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REPORT ON THE ACTIVITIES UNDER THE "EUROPE FOR CITIZENS" PROGRAMME 2010

1. INTRODUCTION

The aim of this document is to provide an overview of the progress made in implementing the "Europe for Citizens" programme in 2010. The report outlines activities carried out in line with the 2010 work programme, on which the programme committee had delivered a favourable opinion in February 2009.

This fourth year of implementation of the Europe for Citizens Programme was marked by evaluation, consultation and change. On one hand the Programme was advanced and consolidated on the basis of the experience and lessons learned from the past and on the other hand all parties were actively engaged in debating and looking constructively to the future.

The mid-term evaluation of the Programme took place during 2010 and simultaneously the reflection process on the future of the Programme was taken forward, including through the launching of several consultations and of the impact assessment for the next generation of the Programme.

2. POLITICAL CONTEXT AND PRIORITIES

EYV 2011

Following the adoption of the Decision on the European Year of Volunteering on 27 November 2009, the concrete preparation of the European Year started in 2010.

Within the citizens' policy unit, a taskforce was set up to manage the European Year of Volunteering.

During spring 2010, Member States nominated National Coordinating Bodies that were charged of coordinating the national activities of the European Year. On the basis of

guidelines provided by the Commission, the National Coordinating Bodies elaborated national work programmes for their countries.

A call for proposals for flagship projects was published in September 2011. The purpose of this call of proposals was to select projects that test and develop new and innovative schemes and approaches with a view to build long-term partnerships between civil society organisations active in the area of volunteering.

The information and communication campaign of the European Year of Volunteering was largely prepared in 2010. The services of a PR company were used to develop and implement a communication campaign at European level aimed at raising the awareness of the Year amongst all relevant stakeholders. In particular, a European website and a communication toolbox have been prepared during 2010. The Media Launch of the European Year took place on 3 December in Brussels and the preparation of the four thematic conferences to be held in 2011 started. The preparation of the EYV Tour throughout the EU Member States began as well.

The EYV 2011 Alliance, a co-ordination structure bringing together the major stakeholders at European level received an action grant to mobilise volunteers and promote the Year amongst civil society.

As regards the Europe for Citizens' particular emphases for 2010, the programme's permanent priorities were the following:

The future of the European Union and its basic values: Specific focus on the celebration of the 60th anniversary of the Schuman Declaration, which marked the beginning of the European construction, and in this context, to give particular attention to making the achievements of European construction more visible and to contribute to the development of a stronger European identity through the celebrations of Europe Day on 9 May.

Active European citizenship: civic participation and democracy in Europe: Specific focus on drawing lessons from the 2009 European Parliament elections and promoting active participation in, between and besides elections; and on articulating the promotion of equal opportunities and the participation of women in political life with the 2010 European Year for Combating Poverty and Social Exclusion. In 2010, it was also important to raise awareness about and to mobilise stakeholders towards the European Year of Volunteering 2011.

Intercultural dialogue: Specific focus on the particular role of solidarity and mutual understanding especially in the context of the 2010 European Year for Combating Poverty and Social Exclusion.

People's well-being in Europe: employment, social cohesion and sustainable development: Special focus on dealing with the impact and consequences of the current economic situation and involving citizens and civil society in developing locally adapted solutions and to exchange experience on the big societal issues which constitute the European Union's political priorities.

Impact of EU policies in societies: Specific focus on continuing to provide an opportunity for the European citizens to reflect on the results achieved through EU policies and actions in various policy areas.

3. IMPLEMENTATION OF THE "EUROPE FOR CITIZENS" PROGRAMME

In 2010 progress was consolidated and some aspects of the programme were further developed. The scale and reach of the programme continued to grow as compared with 2009, with the number of participants increasing significantly in Actions 2 and 4. Nearly 1.000 projects were selected/grants awarded, and over 1.145.000¹ participants were expected to be involved in the co-financed activities (which represents an increase of around 11% as compared to 2009).

Thematically, the focus concentrated on the following issues²:

- Intercultural dialogue (1.327 selected projects);
- The future of the EU and its basic values (731 selected projects);
- Active European Citizenship, participation and democracy (728 selected projects);
- People's well being in Europe: employment, social cohesion and sustainable development (572 selected projects);
- Equal opportunities (526 selected projects);
- Volunteering (504 selected projects);

3.1. Action 1 – Active Citizens for Europe

Action 1 consists of the following sub-measures: *Town twinning Citizens' meetings, Networking of twinned towns, Citizen's Projects and Support measures.*

- ***Town twinning Citizens' meetings***

Town twinning citizens' meetings consist in bringing together a wide range of citizens and citizens' groups from twinned towns, taking benefit of the partnership between the municipalities for developing strong, informal and personal relations between their citizens. The meetings combine an informal character emphasizing the "learning by doing" approach with a thematic focus in line with the programme's priorities.

This measure involves many projects and participants, and its impact comes partly through the volume of direct participation of citizens. In 2010, 1.555 applications for Town twinning citizens meetings were introduced and 648 selected, a decrease of around 14% compared to 2009. This reduction is due to the reduction of the budget allocated for this measure in 2010 (around 1 million Euros less), as foreseen by the Work Programme 2010. Despite of this reduction, the number of expected participants involved in the selected projects was proportionally higher. Data presented by the selected beneficiaries show that around 751.000 citizens were involved in town twinning citizens meetings.

France, Germany, Italy, Hungary and Poland continue to be the most active countries in hosting citizens meetings. However, the geographic impact goes beyond the host country since every project involves citizens from invited town(s) from other country/countries and some progress has been registered as regards the geographical balance within this measure.

¹ The figure is based on the calculations indicated in the grant applications.

² [Some projects focus on several themes](#)

- ***Networks of twinned towns***

This measure aims at using the potential of the networks created through a series of town twinning links to develop thematic cooperation. Such co-operation enables the participating towns to develop, structure, and strengthen the strategic dimension of town twinning.

At the level of the Community programme, thematic networking is a structuring measure, which extends the dimension of town twinning from people to people meetings to more focussed discussions and systematic exchange of good practice.

132 applications were submitted and 69 were selected. In 2009, 153 applications had been submitted and 96 accepted.

Despite the lower number of applications received and selected, the funded projects involved more than 150.000 participants, almost 7.000 more than in the previous year.

- ***Citizens' Projects***

The interest in the citizens' projects measure continued to grow in 2010 as it had already happened in 2009. A total of 37 applications were received (an increase of around 20% as compared to 2009) from a broad range of organisations including: municipalities; regional groupings and universities, as well as a large number of NGOs. 12 citizens' panel proposals were selected involving 24 Programme countries.

In terms of thematic focus, 30% of the panels concentrated on participation and democracy in the EU, 27% on the European Year of Volunteering 2011 and 27% on intercultural dialogue. The selected projects tackle various themes of great relevance to the EU political agenda, such as immigration, the economic crisis or the active participation in the elections and thanks to their transnational dimension and the active involvement of a large public, these projects can contribute to empowering citizens as regards the EU policies.

- ***Support measures***

Support measures aim at revitalising town twinning activities, developing longer-lasting partnerships and enhancing the quality of town-twinning activities through reinforcing thematic co-operation and building capacity. Intermediary organisations, such as associations and federations of local authorities, with specific knowledge will share their expertise and good practice with towns with less twinning experience.

In 2010 approximately 32% more applications were received under this measure. Its success rate was the highest with 20 applications selected out of the 33 eligible ones. 24% of the eligible applications tackled issues related to the 2011 annual priority on Volunteering. Additionally, the programme themes most often taken into consideration by eligible projects were intercultural dialogue (45%) and encouraging local authorities to create cooperation networks related to their involvement in development actions (30%).

Within the 20 applications selected 25 countries are involved, with 13 countries as applicants. The 20 projects selected for funding assume a variety of formats: 8 national and transnational events, 5 training activities, 2 exchanges of best practices, 2 on the facilitation of partner search and networking and 3 of them have a more specific thematic approach.

3.2. Action 2 – Active Civil Society in Europe

This action is aimed at fostering debate and reflection related to European citizenship and democracy, shared values, common history and culture through cooperation amongst civil society organisations at European level. Therefore civil society organisations and think tanks receive either structural support on the basis of their work programme (operating grant) or support to transnational projects (action grant).

- ***Structural support for bodies of a general European interest (Operating grants) (Measures 1&2)***

This measure is aimed at providing (1) European think tanks (European public policy research organisations) and (2) Civil society organisations (such as umbrellas, networks, or non-profit organisations developing activities with a European dimension) with the necessary capacity and stability for structuring and/or extending their activities at European level.

In 2010, the nine organisations which had been designated in the basic act to receive an operating grant in 2007, 2008 and 2009, had to submit their application through a call for proposals.

Prior to launching the call for proposals, the Commission had carried out an analysis on how this new situation would affect the global profile of applicants, and decided to further refine the profiles of organisations and related financial conditions. Two new categories were introduced to complete the two already mentioned above : (3) Organisations dedicated to European remembrance, aiming at recalling the importance of the fundamental values at the heart of the European project, through the memory of European personalities or through underlining the violation of fundamental European values by totalitarian regimes such as Nazism and Stalinism ; (4) Platforms of pan-European organisations, the members of which are themselves umbrella organisations (platforms) on a European level covering a wide range of policy domains.

Out of 141 applications submitted in total, 58 organisations were selected to receive an operating grant, as follows: 39 out of 69 organisations which applied for a multi-annual grant, were selected for a three-year partnership agreement (selection ratio : 57 %) ; and 19 out of 72 organisations which submitted an application for an annual grant were selected (selection ratio : 26 %).

Referring to the various profiles of organisations, the 58 beneficiaries are distributed as follows : Think tanks : 17 ; Umbrellas, networks ...: 35 ; Civil society organisations for European Remembrance : 4 ; Platforms of pan-European organisations : 2 (see list in annex).

The nine formerly designated organisations were selected for a multi-annual partnership, confirming their status as key stakeholders for the programme's objective.

- ***Support for projects initiated by civil society organisations (Measure 3)***

The aim of this measure is to support cooperation on concrete projects of civil society organisations from different participating countries. This helps foster mutual understanding of diverse cultures and the identification of common values. To develop capacity and reach wider audiences, activities should have a strong European dimension and thematic focus.

In 2010, there was a further rise in the number of applications submitted for this measure – 448 compared to 356 in 2009 and less than 300 in 2008. 108 projects were selected

from a variety of organisations, at local, regional and national as well as European level (selection rate: 24 %). As in 2009, many of the projects concerned trans-national seminars and conferences initiating reflection and debate on European issues.

The Commission carried out a reflection with the Agency with a view to reinforce the impact of this action; it was proposed to increase the ceiling, co-financing rate and duration (150.000€, 70% and 18months) from 2011 onwards.

Remaining challenges are how to capitalise and follow-up on these events and improve communication and dissemination of results so they become part of a longer-term process. The Commission and the Agency will pursue their reflection on this aspect.

3.3. Action 3 – Together for Europe

In 2010, special attention was paid to the implementation of the mid-term evaluation of the Programme, the preparation of the future Programme for the period 2014-2020, including the impact assessment and consultations. Simultaneously, two studies on "comparative study on active citizenship in the EU" and a "maximising the potential of mobility in building European identity and promoting civic participation in the EU" were respectively prepared and launched. As in previous years the Programme supported two Presidency events and organised the 4th edition of the Golden Stars Awards.

- ***High visibility events***

In 2010, two high visibility events took place.

The Spanish Presidency event "European Civic Days 2010 – Towards European social citizenship" was held in Malaga from 7-9 May 2010. The objectives of the event were:

- To promote an active and participatory European citizenship
- To strengthen NGOs as a factor of integration and social cohesion
- To encourage the active participation of these bodies in defining, implementing and monitoring public policies in the context of the EU.

The European Civic days laid the foundations to convert these challenges into reality and opened the way for the emergence of what has been called the European civic movement. More than 600 people from 28 different countries attended the event, they represented 234 organisations. In total, 29 representatives of local, national and European institutions attended the civic days. The outcome of this large-scale event was the commitment from those present to set in motion a European civic movement. The Programme provided a co-funding of 250.000 Euros for the event.

The 'Golden Stars' Ceremony was held, on the 17th of November 2010. In this ceremony 8 projects, including town twinning, civil society and remembrance projects, were awarded prizes in recognition of their excellence. The majority of Europe for Citizens Contact Points were present at the ceremony and met beforehand for an internal discussion and an update on programme implementation presented by the European Commission. The Golden Stars Ceremony usually provides an opportunity to highlight best practices in the programme and to increase its visibility in the Member States. In 2010 the results as regards media coverage were much weaker than in previous years, with only 5 press articles (3 in Belgium and 2 in Hungary) and one news report by a local French television (news report available on youtube). In the 2009 for example, there were 45 press articles and news reports in 7 European countries. The reason for this decrease in media coverage possibly lies in the

different media dissemination strategy followed in 2010, which used the EC Representations as dissemination channels to reach the national media, whereas in the previous years the event had been announced to all the Brussels based branches of national media.

Future Presidency events: Preparation of the Hungarian Presidency event is well advanced. This is to take place in Budapest in June 2011 focusing on the issues of active citizenship and participation, active citizenship in education and youth, active citizenship and volunteering and the role of civil society in western Balkans.

The Polish Presidency event is similarly progressing well with an event foreseen for September 2011 looking at the role of town twinning movement for developing European citizenship, equality, democratic governance and social cohesion.

In June 2010 the European Commission organised a Stakeholder consultation meeting. The purpose of this meeting, designed to make use of participatory methods, was to foster and harvest reflections and inputs for the Europe for Citizens Programme for 2014 and beyond. Over 130 people from various organisations and backgrounds, including think tanks, civil society organisations and networks, town-twinning coordinators, Europe for Citizens Contact points among others, participated in this meeting. The "harvest letter" compiling the discussions and results achieved during the meeting was published online and sent to each participant and other stakeholders.

- ***Information and dissemination tools***

Building on the broad range of promotional and information material developed in 2010, the following items were produced and widely disseminated during the course of 2010:

- *Publications:*

A brochure on the 2010 Golden Stars awards showcasing the eight winning projects under the town twinning, civil society and remembrance actions. The brochure exists in EN/FR/DE/IT/ES/PL and is available electronically via the internet site as well as in hard-copy.

Production of an INFO KIT in 6 languages that is available online on the European Commission's Citizenship website. The versions in the remaining official languages will be available in the course of 2011.

- *Multimedia and Internet:*

Possibility for the project promoters to disseminate the results of their projects and for the Europe for Citizens Contact Points in the Member States to publish their information/communication material in their own language on the Citizenship Website. Six PEC sent information to be published on the website in 2010.

The revamping of the Citizenship website is due to be finalised in 2011.

- ***Contact points in Member States and other countries taking part in the "Europe for Citizens" programme***

Europe for Citizens Contact points have been established in 22 countries. These are intended to be decentralised communication structures acting as contact points for information

multipliers, for potential programme beneficiaries and for the general public. They are expected to play an intermediary role between these stakeholders and the European Commission.

The co-ordinating bodies were designated by the Member States. 16 of these structures applied for, and 16 were awarded co-financing to help cover the operating costs of new information and liaison activities to be undertaken. Representatives of the Contact Points participated in the main high visibility events including the Golden Stars Award Ceremony and the stakeholder consultation meeting held in June 2010. On the occasion of both the stakeholder consultation and the Golden Stars Ceremony a meeting with Contact Points was organized. The meeting held on the eve of the stakeholder consultation brought together representatives of Contact Points and Town Twinning to discuss ways of cooperation. This proved to be a very useful and appreciated by both parties. In 2010 EACEA conducted an assessment of the PEC, finding that they have set up basic information systems, helpdesks, websites, newsletters and other materials and that they organised information sessions, reaching a few hundred people per country per year. The establishment of the PEC so far as not reduced the number of information requests received by the EACEA and there is no apparent correlation yet between the number of applications received and the presence of a PEC. Nevertheless EACEA's assessment also notes that the PEC are structures that have been established rather recently and that their impact might be greater in the near future, as they have been developing their systems, knowledge and experience and as they become more established and well known among actual and potential beneficiaries. The mid-term evaluation of the Programme Europe for Citizens notes in its conclusions regarding the role of the PEC that "there is significant potential for exploiting their information and support capabilities to a greater degree, especially in relation to first-time programme participants".

- ***Studies***

The Open Call for Tenders EACEA/2009/06 for a study on "Maximising the potential of mobility in building European identity and promoting civic participation in the EU" was published in November 2009. In 2010 the study was awarded to ECORYS. The final results of the study are due to be published in April 2011.

The Open Call for Tenders EACEA/2010/02 for a "Study on Active Citizenship in the EU" was published in September 2010. The study will be launched in 2011 and final results will be expected by the end of 2011/beginning of 2012.

The study "Volunteering in the European Union" was published at the beginning of 2010. The full text of the study including the study on volunteering, a sector study on volunteering in sport, 27 national reports on volunteering in general as well as 27 national fiches on volunteering in sport and executive summaries in English, French and German was disseminated through the website of the "Europe for Citizens" programme.

The study regarding the mid-term evaluation of the Programme is reported on under section 4.3 'Monitoring and Evaluation'.

3.4. Action 4 – Active European Remembrance

This measure targets non-profit making organisations engaged in keeping alive the memory of the victims of Nazism and Stalinism and in preserving the main sites, memorials, former

extermination sites and archives documenting these events. This awareness of our past will also feed into reflection on the origins of the EU and its future.

In 2010 there were 64 projects supported covering most of the countries participating in the programme.

The activities within Action 4 developed an additional dimension as of the end of 2010 when a meeting with remembrance organisations supported by the programme was organized in Terezin, the Czech Republic on the fringes of the Holocaust and Human Rights Education conference. This mark a beginning of regular exchange of ideas and best practises between supported organisations and the European Commission. A follow up meeting is scheduled for beginning of May 2011 in Brussels.

4. HORIZONTAL ISSUES

4.1. Structured dialogue with the civil society organisations

The structured dialogue takes the form of regular meetings with civil society organisations (either receiving operating grants from the Programme or other important European stakeholders who expressed their willingness to participate in these meetings) with the aim of contributing to the implementation of the Programme and to the policy development in the area of civic participation. Three meetings took place in 2010.

Related to the Programme, participants provided input for the thematic priorities 2011 and to the mid-term evaluation. Debating on ways to strengthen the impact of Civil Society projects, they recommended to extend the duration and increase the amount provided, to allow funding to more strategic and complex activities ; this has been included into the 2011 programme guide. They underlined the need for further simplification and insisted regularly on allowing co-financing to be in-kind. They took an active part to the consultations preparing the future programme, insisting on the need to increase the budget to match the needs.

The means to implement the provisions of the Lisbon Treaty on participatory democracy were also discussed and will be examined in depth in a working group to be set up in 2011. In 2010, the Working group on Funding pursued its work on the revision of the Financial Regulation, and provided concrete recommendations to the European Parliament and to the Council, notably on the non-profit rule. The importance and quality of this Structured Dialogue was highlighted in an independent study on "the Financing of NGOs from the EU Budget" carried out in 2010 at the request of the COCOBU.

4.2. Dissemination and exploitation of results

To strengthen the impact of the programme on citizens, on civil society and on national and European policies in the area of citizenship, good dissemination and exploitation of results is of crucial importance. Action is done at three levels:

- at the individual project level, where dissemination and exploitation should be an integral element. This is one of the criteria for evaluation of all applications and is verified in the analysis of their final report;
- structuring projects to strengthen European networks and thematic co-operation. This

is done in particular in town twinning and structured support for European level think tanks and civil society organisations;

- at the programme level, through the use of multimedia, the citizenship web-site as well as the Golden Stars and high visibility events.

Overall, despite the progress made, the full potential of dissemination and exploitation of results remains to be developed, especially at the level of individual projects. The new Europe for Citizens' Contact Points should play a key role in the future.

4.3. Monitoring and Evaluation

The mid-term evaluation of the programme was carried during 2010 by ECORYS via the DG EAC evaluation framework contract. The budget for the interim evaluation was € 169.756,88.

The purpose of the evaluation was to provide an overview of the results obtained in the first three years of the programme; an assessment of qualitative and quantitative aspects of implementation; and recommendations and guidance on how implementation of the remaining years of the programme could be improved.

In addition the findings are intended to inform reflections on the preparation of the post-2013 programme.

The evaluation completed at the end of 2010 provided a positive assessment of the objectives of the Europe for Citizens programme remain as well as of the implementation of the programme. It stressed that the demand for the programme remains strong and that especially in the area of structural support to the European civil society organisations and think tanks as well as remembrance it would benefit of allocation of further financial means.

Geographical balance was pointed out as the most important challenge for the remaining years of the implementation of the programme.

Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the results of the mid-term evaluation was forwarded in the first quarter of 2011.

The EACEA performed a series of monitoring visits to projects during 2010 and in 2011 the involvement of the Unit Citizens' Policy in some of these visits is foreseen. The conclusions taken from these monitoring visits were that, in general, the implementation of the projects correspond to what was foreseen in their applications and that the credits were used in an efficient manner. The great majority of the beneficiaries were satisfied with EACEA's management and the introduction of the simplifications that has been done. In general, and taking into account all the measures, the EACEA identified a series of characteristics/trends through these visits:

- the activities take mostly the classical forms of workshops, conférences, expositions, jeux, sport, etc., however the introduction of innovative actions measure allowed for a series of new activities such as mentoring or job-shadowing;
- the participants are younger, especially in volunteering activities in the framework of town twinning and networks of twinned towns;
- the topics and themes discussed have a strong link to local issues of concern;
- visibility is mostly ensured at the local/regional level.

4.4. Programme management

The Europe for Citizens programme is centrally managed by the European Commission, mainly through the Executive Agency. The available budget was committed to the level of 99% in line with the budget presented to the programme committee within the 2010 work plan.

The programme guide, which provides the potential applicants with complete information on the programme objectives, on the character of the different measures, on the grant procedures and on time-tables, was revised in 2010 so as to make it more user-friendly and the new version was published in mid March 2011. The guide has increased transparency and strengthened the identity and internal coherence of the programme.

Out of almost 2,600 applications for projects and operating grants, a total of 979 were selected, which corresponds to a success ratio of 39% of eligible applications.

In general, very positive results of simplifications launched in 2009 have been achieved (multi-annual partnership agreements for operating grants and networking of twinned towns; flat rates for operating grants; modification of the basic act to limit the comitology procedure to large grants; and generalisation of the online applications). In 2010, 89,4% of the received applications were submitted online which confirms the positive impact of the generalisation of the online applications for all actions since 2009. Further simplification measures were envisaged and shall be implemented as of 2011 (revision of flat rates for town twinning citizens meetings and revision of the programme guide). The sum of these measures has led to better-structured, higher-quality projects, which corresponded more tightly with the objectives and priorities of the programme.

In line with Article 9 of the Decision establishing the programme, the Commission is assisted, in the implementation of the programme, by a committee comprising representatives of the Member states and participating countries. In 2010, the committee met two times: in March to approve the 2011 work programme and in December to be informed on the report on the mid-term evaluation of the "Europe for Citizens" programme.

<h2><u>5. CONCLUSIONS</u></h2>

2010 was a crucial year which saw the programme fully operational and which laid already the ground for the preparation of its successor. The mid-term evaluation which has a retrospective and forward looking character led to a number of concise recommendations which will be implemented as of 2011, but also have an impact on the development of the future programme.

Stakeholder involvement through the Structured Dialogue remains a key factor of success in particular with regard to the continuing improvement of the programmes effectiveness and impact. The Structured Dialogue will be further developed in 2011 to include specific meetings with organisations working in the area of Active European Remembrance.

In the coming period particular attention will be given to:

- European Year of Volunteering that is one of the programme priorities for 2011.
- Following up to the recommendations of the mid term evaluation.
- Further simplification of the programme implementation (notably programme guide, lump sum & flat rate system).
- Dissemination and exploitation of results.

In the context of the preparation of the Multiannual Financial Framework, a major challenge will be to ensure strong political support by the Member States and the European Parliament for the future instrument following up to the Europe for Citizens Programme To this end, the Commission will develop a proposal, based on the results of its consultations and the demonstration of the added value of a pan-european programme in this field.

LIST OF ANNEXES

Annex 1: Overview of projects selected/grants awarded by action 2010

Annex 2: Overview of participants by action 2010

Annex 3: Total selected projects by theme 2010

Action 1

Annexes 4 to 7: List of selected projects for Action 1 "Town Twinning citizens "meetings"

Annexes 8 & 9: List of selected projects for Action 1 "Networks of twinned towns"

Annex 10: List of selected projects for Action 1 "Support measures"

Annex 11: List of selected projects for Action 1 "Citizens projects"

Action 2

Annex 12: List of designated organisations (until 2009 included)

Annex 13: List of selected organisations for Action 2 "Measure 1 and 2: Structural support for think tanks, organisations at European level": Multi-annual operating grants; Annual operating grants

Annex 14: List of selected projects for Action 2 Measure 3: Civil society projects

Action 3

Annex 15: List of "Golden Stars" awards 2010

Annex 16: List of Europe for Citizens Points in 2010

Action 4

Annex 17: List of selected projects for Action 4: "Active European Remembrance"