftung, Sofia, **Sven-Joachim Irmer** Head of the Konrad-Adenauer-Stiftung Offices in Romania and Moldova, **Margot Klestil-Löffler** Alternate Secretary General, Central European Initiative (CEI), Trieste

**Welcome Address by the President of Romania, Klaus Iohannis Presented by Laurentiu Stefan, Presidential Counsellor, Bucharest**

**Presentation of the CEI SEEMO Investigative Journalism Award by Margot Klestil-Löffler, Alternate Secretary General, CEI, Oliver Vujovic, SEEMO Secretary General, and Christian Spahr, Director KAS Media Program**

**Discussion: Media and Politics in Romania**

Panelists

**Ioana Avadani** Executive Manager, Center for Independent Journalism (CIJ), Bucharest, **Ion M. Ioniță** Senior editor, Adevarul daily, Bucharest, **Mihai Rădulescu** Presenter, TVR Romanian Television, Bucharest, **Denise Rifai** Presenter, Realitatea TV, Bucharest, **Dan Tapalaga** Editor/Coordinator, Hotnews, Bucharest, **Adrian Ursu** Editorial Director, Intact Media Group, Bucharest, **Chairperson: Oliver Vujovic, Secretary General, SEEMO, Vienna**

**Award Ceremony "The Young Journalist of the Year 2015" (TJA)** presented by Freedom House Romania and Konrad-Adenauer-Stiftung (KAS)

#### Friday, 6 November 2015

Panel I:

**News content – competition on the Web** Who can cash in on it, and what kind of regulation is necessary?

**Chairperson : Christian Spahr** Head of the Media Program South East Europe, Konrad-Adenauer-Stiftung, Sofia

**Introductory notes**

**Florian Nehm** Head of Corporate Sustainability & EU Affairs, Axel Springer SE, Berlin

**Marcin Olender** Public Policy and Govt. Relations Manager Central and Eastern Europe, Google, Warsaw

Panelists

**Andrzej Godlewski** Deputy Director, TVP1, Warsaw

**Orlin Spassov** Executive Director, Foundation Media Demo-crazy, Associate Professor, Sofia University

**Maria Stoyanova** Member of the Bulgarian Council for Electronic Media (SEM), Sofia

**Welcome Address by the Foreign Minister of Romania, Bogdan Aurescu**

**Presented by Alexandru Ene, CEI coordinator in the Ministry of Foreign Affairs of Romania, Bucharest**

## Panel II:

**Future of the media business – the vision of CEOs and directors** Which directions are taking media landscapes in Southern and Eastern Europe?

**Chairperson :** **Adelheid Wölfel** South East Europe correspondent, Der Standard daily, Vienna

### Keynote

**Andreas Rudas** Executive Vice President CEE and Asia, RTL Group, Chairman of the Board, RTL Hungary

### Panelists

**Gabriel Bujor** Project Coordinator, Media Consulta, Bucharest, **Luca De Biase** Innovation Editor, Il Sole 24 Ore daily; Editor-in-Chief, Nova24, Rome, **Radomir Licina** Co-founder, Danas daily, Belgrade, **Ivo Prokopiev** Chairman of the Board of Directors, Economedia publisher, Sofia

## Panel III:

**Journalists and their audience – a new relationship**

**Is a true dialogue through the Internet possible, and how can it be successful?**

**Chairperson :** **Kristina Baxanova** Reporter and Anchor, bTV Media Group, Sofia

### Keynote

**Christoph Lanz**, Media adviser, former Director Multimedia of Deutsche Welle/Editor-in-Chief DW TV, Berlin

### Panelists

**Dumitru Ciorici** Managing Editor, Agora news portal, Chişinău, **Milorad Ivanovic** Editor-in-Chief, Newsweek Serbia, Belgrade, **Andrej Matisak** Deputy Editor-in-Chief, Pravda, Bratislava, **Bülent Mumay** Digital Media Coordinator, Hürriyet, Istanbul

## Panel IV:

**Innovative business models in times of change and crisis**

**How can traditional media survive and start-ups become prosperous?**

**Chairperson :** **Ann-Dorit Boy**, Political Editor, Frankfurter Allgemeine daily, Frankfurt

**Keynote :** **Paul Radu**, Executive Director, Organized Crime and Corruption Reporting Project, Bucharest

### Panelists

**Grig Davidovitz** CEO, RGB Media Inc., Tel Aviv, **Peter Magyari** Senior editor and manager, 444.hu, Budapest, **Cristina Marí** Staff writer, Kosovo 2.0, Prishtina, **Andreas Schümchen** Professor in journalism; Editorial consultant, EDLAB Editorial Development Lab, Bonn

**Concluding address: “Europe today and the media”:**

**Erhard Busek**, former Vice-Chancellor of Austria, President of the Institute for the Danube Region and Central Europe, Coordinator Southeast European Cooperative Initiative (SECI)

### Closing remarks:

**Margot Klestil-Löffler (CEI)**, **Marina Constantinoiu**, **Oliver Vujovic (SEEMO)**, **Christian Spahr (KAS)**

# Stratcom East, UK Referendum, Creativity Lab, Public Diplomacy: SEECOM analysis of communication dynamics

By Christian Spahr with the cooperation of Dobrina Trifonova and Manuela Zlateva

The SEECOM conference for government spokespersons, held in 2015 for the first time in Sofia at the invitation of the KAS Media Program South East Europe, took place against the background of the refugee crisis and the wish for improved perception of the Balkan region. On 18th and 19th September, over 60 PR experts from governments, public authorities and EU institutions discussed how the dialogue with citizens and international exchanges could be improved. The participants came from 15 European countries.

The professional association SEECOM, founded by the KAS Media Program, brings together communications experts from the public sector with an interest in a modern concept of political communication – above all, transparency and citizens' dialogue. "It is a fundamental responsibility of governments to engage their citizens actively in politics", the Bulgarian President **Rosen Plevneliev** contended in a message to the conference participants. "Citizens are entitled to expect that leading politicians perform their work in a more transparent and efficient manner." Plevneliev expressed his support for the objectives of SEECOM and emphasised the increasingly decisive role of stronger regional cooperation in South East Europe facing challenges like the refugee crisis.

In a welcoming speech, the German ambassador in Bulgaria, **Detlef Lingemann**, expressed the view that citizens today have significantly higher expectations of the dialogue with politicians. The work of experts in communication in politics therefore acquires an increasing significance.

**Ognian Zlatev**, Head of the Representation of the EU Commission in Bulgaria and Chairman of SEECOM, underlined in his opening remarks that "public dialogue in the turbulent Balkan region is an instrument for the reconciliation of differences". **Christian Spahr**, Head of the KAS Media Program South East Europe, referred to representative surveys conducted by the Foundation in Bulgaria and Romania, according to which around two thirds of the citizens are dissatisfied with communication by politicians. "Particularly in situations of crisis, governments must increase their communication." It was therefore important to create good working conditions for spokespersons and PR specialists and to encourage the exchange of information about successful examples of citizen dialogue.

**British Head of Communications Alex Aiken explains measurement of PR success**

**Alex Aiken**, Head of the Communications Department of the British Government, presented a leading model in Europe in the field of government communications. "The function of communication is to improve the life of the citizen, and communication is a strategic contribution to the work of a government", Aiken asserted. In an interactive workshop with participants, he explained how the success of communication can be measured and improved. Communication was increasingly a scientific question.

In the first of three specialist panels, **Georg Streiter**, the Deputy German Government Spokesman, discussed innovative approaches for dialogue with citizens with experts from Bulgaria, Cyprus and Great Britain. The debate was moderated by KAS Press Spokesman **Matthias Barner**. Georg Streiter presented the initiative "Living well in Germany", a citizens dialogue started in April 2015 by Angela Merkel. The government wanted to find out what kind of conception the citizens have of quality of life and what is important for them. The findings should then lead to "indicators of quality of life", to which government policy will then be oriented. The citizens taking part were chosen at random and could use the opportunity to address important questions to the Federal Chancellor.

The London PR expert active in community politics, **Cormac Liam Smith**, emphasised communication must be oriented to the concrete needs of the people and for this, trust was necessary. "The age of the spin doctors is past." The PR industry must distance itself from its bad image. In the opinion of Cypriot communications expert **Eleonora Gavrielides**, the communication of governments should have a participatory character and incorporate feedback of citizens into political action. Online chats, social media and videos on the Internet were suitable means of interesting citizens in politics, according to **Aleksandra Atanasova**, Social Media Expert of the EU Commission in Bulgaria.

An attractive initiative in public diplomacy for South East Europe was the subject of a second podium discussion, moderated by SEECOM joint founder **Nadica Dujović**: How can culture be employed to make countries better known internationally?

**Ragnar Siil**, founder of the Estonian think tank Creativity Lab, pointed out that international cultural work is often regarded as equivalent to advertising for tourism. Countries in transformation, above all, should not only advertise their familiar traditions but display novel approaches of their creative industries. It was a matter of establishing the brand of a country and a kind of cultural communication, conveying ideas and values. With SEECOM General Secretary **Vuk Vujnović** and the Bosnian experts **Jasna Jelisić** and **Nebojša Regoje**, Siil discussed how a concept of this kind is capable of realization in the Balkans.

The third panel was devoted to improved cooperation in the region and with the EU. Led by **Peter Lindvald-Nielsen** from the European Economic and Social Committee, it was concerned with how the Balkan countries can speak more strongly with one voice, and how EU issues can be better conveyed in South East Europe. SEECOM Chairman **Ognian Zlatev** emphasised that this was critical, particularly in dealing with the refugee crisis. Citizens and communities must articulate their views better, urged **Tom de Smedt** of the European Committee of the Regions. There were deficits in coordination between the local levels and higher authorities. **Vincenzo Le Voci** of the EU communications network Club of Venice was emphatic that communication in the refugee crisis must follow clear ethical criteria. The Kosovan Social Minister and government spokesman **Arban Abrashi** described examples of the challenges currently faced from Kosovo.

## SEECOM commits itself to cultural themes and elects two new board members

Following the Conference, the General Assembly of the SEECOM Association met to decide the programme of work for 2016 and hold new elections for the committees of the Association. A new Working Group would concern itself with cultural themes as a means of public diplomacy. In addition, SEECOM wanted to identify and publicise good approaches to communication in the refugee crisis. **Ognian Zlatev** was confirmed as SEECOM Chairman for a second year. Together with General Secretary **Vuk Vujnović** and **Christian Spahr**, Director of the KAS Media Program South East Europe, the Assembly elected two new, additional, board members: **Nebojša Regoje**, Head of Communication in the Foreign Ministry of Bosnia and Herzegovina, and **Ivana Đurić**, Assistant Director of the European Integration Office of the Serbian Government.

# An online course (MOOC) on regions, EU institutions and policy-making

By Wolfgang Petzold

Regions and cities in Europe are becoming increasingly involved in EU policy-making and implementation. Although the extent to which local civil servants are involved in European affairs differs from one Member State to another depending on its level of decentralisation, many will find themselves working on European programmes and networks at some time or another.

At the end of 2014, the European Committee of the Regions became the first EU institution developing a massive open online course (MOOC) to support regional and local authorities and officials navigating their way through the EU's sometimes complex institutional set-up and decision-making process. This project was included in the Committee's 2015 communication plan, which increasingly puts the focus on digital communication.

The course opened on [iversity.org](http://iversity.org), an e-learning platform with an international audience, after the European Week of Regions and Cities in October 2015 and ran for eight weeks. A total of 9 500 participants from over 70 countries enrolled. About two thirds of them were representatives of local, regional, national or EU authorities and NGOs. 17% of them completed course presenting a high completion rate when compared to MOOCs offered by the private sector and universities. On average,

participants spent three hours a week on the course material. In the final evaluation, 83% said they were satisfied and would be interested in following a subsequent course on EU and regional affairs.

Evidence suggests that the first edition could be followed up with a course on both basic and specific content. This course could be co-created with local stakeholders and co-produced with other EU institutions. The second edition should also make use of synergies with contributions from events and conferences such as the European Week of Regions and Cities. In the long term, online courses could also be more aligned with the EU agenda and the policy cycles that matter most to the regions and cities of Europe.

## Course design and delivery

The course design began in March 2015 with a survey conducted by the Committee amongst its key contacts and "clients"

received 1,200 replies within a short time span of five working days, confirming that there was interest in a course on regions, EU and policy-making, including among people with little or no experience of online learning. Responses indicated a need to focus on eight key topics: EU Institutions and legislation; the role of regions and cities in EU affairs; EU Cohesion Policy and Structural and Investment Funds; research and innovation and the role of regions and cities; EU environment, climate change and sustainable development policies; free movement and migration; EU competition policy and state aid; and the EU budget, programmes and projects. The course was designed as an eight-week modular course, delivered in English and including a variety of learning aids such as video lectures and expert interviews, factsheets, infographics, live debates (with Q+A sessions) with experts from the EU institutions, regions and academia, which were web-streamed from the Committee, and learning resources such as web-links to more topical in-depth information. A weekly quiz helped students to check their learning progress.

The production of the course materials and learning aids for the selected eight key topics (see annexe I) began in May 2015. In June 2015, four expert panels (each composed of 2-3 discussants and a moderator) were set up and filmed. In June and November 2015, four other experts were interviewed and filmed for the course chapters. In parallel, eight factsheets and eight infographics, one for each thematic chapter, were prepared and validated. Finally, eight expert panels were set up for the live debates, which were held at lunchtime every Friday throughout the course. In total, over 50 experts, including European and local politicians, as well as experts from EU Institutions and academia, contributed to the course. (Annexe II).

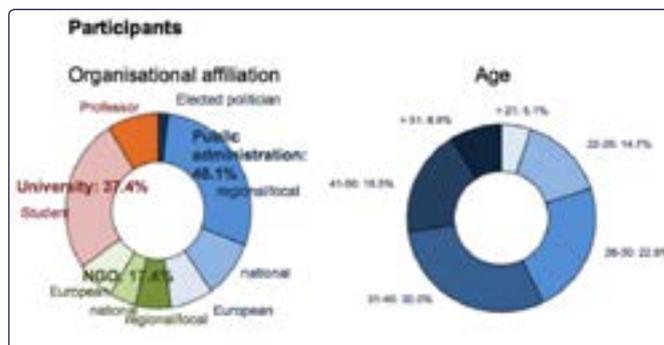
Throughout the production period, an ongoing communication campaign kept key stakeholders, partners and the target audience informed about the launch of the MOOC. The campaign consisted of a dedicated website, printed and electronic leaflets, targeted emailing campaigns, two promotional video clips, a social media campaign (Twitter, Facebook), event-specific promotion campaigns and direct contacts.

The course was hosted on the iversity.org e-learning platform. Registration opened on 1 August 2015. The course started on 19 October 2015 and each consecutive week featured a new thematic chapter for students and provided unlimited access to all course materials. The course followers could also monitor their study progress on the platform. No written assignments were included but course participants had to take a quiz at the end of each chapter. About 7 000 students enrolled at the beginning and, by the end, 9 500 had signed up.

Throughout the course, followers posted more than 150 questions relating to the course subjects on the discussion forum provided by the platform. The Committee course team selected about 10 questions for each of the weekly thematic Q+A sessions, which had a live audience of 10-50 people on the Committee's premises, and a live-stream audience of 70-200, depending on the topic and time. Recordings of these debates were available on the course platform and the Committee's website, and to date have had between 400+ and 2 300+ views each.

The last course chapter was concluded on 11 December 2015 but the course remained accessible until the end of February 2016 to followers who had registered before the end of 2015. At the close of the course, on 31 December 2015, a total of 8 500 students had registered. A statement of participation (subject to a pass mark of 80%) was issued to 17% (1 500) of them.

Slightly more women than men followed the course. The highest percentage of followers were in the 31-40 age group (25%),



followed by the 26-30 age group (23%) and the 41+ age group (22%). Most participants were from Belgium (10%), followed by Spain, Germany and Italy (9%), Greece and the UK (5%), France and Romania (4%). Overall, the course had followers from over 70 countries.

## Student evaluation survey results

Two surveys carried out by the Committee and by the iversity-platform at the end of the course gathered further data on and feedback from the course followers. However, with 280 and 400 responses respectively, the representativeness of the findings below remains somewhat limited.

The Committee's survey focused on the organisational affiliation of followers and their satisfaction with course content and delivery. Of the 280 respondents, 48% worked for a public authority. One third of these were from a regional or local authority (28%), 14% from for a national ministry and 6% from an EU body. A further 24% were students and 12% held a teaching position. Finally, 13% of survey respondents worked for a local, regional, national or European NGO. The respondents' age corresponded to the general age profile and gender distribution (more women (58%) than men (42%)). Most had followed all the course chapters ("followed completely", variable between chapters 1 to 8 varied from 77% to 88%).

The vast majority of respondents (77%) found that the course had fulfilled their expectations. All the chapters were considered to be very interesting, with the lowest score of 54% for "very interesting" going to the chapter on EU competition policy and state aid, and highest score of 77% for "very interesting" going to the first chapter on the EU institutions and legislation. Of the different learning aids, the factsheets were considered the most interesting (83% "very interesting"), followed by infographics (76%) and lesson videos (74%). One in ten followers had made contact(s) with other course followers, for example in the course discussion forum, or during the live Q&A sessions, or finally via the Facebook group formed by some of the most active MOOC followers. Finally, most (86%) respondents said they would be interested in following another course on the EU and its regions should such a course be offered.

The iversity online learning platform conducted an extensive student satisfaction survey after the course. 83% of some 400 respondents were very satisfied with the instructor's (the Committee's) performance (61% very satisfied, 22% somewhat satisfied) and with the platform (71% very satisfied, 16% somewhat satisfied). Most were likely to take another course by the same instructor (53% very likely, 30% somewhat likely), and to recommend the instructor to a friend (50% very likely, 28% somewhat likely).

The course content was assessed as factually accurate (66% agree, 26% somewhat agree) and well-structured and organised (65% agree, 25% somewhat agree). The most common goals for participating in the course were "to gain a broad overview of

the subject" (37%) and "to acquire professionally useful skills" (34%), followed by "to study the subject in depth" (16%). Most respondents found that the course had allowed them to achieve their original goal (55% agree, 38% somewhat agree). The biggest obstacle to achieving the goal seemed to be lack of time (40%), followed by quality of content (12%). The majority estimated that they had the necessary prior knowledge for the course (52% agree, 30% somewhat agree). The respondents had spent an average of three hours a week on the course.

## Conclusions and follow-up

Outreach to and feedback by course followers confirm that online courses have the potential to increase interest in and knowledge about the European Union and regional affairs and can contribute to administrative capacity-building at local level. They also present an additional channel for targeted EU communication and can create synergies with other tools of communication such as web-based information, social media, and events. As web statistics confirm, online courses seem to reach a relatively young - and possibly distant - audience with regard to EU communication. Finally, the cost efficiency of MOOCs points towards further developing this channel and experimenting more with interactive online tools, including the co-creation of their content.

Web statistics also confirm that the MOOC had a significant impact on the Committee's institutional web communication. Despite the fact that the MOOC information page was not put online until May 2015, it was by far the most visited page of the year, with 13% of all page views, followed by the homepage (6%), and the information page on traineeships (3.5%). While the MOOC itself was run on an external platform and the Committee's page contained only static information about the course, the latter had a high return rate, apparently from the MOOC's Twitter account for the most part, which gathered 800+ followers.

With regard to quality, it appears that the concept worked well, mainly due to the fact that the MOOC provided a variety of 50 experts and sources from all EU institutions. In the evaluation, however, remarks were made on the quality of the debates, which were judged as not sufficiently controversial. On the production side, a number of lessons were learned including with respect to the preparation and editing of the experts' interviews and debates and the production of factsheets, the format of which will be used for other CoR information campaigns and tools in the future. A number of course followers suggested that the content needed to be more specific on the most relevant topics, e.g. the implementation of the European Structural and Investment

Funds, the use of EU financial instruments, and "hot topics" such as migration. Moreover, it became clear that future MOOCs could profit from a more journalistic and inter-institutional approach, based on storytelling, and from the co-creation of content with the help of potential users. Finally, offering an EU-wide course for local officials in several languages would definitely improve its outreach and impact.

In view of the foregoing, these options appear to be worth following:

- a revised MOOC on "EU and regional and local affairs" could be presented as a combination of a general introduction ("regions in the EU") with a more in-depth training-style section on selected issues;
- with a view to the production of the latter, synergies should be enhanced with (a) the annual European Week of Regions and Cities and the 600+ speakers attending this event in October in Brussels, and (b) the use of "regional and local evidence" in order to co-create parts of the content;
- a concept based on co-production could take account of any interest the European Commission's Regional and Urban Policy DG, the European Investment Bank and other EU institutions may have in becoming partners in a revised edition;
- a mid-term review could bring course content in line with the EU agenda and the cycle of policies that matter most to regions and cities.

These options were followed in February and March 2016 in order to begin work on a revised MOOC on EU and regional affairs in April and its delivery in October/November 2016.

More information: [www.cor.europa.eu/mooc](http://www.cor.europa.eu/mooc)

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Wolfgang Petzold is deputy director for communication at the European Committee of the Regions, the EU's assembly of regional and local representatives in Brussels. Between 2001 and 2008 he was deputy head of the communication unit of the European Commission's Regions and Urban Policy DG. Being a sociologist, worked for more than 15 years as an official on EU policies including for a regional ministry for economic and European affairs. He published several books and articles on EU cohesion policy and lectures at the University of Applied Sciences in Bremen since 1999.

# 27ème Forum du Réseau Cap'Com (France)

Le réseau Cap'Com (France) a vécu du 15 au 17 décembre 2015 à Tours, son 27ème Forum. Cet événement annuel consacre ses travaux à l'actualité et à la réflexion prospective sur la communication publique et singulièrement sur la communication publique territoriale. Mobile, il se déroule dans une ville différente chaque année pour permettre à ses quelques 900 participants de découvrir la réalité et la communication d'un territoire. Le Forum 2015 qui se déroulait dans une période proche des attentats de novembre, était empreint d'une certaine gravité et de questionnements importants pour la communication publique.

L'intervention d'introduction de Bernard Deljarrie, délégué général de Cap'Com, posait le propos dans un environnement complexe : « *Les communicants publics soulignait-il, sont nombreux à penser qu'ils ont, plus que jamais, une responsabilité particulière. N'est-ce pas à eux, communicants publics, de contribuer à porter haut et fort les valeurs communes qui permettent de vivre ensemble sur nos territoires ? N'est-ce pas à eux de participer à la construction des identités collectives et des mémoires partagées qui sont le ciment de toute société ? N'ont-ils pas à faire comprendre les changements, économiques et environnementaux qui imposent de difficiles évolutions dans les modes de vie et qui conduisent à de douloureux bouleversements sociaux ? N'ont-ils pas à contribuer pour faire vivre la démocratie, celle du quotidien et de la proximité, celle portée par les élus ? Comment, dans le contexte actuel, conduire une communication publique encore plus efficace ? Comment répondre aux attentes nouvelles et porter, auprès de tous les habitants, le service public et ses valeurs ?* ». En conclusion de ces propos Bernard Deljarrie notait les deux impératifs qui s'imposent aujourd'hui aux communicants publics : de plus en plus de professionnalisme, d'exigence et d'éthique et construire une communication de plus en plus offensive. « *Exister et s'affirmer comme une nécessité dans et malgré un contexte budgétaire et institutionnel difficile* » et entrer en résonance avec le titre du Forum emprunté à Cyrano de Bergerac héros d'Edmond Rostand « *... À la fin de l'envoi je touche* ». Une phrase qui sonne comme une exigence d'efficacité et de dextérité, mais aussi comme un appel à l'émotion qui fait la force de la communication et du vivre ensemble.

## Communication publique et précaires

La conférence d'introduction du Forum faisait écho à ces exigences d'efficacité, de rigueur et d'éthique sous le titre « *La communication publique dans le quotidien des précaires* ». Le propos avait été confié par Cap'Com à Céline Braconnier, auteure d'un ouvrage récent intitulé « *Les inaudibles, sociologie politique des précaires* »<sup>1</sup>. L'objectif de cette conférence (précédée d'un travail collectif préparatoire réalisé en novembre) était de définir

et mieux connaître les précaires et voir quels sont les rapports qu'ils entretiennent avec la politique pour mieux s'adresser à eux. Et, en connaissance de cause, adapter la communication des institutions aux attentes et aux usages de ces précaires qui, selon la définition de Céline Braconnier, représentent un cinquième de la population.

Céline Braconnier invite en effet à considérer la précarité dans un sens large, à ne pas la limiter seulement à sa définition économique et monétaire mais à « *définir la précarité comme un phénomène multidimensionnel* »<sup>2</sup>...calculé à partir de onze indicateurs ayant trait aux difficultés financières mais aussi à la protection sociale, à la sociabilité et aux loisirs. La précarité ainsi définie, concerne, en France, 36% de la population inscrite sur les listes électorales soit 17 millions de personnes contre 4,9 à 8,5 millions de pauvres avec définition monétaire (revenus mensuels moins 50/60% du revenu médian soit 828 / 993 euros ). Dans ces 36%, les ouvriers sont les plus touchés avec 52% de précaires, 42% des employés, 47% des petits commerçants et artisans, 37% des agriculteurs, et 11,5% de cadres... On voit ainsi combien la précarité considérée dépasse les représentations ordinaires.

Céline Braconnier après avoir posé cette définition oriente son propos sur le rapport des précaires au politique sur la base d'une enquête réalisée au moment des élections présidentielles de 2012, sur des entretiens individuels et sur un micro trottoir effectué auprès de jeunes. Ces éléments, quantitatif et qualitatif mêlés, lui permette d'affirmer que si la précarité éloigne de la politique - « *plus le score de précarité augmente, moins les personnes sont intéressés par la politique, moins elles sont convaincues de l'efficacité du vote, plus elles refusent un positionnement sur l'échelle gauche/droite* » - il n'y a cependant pas de rupture des précaires avec le politique. La politique reste pour certains, porteuse d'espoirs. Même si « *la précarité accentue les clivages : elle fait voter ceux qui vont aux urnes plus à gauche, moins à droite et augmente la sympathie pour le Front national.* »

Que tirer comme conséquence de ces observations pour la communication publique ? Tout d'abord en se saisissant de l'intérêt restant pour la politique pour augmenter la participation aux élections. En France, la participation aux élections repose d'abord sur un acte volontaire : l'inscription sur les listes électorales<sup>3</sup> de sa commune de résidence principale. Cette inscription doit s'effectuer avant le 31 décembre de l'année N pour toute élection de l'année N+1. Du coup, chaque année pré-électorale, les communes réalisent des campagnes

2 In "Les Inaudibles" Les Presses SciencesPo 2015, p54.

3 L'inscription sur les listes électorales est, pour chaque citoyen, une obligation posée par l'article L. 9 du code électoral. L'inscription est automatique à la majorité, depuis 1997, ce qui permet une première inscription de près de 90% des jeunes. Mais ensuite, dès qu'il y a un changement de domiciliation, la procédure d'inscription est volontaire et s'avère l'une des plus complexes d'Europe (d'où le phénomène de "mal-inscription").

1 Les inaudibles, sociologie politique des précaires. 287p. Edition SciencesPo, Les Presses. 2015.

pour inciter les gens à s'inscrire sur les listes électorales<sup>4</sup>. Pourquoi cette question a-t-elle à voir avec les précaires ? Selon Céline Braconnier, les précaires sont moins présents sur les listes électorales que le reste de la population car le cumul d'obstacles institutionnels empêchent l'inscription sur les listes soit par non inscription, soit par mal inscription (inscrit au mauvais endroit suite à mobilité) : « *la mal inscription explique jusqu'à la moitié de l'abstention aux élections. Mais, souligne-t-elle en fonction de son enquête, les personnes interrogées ne comprennent rien pour la plupart. Ils ne savent même pas ce que signifie être inscrits sur une liste électorale : on communique sur un concept qui ne parle pas aux gens...* » Aux communicants de prendre en compte cette réalité dans leurs futures actions et campagnes<sup>5</sup>...

Ensuite en changeant regards et formes du discours, de la relation et de la communication. « *Les précaires, explique Céline Braconnier, ont le sentiment (généralisé) de ne pas compter, d'être transparents. Ils sont objet de discours dévalorisants, sinon stigmatisants, souvent adressés aux non précaires. Ils sont rarement interpellés en tant que sujets, que citoyens.* » Une perspective s'ouvre là aussi pour les communicants publics : « *valoriser l'expérience de la précarité pour rendre leur dignité aux populations précaires, soulignait Bernard Deljarrie, en conclusion de la séance de travail préparatoire, et donner toute sa valeur à leur intervention dans le débat public* ». Et « *parler de sujets très concrets comme le logement ou le transport plutôt que de projet urbain ou de perspectives économiques* » commentait le directeur de la communication de Tours. C'est ainsi que Céline Braconnier suggère de « *faire cité dans les quartiers* ». Car, en se basant sur l'exemple des femmes seules pour qui « *la fréquentation des guichets de proximité familiarise avec le monde institutionnel, permet l'appropriation, stimule la prise de parole* » et permet de recréer du lien avec les institutions, il s'agirait, aujourd'hui, de retrouver, « *en l'absence d'encadrement politique de proximité et à l'heure d'internet, le rôle primordial des passeurs et intermédiaires de terrain pour produire de l'intégration citoyenne (associations, acteurs de l'école, facteurs, agents de proximité ... )... Le lien avec le politique, disait en conclusion Cécile Braconnier, ne pourra se renouveler que s'il est durable et relève de situations de face à face* ». Que les communicants publics eux-mêmes trouvent ou retrouvent pleinement les voies diversifiées du lien avec les institutions. Et, au-delà des outils de transmission, pratiquent la médiation.

4 L'éloignement du processus électoral concernait 9,5 millions d'électeurs potentiels, soit 20% du corps électoral. Le nombre des non-inscrits s'établit à 3 millions de personnes, selon l'Insee, et le nombre des mal-inscrits est estimé, selon les travaux de Céline Braconnier, à 6,5 millions de personnes.

5 Voir encadré sur l'action lancée par Cap'Com à la suite du forum.

Pour les élections présidentielles d'avril-mai 2017, les mal-inscrits et les non-inscrits devront effectuer volontairement une démarche auprès de leur commune de domicile avant le 31 décembre de cette année. Or, d'une élection à l'autre, les nouveaux résidents représentent de l'ordre de 20% des habitants. Parmi les Français qui ont déménagé en 2014, seul un électeur sur cinq s'est réinscrit dans sa nouvelle commune.

La procédure explique l'importance des mal-inscrits et leur profil qui compte une surreprésentation de personnes les plus mobiles : jeunes, cadres, urbains, non propriétaires. Pour plusieurs raisons ils ne se sont pas réinscrits à la mairie de leur nouveau lieu de résidence car :

- ils estiment n'être que provisoirement installés,
- ils pensent être automatiquement réinscrits,
- ils n'ont pas connaissance ou compris la nécessité d'une réinscription,
- ils sont freinés par une démarche spécifique en mairie,
- ils ont raté la date de clôture des inscriptions,
- ils ont déménagé entre le 31 décembre et la date du scrutin.

**La gestion des listes électorales relevant des communes, c'est principalement l'information qu'elles diffusent qui appelle les électeurs à s'inscrire sur les listes électorales.** En général, cette information est faite de manière très institutionnelle, dans les derniers jours d'une année qui précède des élections. Les inscriptions sur les listes électorales se concentrent sur les tous derniers jours de décembre conduisant à un engorgement des services et à des attentes démotivantes.

L'information locale est presque exclusivement diffusée par le bulletin municipal et par affichage sur les panneaux municipaux et le mobilier urbain. Ces campagnes municipales sont en général d'un faible impact et sont souvent d'une conception graphique peu efficace. D'après Céline Braconnier, l'information qui y est donnée s'avère assez peu compréhensible et peu mobilisatrice. Les concepts -les notions d'inscription, de liste électorale...- sont difficiles à présenter. Le message, peu relié à l'enjeu électoral, n'est pas attendu. La cible en est souvent les jeunes oubliant les nouveaux résidents.

De plus, l'information s'accompagne rarement de dispositifs pour aider à la démarche d'inscription qui exige un déplacement et la fourniture de justificatifs parfois nombreux. Peu de renseignements sont donnés en amont et systématiquement dans tous les contacts et lieux d'accueil du public, peu d'explications sont fournies aux nouveaux habitants lors de leurs diverses démarches en mairie, peu d'animations sont ciblées dans les lieux et établissements fréquentés par les étudiants, les relais associatifs sont très rarement mobilisés...

**Le réseau Cap'Com va faire suite au travail de réflexion engagé sur ce thème** à partir de l'intervention de Céline Braconnier au Forum de Tours. Des propositions seront faites pour doter les communes d'outils efficaces d'information et de communication notamment dans le cadre du prochain Congrès des Maires en juin 2016. L'AMF (Association des Maires de France) et le laboratoire de recherches de Sciences Po St Germain en Laye sont partenaires de cette action.

## Faut-il faire de la propagande ?

Deuxième thème d'importance traité en débat parmi les quelques 30 thématiques abordées au Forum celui de la propagande. La controverse titrée « Faut-il faire de la propagande ? » mettait aux prises, Christian Gravel, directeur du Service d'Information du gouvernement (SIG), Hervé Letort, maire de St Erblon et vice-président de Rennes Métropole et Orlande Jaurégui, directrice de la communication du département de l'Eure. L'exposé des motifs de ce débat, animé comme tous les autres moments du forum par un membre du Comité de pilotage de Cap'Com, s'énonçait ainsi : « Face à des courants politiques, sociaux ou religieux qui rencontrent un succès grandissant en jouant sur les codes d'une communication simple, clivante et percutante, la seule vertu d'intérêt général de la communication publique est-elle encore suffisante ? Dans le contexte de graves tensions que connaît aujourd'hui le pays, alors que la tragédie du 13 novembre a frappé la société républicaine, la communication publique ne devrait-elle pas réhabiliter le concept de propagande ? Certains aimeraient emprunter la voie de la communication de masse, nécessairement simplificatrice mais marquante. D'autres souhaiteraient au contraire une parole publique plus présente mais plus pédagogique qui conduise les citoyens à créer leur propre chemin vers les institutions et les valeurs qui fondent notre société démocratique. En filigrane se pose la question de l'efficacité de la communication publique et de la perception qu'ont les citoyens de la puissance publique. » Après avoir rappelé définition<sup>6</sup> et histoire de la propagande (qui a pris une connotation négative lors de la seconde guerre mondiale et avec l'utilisation des systèmes totalitaires), les intervenants se sont accordés pour distinguer la communication publique de la propagande en ce qu'elle fait d'abord acte de pédagogie : décortiquer et expliquer pour rendre accessible, partager l'information, permettre aux citoyens de se l'approprier. Et, si cette forme de pédagogie peut s'apparenter à de la propagande, la communication publique s'en différencie par son inscription dans un système de valeurs : celles de la démocratie. Elle vise, du coup, à alimenter le débat public et faire le lien entre citoyens et élus non à embrigader et dévoyer.

La question de la propagande fût ensuite abordée au prisme de l'actualité et, selon les termes de Christian Gravel « du changement de paradigme communicationnel » dans la société d'aujourd'hui : « Toutes nos actions, soulignait-il, s'inscrivent dans un nouveau contexte. Nous sommes passés d'une communication verticale, descendante, appuyée sur des relais sûrs faisant parvenir un message unique aux récepteurs à un modèle horizontal où tous les émetteurs sont au même niveau et se concurrencent. Et c'est le récepteur qui choisit. Comment faire alors pour que le message public émerge ? » Le SIG a choisi face à la propagande djihadiste une stratégie du « contre discours » producteur de sens illustré au cours du débat par la vidéo #stopdjihadisme créée pour contrer le monopole des images chocs de l'idéologie djihadiste sur la toile en décrédibilisant les émetteurs de ce genre de messages et en réalisant un travail de ré-information. Au-delà de la question du djihad, le débat devait aborder également les questions posées par les campagnes

de communication de la mairie de Béziers (dirigé par un proche du Front national) qui joue sur les techniques marketing et des manipulations d'images choc. Une réalité qui pose question aux communicants qui peuvent être séduits par une efficacité de la forme et des techniques. Une réalité qu'Orlande Jauregui a résumé en trois questions : « Quelles sont les limites à ne pas franchir ? Quelles sont les limites du communicant public ? Quand doit-il dire stop ? »

Le débat a, au final, tourné beaucoup autour de la question du citoyen « sujet » plutôt que du citoyen « objet », un objectif qui donne sens à la démocratie et partant, à la communication qui l'accompagne. « Faire pédagogie » et considérer, selon Orlande Jauregui, « l'habitant non seulement comme un récepteur mais comme un acteur et pour cela favoriser par un flux permanent d'échanges la compréhension et la discussion du projet ». Hervé Letort devait souligner que la communication publique devait être porteuse d'espoir et être acteur de la construction du savoir.

Cette question de la propagande et des questions comme des limites qui se posent aux communicants publics trouvent, elles aussi, au-delà du Forum, des répercussions dans le travail de Cap'Com. Un groupe de réflexion sur l'éthique a été mis en place au sein du Comité de pilotage qui réfléchit au cadre qui pourrait être créé pour accompagner les communicants publics sur les questions qui se posent à eux dans leurs pratiques quotidiennes.

## De la diversité

La discussion sur la propagande n'était pas la seule inscrite au programme du Forum. La question du marketing public comme celle de l'identité des territoires, très actuelle pour les collectivités françaises qui vivent réforme et regroupements, étaient au centre de deux autres controverses. À côté de ces questions centrales, d'autres thématiques ont également été abordées. Les participants ont pu écouter Yann-Arthus Bertrand dresser le bilan de la COP et faire entendre humanité, espoir et optimisme en plénière de clôture autour d'extraits du film « Human » ; Jean-Daniel Lévy, d'Harris Interactive, analyser l'état de l'opinion en France. Ils ont pu réfléchir à l'actualité de leur métier et au positionnement de la communication dans des tapis de parole, écouter et partager expériences et réalités dans plus de 15 ateliers méthodologiques, connaître et comprendre les nouveautés du web et des réseaux dans les carrefours numériques. Ils ont pu découvrir à travers le palmarès et les lauréats du Grand Prix l'actualité de la communication de l'année en ce qu'elle a de meilleur...

Le Forum de Tours a été, comme ses prédécesseurs et, on l'espère, ses successeurs un temps fort pour les communicants publics. Un temps à ne pas manquer, ouvert à tous ceux qui, de France ou d'Europe veulent partager les valeurs, les questionnements et la réalité de la communication publique.

NB : Le 28ème Forum aura lieu à Marseille en décembre 2016

<sup>6</sup> Larousse: "action systématique exercée sur l'opinion pour lui faire accepter certaines idées ou doctrines, notamment dans le domaine politique ou social".

Cap'Com fédère, anime et accompagne en France, le réseau des vingt cinq mille professionnels de la communication publique et territoriale.

**Avec la conviction que la communication est essentielle de la conduite des politiques publiques, Cap'Com contribue, depuis plus de 25 ans, à la reconnaissance et à l'étude de la communication publique et accompagne les évolutions de la profession.**

L'association est dirigée par un Comité de pilotage qui réunit 100 directeurs de communication et professionnels de la communication publique et territoriale.

Cap'Com organise chaque année un Forum qui rassemble, sur trois jours, un millier de participants qui, dans une ambiance conviviale mais studieuse, suivent des visites professionnelles, des grands débats, des ateliers techniques et méthodologiques, des conférences, des carrefours numériques,...

## Echos du 27e Forum de la communication publique et territoriale

Tours 15, 16 et 17 décembre 2015

Le programme du Forum est conçu pour que chacun, en fonction de ses préoccupations et de son contexte professionnel prévoit son « menu » personnel. En 2015 le Forum a mobilisé autour de 31 thématiques, plus de 120 intervenants qualifiés. Aux temps de travail s'ajoute des moments de convivialité avec en particulier une soirée de remise du grand de la communication publique et une animation originale conçue avec les acteurs locaux en fonction du tempérament du territoire.

### « ...À la fin de l'envoi, je touche. »

Le Forum 2015 empruntait son titre à Cyrano de Bergerac, le héros d'Edmond Rostand livrant par cette célèbre réplique le fil conducteur du programme. Au lendemain des élections régionales en France, et après deux années électorales denses, la communication publique doit répondre aux attentes des habitants dans un contexte difficile (contraintes budgétaires fortes, organisation territoriale en mouvement, rapport défiant au politique ...).

« À la fin de l'envoi, je touche » sonne comme une exigence d'efficacité, de créativité et de dextérité. Un appel à l'émotion qui fait la force de la communication.

## Jour 1 : mardi 15 décembre

### 4 visites professionnelles

La première journée est traditionnellement consacrée à la découverte du territoire et de ses enjeux de communication. Les visites professionnelles permettent d'aller à la rencontre des acteurs du territoire qui reçoivent dans des lieux parfois insolites et racontent leurs histoires de communication. Pour faciliter les échanges, chaque visite se termine par un dîner convivial entre participants (de 50 à 100 suivant le cas).

Cette année, les visites avaient 4 thématiques : « Remix Tours : urbanisme, art et mobilité », « Renaissance : la Touraine du 16<sup>e</sup> au 21<sup>e</sup> siècle » ; « Creative Val de Loire : un itinéraire artistique » ; « Gargantua ou la découverte du 3<sup>e</sup> vignoble de France ».

## Jour 2 : mercredi 16 décembre

### 1 plénière d'ouverture

« La communication publique dans le quotidien des précaires » : conférence de Céline Braconnier, sociologue, professeure de Universités et directrice de Sciences-Po Saint Germain-en-Laye. Spécialiste des comportements électoraux, elle co-anime le réseau de recherche « Futur des études électorales » de l'Association française de Science politique

### 2 controverses

Faut-il faire de la propagande ? Manifestement les valeurs du service public n'ont plus d'audience. Or, on voit des courants politiques ou sociaux qui rencontrent un succès grandissant et jouent sur les codes d'une communication simple, vivante et percutante. Doit-on vendre la démocratie comme on vend des

savonnettes ? Faut-il réhabiliter le concept de propagande ou au contraire laisser les citoyens créer leur propre chemin vers les institutions ? La seule vertu d'intérêt général de la communication publique ne suffit plus à toucher les gens. Certains empruntent alors la voie de la communication de masse, d'autres celle de la pédagogie. En filigrane, se pose la question de la perception qu'ont les habitants de la puissance publique.

Avec Christian Gravel, directeur du Service d'information du Gouvernement ; Orlane Jauregui, dircom de l'Eure ; Hervé Letort, maire de Saint-Erblon, vice-président de Rennes Métropole en charge de la communication.

*Faut-il faire du marketing public ?* Dans sa recherche d'efficacité et de relations avec des publics cibles, la communication publique s'ouvre au marketing. Mais les services publics sont-ils des produits et les habitants des consommateurs ? Que faut-il retenir des techniques de segmentation, de fidélisation et de vente et peut-on les adapter à la communication sur les services publics pour mieux toucher ses publics ? C'est la forme du discours d'intérêt général que l'on bouscule. Au risque de perdre son âme s'alarment certains.

Avec Thomas Barbelet, directeur exécutif Marque et communication du Groupe Keolis ; Jean-François Portarriue, dircarb du Grand Narbonne.

### 3 carrefours numériques

- Anticiper les technos chaudes du web 3.0 et 4.0
- Faire d'UX (ou expérience utilisateur) sur son site web
- Utiliser la dataviz pour rendre les données plus sexy

### 3 ateliers décryptages

- L'État de l'opinion en France
- Presse territoriale : réaffirmer la parole institutionnelle
- La fabrique des nouveaux logos

### 5 ateliers méthodologiques

- Utiliser le crowdfunding pour mobiliser les habitants Communiquer grâce au porte-à-porte
- Travailler son identité sonore
- Toucher les influenceurs
- Mettre en place des groupes de citoyens référents
- Mener une campagne Facebook advertising

## Jour 3 : jeudi 17 décembre

### 1 plénière de clôture

*Communiquer autour des enjeux climatiques*

Une semaine après la clôture de la Conférence Climat de Paris

Peut-on mobiliser les citoyens, particulièrement les jeunes, sur des enjeux de long terme ? Sur quel registre jouer : le beau, l'émotion, la peur, la responsabilité ou la culpabilité ? Comment articuler des démarches grand public et les opérations de proximité, portées par les collectivités et les acteurs locaux ?



Avec

- Yann Arthus-Bertrand, réalisateur, président de la Fondation GoodPlanet avec présentation et extraits de son dernier film Human,
- Laurent Guimier, directeur de France Info

#### 1 controverse

*Faut-il forcer l'identité des territoires ?* Avec les communes nouvelles, les fusions d'intercommunalités, l'affirmation des métropoles, la création des grandes régions, le paysage des collectivités évolue sans cesse. Pour faire reconnaître ces nouveaux territoires institutionnels, élus et communicants cherchent à créer un sentiment d'appartenance concordant avec les frontières administratives. Mais l'identité du territoire est-elle un passage obligé de la communication institutionnelle ?

Avec Anne Balayer, dircom de la Métropole Rouen Normandie ; Maguelone Hédon, dircom de la Région Centre-Val de Loire.

#### 1 carrefour numérique en Coffee camp

*Les réseaux sociaux, c'est mieux à plusieurs*

Au programme : Snapchat, Pinterest, LinkedIn, Periscope, Vine, Instagram (une table par réseau)

#### 2 ateliers méthodologiques

- Travailler la couleur dans sa communication
- Accompagner la réforme territoriale en interne

#### 1 décryptage

- La communication d'un Centre Hospitalier Universitaire : l'exemple de Tours

#### 3 présentations d'études

- Qu'attendent les publics éloignés de la communication locale ?
- Peut-on mutualiser la communication des territoires ?
- Quelles perspectives pour l'affichage dynamique public ?

#### Sur les 2 jours : une filière débat « métier »

- Le binôme DGS - dircom
- Statuts et carrière publics
- Compétences et mobilité
- Ethique et déontologie
- Speed dating métiers (entretiens individuels minutés avec des experts)



**Dominique Mégard est aujourd'hui présidente du Comité de pilotage de Cap'Com, réseau des professionnels de la communication publique et territoriale. Elle anime avec le réseau, une réflexion permanente sur l'actualité et la diversité de la communication publique.**

Depuis l'origine, en 1988, elle accompagne la vie et les débats du Forum annuel. Elle a assuré, comme déléguée générale, la responsabilité de la manifestation ainsi que la création de nombreux services et actions pour et sur la communication publique dans les territoires, avant de devenir présidente du réseau qui en est issu. Bernard Deljarrie lui a succédé en 2012 au poste de délégué général, assurant la gestion, l'action et l'avenir de Cap'Com.

Journaliste diplômée du CFJ Paris, elle a exercé en PHR et pour de nombreux périodiques spécialisés en économie, urbanisme, vie territoriale et vie publique. Elle a été elle-même directrice de la communication dans une collectivité pendant huit ans. Elle a été chargée de cours plus de dix ans à l'université de Paris I Sorbonne, à l'université Lille 2 et à l'UCO d'Angers et intervient, en tant qu'expert, à la demande.

Auteur de nombreux articles et d'un ouvrage paru au printemps 2012, chez Dunod « La communication publique et territoriale », elle est également co-auteur avec Bernard Deljarrie de l'ouvrage « La communication des collectivités locales » LGDJ, 2008.

# “EU Back to School”: a Romanian Story

By Irina Pachitanu

The “EU Back to School” initiative - promoted since 2007 by the European Commission and fully embraced by the Council of the EU - gives EU civil servants the opportunity to go back to where they once studied and meet today's pupils and teachers. It is a good chance to motivate and inspire young people across the EU to “think European”.

Being the ambassador of the EU for a day means more than explaining to young people “who's who” and “who does what” in the European Institutions. It's about giving them a *flesh and blood* image of something that might appear too abstract at a first glance.

A couple of years ago, on the 8th of May, I paid a visit to the National College “Ferdinand I” in Bacău, the high school that I graduated from (formerly known as “George Bacovia” high school), and met two classes of eleventh graders to celebrate together Schuman Day and the European Year of Citizenship.



Among other EU-specific issues, I mentioned to the audience how important it is to spend some time abroad in a student exchange programme or to learn at least two foreign languages, irrespective of the career path the students want to take. When I referred to the rich multicultural experience acquired by living and working in Brussels, this stirred their interest quite a lot. They became aware of how challenging it was for the then 27 member states to strike the right balance between their own interests and priorities and EU's common values to safeguard and EU's goals to be achieved. One of the EU's main objectives and “*raison d'être*” - peace - was one of the most outstanding achievements of the EU after World War II. The students were quick to acknowledge that the EU had rightfully won the Nobel Peace Prize in 2012: a well-deserved reward for contributing to more than 60 years without conflicts within our borders.

In the end, they were impressed to hear that three graduates of their high school were now colleagues in the same linguistic unit in the Council of the EU, and many more working for other European institutions.

Together with the other two colleagues currently joining me in the Council's Romanian language unit who graduated from the same high school in Bacău - Cristina Mitocariu and Mihaela Poraicu - we wrote an article about our old school, our current jobs and about how our college years helped us develop our careers. The article was published in a local paper from our home. Here are the three stories, in brief:

“For Irina, working as a translator for the SGC is like “being in a modern Babel Tower where 23 languages are spoken, but where everybody understands everybody else”. The Romanian team is a kind of “miniature Romania, with people from all country regions, selected after long and difficult competitions”. Irina explained how useful the scientific background acquired in a highly-demanding high school was to her linguistic studies and then to her career as a translator and conference interpreter for the European Institutions. She's happy to be part of an excellent, high-flying team, working in a very competitive environment.

Mihaela is the second generation in her family of George Bacovia graduates and, like her father, she believes that “a solid education can give one the chance to discover oneself and achieve success”. During high school, she fell in love with ... maths, discovered literature far beyond the official textbooks, became aware of the importance of geography and history in placing oneself in time and space and, last but not least, studied English and French, which allowed her to open up to other cultures. She studied later on engineering, but kept a vivid interest in foreign languages. One day she had the opportunity to combine the two aspects of her educational background and passed an UE competition. And yet, she thinks that the seed of an inquiring mind was planted by her high school teachers and it has always been a driving force in her career. Her daughter will graduate a high school in Brussels, but Mihaela hopes she managed to “pass on to her daughter some of her old school's values”.

Cristina's high school years and choice of future profession was marked by an important historical event for her country - the Romanian Revolution of 1989. The opening up to democracy brought many changes and one of them was the setting up of a modern language section in the George Bacovia High School, until then a school reputed for hard science. For Cristina, this was an unexpected opportunity which she embraced with enthusiasm. She didn't know she wanted to be a translator then, but she definitely knew she wanted to learn foreign languages and travel. Now that she has become a “translator for Europe”, she realises how instrumental her teachers were in building up her professional abilities. Grammar explanations are still vivid memories and the constant effort to have a good understanding of the source text is something she learnt during the first translation exercises in school.”

Two other colleagues in the Romanian Unit went back to their

former schools and shared their European experience with kids and teenagers avid to know more about the European context and future. Here's Carmen Lavric account of her visit to a school in Iași:

"From the first moment I read about the Back-to-School programme I knew I wanted to participate in it. This initial impulse was mainly due to the good personal contacts I still had with some of my former teachers and of the students. They showed much enthusiasm and took care of all the practical arrangements that I kindly requested. My presentation was directed mainly to the students in the final year of secondary education, as it contained information about EPSO competitions, Erasmus etc. The approximately 70 students attending the presentation followed it with interest and asked some questions. They were equally satisfied with the brochures and other printed materials. In general, they already had good basic knowledge about the EU. As for me, it was both pleasant and very enriching to make and to give such a presentation. It refreshed my own knowledge of the EU and it gave me an opportunity to speak about my work and, moreover, to speak in public - a skill that translators have less possibilities to practice. It added a new dimension to my personal relations and it helped me make new contacts. All the efforts and the time invested in this action were by all means worth it."



Some of the teenagers attending the Back-to-School presentations in Bacău later took a trip to Brussels to visit several EU institutions. After their visit to the European Parliament, we took them on a tour of the Council's Babel Tower - the LEX building, that hosts the Council's 24 linguistic units - and they had the opportunity to see translators and interpreters at work, both at their desks and in the interpretation booths. They could see how the new translation tools and technology help translators in their day-to-day work, they were the silent witnesses of interpreters in action and learned how the summit teams work during the European Council meetings. Their visit was covered in the local press and was the perfect follow-up to our first Back-to-School presentation in Bacău.



The whole Back-to-School experience was a vivid exchange of information and emotions and a real flashback of my youth. Meeting today's pupils of my former high school was very rewarding and reassured me of the fact that the Romanian young generation is smart, audacious, beautiful and... European. This is indeed a genuine and open way to communicate Europe!



**Irina Roxana Pachitanu, Linguistic Administrator, Romanian Language Unit, Council of the EU**

Irina Pachitanu graduated the University of Bucharest, Interpreting & Translation Department in 1996, and has worked as an interpreter/translator ever since. While in Romania, she worked for several USAID projects supporting the creation of the capital market in Romania, for the Government and for the private sector. As an interpreter, she took part in the negotiations for World Bank's Private Sector Adjustment Loans I & II, and in the privatisation process of several large Romanian companies and banks, including Romanian Commercial Bank, Romanian Bank for Development, Automobile Dacia Pitești, Sidex steelworks. Her experience also includes the organisation of meetings, seminars, press conferences and symposia on privatisation.

In 2002, she passed the Accreditation test for Candidate Country Freelance Interpreters organised by SCIC and worked as a freelance interpreter for the Commission since 2002. She started working for the Council of the EU in 2007 as a translator, then continued working as an interpreter for the Commission between 2007 and 2011. In July 2011 she joined the Romanian Language Unit of the Council as a staff translator. In her capacity as Ecofin Functional Group coordinator, she has been involved in the organisation of topical briefings on Ecofin-related matters.

Irina holds an MA in Applied Linguistics from the University of Bucharest (1997) and a Masters in Business and Management from the Academy of Economic Studies, Bucharest (2006)

# Individual contributions on personal capacity



# “A New Word”, the history of Altiero Spinelli and his Manifesto of Ventotene

By *Virgilio Dastoli*

Thirty years after the vote of the Spinelli Draft Treaty by the European Parliament, the Italian RAI-Fiction<sup>1</sup> has diffused a Film-TV on the history of the idea of a Federal Europe, its roots and its protagonists.

Born from an intuition of the European Movement in Italy, the film narrates the life, the emotions and the historical events of a group of antifascists dreamers initially interned in a little Mediterranean island (Ventotene) and then activists of the European Federalist Movement, their defeats and their victories.

The intuition is founded on the belief that the best way to catch the attention of the people on the European construction is more connected to a film adaptation of a real history than a video documentary based on a precise story,

In a few words a group of political internees in Ventotene during the forties, reading the books of the British Federalists, has been persuaded that a free and united Europe was the necessary premise to the strengthening of modern civilization, which has been temporarily halted the totalitarian era.

Following this idea, Altiero Spinelli (a former communist) with Ernesto Rossi (a radical-wing) and Eugenio Colorni (a Socialist Jew) together with their wives Ada and Ursula wrote a “Manifesto” which is in fact the main document of European Federalism turning the utopia of unity of the Continent in a political action.

For these dreamers, the dividing line between progressive and reactionary parties no longer follows the formal line of greater or lesser democracy or for more or less socialism to be instituted; rather the division falls along the line that separates the party members into two groups. The first is made up of those who conceive the essential purpose and goal of struggle as the ancient one, which is the conquest of national political power. The second are those who see the creation of a solid international State as the main purpose; they will direct popular forces toward this goal and, having won national power, will use it first and foremost as an instrument for achieving international unity.

Nevertheless, the main story of the film is founded on men and the women, their contrasting passions: the beginning and the end of the love between Eugenio and Ursula and then the beginning and the irresistible passion between Altiero and Ursula.

From the point of view of the current events in Europe, the film narrates the birth of the Federalist Movement, as an essential organization to move the mobilize the citizens against the nationalist populism, and the writing of the Spinelli Draft Treaty accepted by a large majority of MEPs in the first new elected European Parliament.

Following the intuition of the European Movement in Italy, we suggest to use this Film-TV to catch the attention of the citizens on the European dream in Italy and abroad. It could be a perfect instrument of public communication if TV channels will produce movies on the others “parents” (i.e. fathers and mothers) of United Europe.



**Pier Virgilio Dastoli est président du Mouvement Européen en Italie depuis 2010.**

Pendant sa carrière professionnelle, il a été assistant parlementaire de Altiero Spinelli, conseiller spécial de la Commission européenne, membre du Secrétariat général du Parlement européen, Chef du bureau de Représentation de la Commission européenne en Italie, Conseiller du Président de la Conférence des Régions italiennes, membre du steering committee du Spinelli Group au sein du PE.

**Il est actuellement membre du Comité directeur de l'Association “Comunicazione Pubblica” et du Board du Civic Forum Européen,**

**Il est le porte-parole de l'Alliance italienne pour une citoyenneté active européenne.**

<sup>1</sup> Produced by Palomar Online. Director Alberto Negrin. Main Actors Vinicio Marchioni (Altiero Spinelli), Isabella Ragonese (Ursula Hirschmann), Peppino Mazzota (Ernesto Rossi), Orlando Cinque (Eugenio Colorni), Valentina Carnelutti (Ada Rossi), Simone Gandolfo (Marcello Guida), Ignazio Oliva (Sandro Pertini), Francesco Colella (Pietro Secchia), Miro Landoni (Umberto Terracini). Historical Advisor Pier Virgilio Dastoli. [presidente@movimentoeuropeo.it](mailto:presidente@movimentoeuropeo.it) [www.movimentoeuropeo.it](http://www.movimentoeuropeo.it)

# Bruxelles, mot maudit

ByBienvenido Picazo

S'il y a un mot qui au cours des dernières décennies est sur les lèvres de tous les Européens, c'est tout simplement « Bruxelles ». Nous pourrions dire que tout le monde en parle puisque s'il est une ville qui a rejoint les rangs des villes influentes depuis la Seconde Guerre mondiale, c'est bien Bruxelles. Compte tenu de sa taille et en dépit de son air provincial, Bruxelles est sans doute la ville la plus cosmopolite du monde. Aucune ville d'un million d'habitants aujourd'hui ne soulève autant de passions et de conflits d'intérêts. Sa concurrence avec Washington pour le nombre de lobbyistes qui y opèrent est maintenant célèbre. Il ne faut pas oublier que la ville américaine est la capitale de la superpuissance par excellence alors que Bruxelles n'est que la capitale d'un petit pays d'Europe occidentale et ne luit -au moins avec la pompe et circonstance qu'il mérite-, en tant que capitale de l'Union européenne que depuis très peu de temps. En dépit de tout cela, bien peu de citoyens de l'UE partagent ce point de vue. Pour ceux-ci, au contraire, Bruxelles n'est rien de plus que la ville de tous nos malheurs. La cause de tous les maux dont souffrent les Vingt-huit. Même lorsqu'il s'agit des problèmes strictement internes à l'un ou l'autre de ces pays.

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De manière étonnante les élites ne réagissent de la façon la plus responsable aux attaques de toutes sortes dont souffre notre bien aimée Europe. C'est à eux, nos politiciens, que revient la tâche de protéger la bonne réputation de la capitale de la Belgique, ainsi qu'à nos grands absents : nos intellectuels. C'est à eux que revient le fait de démystifier et d'expliquer ce qu'il faut pour présenter de façon claire et nette Bruxelles, comme une capitale parfaitement honorable comme d'autres capitales, telles Washington, Moscou ou Pékin, pour ne citer que les exemples les plus récurrents.

Peut-être que ces équivoques ou ambiguïtés se résument dans la façon, souvent très opportuniste, qu'ont les États membres d'utiliser la ruse avec le passepartout qu'ouvre tous les Sésames nationaux : Bruxelles, pour aller à l'encontre des critiques internes après la prise des certaines décisions, en particulier les plus difficiles à avaler dans un contexte de crise internationale. Il est vrai que depuis le Rond Point Schuman se décident beaucoup de politiques et de lignes directrices, qui ont un impact direct sur la vie de plus de 500 millions de personnes. Ces décisions sont, dans la plupart des cas, perçues comme étant prises par des fonctionnaires et technocrates sans scrupules et qui ne connaissent pas les différentes réalités et les besoins nationaux.

L'histoire de l'unification européenne ne peut pas être comprise sans les multiples crises qui ont marqué, logiquement, chacune de ses avancées. Il est vrai qu'aujourd'hui l'Europe est en quête d'hommes politiques de caractère noble et dépourvus de toute pression nationaliste, ou pire encore, ultranationaliste, qui de manière digne, prendraient les rênes et le destin de l'Europe

entre leurs mains. Un mot plus que tous devrait être interdit : « nationalisme ». Le nationalisme a été à l'origine des toutes les disgrâces qui ont frappé l'Europe depuis des siècles, en particulier après la révolution industrielle. Le XIXe siècle a été une répétition de ce qui allait nous mener aux deux grandes apocalypses qui ont ravagé le sol européen : les deux guerres mondiales. Désastres qu'aujourd'hui on pourrait qualifier de guerres fratricides. Paradoxalement, on doit à ces catastrophes d'avoir permis de forger une génération de politiciens qui, fatigués de tant d'horreur, ont décidé de mettre de côté leurs drapeaux nationaux et, sans les abandonner, de se mettre au travail pour construire un pays. Peut-être n'est-ce pas trop politiquement correct, moins encore par les jours qui courent, néanmoins ce que les pères fondateurs de l'Europe voulaient, était, purement et simplement, le fait de jeter les bases d'une nouvelle forme de coopération poussant logiquement nos peuples à mieux se comprendre. Après de nombreux désaccords, prétendre qu'un happy end rapide, facile et simple se produise en deux générations, ce ne qu'un exercice naïf qui peut nous faire tomber dans un sacré, et très dangereux, péché. Qualifier d'ingénuité le fait de vouloir forcer l'histoire, semble plutôt irresponsable.

Souvent l'autocritique, ou plus exactement, les critiques, visent le Royaume-Uni et ses attitudes suicidaires et tendances centrifuges, avec une certaine inclination pour la schizophrénie. L'axe franco-allemand, appuyé par l'Italie et l'Espagne, est obligé de comparaître devant ses électors respectifs, et se sent otages de la vague antieuropéenne, mais ce qu'ils font c'est ne que se réfugier derrière les anti-européens de tous les horizons pour éviter de forcer la machine d'une union qui s'annonce inévitable. Depuis le temps de Margaret Thatcher, il est dit que les plus européistes on toujours besoin des « anti ». Cela fait partie de la tragicomédie que par moments l'Europe interprète.

On n'est pas encore sorti de l'auberge de la crise politique, de la même manière qu'on n'a pas vécu la dernière et courageuse impulsion qui va donner à l'Union européenne une architecture interne stable qui favorisera la disparition du Conseil et provoquera la cession définitive de ses pouvoirs au Parlement européen et à la Commission. Cela ne se fera pas avant cinquante ans, selon une estimation moyennement optimiste. L'actuelle conjoncture socioéconomique n'est pas l'idéale, et il va de soi qui va falloir être patient.

Le fait d'avoir, avec le Traité de Lisbonne, créé le Service européen d'action extérieure avec d'indubitables inclinations britanniques, est perçu dans toute l'Union comme un signe sans équivoque à l'attention de nos compatriotes d'outre-Manche. Le message est clair, les défis qui guettent la vieille Europe, il vaut mieux les attaquer ensemble et à l'abri de nouvelles tempêtes.

Une période d'instabilité s'installe, et on pourrait supposer que les va-et-vient, dans tous les sens, qu'on a vécu lors des cinq ou dix dernières années, ne sont ni plus ni moins que ce qui nous attend tout au long du présent siècle. L'eurocentrisme n'est devenu qu'un chapitre de l'histoire. Les nouveaux temps nous ont fait découvrir des régions nouvelles et dynamiques sur tout l'échiquier mondial. Le monde global n'a plus un centre névralgique, bien au contraire, les centres d'influence changent à chaque sommet, à chaque importante élection, à chaque ouverture des marchés ou pendant le déroulement d'une compétition sportive au plus haut niveau. On le voit bien lors de l'élection de la ville organisatrice des jeux olympiques ou au moment de désigner le pays hôte d'une phase finale d'un championnat de football. Le pendule des intérêts est tantôt dans l'Asie du SudEst, tantôt en Amérique du Nord, ou encore en Europe ou auprès de concurrents qui rêvent de prendre le relais géostratégique. Les BRIC (Brasil, Russie, Inde et Chine) sont une bonne référence pour ce que l'avenir peut nous réserver. Tout focaliser exclusivement sur la question de l'économie ne serait pas une bonne approche, mais n'importe quel analyse doit impérativement passer par l'économie.

Que l'Occident soit en crise n'est pas un secret. Et pas seulement la fameuse crise économique, mais et surtout c'est une crise des valeurs traditionnelles qui ont fait de l'Europe l'avant-garde sociale de la planète pendant des siècles. Aujourd'hui le monde connu comme "Occident" se voit acculé à cause de plusieurs facteurs. En raison de cette poussée, des tensions sous forme de nouveaux populismes ont vu le jour dans toute l'Union et se sont ajoutées aux anecdotiques populismes toujours existantes. Solutions magiques et potions plus que douteuses sont diffusées en direct sur les nouveaux canaux de communication, ceux qui dans la plupart des cas, créent la confusion la plus totale et la déstabilisation de sociétés bien enracinées, qui voient dans ces nouveaux poètes de l'apocalypse, les oracles de l'éternelle jeunesse. Ces nouveaux moyens, certes, sont légitimes mais pas nécessairement un nouveau moyen de faire de la politique. Faire croire que tout ce que fait l'Occident, et par conséquent toutes les réalisations de l'Union européenne, n'est que victoires du capitalisme le plus sauvage, est non seulement faux, mais bien sûr, un message

dévastateur pour les plus démunis. Bien évidemment, l'Europe jouit d'un état de bien-être dont la plupart des pays du monde rêve, mais qui doit être repensé. De là à dire que tout doit se remettre en question, il y a un grand et dangereux pas.

Finalement on doit rester prudent mais optimiste. C'est un fait que les fondations forgées après près de sept décennies d'efforts seront le tremplin duquel, sans doute, les nouvelles générations d'européens se serviront pour faire progresser l'idée commune. Il n'y a pas un universitaire qui ne soit sorti de son pays, même en tant que simple touriste. Il n'y a plus de frontières psychologiques ou physiques. Craintes et appréhensions ataviques, cachées dans des faux nationalismes commencent à être chose démodées et incompréhensibles pour la plupart de nos jeunes.

Il y a tout un acquis fantastique et toute une jurisprudence sur lesquels s'appuyer. Les différents traités qui ont marqué le parcours européen sont des éléments indispensables pour mettre sur les rails le train qui doit continuer à nous conduire vers la paix et le progrès.

L'UE exhorte ses citoyens à préserver leurs racines, mais avec la même intensité qu'elle pousse chacun d'entre eux à prendre soin de ses voisins. Si nos compatriotes européens se sentent plus en sécurité de l'autre côté de la frontière, nous mêmes partageront ce sentiment de confiance. Il ne s'agit purement et simplement que d'une question de survie et d'un égoïsme citoyen.

Malgré les nombreux ennemis, internes et externes, qui tentent de faire dérailler l'ensemble des politiques qui ont vu la lumière sous l'égide du drapeau bleu avec les douze étoiles jaunes, l'héritage que les nouvelles générations ont entre les mains est précieux et sans doute ces nouvelles générations parviendront-elles à changer la mauvaise réputation de notre bien aimée Bruxelles. Bruxelles est plus qu'une ville. C'est tout simplement un mot de PAIX.



Bienvenido Picazo Ruiz, fonctionnaire du Conseil européen depuis l'entrée de l'Espagne dans l'Union, spécialisé en techniques de communication et de journalisme sportif, est aussi co-fondateur de la revue "ACENTOS" (publication avec double vocation espagnole et européenne). Actuellement et depuis cinq ans, il est le réalisateur de deux programmes hebdomadaires de radio (un sportif et l'autre sur des débats sur plusieurs thèmes d'intérêt public).

Il est né en Espagne, dans une région assez lointaine de la "vieille Europe": La Mancha, où il a passé toute sa jeunesse, mais après autant d'années en Belgique, il fait maintenant partie de l'Europe... à part entière.



**Club of Venice (CoV) Plenary Meeting  
May 26th-27th 2016 - The Hague (Netherlands)  
Provisional agenda (May 23rd 2016)**

THURSDAY, MAY 26TH 2016

8.45 – 9.15 GUESTS' ARRIVAL, REGISTRATION

Meeting Venue: Sociëteit de Witte, Plein 24, Den Haag (near the Houses of Parliament, right at the heart of the city center)

9.15 – 9.45 OPENING SESSION

Welcome statements by Erik den Hoedt (Director, Communication and Public Information, Dutch Ministry of General Affairs),  
Jozias van Aartsen (Mayor of the city of The Hague) and Stefano Rolando (President of the Club of Venice)

09.45 - 12.30 PLENARY SESSION I (PART I) - ROUND TABLE

"Security and social peace under threat"

- the role of monitoring and analytical media in detecting public opinion trends
- the role of civil society: a sounding board and a messenger

Key Note speaker: Tom van Dijk, former director of GFK international research agency,  
political scientist and (independent fact-based) consultant for the Government Information Service

Moderator: Kevin Traverse-Healy, Member Emeritus of the Club of Venice & Traverse-Healy Consult  
Introductory message from Christiane Höhn (Senior Advisor to the EU Counter-Terrorism Coordinator)

PANEL

Benoît Ramacker, (Belgium, Spokesperson, National Crisis Center, Service Public Fédéral Intérieur), Danielle Carassik (France,  
Head of Department of Media and Social Network Analysis, Government Information Service - SIG), Linda Jakobson (Latvia,  
Head of the Communication Department, State Chancellery), Maike Delfgaauw (Netherlands, specialist at the NCTV - National  
Coordinator for Security and Counter-Terrorism), representatives from the EU institutions, Christian Spahr (Konrad Adenauer  
Foundation), Anthony Zacharzewski (The Democratic Society)

13.30 – 14.45 PLENARY SESSION II: UK'S GOVERNMENT EU REFERENDUM INFORMATION CAMPAIGN (UPDATE AND LESSONS LEARNED)

Key Note speaker: Jessica Pearce, UK, Head of Campaigns, Prime Minister's Office & Cabinet Office Communications

15.00 – 17.45 PLENARY SESSION III: FRAMING

Workshop by Hans De Bruijn, Professor in Public Administration/Organisation and Management at Delft University, author of  
"Framing: about the power of language in politics" and "The Rhetorical Frames of a European Populist"

Moderators: Hans de Bruijn and Erik den Hoedt

*In this workshop, Hans de Bruijn will show the participants the ins and outs and do's and don'ts of framing. De Bruijn sets the stage for actors to play out all the options available in a public debate when facing opponents, public or critical reporters. The audience is invited to give stage directions to the actors on how they should respond. By allowing actors to take the spotlight and inviting participants to feed them with responses in their role-play, Hans de Bruijn highlights the complexity of the topic and illustrates why certain topics are so much more difficult to deal with than others. Furthermore, by using this dynamic and at the same time noncompulsory method De Bruijn is able to show participants how to deal with other people's frames, or how to create one yourself. In short, the workshop will provide the participant with the necessary tools to effectively strengthen their own public communication strategies.*

Dans cet atelier, Hans de Bruijn montrera aux participants les tenants et les aboutissants et les choses à faire et à ne pas faire dans un contexte de cadrage. De Bruijn mettra en scène pour les membres du Club toutes les options disponibles dans un débat public face à des adversaires, au grand public ou à des journalistes critiques. Les participants seront invités à donner des orientations scéniques aux acteurs sur la façon dont ils doivent réagir. En permettant aux acteurs d'intervenir en première ligne et invitant les participants à les nourrir avec des réponses dans leur jeu de rôle, Hans de Bruijn mettra en évidence la complexité du sujet et illustrera pourquoi certains sujets sont beaucoup plus difficiles à traiter que d'autres. En outre, en utilisant cette dynamique et, en même temps, ce même méthode non obligatoire, De Bruijn sera en mesure de montrer aux participants comment faire face à des cadres d'autres personnes, ou comment en créer un vous-même. En bref, l'atelier offrira aux participants des outils nécessaires pour renforcer efficacement leurs propres stratégies de communication publique.

19.00 – 19.15 BUS TRANSFER (LOCATION: TBD) TO THE DINNER VENUE, PROVIDED BY THE HOSTING AUTHORITIES

19.45 - OFFICIAL DINNER HOSTED BY THE NETHERLANDS AUTHORITIES

Venue: Paviljoen de Witte, Pellenaerstraat 4, Scheveningen (Den Haag, beach location)

Welcome addresses by Eduardus Sloopweg, Head of the European Parliament Information Office in the Netherlands and Erik den Hoedt, Director of Communication and Public Information, Dutch Ministry of General Affairs



FRIDAY, MAY 27TH 2016

08.30 – 9.00 GUESTS' ARRIVAL, REGISTRATION

Venue: Sociëteit de Witte, Plein 24, Den Haag (near the Houses of Parliament, right at the heart of the city center)

9.00 - 10.15 PLENARY SESSION I (PART II): "SECURITY AND SOCIAL PEACE UNDER THREAT"

the way forward: future orientations on how to enhance monitoring, analysis and cooperation  
Moderator: Kevin Traverse-Healy, Member Emeritus of the Club of Venice & Traverse-Healy Consult

PANEL

Club of Venice steering group members and panel of PART I (see above)

10.30 – 12.45 PLENARY SESSION IV

"THE FRONTIERS OF PUBLIC DIPLOMACY: COMMUNICATION, MEDIA AND GLOBAL DIPLOMACY IN THE DIGITAL AGE"

Key Note speaker: Jan Melissen (Senior Research Fellow at the Clingendael Institute, Professor of Diplomacy at the Universities of Antwerp and Leiden, former Director of the Centre for the Study of Diplomacy at the University of Leicester)

Moderator: Ole Egberg Mikkelsen

(Denmark, Under-Secretary for Consular Services and Public Diplomacy, Ministry of Foreign Affairs)

PANEL

Tina Israelsson (Sweden, Communications Officer, Government Offices Communications Division), Robert Szaniawski (Poland, Deputy Director, Public and Cultural Diplomacy Department, Ministry of Foreign Affairs), Antonio Casado Rigalt (Spain, Communication Officer, Oficina de Información Diplomática, MFA), Ingrid de Beer (Netherlands, project manager, Hague project peace and justice)

12.45 – 13.00 CLOSING SESSION

Concluding Remarks:

Reflections on the issues emerged during the Plenary Meeting

CoV Planning for 2016-2017, with focus on Venice plenary (30th Anniversary of the Club) on 10/11 November 2016

Meeting languages: English / French. Interpretation will be provided



# CLUB OF VENICE



## Provisional Programme 2016-2018

2016
Lesvos (Greece), 9 April 2016 Seminar on the migration and refugee crisis
The Hague, 26-27 May 2016 Plenary meeting
Brussels (or other MS' capital), October 2016 (tbc) Seminar + preparation of the plenary meeting
Venice, 10-11 November 2016 Plenary meeting - 30th Anniversary of the Club of Venice
2017
Brussels (or other MS' capital), early spring 2017 Thematic seminar
Malta, 18-19 May 2017 (dates tbc) Plenary meeting
Brussels (or other MS' capital), autumn 2017 (tbc) Thematic seminar
Venice, November 2017 Plenary meeting
2018
Brussels (or other MS' capital), early spring 2018 Thematic seminar
Vilnius, June 2018 Plenary meeting
Brussels (or other MS' capital), autumn 2018 (tbc) Thematic seminar
Venice, November 2018 Plenary meeting

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