



Union des Fédéralistes Européens Section Belge

Brussels, September 22, 2012.

The federal Committee of UEF decided on date of April 22, 2012 to instaure a **task force** which will be charged to formulate recommendations in order to raise the profile of the UEF.

UEF-Belgium anticipated this move and prepared a series of papers. These papers are a **wake-up call** addressed to all European federalists pointing at the need of shared ideas and new working methods in order to raise the profile of the UEF.

UEF-Belgium fully backs these papers. The author, Robert Verschooten, distinguishes **two additional priorities for the task force**:

Priority one: define shared ideas and working principles in a number of priority domains.

Priority two: propose a **short term action plan** based on the principles outlined under priority one.

This approach implies a broader assignment for the task force. The UEF-Belgium approach actually complements it.

Following summary text of six papers, called **Raising the profile of the UEF (nr 2)**, is not an exhaustive script containing everything related to UEF's future action. This text is rather a first attempt to cast some principles and ideas needed to improve the functioning of the UEF.

This draft text can possibly be the starting point of a fruitful exchange of ideas and for all be the start of proper internal and external co-operation

At this stage all these papers are **tentative formulations**, open to discussion.

UEF-Belgium's initiative responds to a **sense of urgency**.

Michele Ciavarini Azzi
President of UEF-Belgium

Robert Verschooten
Political advisor of UEF-Belgium
President of ESIC vzw

Raising the profile of the UEF (summary nr 2)

Chapter 1

Aim: Working principles of the task force in order to come forward with an 'accord' on chapters 2 to 5.

Work procedure applicable to the two priorities of the task force (TF)

- 1.1 The aim is to duly prepare each meeting of the (limited) TF. Each time a written text will be available corresponding to the agenda.. Members of the (limited) TF will render in advance of next meeting their written comments. A small working party will consolidate comments and relate them to the draft text. Possible 'voids' will be looked for.
- 1.2 The exchange of ideas will proceed mainly by e-mail and will be centralized at the secretariat of the TF. Each reaction will be concise, schematic, free of arguments and revert to a specific item.
- 1.3 A 'tentative' formulation will be discussed in the (limited) TF. After all incoming positions will have been received, they will be streamlined into a coherent text.
- 1.4 This procedure can diminish workload for its participants. The cycle can be concluded within a period of three to six months. As soon as the 'provisional formulation' is ready, it can be approved in a Federal Committee meeting. This approval means only that the individual sections will implement the recommendations within the limits of their capabilities or interest.
- 1.5 A try-out period of twelve months will be foreseen. Thereafter a monitoring group will convene periodically in order to assess progress. This monitoring group can formulate further recommendations.

Chapter 2

Aim: Short evaluation of current situation within UEF. None of these deficiencies shall be taken personally, instead will it be considered a collective failure.

Why does UEF action not catch on?

- *What if following sketchy profile would be true?*
 - The international level and local sections do not co-operate as they should.
 - Decisions taken at international level have too little effect on action by the sections.
 - The international level is not able to generate an impetus towards better co-operation.
 - A pro-active implementation of joint decisions is falling short of expectations.
 - Individual sections are not used to co-operate among themselves, let alone spell out a joint and inclusive strategy as to enhance effective co-operation.
 - Some federalists show little inclination of sharing ideas, assuming their's are better.
 - Some federalists seem indifferent towards or ignorant of effective management methods.
 - An almost exclusive interest in the formulation of ideas or proposals leaves little room for proper communication and/or joint lobbying.
 - Ad hoc initiatives create no multiplier effect whatsoever.
 - No target audience is adequately reached; these audiences even consider

- the opinions ill formulated and therefore missing the point.
- Possible political friends turn their back on the European federalists, since they don't consider the European federalists as representing a credible federalist mainstream.
 - Some political friends launch over and over again different political initiatives leading to an overly split political landscape of European federalists, unable to create an ideological mainstream that can influence decision-making on Europe.
 - European federalists fail to capitalize on various crisis situations which fall within their field of attention.
 - The absence of a visible external presence discourages many volunteers or makes others hesitate to join the movement.
 - European federalists fail to create a 'common enemy'.
 - The absence of a shared approach, ideology and formulated objectives leads to improvisation by all stakeholders of the movement.
 - Conflicting agendas of stakeholders do perpetuate the lack of relevance of the whole movement.
 - Much good individual work is produced by European federalists, but this doesn't help raising the profile of the movement due to mutual freewheeling.

- *Potential strenghts*

- Presence of a vague and unformalized federal ideology.
- Presence of valuable publications on federalism.
- Presence of numerous European think tanks more or less friendly towards UEF.
- Presence of websites initiating public debate on the European project.
- Presence of Europe-friendly groups which can possibly join in a common effort.

Chapter 3

*Aim: This step will be called the **first objective of the task force** and precedes the one on action planning in subsequent stages. This **second objective** (see chapter 5) will cover a.o. a short term plan (as an exercise and example of how it can be done).*

What shall UEF do, right now, to remedy above deficiencies?

Explain shared opinions by UEF through:

- Acknowledgement of the evaluation about lack of efficiency (see chapter 2)
- Formulation of a shared mission statement and shared political assumptions (see chapter 3.1 and 3.2)
- Formulation of shared operational assumptions (see chapter 3.3)
- Formulation of a new participative organisation and action model (chapter 3.4)
- Formulation of a shared strategy/tactics (see chapter 3.5)
- Formulation of a communication strategy (see chapter 3.6)

*An **inclusive approach** acknowledges interaction between all these aspects. This interaction is a precondition to produce the right action. At the start it is not so much the implementation of all the formulated principles, rather the acknowledgement of the **virtues of interaction** of all relevant factors. Every stakeholder keeps his autonomy, but shall be aware of the fact that he can do much better by implementing **most** recommendations in line with his capability and capacity in the perspective of a **gradual** capacity build up.*

***Clear objectives and shared ideas** benefit everyone. It is a precondition to operate on a **large** geographical scale.*

A systematic approach is no waste of time. On the contrary a lot of time and energy will be saved, now and in the future. It will shorten the preparation time of each action. It is an indispensable common attitude.

Limited resources are better put in motion by shared strategic objectives.

A **joint contract of UEF**, based on shared ideas and operative conditions, will be elaborated hereafter. The operative conditions will be subject to **gradual** introduction. (see chapter 3.3 to 3.6 and chapter 4)

3.1 Mission statement of UEF (specificity of UEF)

- 3.1.1 UEF is a movement run by citizens for the citizens of Europe. UEF does brand itself as a movement of citizens promoting the rightful expectations of its fellow citizens for a shared European project. UEF will put centerstage citizens' standpoint and take positions on behalf of them.
- 3.1.2 UEF is a European wide pressure group bringing the same or very similar messages all over Europe to those who decide over Europe, or who influence it.
- 3.1.3. UEF will act as the spearhead of a line of thought aiming for the creation of a federal Union in Europe, consisting of a political system and a societal project.
- 3.1.4 UEF will, at all time, safeguard its autonomy. UEF will distance itself from state-national thinking and of national vested interests. UEF is by nature pluralistic.
- 3.1.5 UEF promotes the idea of an open democratic society.
- 3.1.6 UEF will help creating a European identity, a European conscience, a European public spirit, a positive European pride and self-image.
- 3.1.7 UEF will provide a meeting place for those interested in an ambitious European project, where reflection, ideas, forward thinking, communication and action are integrated.
- 3.1.8 UEF will do what is necessary to become a benchmark of European federal action and of European political thinking.

3.2 Shared political assumptions (minimum level of concord on content)

- 3.2.1 UEF applies the idea of federalism to a political system and a societal project for Europe.
- 3.2.2 A federal Union shall safeguard Europe from war, protectionism, national egocentrism, dominance and totalitarianism.
- 3.2.3 UEF qualifies a federal Union as a political project based on specific European values and standards. Proper institutions and ownership by people of Europe will generate a feeling of belongingness.
- 3.2.4 A federal Union will acquire proper legitimacy through democratic steering of internal and external public interest. Checks and balances stand centerstage.
- 3.2.5 UEF sees a federal Union cover such policy domains, where added value,

subsidiarity and proportionality are proven. The number of domains and or its content can change in order to keep pace with context.

- 3.2.6 European federalists express their loyalty towards different levels of government in a complementary manner (and-and), not in terms of exclusion (or-or).
- 3.2.7 UEF places centerstage interests of people and of European public interest. A 'Europe for citizens' implies a more democratic society in Europe, such as by enhanced participation and ownership by all stakeholders.
- 3.2.8 UEF doesn't argue about the existence of nation-states, but the nation-states will assume a quite different role in future.
- 3.2.9 UEF believes in being able to spell out a truly federalist counterproject for Europe which will be able to replace a failing intergovernmental system.
- 3.2.10 UEF assumes it can mobilize adequate political forces in Europe in order to make a joint step forward towards a European federation. Co-operation with external stakeholders is part of the gradual capacity build-up.
- 3.2.11 UEF supports constitutionalisation of Europe, but excludes a European centralised superstate.
- 3.2.12 UEF supports such a system of governance which empowers functional and complementary bottom-up and top-down systems.
- 3.2.13 UEF supports a political system and a societal project, which are able to create ownership with people.
- 3.2.14 UEF doesn't exclude recourse to hard power as and when European vital interests are at stake, although soft power remains the underlying principle of a Common Foreign and Security policy. Europe shall have the ambition to become a giant among other giants.
- 3.2.15 UEF doesn't exclude any options to reach its final goal: a federal and democratic Europe. As such a two-speed approach remains open to other EU-members joining later when they are ready to do so.
- 3.2.16 UEF trusts a federal Union will lead to to a much better future for people and society.

3.3 *Shared operational assumptions (priorities still need to be established)*

- 3.3.1 UEF is a pressure group aimed at influencing decision-making regarding Europe's future in view of building a democratic and federal Union.
- 3.3.2 UEF promotes its ideas through shared ideological, methodological, strategic and operational objectives. Bundled federalist capacities all over Europe will enable the realisation of more ambitious joint objectives.
- 3.3.3 UEF's action planning will proceed along subsequent scenarios, corresponding to a pragmatic capacity build-up and the formulation of qualitative and quantitative objectives. These objectives will determine the type of organisation UEF needs.
- 3.3.4 UEF's multistage action planning will show a differentiated planning in each stage. Herein, themes, action methods, communication and timing are correlated. (see chapter 4)

- 3.3.5 UEF's successful joint campaigning is based on co-operation, effectivity, leverage, realism, credibility and representativity.
- 3.3.6 UEF's political objectives shall be achievable, realistic, credible, inspiring and shall generate hope and confidence.
- 3.3.7 UEF's network will consist of doers, thinkers and specialists (professionals).
- 3.3.8 UEF will accept and promote specialization within its ranks, in order to valorize expertise and capability as and where available.
- 3.3.9 UEF's network will demonstrate a strong determination for joint campaigning and shall wholeheartedly be sustained by its executives.
- 3.3.10 UEF's progress towards semi-professionalism goes through different subsequent scenarios. This progression will enable all stakeholders to adapt in terms of attitudes, working methods and ideas.
- 3.3.11 UEF will start valorizing its limited, scattered capacities and best practices. It will do so by setting very concrete objectives aimed at shaping its global action.
- 3.3.12 UEF shall accept to spell out all needed positions, possibly exposing different views. These differences will create internal clarity. Selected views will be integrated in one great design. This design shall be shared by at least a majority of European federalists.
- 3.3.13 UEF's formulated shared opinions will not imply a lack of flexibility.
- 3.3.14 UEF's new model of co-operation shall not become an unworkable moloch. Initiatives will pop up in a decentralised manner. Gaining consensus of the majority of the willing sections will take more time. Periodical actionplans will be flexible to a certain extent.
- 3.3.15 UEF will launch no more action without quantitative and qualitative objectives.
- 3.3.16 UEF will facilitate propagation of 'best practices'.

3.4 *Model of organisation and action (minimum operational conditions)*

- 3.4.1 UEF operates along federal principles.
- 3.4.2 UEF implements a co-operative and participative model, in which local sections play a significant role. All levels are complementary and be equally proactive, within their capabilities.
- 3.4.3 UEF's new organisational model is based on participation by each section along its capabilities.
- 3.4.4 UEF is a decentralized network of co-operating sections, preferably grouped in interregional entities. These intermediary entities proceed to internal work distribution, organise shared responsibilities and assist those sections which need guidance. The stronger sections will coach the creation of new sections.
- 3.4.5 UEF will promote the creation, at each level, of the needed capacity in order to realize the objectives allocated at that level.
- 3.4.6 UEF needs a dense geographical network, which illustrates vicinity with and enhances acceptance by local people.

- 3.4.7 UEF local sections' impact depends on their capacity to cover various operational aspects, viz. ideological output, think tank capacity, distributing press releases, editing of publications, offering websites, networking with local contacts and organising local public debate. The minimum capacity is that of an antenna able to function as a local distributor of releases.
- 3.4.8 UEF will call upon specialists and academics, for more focused and relevant output at an equal effort. Specialized advice is acquired at no cost.
- 3.4.9 UEF will increase the number of active and qualified supporters in specific and complementary disciplines.
- 3.4.10 UEF's effectivity will be evaluated periodically.

3.5 Shared strategy/tactics (priorities still need to be established)

- 3.5.1 UEF's end-goal is a new society and a political system based on federal principles. These objectives will be realized in a step by step process. (see chapter 4)
- 3.5.2 UEF will present a well defined European project, with a limited number of themes and objectives, mainly being well connected with the needs and expectations of people of Europe.
- 3.5.3 UEF will make its point clear by connecting actual subjects with planned themes. Tactical considerations will guide the selection of such moments.
- 3.5.4 UEF's global strategy will reflect the correlation between context, message and timing.
- 3.5.5 UEF will profile itself as a spokesman of the interests of the European citizens (although other organisations do so as well). UEF's standpoints will mainly focus on political and societal themes and to a much lesser extent to customers' rights or citizens' rights. The former will imply speaking from people's viewpoint.
- 3.5.6 UEF will maintain its political autonomy in order to keep its freedom of action and speech.
- 3.5.7 UEF's internal communication deserves the same attention as the external one. It will explain the aims and themes of that stage. Knowing the reasoning behind the ideas, themes and objectives will motivate UEF's stakeholders.
- 3.5.8 Some basic opinions of UEF (this list is open to more/other opinions):
 - the nation state is not suited to deal with transnational and a number of national problems;
 - intergovernmental co-operation at transnational level causes much damage to national communities due to wrong decisions endangering the future;
 - national governments perpetuate short term thinking, egocentric behaviour and provide undue justification for wrong decisions, without assuming responsibility;
 - national governments can no longer legitimize their decisions at European level;
 - national governments usurpate democratic functioning of Europe.
- 3.5.9 Some basic questions related to UEF's strategy

Following questionnaire is relevant, but it is incomplete, lacks structure and has no priority-setting in view of defining UEF's strategy.

- Why would nation states give up control over European integration?

What drives European integration?
Who steers European integration?
How can the damaging character of national sovereignty come on the political agenda?

- How can a federal Union become a democratic alternative to the nation state?
To what extent shall Europe be democratic?
How can European political groups in the European Parliament and national political parties stimulate European demos?
Which role shall national parties and European fractions play in a democratisation process of European institutions?
- Why should people take a pro-European attitude or support a federal Union?
- Which core ideas completed the peace project at the start of Europe?
Which are the current preferences?
Which public values and public interests enforce European federalists' project?
Which political values and standards are considered important by people?
Which political values and standards are part of our identity?
- Why is a federal Union such a difficult objective?
Why is the ideology of the European federalists not plain enough to the public?
Why are the virtues of European federalism not acknowledged?
- Which type of socio-economic governance for Europe can contribute to maintain prosperity and employment in Europe?
Which type of economic government for Europe is needed?
What is the influence of strong socio-economic lobbies and civil society on decision-making in Europe?
- What type of Common Foreign and Security Policy is needed for Europe in order to foster its worldwide standing, as well as public awareness and involvement?

3.6 Communication strategy *(aimed at achieving a desired effect)*

- 3.6.1 UEF's external and internal contacts fall under the scope of communication.
- 3.6.2 UEF's representativity will be shown by quoting in whose name the communications are released (adhered to by all levels). Co-signature by more than one friendly top politicians/personalities (pluralism) will enhance the impact.
- 3.6.3 UEF's external communications will be released simultaneously at all levels in order to broaden the impact. Target audiences will be carefully selected as to constitute more or less homogeneous groups.
- 3.6.4 UEF will show one image when communicating all over Europe, viz. by uniform layout, selected one-liners, a simple and direct style, defined target audience(s). UEF will develop a specific style when making its point. Each communication will start by a summary of its message and mention a date.
- 3.6.5 UEF will summarize its global purpose in a one-liner, such as: 'UEF cares about our common future', or 'Together (You and UEF) towards a better future', or 'Europe for and by its people', or 'Europa is our future'.
- 3.6.6 UEF operates by a strict screening of themes, according to priority criteria. A limited number of one-liners will be used. Political themes of the previous scenario target implementation in next scenario.

- 3.6.7 UEF's selection of messages in the subsequent stages will take into account the gradual assimilation of its ideas by the organisation and the target audiences. Differentiated communication is imperative in order to properly reach different target audiences. The profiles of target audiences will be established.
- 3.6.8 UEF will complement each release by follow-up action intended to check perception by and effect on that audience.
- 3.6.9 UEF shall clearly define the image it wants insiders and outsiders to perceive.
- 3.6.10 UEF's image-building and branding will be pursued stepwise and actively.
- 3.6.11 UEF will develop its own pedagogical communication model.
- 3.6.12 UEF will use new techniques of social networking in order to optimize the reach of its releases.
- 3.6.12 Important features of communication are (not limited to the written form only):
- capacity to catch attention
 - capacity to inform
 - capacity to convince
 - capacity to enhance (personal and indirect) relations
 - capacity to mobilize (involving people)
- 3.6.13 UEF will organize a yearly (or biennial) UEF Convention where novel federalist ideas will be presented to other federalists, politicians, publicists and media. Co-operation of academics is necessary. This Convention can be called 'Permanent Convention of European People'.
- 3.6.14 UEF will open websites at the international and interregional level where federalists will be able to raise relevant questions or make propositions. Federalists or the public can react to it. This internal and external debate will enrich joint thinking and fulfil an educative role. European think tanks and academics will be invited to join in this common effort.
- 3.6.15 UEF's sections will periodically hold (handy sized) enquiries in order to cast light on its perception by the general public. Comparing answers can be informative.

Chapter 4

Aim: These scenarios are formulated in an attempt to cast simulations adapted to a different context. Each scenario includes different tactics, content and action. This approach helps to sideline immature scenarios. The scenarios are not absolute, but can occur in partly overlapping form.

Multistage scenarios for the UEF

- Where does each scenario start or stop? Features and context indicate so.
- Each scenario herald the following one.
- Priorities/selection of options are still to be established within presented scenarios.

4.1 Scenario one:

- **Period:** Up to mid 2011.
- **Characteristics:** called a '**predominantly intergovernmental**' hybrid system:
 - This hybrid system, where intergovernmentalism and community method co-habit, is a system with dominant confederal features. The current political system in Europe has reached its limits and cannot be maintained without causing severe harm. A situation of too little too late causes EU to lose grip and regress allround.
 - This system is unable to react fast or to develop new and adequate proactive instruments or new subsystems. Outdistanced institutions and procedures prevail, instead of meeting rightful expectations of people.
 - Current intergovernmentalism towards enhanced co-operation among member states and limits political dynamics within the EU.
 - Numerous member states refuse to proceed to whatever treaty change: actually a de facto institutional status quo prevails. Political decisions, involving future, remain subject to unanimity vote.
 - A coalition of willing member states can, in the absence of the support of the guiding member states, such as Germany and France, yield no influence as to engage in structural democratic reforms.
 - A true public debate on the options for Europe is defaulting.

4.2 Scenario two:

- **Period:** Short term, or from mid 2011 to end 2014 (European Parliament elections).
- **Characterics of this scenario**, called the **hybrid system 'part two' period**:
 - The hybrid system of 'stage one' is continued, but in a slightly different way.
 - A European Convention c.q. intergovernmental conference will be asked to produce a structural reform. A majority of European Parliament members is reluctant to introduce too many federal features.
 - Both internal and external factors force European decision-makers to become more pro-active in order to keep up with destabilizing challenges. Though co-operation within the EU remains intergovernmental by nature.
 - Whatever intergovernemental reforms are made, they continue to be ineffective, in spite of any created false impression. The reform backlog is so important that small changes will not alter the picture fundamentally.
 - Nation-states see themselves forced to extend the scope of competences of the EU beyond the limitative interpretation of the existent treaties, see first and timid steps towards economic and fiscal governance.
 - Nation-states continue to control the political agenda of the EU.
 - Political will of national governments, to make a significant political opening, happen remains bleak. Mounting problems cause further harm.
 - The European Parliament tries to further consolidate its power of co-decision.
 - Shortcomings of the hybrid system become so obvious, that an early summon of a European Convention is justified, preparing the road to democratic reform.
 - The European Commission remains excluded from political initiative.
 - Lipservice continue to be rendered to public opinion, but a perspective of proper communication and of participation is missing.

- Short term UEF political initiatives to be submitted prior to end 2013:

- Procedure of convening a European Convention, ready prior to end 2013 in order to be discussed in 2014.
- If a European Convention proves impossible, launch a procedure to reform the Treaty of Lisbon (same timing).
- A project of institutional reform by UEF shall include the nomination procedure of the Chair of the European Commission, competences of socio-economic governance, one constituency for Europe, principles of European own fiscal means and of euro-bonds, principles of enhanced fiscal responsibility and solidarity, reform of the Growth and Stability Pact, guiding principles of European solidarity and a social policy, etc.
- Efforts to get these items on the political agenda of the Council and the Parliament.

- Short term priority action of UEF regarding its internal reorganisation:

- UEF will make an inventory of capabilities and capacities in all sections and of other pro-European groups or think tanks with whom can be co-operated.
- UEF will do what is needed to have the principles of an innovative and dynamic UEF formulated, accepted and implemented by a majority of sections.
- UEF will have its shared opinions accepted soonest by a majority of sections.
- UEF will draft an adaptation plan per memberstate/interregional set up in order to improve their internal capacity and capability.
- UEF will start first with the willing sections, grouped in an interregional set up.
- UEF will initiate formulation of a preliminary communication plan and of a tentative strategic masterplan as soon as possible, hereby consulting professionals.

- Operational objectives/priorities of UEF, at all levels:

- UEF will start tentative formulation of operational objectives at all levels.
- UEF will adjust operational planning as to enable a higher/better output.
- UEF will start focussing on its identity-building and on its added value.
- UEF will develop a tentative communication plan and will start making try-outs of measurable communication effects.
- UEF will initiate better, focused and differentiated communication.
- UEF will start increasing the number of pro-active local executives and supporters.
- UEF will initiate programmes introducing internal reform to the stakeholders.
- UEF will start attracting specialists, shaping political action-planning.
- UEF will start broadening the action basis of UEF (new sections/functions).
- UEF will start, with the help of federal think tanks, applied federal thinking towards a UEF backed federal political and societal project, away from abstraction or utopia.
- UEF will try to increase the flow of new ideological input through co-operation between federal think tanks.
- UEF will initiate somewhat larger interregional campaigns.
- UEF will extend external networking and promote willingness of third parties to co-operate.
- UEF will endeavour to broaden reach of audiences and will improve communication with preferential target audiences.
- UEF will start a branding and image-building effort.
- UEF will try to increasingly influence decision-making in Europe.

- **UEF's messages conveyed to the public** (no selection yet operated):

- The intergovernmental method has since long crossed the limits of its potential.
- Public opinion will be made aware of this untenable situation which exists due to ill governance by the European Council.
- Unanswered or wrongly answered challenges severely harm public and private interests in Europe (growth, employment, competitiveness, prosperity, creativity).
- Member-states clinging to national sovereignty, national solutions and refusing to harmonise Europeanwide socio-economic governance, make growth and welfare in Europe to fall considerably short of their potential.
- Member states will not disappear, but their competences shall be adjusted.
- What is good for the European Union, is good for the member states.
- Europe enables future-oriented thinking and generates necessary reform.
- Europe is the right answer to globalisation.
- Expenditure at European level will be better spent than at national level.

4.3 Scenario three:

- **Period:** From European elections (oct 2014) to beyond 2020

- **Characteristics** of this scenario, called **pre-federal stage**.

- The European Convention c.q. intergovernmental conference did not produce a decisive reform, rather an intermediary step towards (pre-) federalisation. However, European federalists try to counter any measure which can jeopardise further access to a federal design.
- This stage will see more subsystems acquire (pre) federal features. These subsystems remain however inadequately integrated.
- Unanimity rule starts to be slowly eliminated from European decision-making. Full co-decision by the European Parliament starts to be slowly introduced.
- A pre-federal approach can be feasible within a time span of 10 to 15 years. European federalists will come up with a comprehensive, realistic and inspiring European project. The elites shall be convinced of its added value.
- This stage will focus on the interests of people and of European public interest.
- There is still no proper hierarchy of norms and laws.
- A direct link between the electoral preference of the citizen and the nomination of European top-functions is still missing, causing decisions to lack legitimacy.
- European political parties still slowly start linking, gained public favour to the formulation of political programmes for the next legislative period.

- **Operational objectives/priorities of UEF:**

- UEF adapts its organisation in order to cope with extra workload.
- UEF further consolidates interregional co-operation through the implementation of a co-operative model.
- UEF takes professional and/or academic advice on the concept and implementation of joint interregional campaigns.
- UEF initiates more ambitious campaigns.
- UEF promotes identity building with elites and people, through improved public spirit and ownership.
- UEF gets closer to semi-professionalisation and differentiated communication.
- UEF will be able to reach more and larger target audiences.
- UEF improves its capacity to influence decision making on the subject of European integration.
- UEF gets increased acceptance as representing the European federal ideology.
- UEF's ideology starts to be acknowledged as a valuable alternative to nation-state thinking.

- Messages conveyed to the public by UEF:

- A European constitution is a safeguard for positive further development.
- A European constitution is a warrant for equitable European public interest.
- The federal system is the only suitable society project and political system for Europe.
- Great potential of beneficial effects of the federal system.
- Europe needs active public support and participation by people.
- True participation of the public and better communication channels (top down and bottom up) will make people more comfortable with the European project.
- Public debate will enhance knowledge and help drive back misperceptions.
- People's participation will reduce anxiety and suspicion towards Europe.
- People can safely 'feel at home' in a federal Europe.
- Better cost-effectiveness of European structural co-operation must induce national governments to move faster towards a federal system

4.4 Scenerio 4

- **Period:** Likely starting later than 2020.

- **Characteristics** of this period, called **federal stage**.

- This stage will have been preceded by another Convention, producing a more ambitious structural and federal-like reform. Possibly not the final reform leading to a true federal political system.
- The federal-like system can include most of the EU powers. Possibly interim goals can be formulated. A timetable can help a gradual introduction of structural reform. The system can include a hierarchy of norms and laws and a more even distribution of power among European institutions. Legitimation can improve.
- People will be involved more closely in public debate through better communication and participative procedures.
- More effective and democratic instruments and procedures, at European level, can help resolving more challenges. The aim is not the creation of new institutions or new red tape, but instead a new and more effective system, through shared sovereignty and implementation of a higher added value to society.
- EU federal governance can yield visible advantages and for all serves better European public interest and interest of the people of Europe.
- In a later stage non-participating memberstates can join the forerunners' group provided that they accept the *acquis* and contribute loyally to the pursuit of needed and ambitious objectives.
- The European Commission can restaure its legal initiative.
- The European Court of Justice can regain almost total jurisdiction on the system.

Chapter 5

*Aim: This stage is the **second objective** of the task force. It shall cover a short term plan. It will offer an example of an integrated methology and strategy for the UEF.*

Short term action plan

The follow-up action of the task force includes:

1. Acknowledgement of the examples given by the multistage scenarios in chapter 4, which demonstrates **integration** of various operational aspects.

2. These examples need further detailed **elaboration**. Focus will now be on scenario two.
3. Following aspects have not been covered (see nr 46 of the series 'Which Europe?':
 - A draft societal project (based on federal principles and a societal finalité);
 - A draft project of the political (federal) system for Europe and political finalité;
 - Listing of tentative priorities (related to options) in each stage.

*These important aspects also need to be incorporated in each scenario It is essential for the **coherence** of UEF's action. An end-goal can cover 20 to 30 years.*