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The role of information and communication in the governance of the European Union

Ian Thomson
Director, Cardiff EDC
Cardiff University

College of Europe: Natolin
Library Information Seminar
19 September 2014

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The role of information and communication in the governance of the European Union

Connecting EU citizens and stakeholders to the EU

Making the EU more open and transparent

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Public Opinion and Europe: *Elections*, Referendums and Surveys

Public Opinion and Europe: Elections, *Referendums* and Surveys

WIKIPEDIA
The Free Encyclopedia

Article | Discussion | Read | Edit

Referendums related to the European Union

From Wikipedia, the free encyclopedia

This article is part of the series:
Politics and government of the European Union

Developments in 2012 Croatia – Ireland – Germany – UK
Developments in 2013: UK – Denmark – Iceland – Poland
Developments in 2014: Switzerland
NB: Regional dimension: Scotland / Catalonia / Flanders etc

Europe is entering the 'age of the referendum', but there is nothing to fear for European democracy if referendums are properly regulated

EL PAIS Referendums lead to poverty, PM warns

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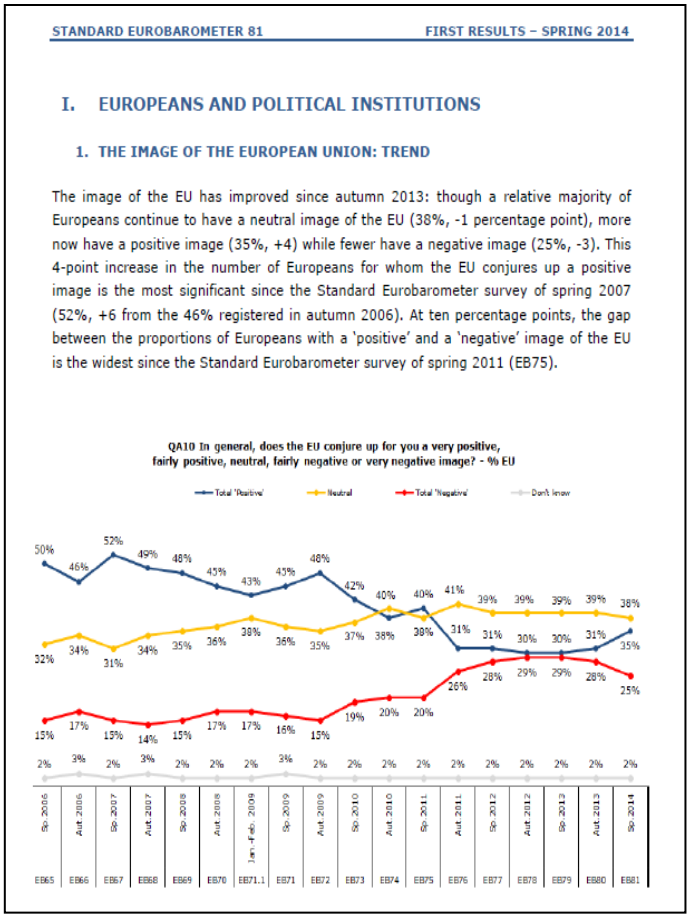
Public Opinion and Europe: Elections, Referendums and *Surveys*



STANDARD EUROBAROMETER 81 — FIRST RESULTS – SPRING 2014

I. EUROPEANS AND POLITICAL INSTITUTIONS

1. THE IMAGE OF THE EUROPEAN UNION: TREND

The image of the EU has improved since autumn 2013: though a relative majority of Europeans continue to have a neutral image of the EU (38%, -1 percentage point), more now have a positive image (35%, +4) while fewer have a negative image (25%, -3). This 4-point increase in the number of Europeans for whom the EU conjures up a positive image is the most significant since the Standard Eurobarometer survey of spring 2007 (52%, +6 from the 46% registered in autumn 2006). At ten percentage points, the gap between the proportions of Europeans with a 'positive' and a 'negative' image of the EU is the widest since the Standard Eurobarometer survey of spring 2011 (EB75).

QA10 In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image? - % EU

PewResearch Global Attitudes Project

U.S. POLITICS | MEDIA & NEWS | SOCIAL TRENDS | RELIGION | INTERNET & TECH | HISPANICS | GLOBAL

PUBLICATIONS | TOPICS | DATASETS | QUESTION SEARCH | GLOBAL INDICATORS | ABOUT

MAY 12, 2014

A Fragile Rebound for EU Image on Eve of European Parliament Elections

EU Favorability Rises, but Majorities Say Their Voice Is Not Heard in Brussels

REPORT MATERIALS

Complete Report

Topline Questionnaire

Summary of Findings:

Notre Europe

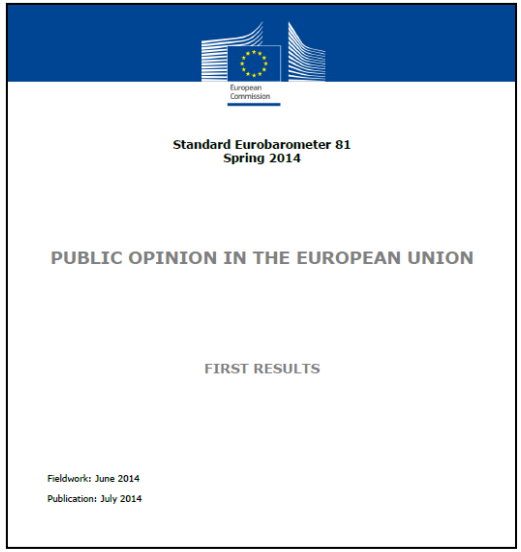
Thinking a united Europe
Penser l'unité européenne

Do the Europeans still believe in the EU?

Analysis of attitudes and expectations of EU public opinions over the past quarter century

Daniel DEBOMY

Preface by António Vitorino



European Commission

Standard Eurobarometer 81
Spring 2014

PUBLIC OPINION IN THE EUROPEAN UNION

FIRST RESULTS

Fieldwork: June 2014
Publication: July 2014

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Public Opinion and Europe:
The challenge…

With evidence of

- **low participation rates in the EP elections [2014 – lowest ever]**
- **referendum results in Denmark, France, the Netherlands and Ireland**
- **the results of Eurobarometer opinion polls**

+ impact of the current economic crisis

Communicating Europe effectively has become an issue of major concern to the EU Institutions

- **a need to professionalise the way information is communicated**
- **a need to involve the Member States as well as other actors**
- **a need to use new media to get information and messages across**

However, the question still arises… Will more effective communication about the EU make citizens 'love' the EU or are the challenges greater or more complex?

Structure of talk

- Current thinking on EU information and communication policy
- Interactive communication / Participatory democracy initiatives – Connecting with citizens
- Making the EU more transparent
  - European Transparency Initiative
  - Access to documents
- The increasing role of ‘new’ media
  - The web / Web-streaming / Radio & television / Blogging / Twitter
- Better, simpler and more accessible legislation (Smart Regulation)

Current thinking on EU information and communication policy

European Governance: Role of information and communication

- White Paper on European Governance 2001
  - Involve citizens and stakeholders – WHY?
    - To gain legitimacy, support and understanding
    - To create better law
    - How to involve citizens and stakeholders – Better information and communication

EU information and communication policy: Recent developments

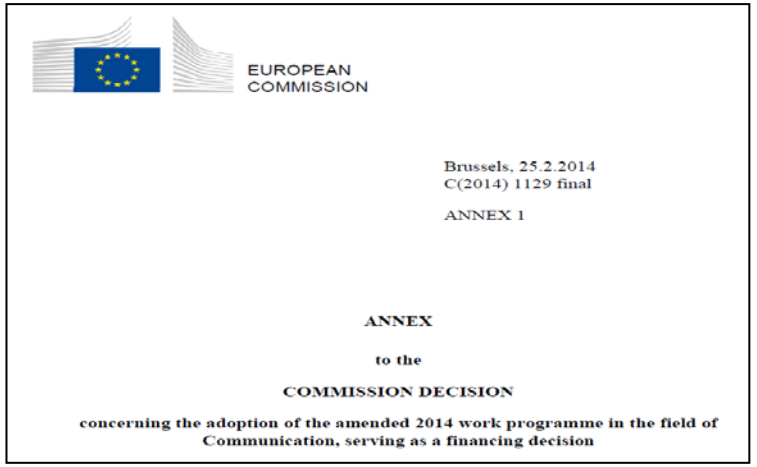
- A new framework for information & communication, 2001
- An information and communication strategy for the EU, 2002
- Action Plan to Improve Communicating Europe, 2005
- Plan D for Democracy, Dialogue and Debate, 2005
- White Paper on a European Communication Policy, 2006
- Communication: Communicating Europe in Partnership, 2007
- Communication: Communicating about Europe via the Internet: Engaging the Citizen, 2007
- Communication: Debate Europe…, 2008
- Action Plan on Communicating Europe through Audio-Visual Media, 2008
- Political Declaration: Communicating Europe in Partnership, 2008
- A common visual identity for the EU Institutions, 2011
- Rationalisation of the European Commission's public websites, 2012
- European Year of Citizens / Debate on the Future of Europe, 2013

EU information and communication policy: Key themes

- **Duty of the EU to inform, consult and involve (*to listen*)**
- **Right of the 'citizen' and 'stakeholder' to be informed, consulted and involved (*to know*)**
  - **Legitimacy / Understanding / Better law**
- **Listen better (*interactive communication – opinion polls etc*)**
- **Communicate better (*plain simple language – meaningful everyday examples*)**
- **Go local (*adapt EU messages to local and sectoral audiences*)**
- **Communicate in partnership [Management Partnerships / Strategic Partnerships]**
- **Cross-border communication channels promoting debate and dialogue on issues of common concern (*European Public Sphere / Citizenship Education*)**
- **Use all forms of media**
- **Information needs to be 'clear, objective, comprehensive, relevant and easy to find'**

  [OECD: Citizens as partners, 2001]

EU information and communication policy: The situation in 2014…



EU information and communication policy: The situation in 2014…

European Commissioners
with information and communication responsibilities 2014-

- Jean-Claude Juncker (President) – DG COMM / Spokesperson's Service)
- Frans Timmermans (First Vice-President): Better Regulation / ETI
- Günther Oettinger (DG CONNECT): Media Networks / Support for Euronews, Euranet, EAO)
- Tibor Navracsics (DG EAC): Publications Office / Europe for Citizens Programme / New Narrative on Europe

Other EU Institutions
Information and Communication responsibilities

- Council of the EU: Directorate-General F - Communication and Document Management
- European Parliament: Directorate General for Communication

EU information and communication policy: The situation in 2014… Main messages

… rekindling ‘a passion for Europe, a new pride and feeling of connection between the EU and its citizens’. To achieve this, there is a clear need to communicate with more clarity and strength the political priorities on which the Commission delivers collectively, in line with the Working Methods of the Commission 2010-2014 which stresses that successful external communication is ‘firmly anchored in the principle of collegiality’.

The President's political guidelines also stipulate that:

+ the dialogue with the citizens and the different actors in civil society, a hallmark of the current Commission, will continue to be of critical importance

+ the Commission will redouble its efforts to have a real Commission presence communicating on the ground in the Member States and in the regions, in partnership with the European Parliament, listening to citizens and dealing first hand with their questions and concerns’

+ this gap (…) can only be closed in full partnership with national and regional authorities.

Interactive Communication: Participatory democracy

Connecting citizens to Europe: Getting citizens involved and participating – and voting

Interactive Communication: Participatory democracy initiatives

TOMORROW's Europe

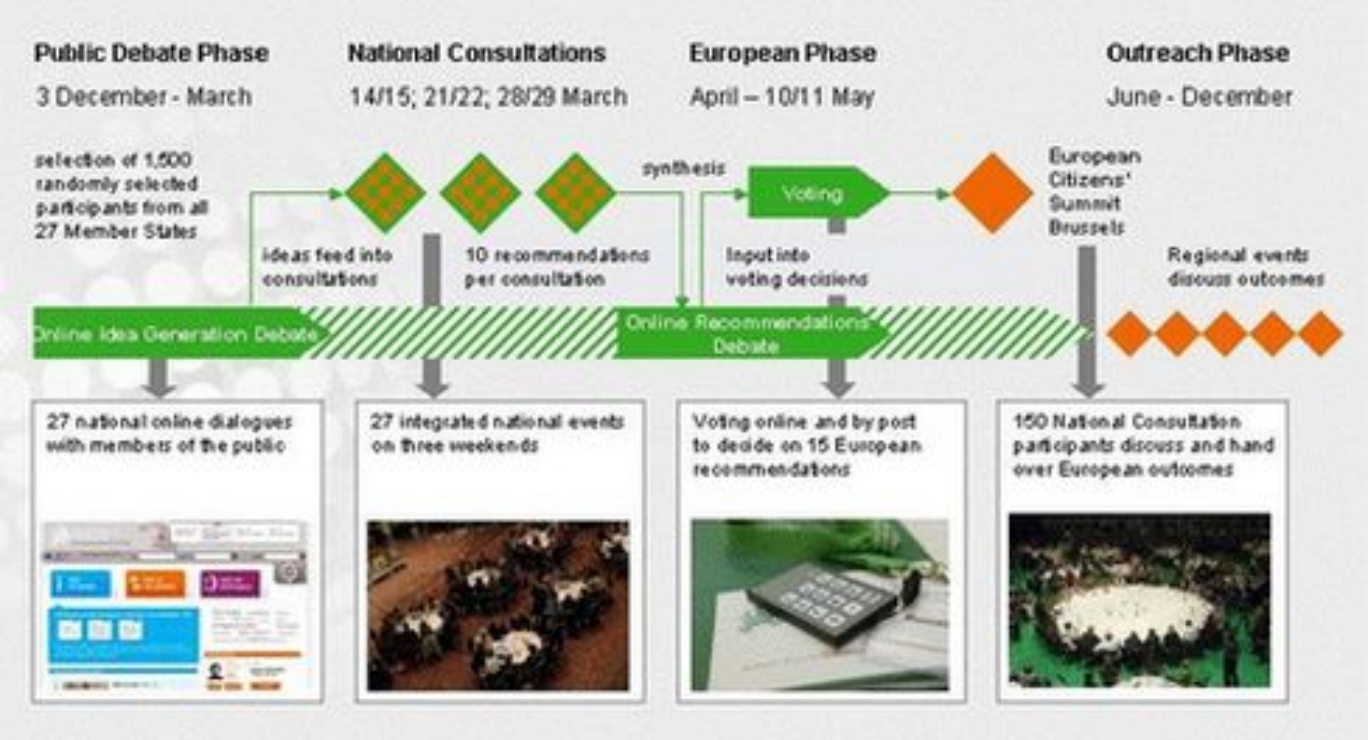
SPEAK up EUROPE

European Citizens' Consultations
Making your voice heard

RADIO WEB EUROPE

Interactive Communication: Participatory democracy initiatives

European Citizens' Consultations
Making your voice heard



Results of the European Citizens Summit, May 2009

What can the EU do to shape our economy and social future in a globalised world?

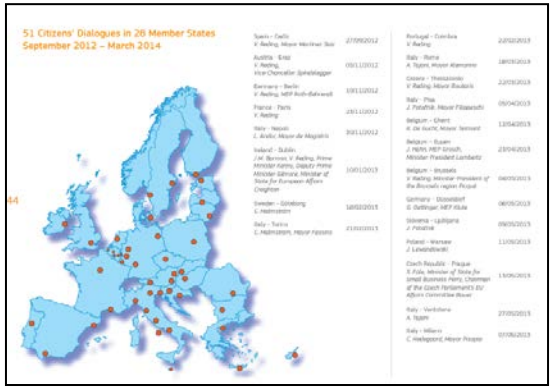
Top recommendations

1. Lead on climate change
2. Common healthcare system
3. Common working conditions

First dialogue – then decision
That's democracy –
21st century democracy!
Margot Wallstrom, May 2009

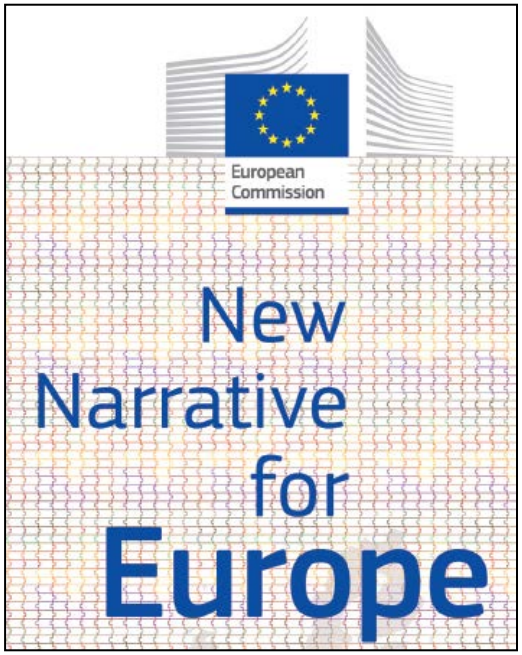
I got interested in the EU when the EU got interested in *me…*

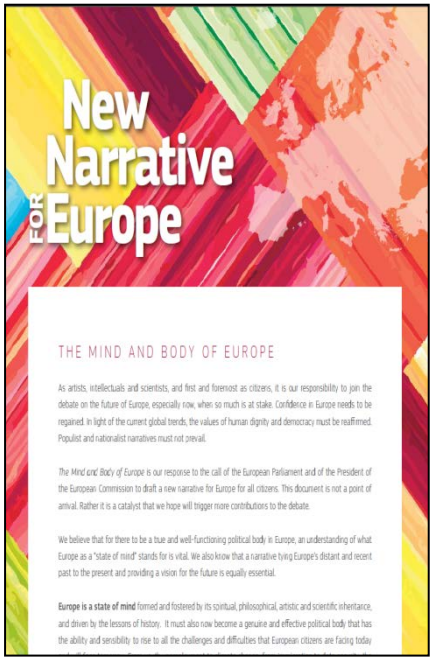
Interactive Communication: Participatory democracy initiatives 2013-14

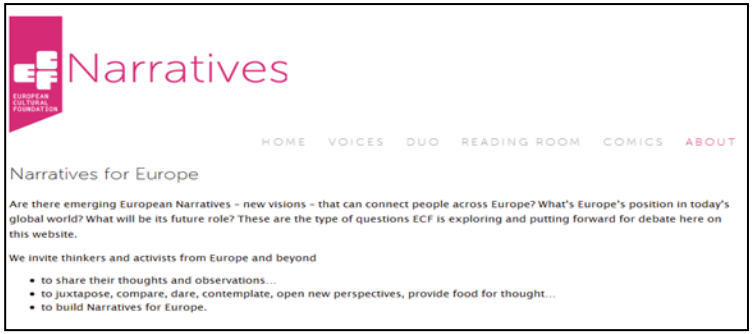


A debate has started. The 51 dialogues held across the EU have been a new experiment in pan-European communication, where politicians and citizens debated what is needed to strengthen the democratic structures of our Union. With new debates being organised nationally, there appears to be strong demand for such conversations, and real potential for this to turn into a lasting European project.

Interactive Communication: Participatory democracy initiatives 2013-14







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Interactive Communication: Participatory democracy initiatives 2013-14

New Pact for Europe

Timeline

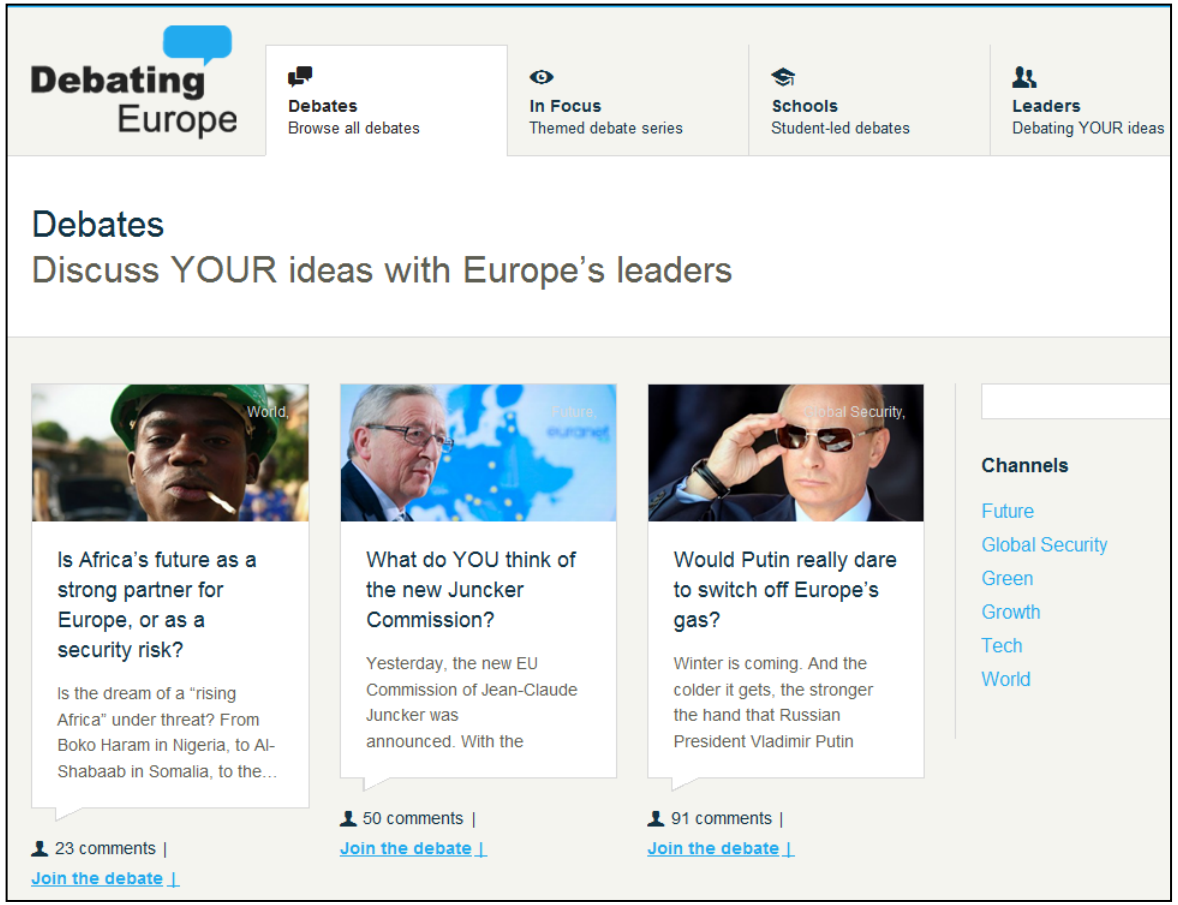
The project will be divided into four main phases in the course of 2013-2014:

- **Phase I (March-October 2013):** The Reflection Group will develop a comprehensive analysis of the 'state of the Union' in order to identify and evaluate different strategic options for the future of European integration. The findings – inspired also by the reflections of the Advisory Group – will be published in a first report scheduled for publication in December 2013.
- **Phase II (November 2013-May 2014):** This first report will provide the basis for a wider debate with citizens and policy-makers in and across Member States about the EU's future (see also event calendar).
- **Phase III (February-July 2014):** These EU-wide consultations will allow the Reflection Group – in close cooperation with the Advisory Group – to draft a second report setting out a New Pact for Europe including concrete recommendations. This Pact will feed into the debate about the best way forward as the newly (s)elected EU leadership takes office after the European elections.
- **Phase IV (end 2014-2015):** The New Pact for Europe will be presented and discussed in different EU capitals and in Brussels with policy-makers, experts and citizens.

In a nutshell, the goal of the New Pact for Europe project is to foster a wider public debate on the EU's future at both European and national level, involving not only policy-makers but also citizens; to contribute fresh but also realistic thinking and ideas on how to address the challenges facing Europe; and to help close widening gaps between Member States and even within EU countries about Europe's future.

Interactive Communication: Participatory democracy initiatives 2013-14

Debating Europe



Interactive Communication: Participatory democracy initiatives 2013-14

4th Citizens' Agora, 6-8 November 2013
Youth Unemployment

Interactive Communication: Participatory democracy initiatives 2013-14

European Economic and Social Committee
5th Your Europe, Your Say!
Brussels, March 2014

The five initiatives identified by the youngsters, all in their last-but-one year of secondary school, came from an initial list of 14. They put the 14 initiatives to the vote and ranked the top five as follows:

1. Equality in education. Access to a good education for all is fundamental for jobs, growth and prosperity.
2. Develop language teaching further as an education priority. Start language learning at the age of six. Young Europeans should master their mother tongue, English and a third EU language.
3. Encourage research and innovation to boost renewable energy and recycling. Clean air and water, and electric cars will make our planet a healthy place to live.
4. Recognise work experience whatever its form and duration (internships, voluntary work and seasonal jobs, etc.) as a means of reducing youth unemployment. This affects all EU economies negatively. The EU should invest in youth, invest in jobs and support firms which give young people work experience while still at school.
5. Create equal opportunities. Implement more exchange programmes between schools in different Member States to bring young people closer together. Current programmes such as Erasmus are not well known enough. Organise cross-border cultural and sports events. Exchanges help young people develop a sense of their European cultural context and identity.

Interactive Communication: Participatory democracy initiatives

Interactive Communication: Participatory democracy initiatives

How effective have these initiatives been?

New book published in June 2013

Is Europe Listening to Us? Successes and failures of EU Citizen Consultations
Ashgate, 2013

Making the EU more transparent

- European Transparency Initiative
- Access to documents

Openness and transparency in the EU
Is the EU open and transparent?

- Transparency is defined as the right of citizens to access information to enable their effective **participation** – and, in doing so, strengthen the European institutions.
- Open government is good because it underpins the legitimacy and credibility of democracy as a form of government. Secondly, it can improve the quality of decisions taken.

Openness and transparency in the EU
The evidence *for* and against

The EU is open and transparent…

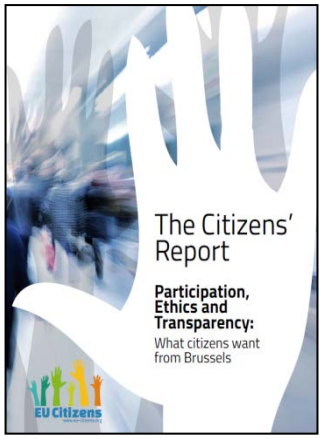
- Openness and transparency are now featured in Primary EU Treaties
- Decision making: open and democratic – reforms over the years
- EU information and communication activities – participation initiatives – websites – social media etc
- Press Corps / Lobbying

BUT…

Openness and transparency in the EU
The evidence for and *against*

- ‘Culture of Secrecy’ [Committee of Independent Experts, 1999]

- Complexity of decision making
  - Decision making website
  - How open is each EU Institution?
    - European Parliament / European Commission / Council of the European Union
  - Increasing use of ‘Trilogues / Trialogues’
    - 2004-09 80% of decisions were agreed in this way
  - Comitology
  - Eurogroup chief: ‘I'm for secret, dark debates’, April 2011
  - The shady side of sunlight – debate in 2011



- Challenge of language: multilingual but resource limitations [policy on Europa] [Ombudsman ruling, December 2011: Commission should publish public consultations in all EU languages]

European Transparency Initiative

- Transparency of recipients of EU funds particularly agriculture and structural funds [Beneficiaries of grants]
  - DEFRA: CAP Payments Search
  - Call to Germany, April 2009 / IP/09/694
  - Financial Transparency System
- Transparency of interests in EU Institutions especially EP and Commission
  - Commission Communication on professional ethics (SEC (2008)301)
  - European Parliament allowances [EO on EP, July 2008]
  - European Parliament attendance records to be made public
  - EO Annual Report 2010: 33% of allegations concerned transparency (May 2011)
- Transparency in the fight against fraud in the EU budget
- Transparency of interests of lobbyists
  - 2008: Register of Interest Representatives launched [COM (2008)323]

European Transparency Initiative

- Access to legislation
- Your voice in Europe: access to open consultations
- Information on Commission Impact Assessment
- Register of Expert Groups
- Comitology Register
- Transparency Register
- Information about recipients of EU Funds
- Open Data Portal
- Ethics for Commissioners
- Ethics for Staff
- Civil Society

European Transparency Initiative

Find details of organisations that seek to influence ('lobby') the EU

- Register is a voluntary requirement
- Transparency Register launched in July 2011 and combined the functions of the old *European Commission Register of Interest Representatives* and *European Parliament Register of Lobbyists*
- Some discussion as to Council joining the Register

CORPORATE EUROPE OBSERVATORY

TRANSPARENCY INTERNATIONAL
the global coalition against corruption
EU OFFICE

EU Civil Society Contact Group

ALTER EU

EUROPEAN CENTRE FOR PUBLIC AFFAIRS
Public Affairs Excellence

seap
society of european affairs professionals

EPACA
European Public Affairs Consultancies' Association

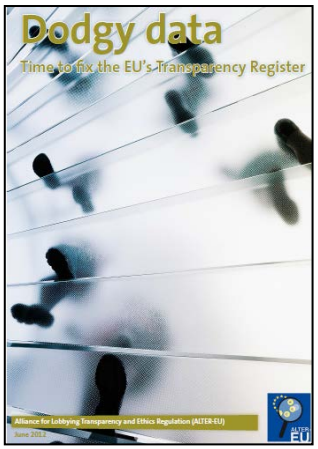
Friends of Europe Les amis de l'Europe

European Transparency Initiative

Transparency Register

Transparency Register
September 2014

- Over 6,861 registrations (as of 14.09.14)
- Council now involved with an Observer to the Secretariat administering the Register
- A EP/Commission review in 2013 came up with 30 recommendations to improve the Transparency Register to be reinforced and EP want it to be ultimately made mandatory
- Commission / EP announce new revised rules in April 2014 and new website due by January 2015



Library Briefing
Library of the European Parliament 18/06/2013
Lobbying the EU institutions

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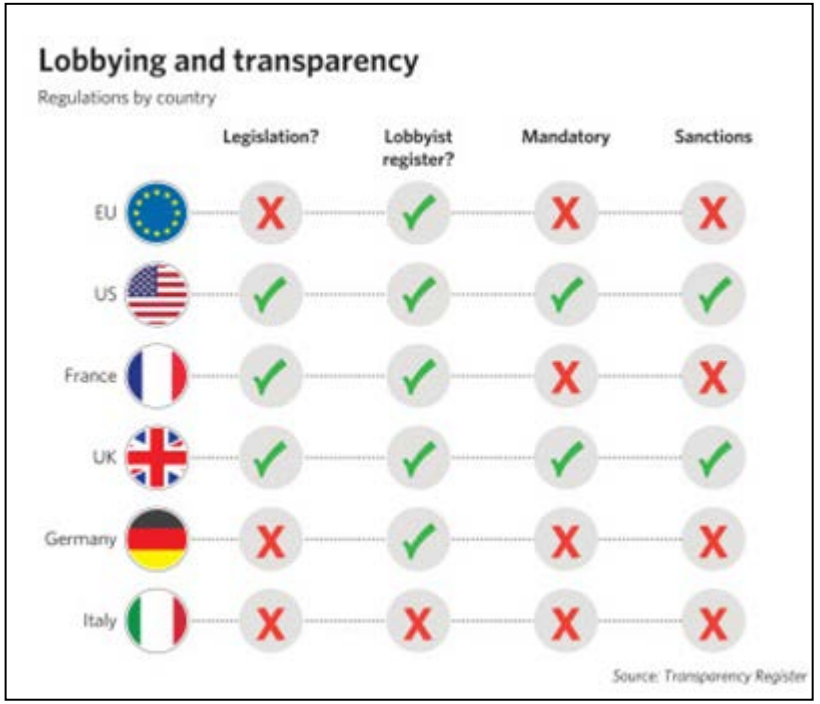
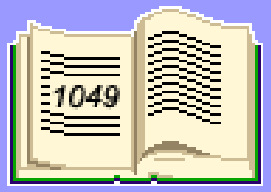
European Transparency Initiative

OpenInterests.eu

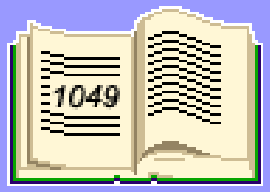
VoteWatch Europe

Europe wobbing





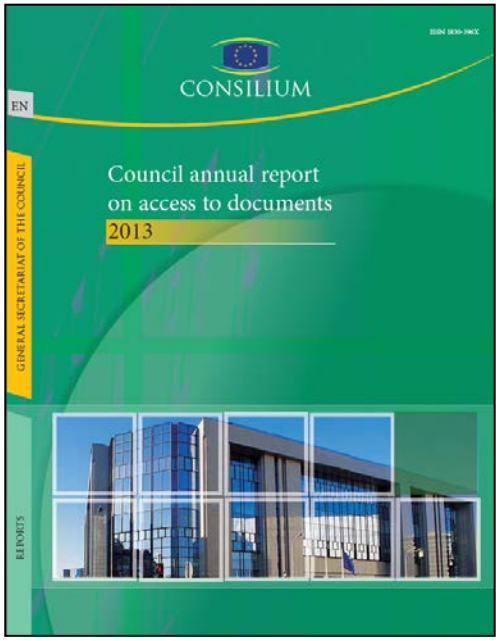
Access to documents

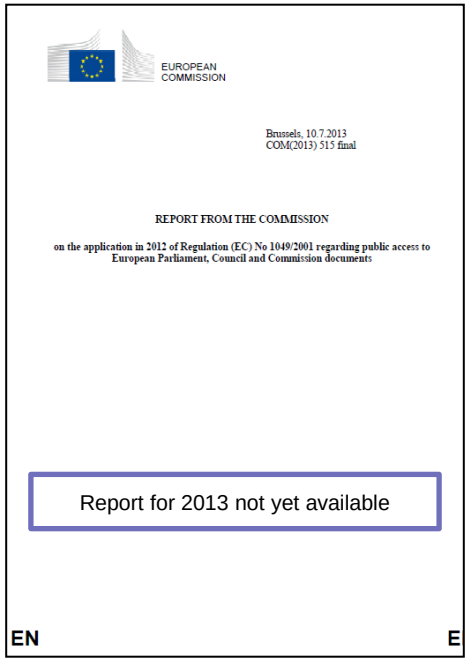


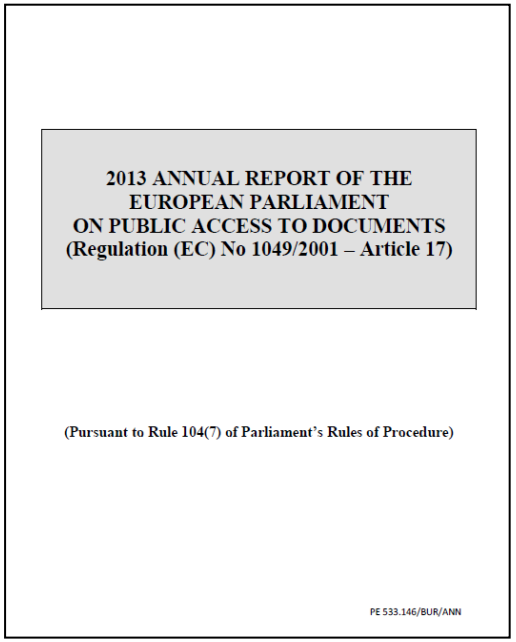
- Why access to documents is considered important: accountability
- Regulation (EC) 1049/2001 regarding public access to European Parliament, Council and Commission documents, May 2001
- Green Paper Review of 1049/2001, April 2007
- New proposal, April 2008
  - Statewatch Observatory / Current status of proposal / EP calls for action, June 2013 / State of Play, November 2013
- Registers of documents
  - Commission – Parliament – Council – Comitology

Access to documents

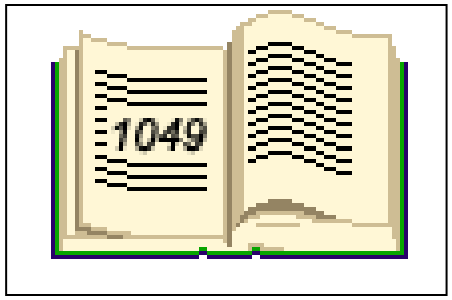
Annual Reports on Access to documents from the EU Institutions







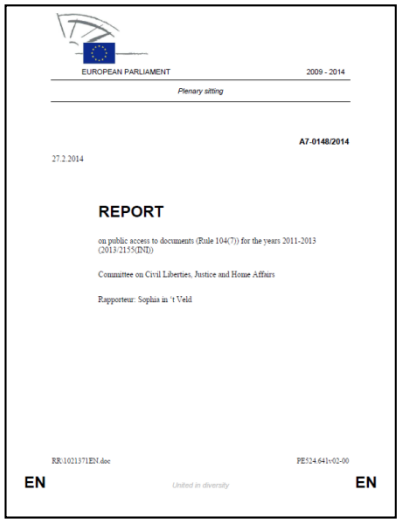
Making the EU more Transparent
Access to documents



Proposal to amend Regulation 1049/2001 launched in 2008 still being negotiated [Latest Text: May 2012]

European Parliament adopted Resolution June 2013 saying adoption should be a priority

November 2013: State of Play (Deadlock)



EUROPEAN PARLIAMENT 2009 - 2014

Plenary sitting

A7-0148/2014

27.2.2014

REPORT

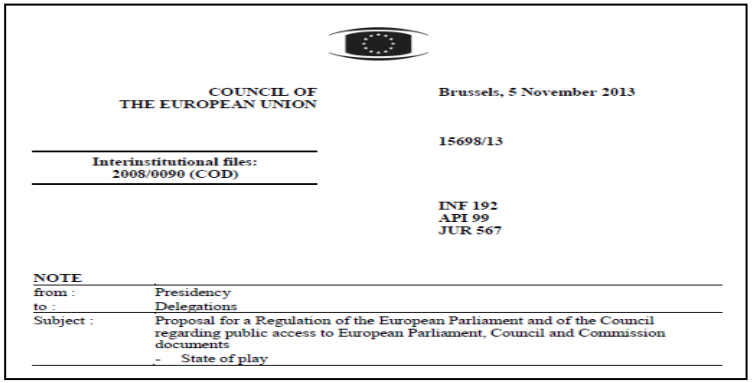
on public access to documents (Rule 104(7)) for the years 2011-2013 (2013/2155(INI))

Committee on Civil Liberties, Justice and Home Affairs

Rapporteur: Sophia in 't Veld

RR\1021371EN.doc PE524.641v02-00

EN EN



COUNCIL OF THE EUROPEAN UNION

Brussels, 5 November 2013

15698/13

Interinstitutional files: 2008/0090 (COD)

INF 192
API 99
JUR 567

NOTE

from :	Presidency
to :	Delegations
Subject :	Proposal for a Regulation of the European Parliament and of the Council regarding public access to European Parliament, Council and Commission documents - State of play

Making the EU more Transparent
Access to documents

Judgement in ECJ Case C-280/11 P, October 2013. Council loses appeal relating to refusal of access to information relating to the identity of Member States which put forward proposals in the context of legislative negotiations

Judgement in ECJ Case C-350/12 P - Council v In 't Veld, July 2014 in a case brought by Dutch MEP Sophie In't Veld in the area of access to documents and international treaties.

Making the EU more Transparent
Access to documents

Statewatch:
Observatory on the EU Access to Documents Regulation

Making the EU more Transparent

Some recent 2014 openness and transparency issues

- EU expert groups dominated by corporate interest, say NGOs
- Ombudsman: what are EU institutions doing to protect whistleblowers?
- Court ruling to boost access to EU documents
- Commission's alleged secret contacts with the tobacco industry under EU investigation
- EU Anti-Corruption report **(European Commission)** / EU Integrity Report **(TI)**

Find more information on openness and transparency in the EU through ESO

The increasing role for new media

The Internet – Web-streaming – Radio – Television
Blogs – Twitter – Facebook

The increasing role for new media

Clearly, the media (radio, television, newspapers and other developing media) play a part in the dissemination of information about the EU

- Communicating Europe through audiovisual media SEC(2008)506

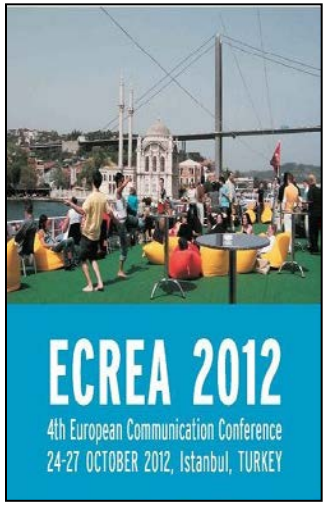
European media initiatives
Training and Services for Media Professionals

European Journalism Centre | EJC journalists working for journalists

eu4journalists
Background details and essential information about the European Union

EU Journalist Award 2011
Together against discrimination

GO EUROPE
journalism student exchange



EJTA
EUROPEAN JOURNALISM TRAINING ASSOCIATION

Reporting Europe from Home
European Summer Academy
June 26 - July 5 '08 / Kaunas, Lithuania

TV – Web-streaming for EU information
EU sources

European Commission - Audiovisual Service
Sharing the Sights and Sounds of Europe

EbS+ New Service

EuTube

TV Newsroom
European Council - Council of the EU

TUNE INTO EUROPE
www.europarltv.europa.eu
europarltv

EP Live - Video

EUROPEAN CENTRAL BANK
EUROSYSTEM

TV – Web-streaming for EU information
Non-EU sources

BBC

Politics Europe

FRANCE 24

Europe Now

euobserver.com

euronews

EurActiv

EUX.TV

Radio – TV – Newspapers for EU information

European Public Sphere

Developing a pan-European debate through newspapers, radio and television

1. EUFeeds
2. European non-English language newspapers' initiative
3. VoxEurop **(formerly PressEurop)**
4. Europa
5. Euranet
6. A TV network?
7. Euro|Topics

europa
EL PAÍS the guardian LA STAMPA Süddeutsche Zeitung le Monde

VOX europ

euro|topics
30 Countries - 300 Media - 1 Press Review

euranet
european radio network

Blogs for EU information

EU blogs

For a personal, insider's view on EU affairs, try a Commissioner's blog. Several EU Commissioners have their own blogs – as do some senior Commission staff i individual EU member countries.

Council of the European Union

- President of the European Council - Herman Van Rompuy

Commissioners

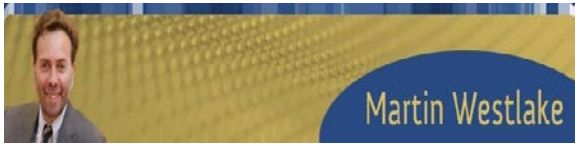
- Andris Piebalgs
- Cecilia Malmström
- Kristalina Georgieva
- Maria Damanaki
- Neelie Kroes
- All blogs of the European Commission

Commission offices in EU countries

- Belgium - Willy Hélin de fr nl
- Spain - Francisco Fonseca es

European Economic and Social Committee

- President - Staffan Nilsson
- Vice-President - Anna Maria Darmanin



Writing for (y)EU
A BLOG FOR A TEAM.

Waltzing Matilda
"Waltzing Matilda" will look with wonder and surprise and a critical eye at evolutions and revolutions in the world of social media.

EU officials compile blogs on information & communication issues

#TALKDIGITAL
BLOGGING COMPETITION:
HAVE YOUR SAY IN EUROPEAN DIGITAL COMMUNICATION!

Blogs for EU information

#TALKDIGITAL
BLOGGING COMPETITION:
HAVE YOUR SAY IN EUROPEAN DIGITAL COMMUNICATION!

ideas on europe

Blogactiv.eu
Europeans Challenge Europe

EUROPP
European Politics and Policy

Google blogs

bloggingportal.eu

Blog Aggregators bring together a selection of Europe focused blogs

A sample of blogs offering a range of insights on Europe

JUDY DEMPSEY'S STRATEGIC EUROPE

The European Citizen
Thoughts on the state(s) of the Old Continent.

NOSEMONKEY'S EUTOPIA
IN SEARCH OF A EUROPEAN IDENTITY

the BRUSSELS JUNGLE
No trees...Lots of monkeys

EU Law Analysis

openeurope blog

COULISSES DE BRUXELLES
Par Jean Quatremer correspondant pour Libération
Libération

European politics
Charlemagne's notebook

Increasing use of social networks

Connect with EU on social networks

Several EU offices, agencies and institutions have created official accounts on social networks and other sites dedicated to sharing content.

▾ **Social networks disclaimer**

- By following the links below, you are leaving the Europa website and going to a third party site. That site may have different privacy and security policies from those on Europa.
- The EU cannot guarantee that these links will work all the time.
- Linking to these profiles should not be taken as a political or commercial endorsement of any kind.

MEPs and other personal accounts

Twitter feeds from MEPs, political groups and Commissioners can be found on the site Europatweets. This site is external to the EU's website (please see the above disclaimer).

RSS feeds and podcasts

You can find RSS feeds and podcasts here.

Expand all

- ▸ EU on social networking sites (Facebook etc.)
- ▸ EU on microblogging services (Twitter etc.)
- ▸ EU on photo sharing sites (Flickr etc.)
- ▸ EU on Video sharing sites (YouTube etc.)

flickr from YAHOO!

facebook

twitter

VOICES FROM THE EUROPEAN PARLIAMENT EP NEWSHUB

Increasing use of social networks

European Parliament Facebook page reaches 1m 'likes' November 2013

EPRS European Parliamentary Research Service

Briefing
21/03/2014

Social media in election campaigning

SUMMARY

Low engagement of citizens in politics and ever declining voter turnout are taken as evidence of a democratic deficit in the European Union. By providing a new form of communication among politicians and citizens, social media may provide a way of increasing citizen involvement in political life, especially during election campaigns.

Social media allow political actors, particularly smaller parties or less well-known candidates, to bypass mass-media filters. They can influence journalists who follow social media for story ideas. Whilst specific targeting of voters, which has proven effective elsewhere, may be problematic in much of the EU, messages can at least be targeted at the young, the largest group of social media users. They can be used to organise or reinforce participation in 'offline' events, and can increase the personal appeal of a candidate. The network effects of social media, amplifying as they do the transmission of a political message through social connections, make social media a valuable part of an election campaign.

While social media is increasingly used in campaigns across Europe, the ultimate effect of this usage remains unclear. Some attribute the increasing levels of political activity on the internet to citizens who are already politically committed. It may be that social media have only a very limited effect on getting otherwise disengaged citizens to engage – even just to go out to vote. It will take time, and more elections such as the forthcoming May 2014 European Parliament election, to evaluate the true role that social media will come to play.

European Election Studies

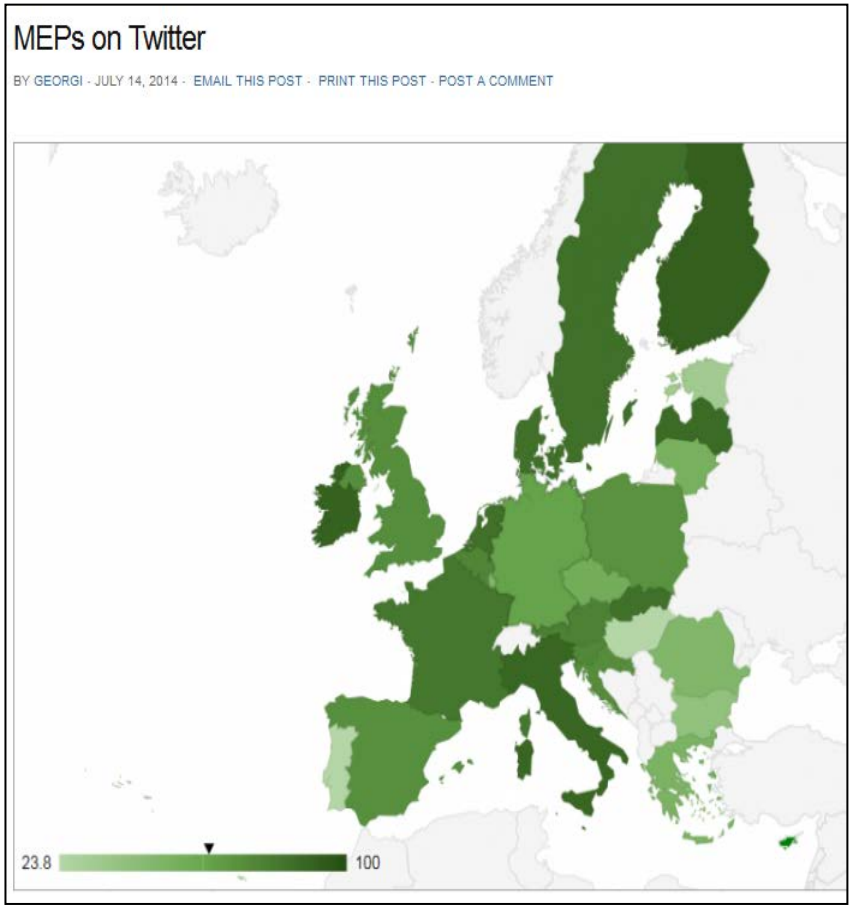
manifesto Project | Elite Study | Media Study | Contextual Data | Bibliography | The EES-Association | News

Social media study 2014

The second innovation of EES 2014 is the Social Media Study. As a result of our collaboration with TNS Opinion for the European Election Study 2014, the EES research team will gain access to a large amount of information regarding the social media activity at the occasion of the 2014 European Parliament (EP) elections. To be more specific, we will be able to study the content of the social media communication of the candidates standing for office in these elections, and of their followers. In practice, this implies an opportunity to analyze both a large amount of textual information (i.e. the content of the communications) as well as a considerable amount of metadata (e.g. the size of the network of followers, intensity of communication). The purpose of this endeavor is to make the data available to the academic community.

In order to develop a set of clear hypothesis and discuss and exchange knowhow about innovative methods by which such data can most fruitfully be analyzed a Social Media Communication workshop will be organized at the MZES between March 28 and March 29. The schedule of the event can be accessed here. The presentations prepared for the workshop can be accessed from here.

Increasing use of social networks



Better, simpler and more accessible legislation

Better, simpler and more accessible legislation

- Reduced legislative activity - ‘Better regulation’
- Better quality legislation after consultation
- Impact assessments
- Better quality drafting - Explanatory memorandum
- Greater use of alternative legislative instruments
- Consolidation, codification and recasting
- Simplification / Better Lawmaking
- Making Community law more accessible
  - EUR-LEX, PRELEX, OEIL etc

The role of information and communication in the governance of the European Union

Conclusions

- Since the 1990s political interest on EU information and communication issues has focused attention and resources – which has led to useful specific EU communication initiatives, products and services

But…

- Other challenges facing the EU have caught the attention of politicians and officials
- Democratic openness v operational efficiency is a challenge
- Citizens still not informed or interested in the EU

College of Europe
Collège d'Europe
Brugge
Natolin

europe direct Network

The role of information and communication in the governance of the European Union

Thank you for your attention
This handout available on the Natolin intranet

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