



Management Plan 2024

DG COMMUNICATION

Contents

- Introduction..... 3
- PART 1. Delivering on the Commission’s priorities: main outputs for 2024 5
- PART 2. Modernising the administration: main outputs for 2024.....17
 - A. Human resource management.....17
 - B. Sound financial management.....18
 - C. Fraud risk management.....18
 - D. Digital transformation and information management19
 - Digital transformation.....19
 - Information and IT security rules19
 - Data, information and knowledge management.....20
 - Data protection21
 - E. Sound environmental management22
 - F. Initiatives to improve economy and efficiency of financial and non-financial activities23
- ANNEX: Performance tables - main outputs for 2024.....24

Introduction

DG COMM MISSION STATEMENT:

Listen – Advise – Engage

DG COMM, as a corporate communication service, brings Europe closer to its citizens.

DG Communication is the corporate communication service of the European Commission. Acting under the authority of the President, DG Communication leads the communication on the Commission's political priorities, and on the implementation and results of EU policies and initiatives. It informs and engages with citizens, and enables them to shape EU initiatives and contribute to European democracy.

This Management Plan describes DG Communication's priorities and challenges for 2024. It shows how DG Communication's objectives, outputs and actions in 2024, in line with its [Strategic Plan 2020-2024](#), contribute to achieving the Commission's general objective of a modern, high-performing and sustainable institution. This Management Plan is aligned with the 2024 DG Communication Work Programme/ Financing Decision ⁽¹⁾ and supports the headline ambitions identified in the President's political guidelines, the [2024 Commission work programme](#) ⁽²⁾ and the programme performance statements for the 2024 budget.

2024 is the last year of the current College term and the year of the European elections. DG Communication will therefore focus on conveying with renewed intensity the achievements of the European Commission and the EU over the past years, to show that Europe delivers. It will showcase the tangible benefits the EU has delivered for its citizens and globally, in a complex geopolitical context. And it will step up its strategic communication and action to detect and tackle information manipulation, mis- and disinformation on all relevant topics, from Russia's invasion of Ukraine to climate change.

DG Communication will showcase the successful rolling out of the green and digital transitions and the implementation of the NextGenerationEU recovery plan. It will focus in particular on the benefits of this transformation for citizens, for society and for European business.

It will highlight the implementation of the legislative agenda adopted under the European Green Deal and on the EU's role as a global leader for climate and environment protection. And it will stress the EU's achievements in the digital area, from the implementation of the ground-breaking Artificial Intelligence Act to the Digital Services Act and the Digital Markets Act.

DG Communication will also sharpen its communication on the competitiveness and resilience agenda. It will highlight action taken to strengthen the EU's competitiveness and

⁽¹⁾ C(2023) 8692 – 15.12.2023.

⁽²⁾ COM(2023) 638 final - 17.10.2023.

resilience, both internally within the Single Market and internationally through the European Economic Security Strategy.

DG Communication will continue to communicate forcefully on the EU's response to Russia's war of aggression against Ukraine, on the EU's unwavering support to Ukraine and commitment to Ukraine's long-term recovery and European integration.

2024 also marks the 20th anniversary of the 2004 enlargement. DG Communication will organise and steer ample communication on the benefits of enlargement for citizens of both 'new' and 'older' Member States, and on the EU's commitment to a merit-based enlargement process, to continue making enlargement a political, economic and geopolitical success.

And it will focus on the EU's approach to migration and asylum, with emphasis both on progress made at the legislative level, with the adoption and implementation of the new EU Pact on Migration and Asylum, and at operational level.

DG Communication will further develop citizens' engagement initiatives together with other Commission services. It will continue and deepen its cooperation with the European Parliament at central and local levels through the European Parliament Liaison Offices in communicating the EU's delivery in the run-up to the 2024 European elections.

As domain leader for external communication, it will coordinate and steer the communication activities of other Commission services, to improve coherence and enhance outreach. It will ensure strategic alignment with the political priorities through a rolling communication plan, a coherent approach to visual communication and enforcement of relevant visual identity rules for key priorities.

DG Communication will further support and co-organise with other Commission services participatory and engagement actions on key Commission policy initiatives. It will engage with citizens, local and national authorities, media, and stakeholders with the support of the Commission's Representations and local networks in the Member States.

And finally, it will develop and implement, with the Commission's entire communication ecosystem, including the other services and the Representations, a strategic communication plan on the priorities of the new College of commissioners.

With regards to the need to rationalise reporting requirements, DG Communication confirmed that there were no reporting requirements for mapping the acquis in the scope of the exercise.

PART 1. Delivering on the Commission's priorities: main outputs for 2024

'The people of Europe want a Union that stands up for them in a time of great power competition. But also one that protects and stands close to them, as a partner and ally in their daily battles. And we will listen to their voice. If it matters to Europeans, it matters to Europe. (...) Once again – this is Europe's moment to answer the call of history.'



State of the Union Address 2023, 13 September 2023.

Political communication

Since 2024 will be a **transition year** to a new College of commissioners, DG Communication will focus its communication activities on the Commission's main achievements since the current College of commissioners took over, as well as emerging challenges.

It will consolidate its **political and strategic communication** through the Spokesperson's Service (SPP) and the political communication services, including enhanced social media communication and community management, improved visual communication, and integrated communication activities on major political initiatives or milestones.

In the final year of the current mandate, the SPP and the political communication services will strengthen communication efforts to highlight how the current College of commissioners delivered on its priorities. They will continue to support the President and the College with high-quality, integrated communication services, messages and products – covering social media, graphic and editorial production, outreach materials, digital communication through the Commission's core website, and photo and video production.

SPP will also monitor and analyse topics and trends on social and traditional media and follow closely public opinion at EU, national and local level.

The main **priority areas for political communication** in 2024 will include:

Implementation of the NextGenerationEU recovery plan. The focus will be on showing the tangible results of national recovery plans, by showing concrete projects and how they benefit citizens and society at large.

The EU's **response to geopolitical developments**, in particular Russia's war of aggression against Ukraine and the situation in the Middle East. It will continue communicating on the EU's response to the energy crisis triggered by Russia's war of aggression against Ukraine, including through the **REPowerEU** initiative, to promote a greener and more sustainable future, and increase the EU's energy independence.

The European Green Deal and the Digital Decade. The focus will be in particular on the concrete economic and social benefits of the clean and digital transitions and their role in strengthening and promoting job creation and opportunities for citizens, the European economic security, competitiveness and resilience.

DG Communication will use and further improve all its tools and channels to deliver communication products, including its social media channels and the Commission's corporate web platform, and it will fine-tune its understanding of public opinion and citizens' expectations through media analysis and public opinion.

DG Communication will support the hearings for the next President-designate and commissioners-designate and the transition to a new College, and will organise and implement communication about the political milestones of the transition.

It will convey the importance of the forthcoming European elections for citizens and will continue its close cooperation³ with the European Parliament, covering six strands:

1. Communicating EU delivery (what the EU stands for, what the EU does for citizens and with citizens).
2. Fighting election-related disinformation.
3. Informing about European elections.
4. Supporting the European Parliament's 'go-to-vote' campaign in 2024.
5. Activating the EU's networks and partners.
6. Empowering and engaging staff.

The Joint Statement on '[Communicating together at the service of citizens and European democracy](#)' sets the parameters for this cooperation, both at headquarters in Brussels and on the ground in Member States, through the Representations and the European Parliament Liaison Offices. The aim is to engage with citizens, empowering them to make informed decisions.

⁽³⁾ Endorsed by the Corporate Communication Steering Committee on 31 March 2023 and 10 October 2023.

It will consolidate cooperation and coordination with other EU institutions and the EEAS, including by sharing communication products and planning through the Communicators' Portal ⁽⁴⁾. It will continue to ensure an appropriate involvement in the Integrated Political Crisis Response roundtables and in the work of the Crisis Communicators' Network. Briefings concerning Council Presidencies will be organised to support policy-related communication.

Corporate communication and domain leadership

DG Communication will continue to work closely with the Secretariat-General and DG Human Resources to ensure that the Commission's messages are aligned and coherent across all services, and that they have an increased impact by leveraging all **corporate communication** channels and networks.

DG Communication will strengthen its **domain leadership** in external communication by ensuring that campaigns by other Directorates-General are monitored throughout their entire life cycle, and that the main messages are complementary and aligned with corporate guidance.

Under the long-term EU budget 2021-2027 and in the context of NextGenerationEU, the Commission will continue to implement a set of corporate minimum requirements for communication and visibility to streamline the Commission's communication approach across all EU programmes.

DG Communication will continue to contribute to further increasing the EU's visibility, recognisability, and communication around the NextGenerationEU programme as its implementation progresses, especially through a set of localised communication activities in the Member States. An evaluation of the corporate communication and visibility rules will be launched to contribute to the preparations of the next long-term budget.

On 29 September 2023, the Commission adopted a new framework contract **DG Communication lead corporate communication campaigns 2024-2027** ⁽⁵⁾.

Moreover, DG Communication will continue the rollout of communication on **NextGenerationEU**, focusing on showcasing EU-funded projects and success stories, **demonstrating their impact on citizens' daily life**. This will be done as much as possible in cooperation with the other EU institutions and Member States, with the aim of presenting aligned messages and visual identity.

DG Communication will also continue to **join forces with** partners such as **UEFA** (the Union of European Football Associations) to raise awareness about how citizens can contribute to fighting climate change, for example by saving energy. DG Communication will

⁽⁴⁾ This interinstitutional portal hosted on the Rapid Alert System platform is a repository for communication material to be shared between the EU institutions (Council, European Commission and Parliament) and the Member States.

⁽⁵⁾ C(2023)6467.

explore the possibility to prolong the three-year partnership between the Commission and UEFA, signed in October 2021, which allows the Commission to reach diverse audiences.

Strategic communication

DG Communication will continue to step up its work on strategic communication, including **tackling disinformation**, misinformation and information manipulation. It will create a taskforce on strategic communication, bringing together all strands of work against disinformation, including monitoring, detection, analysis, response, cooperation with civil society and other EU institutions. This will boost its capacity to detect, analyse and respond to disinformation, and it will strengthen coordination of the Commission's work on disinformation, through the Network against Disinformation and its subgroups.

The focus will be on disseminating proactively messages and narratives through social media, other digital and web channels and/or the press, and on reinforcing strategic coordination with the other EU institutions, Member States, international organisations and EU Delegations.

Through the Network against Disinformation⁽⁶⁾, DG Communication will strengthen coordination in the fight against disinformation, by expanding focus, to cover not just monitoring but also content production.

DG Communication will continue to develop, expand and sharpen its integrated media and social media analysis capacity, as well as the **community management on its social media accounts**, run both centrally and by the Representations. The objective is to better engage and interact with audiences online and to improve the detection of and response to disinformation. DG Communication, and the Representations in particular, will expand cooperation with factcheckers and civil society active in the fight against disinformation.

Citizen engagement

A complete set of tools is ready to bring the Commission's **engagement with citizens** to the next level in 2024. As domain leader for citizen' engagement, DG Communication will jointly organise a new European Citizens Panel with Directorate-General for Energy. This will address some of the most relevant aspects of the 'energy efficiency first' principle. The Panel will be accompanied by online engagement under the Commission's revamped 'Have Your Say' portal.

Moreover, DG Communication will support and guide Commission services in stepping up their citizen engagement efforts, on the basis of the guidebook it developed, through regular advice and hands-on support on the use of contracts to help organise citizen engagement events or to communicate on them. DG Communication will develop an

⁽⁶⁾ In June 2021, the European Court of Auditors report on disinformation called for a more action-oriented approach and better coordination between various EU bodies, including the European External Action Service. The new mandate of the internal Network against Disinformation, in effect since June 2021, has addressed a large number of the European Court of Auditors' concerns.

integrated communication strategy on citizens' engagement, using all Commission tools, to showcase how citizens shape EU policies.

In addition, DG Communication will contribute to the follow-up to the Joint Communication 'No place for hate: a Europe united against hatred' ⁽⁷⁾, in particular by organising a dedicated European citizens' panel and supporting the high-level anti-hatred conference to be organised in early 2024, as well as the European dialogues for reconciliation, bringing together citizens from across the EU, in particular young people, with decision-makers, experts and members of the most affected communities. This will culminate in recommendations on how to build bridges across fractured communities and bring to life the EU's motto of living "United in diversity".

Local actions and Representations

Complementing the work done in the Commission's headquarters, **the Representations**, managed by DG Communication and serving the whole Commission, report on the situation on the ground across Member States and implement annual communication strategies.

They are at the centre of the European engagement and communication efforts, maximising outreach at national, regional, and local level, and engaging in targeted communication tailored to local needs. The Representations will play a key role in communicating how the Commission delivered on its political priorities. The focus will be adapted to the local context and will include among others the implementation of the European Green Deal (including its social dimension), the digital transformation and Artificial Intelligence, competitiveness, the 20th anniversary of the 2004 enlargement, migration, and the global dimension of EU actions. A particular attention will be given to concrete projects and their impact on citizens' lives to demonstrate the difference EU action makes on the ground. The approach will be focused and flexible to allow to concentrate resources and support, depending on the communication challenges. In 2024, the Representations will join forces with the European Parliament Liaison Offices to promote the European elections. Citizen' engagement to foster democratic resilience in the context of the 2024 European elections, and the fight against disinformation will also feature prominently among their communication efforts, with strengthened mobilisation where needed during the year.

DG Communication will contribute to the organisation of **Europe Day 2024** in cooperation with the other EU institutions, focusing in particular on the European elections and the 20th anniversary of the 2004 enlargement.

The Commission's premises for engaging with citizens in Brussels (**Visitors' Centre and Experience Europe exhibition centre**), as well as the Europa Experience installations in the Member States, will be essential tools for activating, inspiring and empowering citizens and stakeholders. Three new **Europa Experience** exhibition centres are scheduled to open

⁽⁷⁾ <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52023JC0051>

ahead of the European elections in 2024, in Dublin, Luxembourg and Prague. The Europa Experience project is expected to be rolled out in all capitals by the end of 2025.

The EU's visibility on the ground is amplified thanks to Representations and the local networks of 424 **EUROPE DIRECT centres** over 800 EU local **councillors**, 278 **European Documentation Centres** and the **Team EUROPE DIRECT** communicators.

Professionalisation and supporting activities

In 2024, DG Communication will enhance its **professionalisation** efforts for the external communication domain within DG Communication and across the Commission, while also focusing on the non-communication profiles within the Directorate-General. This will require additional learning packages and the moderation of communities of practice. DG Communication will promote innovation in communication in cooperation with other Directorates-General, by creating a communication innovation hub.

DG Communication will also step up efforts to develop a 'knowledge platform' that will bring together data and knowledge from across the DG, to support evidence-based decision-making.

Specific objective 1: College and services use country specific intelligence, Eurobarometer results, media analysis and stakeholders'/citizens' feedback to inform political decision-making ⁽⁸⁾

In 2024, DG Communication will focus on informing political decision-making and shaping communication through the monitoring and analysis of various sources.

This will include intelligence on Member States' position on key policy files⁽⁹⁾, including the economic recovery ⁽¹⁰⁾ and on the European Semester, migration, the rule of law., as well as on global issues like foreign policy, defence, neighbourhood, partnerships, trade, climate.

Eurobarometer surveys will be conducted to closely follow public opinion trends at national level. These will focus on the EU's response and its role in the world, economic and geopolitical uncertainties, and the perception of EU policies. A new IT data visualisation tool will be developed to provide an in-depth understanding of these trends and will be made available on a public platform, as well as contributing to the internal data platform. In view of the upcoming European elections, DG Communication will conduct a Eurobarometer survey at regional level.

DG Communication will continue to **monitor, analyse, and report on media coverage**, both in traditional media and on social media platforms, and report to the College and

⁽⁸⁾ The performance tables for this specific objective can be found in the annex (page 24).

⁽⁹⁾ Including domestic and EU politics, progress on the implementation of the European Green Deal to social and economic trends.

⁽¹⁰⁾ including the implementation of the NextGenerationEU and the Recovery and Resilience Facility, as well as the green and digital transitions and clean tech.

senior decision-makers. Furthermore, in 2024 DG Communication will provide analytical reports aggregating EU-wide data from media coverage, research papers and opinion polls at national level and international level. Such reporting will facilitate the identification of correlations and trends related to crisis response measures and the Commission's headline ambitions. For this purpose, a new media analysis framework contract will be put in place by the end of 2024 to ensure continued high-quality reporting.

With this robust analysis in place, communication activities will be developed, for instance regarding the EU's support to Ukraine, and to address the evolving situation in the Middle East, as well as issues such as competitiveness and resilience, the implementation of green and digital transitions, migration, and the economic and social impact of inflation and high energy prices. Emphasis will be placed on the EU's impact on citizens' lives and the biggest achievements of the current Commission, and on protecting European democracy, particularly in view of the upcoming European elections.

The Representations in the Member States will contribute to this effort by developing focused engagement plans in their 2024 **country strategies**. These will be tailored to address communication challenges related to disinformation and misinformation, reflecting communication objectives at both European and local level.

Specific objective 2: College receives strategic advice on communicating the headline ambitions and on media landscapes in the Member States ⁽¹¹⁾

DG Communication will provide strategic advice to the College, based on its expertise in communication as well as on its knowledge of the situation in the Member States (gathered through media, social media and public opinion monitoring as well as stakeholder feedback).

This will translate into **impactful communication** at EU level and in the Member States, across all owned, earned (unpaid) coverage about the EU, and paid media channels.

DG Communication will provide media monitoring and reporting on key political priorities seven days a week, ensuring the College remains informed about major policy initiatives and can adapt communication to national and local environments. The social media monitoring and reporting from the Representations will complement this.

Press events, including press conferences and technical briefings, will be managed by the Spokesperson's Service on behalf of the Commission and the President. This will involve preparing and issuing all press-related materials, coordinating op-eds by Members of the College in Member States, and holding regular coordination meetings with Cabinet communication advisers and Representations.

Communication narratives and top-line messages will be prepared to support the College in communicating key topics. Simple and user-friendly web pages will be developed.

⁽¹¹⁾ The performance tables for this specific objective can be found in the annex (page 24).

DG Communication's **social media** service will continue to develop engaging content and messages tailored towards the Commission's headline ambitions, providing concrete examples of how the Commission – and the EU in general – have made a difference. These will support the President and the College in effectively communicating to larger audiences. In parallel, the **social media community managers** at EU headquarters and in the Representations will ensure a two-way engagement with citizens and support the work on strategic communication and tackling disinformation and misinformation. For this reason, they will be supported with specific guidelines for detecting and responding to disinformation and misinformation on digital platforms.

DG Communication will continuously review and update its strategies, including its social media strategy, in light of changing political contexts and platform developments. The objective is to harness the potential and mitigate the risks of using current and future platforms, ensuring effective communication with larger audiences, and build engagement. In this context, the Commission opened its presence on Bluesky and Threads which would diversify and enrich its presence, opening to potential new audiences. It will update its social media strategy and guidance to the College accordingly.

The **Audiovisual Service** will continue to provide strategic advice and media training on best practices and state-of-the-art techniques in audiovisual communication. This will include studio productions, video production and communication, interview techniques, podcasting, and photo shoots, as well as professional advice on the use of backdrops, lecterns, and teleprompters in live televised events and video conferences.

Specific objective 3: Corporate communication of the Commission's headline ambitions is aligned across the Commission's departments ⁽¹²⁾

DG Communication will contribute to the strategic objective of the Commission becoming a more modern and high-performing organisation by aligning **corporate and political communication** to the political priorities across the Commission.

It will continue to implement and coordinate with other services the communication on a rolling basis about key political achievements and events. This is based on a constantly updated central plan. As part of it, a big focus in 2024 will be the communication around the 20th anniversary of the 2004 enlargement.

The overall coherence of **external communication** actions across the Commission will be ensured by the DG Communication's domain leadership and continuous monitoring of Directorates-General's communication activities. In addition, DG Communication will oversee any Directorate-General's communication action with a budget of EUR 1 million or above, throughout its entire life cycle. This will ensure alignment with the overall political messaging, focusing on the concrete achievements of the EU. A new generation of

⁽¹²⁾ The performance tables for this specific objective can be found in the annex (page 25).

corporate framework contracts is also being prepared, streamlining communication services into a new architecture aiming at speedy, flexible, and scalable delivery.

Through its **operational networks** (web communities, graphic design, social media, audiovisual networks, etc.), ad-hoc tasks, and corporate tools (such as, corporate framework contracts), DG Communication will facilitate the overall alignment of the activities of Commission services on various channels. In steering such networks, DG Communication ensures **continuous guidance on professionalisation opportunities** and performance management across the Commission's 'external communications family'. For example, DG Communication will support DG Human Resources & Security to refine the newly created 'Communicators' Learning Package', including a series of suggested learning actions relevant to staff involved in professional communication activities. In addition, formal and informal meetings of the communities of practice in the external communications domain will continue, helping to share knowledge and best practices.

In 2024, the governance bodies and networks related to the **Europa web presence** will focus on creating, cross-linking, and promoting editorial content related to the Commission's current political priorities and preparing digital content for the new political leadership.

In 2024, DG Communication will continue to assist all Commission services in setting up and maintaining their web presence and linking it to the overall political priorities. At the same time, DG Communication will ensure that the corporate web publishing platform provides an accessible, user-friendly and cost-efficient way for managing digital content, supported by Artificial Intelligence solutions where possible.

In the context of the Representation's **2024 Country Strategies**, enhanced coordination with relevant policy DGs will ensure more coherent and impactful communication on the ground. Representations can advise DGs on communication needs, relevant messages, local opportunities, and sensitivities, and help them communicate key policies and deliverables in the most effective way.

DG Communication will continue to steer the services' action to detect, analyse and counter **disinformation** and reinforce a shared understanding across the Commission's staff of the challenges posed by disinformation and misinformation in the Member States and at European level. It will be done through the Network against Disinformation. It will also continue its close coordination on disinformation issues with the European External Action Service, the European Parliament, and other relevant bodies. It will further develop targeted counteractions with the support of the Representations in the Member States.

Through the newly established Task force on Strategic communication, DG Communication will put in place a workstream including all relevant departments and focus on enhanced monitoring of emerging narratives. This will serve to detect and report on a regular basis on misleading and false EU-related narratives arising in the media and online and to assess their potential impact while creating positive and evidence-based narratives to counteract them. Representations will also continue to reach out to potential partners, including fact-

checkers, and to pre-bunk and debunk false information and communicate proactively to citizens.

Moreover, **the Graphic Design Network** will develop a fresh visual style for the work programme of the new College of Commissioner. The **Social Media Network** will ensure alignment of the communication on social media with the political priorities of the next College of Commissioners. The **Audiovisual Service** will support the presentation of the new Commission members and priorities.

Specific objective 4: Meaningful and tailored messages, focused on the Commission’s headline ambitions, are communicated to citizens, media, multipliers, and stakeholders ⁽¹³⁾

DG Communication will continue to communicate the Commission’s headline ambitions to European audiences in 2024, using a variety of channels and tools such as online content, print publications, social media, and audio-visual materials. Activities will include managing a coherent web presence, organising press and stakeholder events, and maintaining a local presence, all within a framework of strengthened interinstitutional cooperation.

The Spokesperson’s Service will ensure regular **political communication** to the media, aligning public messages with the Commission’s headline ambitions. They will also manage the President’s social media channels and provide guidance on the Commission’s major communication actions.

The **Commission’s web presence** on the Europa web domain will communicate on existing priorities and emerging topics to raise awareness among its audiences, and to enhance the role of proactive communication in addressing disinformation. An approach for a digital first content creation will be piloted to allow for timely production and update of content. In view of the European elections, more effort will be made to create content that explains EU policies in a multilingual, accessible, and understandable way. Close collaboration between web and social media will ensure that the messages will reach the right audiences.

Once the new College is in place, DG Communication will promote and explain both the Institutional structure and responsibilities as well as the priorities and goals for the upcoming years. Strong editorial emphasis will be placed on creating such content and promoting it via different channels.

Social media and visual communication will be used to convey the Commission’s priorities, with targeted campaigns promoting the Commission’s work and its impact. DG Communication will continue to engage with social media content creators and influencers as multipliers. The main communication topics will be the European Green Deal and its economic and social aspects, energy, competitiveness with strong focus on support to small and medium-size enterprises and industry more generally, enlargement including

⁽¹³⁾ The performance tables for this specific objective can be found in the annex (page 27).

the 20th anniversary of the 2004 expansion of the EU, the economic impact of the Russia's war of aggression against Ukraine and the EU's economic recovery.

The Audiovisual Service will enhance the **Audiovisual Portal** with better tools for transparency and usability, including a new content management system.

The Audiovisual Service will continue covering the activities of College Members important press events, project visits and diplomatic meetings. Additionally, it will continue fulfilling its leading role in the management of **Europe by Satellite (EbS)**, the inter-institutional TV news-service. EbS offers live coverage of all major EU institutional events, such as Council meetings, Presidency events, Parliamentary sessions, and events related to the 2024 European elections. A particular focus will be placed on enhancing **targeted promotion** of key political events and initiatives to boost the take-up of images by legacy and social media, both inside and outside the EU. The Audiovisual Service will also continue the production of video and photo stock-images, which illustrate key EU policies, and which are put at the disposal of the media free of charge.

To support media literacy and counter mis- and disinformation, DG Communication will produce publications for non-specialised audiences about the EU. It will further develop the interinstitutional hub **Learning Corner**, as well as produce the General Report on the Activities of the EU and specific materials for young people. These materials will be available in 24 languages, focusing on the Commission's political priorities, including the green and digital transitions, as well as boosting media literacy. They will also highlight the Commission's achievements, inform about the upcoming European elections, and provide support to Ukrainians residing in the EU.

To make these materials more inclusive and accessible, DG Communication will use plain language, produce audiobooks and easy-to-read materials, and improve online accessibility. DG Communication will contribute to the support of Ukrainians residing in the EU by making several important publications available in Russian and Ukrainian

Lastly, all content and messages in the **Visitors' Centre and Experience Europe** will be updated regularly to reflect the Commission's priorities and ambitions. Special focus will be given to awareness-raising activities about the 2024 European elections to maximise visitors' understanding of EU policies and encourage participation. In the new Europa Experience exhibitions rolled out in Member State capitals, a new multimedia station will allow Representations to provide tailored content on the Commission's headline ambitions and the impact at national and local level. The exhibitions are co-managed with the European Parliament.

Specific objective 5: Citizens engage with the EU through face-to-face events and online interactive platforms, thus stimulating the sharing of EU values and interest in and ownership of EU topics ⁽¹⁴⁾

The first **European Citizens' Panels** held in 2022 and 2023 resulted in EU Citizens' Reports that informed the College and the other EU institutions about citizens' views on proposals on food waste, learning mobility and virtual worlds. Building on that experience, in 2024, DG Communication will, in partnership with multiple services, launch two **new European Citizens' Panels** of three sessions each: the first one addressing the implementation of the European Green Deal and in particular energy efficiency, and the second in the context of the follow-up to the Joint Communication 'No place for hate: a Europe united against hatred'. The Panels are made up of 150 randomly selected citizens from all Member States, reflecting the diversity of the EU population. A new **Citizens' Engagement Platform** part of the revamped 'Have Your Say' portal – will help to prepare these meetings. Moreover, DG Communication will offer guidance on how to use participatory methods including contractual solutions and methodological support. The launch of the debates on the Platform and in the Panels will be accompanied by communication campaigns in cooperation with DG Communication, relevant Directorates-General, and the Commission networks.

The EUROPE DIRECT network will support Representations in their efforts to multiply the message of the Commission by organising, engaging and moderating communication events and activities. **European Documentation Centres** will orientate their activities on information outreach through knowledge sharing and debates on the EU in view of the European elections, targeting academic audiences.

Increased activity of European Commission staff through the **Back to School/University** initiative, will be a priority ahead of the European elections. This activity will target young people and first-time voters in particular.

The pilot project '**Building Europe with Local Councillors**' will continue to be rolled-out across all EU Member States in 2024 in cooperation with the Committee of the Regions. DG Communication will continue engaging locally elected councillors in communicating at the local level about EU topics of specific interest for their constituencies, with a focus on the 2024 European elections. The project will capitalise on synergies with other communication initiatives at local level, starting with the EUROPE DIRECT centres.

⁽¹⁴⁾ The performance tables for this specific objective can be found in the annex (page 28).

PART 2. Modernising the administration: main outputs for 2024

The internal control framework ⁽¹⁵⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG Communication has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the DG Communication's internal control system will be assessed on an ongoing basis throughout the year and to be subject to a specific annual assessment covering all internal control principles.

A. Human resource management ⁽¹⁶⁾

As for all Commission services, the Strategic Plan 2020-2024 for DG Communication, sets out targets in the areas of female representation in middle management and of staff engagement.

At the beginning of October 2023, 66% of middle managers in DG Communication were female, with four female first-time middle managers and three male middle managers appointed since January. This fulfilled the DG's obligation to recruit one more female first-timer in 2023-2024 and to proceed with a balanced appointment approach thereafter. DG Communication will maintain this approach in 2024.

To support staff engagement, DG Communication will draw insights from the 2023 Staff Survey results, which are expected in the first quarter of 2024, and from its long-established culture of two-way communication, based on regular townhall meetings, participatory events and direct exchanges between staff and management. 2024 will see a renewed push to upskill the communication professionals in DG Communication to be a match for the external service providers that supply communication-related services to the Commission. More generally, all staff will be encouraged to follow learning actions in the area of digital skills, especially in the use of the collaborative tools available under Microsoft 365. Items of interest could include further support to digital upskilling and mobility, and to an improved culture of information and knowledge sharing for better collaboration.

DG Communication will focus on five key actions in the area of Human Resources. Firstly, it will implement the human resources strategy (2022-2024) action plan. Next, it will follow up actions from the 2023 Staff Survey and, thirdly, support DG Communication's domain leader role in external communication by cooperating with the Directorate-General for Human Resources on learning packages for the domain. It will also further modernise

⁽¹⁵⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

⁽¹⁶⁾ The performance tables for this objective can be found in the annex (page 29).

internal communication through the transition to a new intranet platform (Share Point Online) and a new network of internal communicators across the directorates. Finally, it will implement the Directorate-General's Equality Work Plan for the 2021-2024 period.

B. Sound financial management ⁽¹⁷⁾

DG Communication will continue to implement the DG's control strategy action plan adopted in 2020. The verification of selected high-value procurement procedures by its Procurement Board contributes to more effective controls and therefore be continued in 2024. DG Communication will perform several ex-post controls to highlight potential recurrent issues, which may require mitigating actions across, EU headquarters and in the Representations. DG Communication will continue to closely monitor the financial and procurement procedures to support further rationalisation efforts. This will be facilitated by the corporate Public Procurement Management Tool (compulsory for all procurement procedures above EUR 1 000) and planning within DG Communication.

DG Communication will continue the capacity building programme for financial actors in 2024, to cater for recurring or emerging needs, for instance in relation to the latest developments of IT tools related to finance and procurement.

C. Fraud risk management ⁽¹⁸⁾

In 2024, DG Communication will continue to implement the action plan under the 3rd anti-fraud strategy (May 2020), in its headquarters and the Representations.

Notably, DG Communication will organise an awareness session for all staff (in collaboration with the European anti-fraud office (OLAF) and/or Investigation and Disciplinary Office (HR-IDOC) on fraud patterns, fraud prevention and ethics principles. In addition, as part of the ex-post control process, tailored awareness-raising sessions will be held for staff in the controlled entities.

A systematic verification of red flag indicators will be conducted as every year to detect potential fraudulent behaviour in both ex-ante and ex-post controls. The follow-up of non-compliance or exception events (internal control principle 12) related to the red flags potentially detected by ex-ante/ex-post controls will contribute to enhancing the awareness of staff and management about rules and the procedures related to the management of procurements and implementation of contracts.

Furthermore, in relation to procurement, the mandatory use of the Public Procurement Management Tool in both Headquarters and Representations for all procurement procedures above EUR 1 000 (very-low, low, middle, high) will provide a global overview of

⁽¹⁷⁾ The performance tables for this objective can be found in the annex (page 30).

⁽¹⁸⁾ The performance tables for this objective can be found in the annex (page 30).

all procurement procedures launched and support the periodical analysis of related data. The Procurement Board will continue to examine high-value procedures (exceeding EUR 10 million) for strategic orientation in preparing the tender documentation, as well as before the award of contracts.

To maintain and improve the knowledge of DG Communication large number of financial actors, a community of practice will be put in place. Sub-groups of audience have been identified and will be provided with refreshers/trainings courses tailored to their respective needs.

DG Communication will also contribute to the implementation of the Commission Anti-Fraud Strategy (CAFS) Action Plan, revised in July 2023.

D. Digital transformation and information management ⁽¹⁹⁾

Digital transformation

Complementing the ongoing actions started in previous years, DG Communication introduced new priorities for its Digital Transformation in 2024: a) to develop a local Knowledge Management strategy; b) to implement the corporate IT Security Strategy at the local level; c) to develop a coherent approach to the adoption of Artificial Intelligence aligned with the corporate governance (objectives: Digital Culture, Business-Driven Digital transformation, Resilient and Secure Infrastructure).

Under the guidance of senior management, the DG Communication Digital Operational Committee ensures the oversight of the Digital Transformation. It frequently hosts presentations and debates on the digitalization of business processes and the adoption of new solution technologies, such as AI – a dedicated working group has been created on the latter subject, that will oversee the development of single pilot Virtual Assistant for Webmasters, community managers and disinformation professionals. The latter will be helped by a specific internal platform which will allow them to monitor sources of disinformation and propose concrete actions to fight this challenge. This pilot will be also offered centrally to all Commission services as the single AI tool for external communication.

A key initiative will be the DG Communication Management Knowledge Platform ⁽²⁰⁾, which aims to develop a tool for offering real-time insights on the effects of communication actions by collecting data from existing internal streams. The ambitious goal is to detect the impact and effectiveness of communication and enable informed decision-making for its management.

⁽¹⁹⁾ The performance tables for this objective can be found in the annex (page 31).

⁽²⁰⁾ Already in 2023, DG Communication worked to the development of a proof-of-concept management dashboard to monitor the response to our external communication activities. This dashboard should be superseded by the Knowledge Platform in 2024

Cyber-aware initiatives and training are advertised on the intranet. Furthermore, major seminars targeting Representations always include topics on the IT landscape, digitalization, and cyber awareness.

The adoption of M365 has steadily progressed since 2022. Online meetings, primarily via Microsoft Teams, have become a daily routine for all services, and SharePoint Online is now the primary reference for sharing documents and collaborative work.

DG Communication is also steadily progressing in its cloud migration. Based on advice from central services, DG Communication is looking to migrate an even larger part of its IT portfolio to the cloud ⁽²¹⁾.

Finally, new ways of engaging with citizens online will be provided by the Citizens' Engagement Platform, part of the new 'Have Your Say' platform.

Information and IT security rules

Over 2024 DG Communication will continue strengthening its IT Security posture through several initiatives. On the most operational level, DG Communication Business Owners are steadily progressing in establishing the IT Security Plans for the systems under their responsibility. At the same time there is constant progress in the certification of IT Security compliance controls. That is complemented by the promotion of IT Security trainings and cyber-awareness events, including tailored training for specific profiles (System Manager and System Security Officers, System Providers, etc.). For this it is planned to organise one general Cyber-Awareness session for end users, coupled with one (or more if requested) on IT Security compliance for System Security Officers. Besides, it is envisaged to promote a broader use of IT Security e-learning among end-user and specific IT Security roles. These aspects are conjugated in the action plan designed to follow up the implementation of the IT Security Strategy locally.

Data, information, and knowledge management

DG Communication is both a generator and user of large amounts of data, information, and knowledge. From Eurobarometer survey results to social media analytics, and from the Representations' political reports to media monitoring and analysis, it deals with a wealth of data.

With so many different sources of data, information and knowledge, proper coordination is vital: communication has much more impact when it connect ideas, tools and channels properly. This will become even more important in the run-up to the European elections and the end of the current College mandate in 2024.

⁽²¹⁾ DG Communication already has operational key-systems hosted in the cloud, such as the AV Portal and Europa Web Publishing Platform. Additionally, all major new projects, such as the Citizens' Engagement Platform and the Knowledge Platform, are or will be cloud-native.

Consequently, two flagship initiatives have been launched: (1) a management ‘dashboard’ or ‘knowledge platform’, which will bring together and organise various data and knowledge sources on one platform, complemented by key performance indicators on ongoing activities, to enable better-informed and evidence-based decision-making related to the Commission’s external communication work. The project follows the Commission’s corporate principles for data governance, in that it acts as a catalyst for identifying and designating the data owners and the data stewards concerned, fosters the design and documentation of the processes for data collection & creation, while also clarifying its acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. As the project matures, the plan is to share this knowledge platform with senior management across the Commission, to assist other Directorates-General in assessing the impacts of their own external communication actions; and (2) development of a Local Data, Information & Knowledge Strategy, and an associated Action Plan. Both projects will be carried out in the course of 2024. Both these flagship initiatives will be flanked by measures to enhance the digital literacy of both staff and management, such as awareness-raising internal communication actions to direct colleagues to complete training modules in, among other things, the use of M365 tools.

Data protection

In 2024 DG Communication will continue with the annual review of the records of personal data processing operations. The Data Protection Coordinator will monitor of the activities of the DG to identify the potential need for new records and to address in the best way to apply the privacy by design and by default principles.

DG Communication has been consistently working on its awareness raising activities. In particular, trainings have been provided to all Representations with regard to data protection principles on the occasion of the deployment of [CONREP](#). In addition, controllers also receive information about their obligations and procedures to be followed in the context of the annual review exercise of the records for which they are in charge. In addition, DG Communication will further develop its training activities on data protection to cover blue book trainees and newcomers as part of its training package In view of the target of 70% awareness of staff in the Headquarters by 2024 in the strategic plan, DG Communication will intensify its training activities. In addition to organising trainings DG Communication will invite colleagues to attend the e-Learning course on data protection principles offered by the DPO office in cooperation with DG HR. This course is available for all staff in EU Learn.

Moreover, it will review its procedures regarding the handling of requests by individuals about the processing of their data by the Commission and reinforce organisational awareness.

Finally, in 2024 DG Communication will continue monitoring the developments of case law and the decisions of National Data Protection Authorities as these may have an impact on DG Communication’s processing operations.

E. Sound environmental management ⁽²²⁾

Buildings and Infrastructure

DG Communication needs to renew 11 leases of Representation buildings, which are due to expire by the end of 2027. As environmental performance is one of the selection criteria for new buildings, DG Communication expects to improve the environmental performance of the portfolio. In existing buildings, actions to increase energy efficiency will continue, for example, the installation of smart energy meters, LED lighting, the switch to green electricity providers. These actions will be complemented by energy audits. DG Communication started the collection of environmental performance data from all Representations and expects this to be completed in 2024. This will provide an overall picture of the environmental footprint of all Representations a baseline for setting environmental targets. DG Communication will also continue to participate in corporate energy saving actions.

Mobility, Travel and Events

DG Communication signed the corporate pledge to reduce emissions from travel. In 2024, it will continue efforts to reduce its mobility footprint and promote sustainable travel options, while preserving the capacity of Representations to ensure the Commission's presence throughout the Member States. To reduce non-essential travel, DG Communication will continue the extensive use of videoconferencing and collaborative platforms. The Representations will continue the partial public transport cost reimbursement scheme to promote sustainable commuting for staff. As of 2024, only electric cars will be eligible for purchase and, where possible, DG Communication will lease to accelerate the move to a zero-emission fleet. Efforts will also continue to make the events and conferences more sustainable, using the existing guidelines and emerging best practices.

Digitisation and Procedures

DG Communication will pursue efforts to become digital and paperless in combination with the use of collaborative technologies, through the promotion of existing electronic processes (e-signatories, electronic financial workflows, e-Invoicing). The rollout of the qualified electronic signature will be extended to all appropriate documents and processes and will be accompanied by relevant training activities for all staff. DG Communication will also further promote Green Public Procurement through training and the incorporation of green criteria in all relevant calls for tender.

Staff Engagement

Staff engagement is key to achieving behavioural changes and provides a source of ideas for continuous improvement. DG Communication will promote the corporate EMAS priorities

⁽²²⁾ The performance tables for this objective can be found in the annex (page 32).

with awareness-raising campaigns and participatory activities involving the DG's EMAS Correspondent and a network of green volunteers.

EMAS in the Houses of Europe

DG Communication will focus on preparing the Representation sites in Copenhagen, Sofia and The Hague to undergo verification audits in 2024. The four Houses of Europe which already qualified for EMAS certification (in Budapest, Nicosia, Valletta and Vienna) will continue to operate and improve their environmental management system, with support from headquarters.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

Efficiency gains in web communication

DG Communication provides the following technical enablers to implement its web editorial strategy:

- the Europa Component Library: providing technology-agnostic (i.e. not biased towards any specific technology or platform), standardised design to be used on online solutions;
- the Europa Web Publishing Platform: an 'off the shelf' content management system, allowing for the setting up of websites within days;
- webtools: various technology-agnostic visualisation or other technical solutions such as machine translation, maps, charts, etc.

By using these tools, other services are saving important resources, as they reuse existing solutions and do not pay for custom IT development. By the end of 2023, more than 150 websites were using the new web publishing platform, thereby achieving savings for all Commission services using it. In 2024, the platform will further enrich solutions to better support the needs of the Directorate-General to further reduce the need of custom-made solutions. Regarding webtools, allow the creation of thousands of maps and charts on all Commission websites, reducing the need for costly IT development or expensive third-party vendor tools. For example, the technical solution proposed by DG Communication under webtools allows Commission services to install DG Translation's e-Translation tool on their websites, saving important resources in human translation for the Commission and proposing better services to citizens.

ANNEX: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

General objective: A modern, high-performing and sustainable European Commission

Specific Objective 1: College and services use country specific intelligence, Eurobarometer results, media analysis and stakeholders/citizens' feedback to inform political decision-making.

Related to spending programme(s): N.A.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Political and economic reports ⁽²³⁾	Number of reports (source: database C2) ⁽²⁴⁾	1 200
Comprehensive opinion poll surveys	Number of Eurobarometer surveys	4 ⁽²⁵⁾
Media monitoring	Number of ad-hoc media reviews on major initiatives/announcements/events/ European Parliament hearing sessions	100
Media analysis reports on events linked to headline ambitions and ahead of the European Parliament hearing sessions	Number of media analysis reports	96

General objective: A modern, high-performing and sustainable European Commission

Specific Objective 2: College receives strategic advice on communicating the headline ambitions and on the media landscapes in the Member States.

Related to spending programme(s): N.A.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Lines to Take prepared daily for the College members	Number of Lines to Take prepared daily by Spokespersons ⁽²⁶⁾	6

⁽²³⁾ Such as ad hoc political reports on topical issues (from domestic and EU politics, progress on the implementation of the European Green Deal to social and economic trends); dedicated reporting on economic recovery (including the implementation of the NextGenerationEU and the Recovery and Resilience Facility, the green and digital transitions) and on the European Semester; migration, etc.

⁽²⁴⁾ This indicator is included in the Draft Budget 2024 Programme Statement.

⁽²⁵⁾ Two standard Eurobarometer surveys on key EU related issues and two non-standard DG Communication Eurobarometer surveys on specific issues.

Output	Indicator	Target
Media activities and coverage related to visits by Members of the College to the Member States	Number of media and press activities related to visits by Members of the College to Member States	300
Management of audiovisual technical facilities	Number of audiovisual products provided to the College (messages, interviews, statements, clips) ⁽²⁷⁾	1 500
Analytical reports on Representation's local communication opportunities and activities in priority domains	Number of analytical reports on outreach adapted to local needs	10

General objective: A modern, high-performing and sustainable European Commission

Specific Objective 3: Corporate communication of the Commission's headline ambitions is aligned across the Commission's departments

Related to spending programme(s): N.A.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Coordination of Commission's communication networks (Corporate Communication Steering Committee and Communication Network)	Percentage of member Directorates-General attending Corporate Communication Steering Committee meetings (annual average of individual meetings)	80%
	Percentage of member Directorates-General attending Communication Network meetings with at least one participant (annual average of individual meetings)	80%
Coordination of communication professional networks (graphic designers, audiovisual, social media, media monitoring and analysis, communication procurement experts, Europa web governance bodies, Europe Direct Contact Centre Back offices, EC Representations, etc.)	Number of meetings of professional networks organised per each network separately per year:	
	Network against disinformation (monthly)	More than 10
	Meetings (weekly) of the Digital Leaders Network ⁽²⁸⁾	50
	Meetings of the community managers	10
	Network of communication procurement practitioners	2
	Community of practice of Europe Direct Contact Centre back-offices	1
	Europa cross-editorial board, Europa Forum, Europa Steering Board	4
	Audiovisual Correspondents networks meetings	4
	Social Media Network meetings	2
Graphic Design Network meetings	2	

⁽²⁶⁾ Due to the current unprecedented situation and the communications changes taking place on a daily basis, the number of Lines to Take prepared daily for the College members might be affected.

⁽²⁷⁾ This indicator is included in the Draft Budget 2024 Programme Statement.

⁽²⁸⁾ Also covering topics related to disinformation and misinformation.

	'Penmasters' Network meetings (for speechwriters and writers of political content)	4
	Conferences/meetings/training sessions for specific profiles of staff working in the Representations (virtual, in-person, hybrid)	17
	Network of evaluation for communication activities	2
Professionalisation and centralisation of communication services	Number of workshops on the Commission's visual identity	3
	Percentage of logo exception requests managed within 4 weeks ⁽²⁹⁾	Over 60%
	Number of training sessions (data clinics) on the central social media publishing and monitoring tools	Over 40
Centralisation of communication framework contracts ⁽³⁰⁾	Number of specific contracts concluded using Corporate Communication Framework Contracts ⁽³¹⁾	517
Professionalisation of external communication communities	Awareness raising actions on the new learning package for communication professionals	3
Countering disinformation	Reach of awareness-raising activities fighting disinformation ⁽³²⁾	1 000 000 ⁽³³⁾
	Number of visits to anti-disinformation webpages, including positive communication on related topics	100 000
	Weekly meetings of the Task Force on strategic communication and tackling misinformation and disinformation	More than 50
	Platform for monitoring and analysis	1
	Guidelines for DG COMM's strategic communication and capacity to address disinformation	1
Consultation of Eurobarometer surveys on Europa	Number of visits to Eurobarometer webpage	400 000

⁽²⁹⁾ Logo exception requests are managed through a procedure coordinated by DG Communication and involving the Secretariat-General, DG Human Resources and the requesting service(s). The objective is to establish the need for a logo, examine alternatives and provide guidance and graphic design support.

⁽³⁰⁾ The smart recentralisation of the corporate communication framework contracts was established in the 2016 Synergies and Efficiencies Communication and was confirmed and reinforced following the audit and political stocktaking of the process in 2019.

⁽³¹⁾ Corporate Framework Contracts managed by DG Communication Corporate Communication Contracts and Evaluation teams.

⁽³²⁾ For example, the production of communication products (revision of the disinformation toolkit, production of videos, social media posts) or the coordination of the relevant Commission Disinformation Network.

⁽³³⁾ The figure totals up the impressions for all the awareness-raising activities related to disinformation: webpages' visits, social media posts' reach, download of toolkits, etc.

General objective: A modern, high-performing and sustainable European Commission

Specific Objective 4: Meaningful and tailored messages, focussed on the Commission's headline ambitions, are communicated to citizens, media, multipliers and stakeholders.

Related to spending programme(s): N.A.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Corporate communication campaigns	Reach: Number of people reached in 2024	340 million
	Reach: Number of contacts made in 2024	8 billion ⁽³⁴⁾
	Social media content creators study visits/activations around the Commission's headline ambitions	4
Europe Direct Contact Centre responses to users' enquiries	Number of replies to inquiries	200 000
Publication of news articles focusing on the messages and activities of the President of the Commission	Annual number of news articles published on Europa website by the Spokesperson's Service, focusing on the activities of the President of the Commission ⁽³⁵⁾	50
Publications ⁽³⁶⁾ and online materials for the general public and for young people	Number of static and animated visuals developed for backdrops/social media	8 000
	Number of readers / visits to publications and online materials ⁽³⁷⁾	6 000 000
Press events organised by Representations (excluding press events involving Commissioners)	Number of press events (physical or virtual)	180
	Number of journalists attending press events	1 800 ⁽³⁸⁾
Press events organised by the Spokesperson's Service	Number of press events of College members (physical or virtual):	
	- press conferences:	130
	- press points	40

⁽³⁴⁾ I.e., throughout the year, 24 opportunities on average to see and/or hear campaign ads.

⁽³⁵⁾ News articles represent multimedia content, tailored to convey messages and explain events/policies to non-expert audiences. Published on Europa website by the Spokesperson's Unit, they are frequently used to highlight and promote the President's activities and messages, and usually contain photos and videos.

⁽³⁶⁾ All paper publications are printed on 100% recycled paper from 100% post-consumer waste, using a chlorine-free process. The total number of copies of printed publications will be lower in 2024 compared to previous periods, while the number of readers of online publications and materials is expected to continue to increase, resulting in a small net increase in the overall target.

⁽³⁷⁾ DG Communication's Publications: General Report on the Activities of the EU, The European Union: What it is and what it does, A Short Guide to the EU, the ABC of EU Law, Map of Europe, EU Pioneers, Travelling in Europe, the EU in Slides, EU better together, Let's Explore Europe, EU&ME, Paper Hen, the United in Diversity wallchart. The statistics also include views of publications and materials accessible through Learning Corner, which are produced by other Directorates-General and Institutions.

⁽³⁸⁾ This indicator provides a total number of journalists attending all the 27 Representations' press events, both in physical and virtual format.

Output	Indicator	Target
Visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	Number of total visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	1 400 000
Social media following of the President of the Commission on X (formerly Twitter), Instagram, LinkedIn and Threads	Number of total followers on the President's social media accounts	450 000 Instagram
		1 500 000 X
		1 600 000 LinkedIn
		100 000 Threads
European Commission's central and local social media accounts	Number of total followers of Commission's central and local social media accounts	9 100 000
Audiovisual and multimedia productions, Europe by Satellite (EbS) news coverage and media library	Number of Corporate Video Productions	400
	Number of items downloaded (Audio/Video/ Photo)	132 000
	Number of hours transmitted by EbS	2 200
	Number of TV uptakes from EbS (in minutes)	70 000
User-centred websites	Number of visits to the Commission core site ⁽³⁹⁾	25 000 000 ⁽⁴⁰⁾
	Number of visits to the European Union website	25 000 000
	Number of visits to all Commission owned websites enrolled in Europa Analytics ⁽⁴¹⁾	450 000 000

General objective: A modern, high-performing and sustainable European Commission

Specific Objective 5: Citizens engage with the EU through face-to-face events and online interactive platforms, such as the Conference on the Future of Europe, thus stimulating the sharing of EU values and interest in and ownership of EU topics.

Related to spending programme(s): N.A.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Berlaymont Open Doors/Europe Day	Number of visitors	10 000
Events organised by Representations	Number of outreach activities (physical and online)	6 000
	Number of participants at events	700 000

⁽³⁹⁾ The Commission's core site (ec.europa.eu) includes information on the Commission's headline ambitions, organisational structure and functioning, stable information common to most Commission departments. It serves as a hub for onward navigation to further thematic or specific content either hosted on the site or other more specialised websites. This indicator is included in the Draft Budget 2024 Programme Statement.

⁽⁴⁰⁾ This figure takes into account the changes to the EU core site (removal of funding and tenders' section, press corner and several sections with Directorate-General specific content).

⁽⁴¹⁾ +/-330 websites.

Output	Indicator	Target
Information events organised by EUROPE DIRECT centres	Number of information and engagement activities ⁽⁴²⁾	10 000
Contribution to the political intelligence at regional level	Number of EU specific surveys filled in by BELC (Building Europe with Local Councillors) members on the EU topics that are most sensitive in their constituency	1 400
Information visits organised by the Visitors' Centre	Total number of visitors ⁽⁴³⁾	45 000
	Percentage of priority audiences in the total number of visitors	30%
Experience Europe / Brussels	Number of visitors at Experience Europe ⁽⁴⁴⁾	35 000
EU-level Citizens' Panels	Number of sessions ⁽⁴⁵⁾ of the two EU-level Citizens' Panels	6
Citizens' Engagement Platform under the revamped 'Have Your Say' portal	Number of citizens engaged on the Platform	25 000
	Number of unique visitors on the 'Have Your Say' starting website	1 million
Social media engagement with citizens (community management)	Number of social media replies published on the Commission's flagship accounts by DG Communication teams in Headquarters and in Representations	10 000

Part 2 – Modernising the administration

A. Human resource management

Objective: DG Communication employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Gender-balanced management in DG Communication ⁽⁴⁶⁾ : Awareness raising of selection panels on gender-balanced management	Percentage of panels confirming in their report that gender balance was considered	100%
Improved collaboration and sharing of information in the DG (and in the external communication domain as relevant)	Transition of the Intranet ("MyCOMM") to the more interactive Share Point Online Platform.	Yes

⁽⁴²⁾ This indicator is included in the Draft Budget 2024 Programme Statement.

⁽⁴³⁾ This indicator is included in the Draft Budget 2024 Programme Statement.

⁽⁴⁴⁾ Accessibility may be impacted by the renovations of the Schuman area by the 'Ville de Bruxelles'.

⁽⁴⁵⁾ There will be two European Citizens' Panels each of them comprising three sessions.

⁽⁴⁶⁾ Targets set in SEC(2023)200 have been reached. DG Communication now needs to ensure a gender-balanced management in the long term.

Output	Indicator	Target
Supporting staff engagement	Developing an Action Plan on staff engagement following the results of the 2023 Staff Survey	Yes
Active two-way communication with staff	Number of participatory events (Physical or virtual)	Two all-staff meetings (virtual or physical), and weekly online debriefs of Senior Management meetings

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Becomes < 2 % of relevant expenditure
	Estimated risk at closure	Becomes < 2 % of relevant expenditure
Efficient controls	Timely payments	Remains >97% of payments (in value) made on time
Efficient controls	Budget execution: Percentage of the commitment appropriations, for the operational budget delegated to DG Communication, committed with respect to the annual forecast	Close to 100% commitment appropriations for the operational budget delegated to DG Communication
Efficient controls	Budget execution: Percentage of the payment appropriations, for the operational budget delegated to DG Communication, paid with respect to the annual forecast	More than 95% payment appropriations for the operational budget delegated to DG Communication
Economy of controls	Overall estimated cost of controls	Remains < 7% of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽⁴⁷⁾ aimed at the prevention, detection and correction ⁽⁴⁸⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Staff awareness about fraud	Number of awareness-raising activities per year	Minimum 1

⁽⁴⁷⁾ [Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) – 'the Communication on the 2023 revision' – and the accompanying document, [SWD\(2023\) 245](#) – 'the revised Action Plan'.

⁽⁴⁸⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
	Tailored awareness-raising sessions per year	Minimum 6
Periodical analysis of data on procurement procedures stored in ABAC Data Warehouse to detect possible fraud patterns	Presentation of the reports to Authorising Officer by Delegation and Authorising Officers by Sub-delegation	Annually
Systematic verification of red flags indicators in ex-ante and ex-post controls	Periodic reporting on number of events identified	Transactions identified as containing potential 'red flags' do not exceed 2% of all transactions checked

D. Digital transformation and information management

Objective: DG Communication is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2024:

Output	Indicator	Target
Digital Culture Digitalisation of the DG Communication, promote and monitor staff's digital skills	• Percentage of total statutory staff who will follow at least one EU-Learn-registered training related to one of these digital skills: M365 Artificial Intelligence, Data Literacy, Data Visualisation	33%
	• Percentage of total staff who will follow at least one EU-Learn-registered training or event related to IT Security	33%
Business-driven Digital Transformation Approach to document, automate (where possible) and rethink business processes using digital tools	Deployment of Citizens' Engagement Platform and number of topics hosted • Number of AI technical capabilities implemented across in IT systems • Percentage of data assets in the corporate catalogue	System deployment completed and 2 topics hosted 3 instances 95%
Seamless Digital Environment Information Systems that are streamlined, fit for purpose and running on supported technologies	Percentage of fully supported, deprecated and unsupported IT systems (hosted in the corporate datacentre)	95% fully supported
Green, Resilient and Secure Digital Infrastructure Continuous improvement of the DG Communication's performance as captured in the risk maturity quadrant (RMQ)	• Percentage of Information System with a valid IT Security Plan;	85%
	• Percentage of compliant priority controls for operational systems	90%
	• Percentage of attested EU Login and MFA controls for operational systems	95%
Implementation the corporate principles for data governance for DG Communication's key data assets	Percentage of implementation of the corporate principles for data governance for DG Communication's key data assets	80%
Data-protection compliance tool to manage contact details in Representations	Percentage of Representations with a tool deployed	100%

Output	Indicator	Target
Records approved and published on the Data Protection Officer public register	Number of records specific to DG Communication	21
	Percentage of identified corporate records needed by the communication community	100%
Staff awareness about data protection	Number of trainings and other awareness-raising activities per year	Minimum 2
	Tailored specific trainings	Minimum 2

E. Sound environmental management

Objective: DG Communication takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions ⁽⁴⁹⁾	CO2 emissions from DG Communication's staff missions	Reduction ⁽⁵⁰⁾
Greening of the car fleet in the Representations	Percentage of new cars purchased or leased that are electric	100%

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure	Number of DG Communication's buildings participating in: - end of year energy saving action - summer energy saving action	33% of DG Communication's buildings participating in - end of year energy saving action - summer energy saving action
Availability of reliable information regarding energy consumption and emissions in Representations	Percentage of Representations participating in the data collection	100%
Switch to green energy providers of gas and electricity in Representations, where this is possible ⁽⁵¹⁾	Percentage of energy supply contracts Representations which are green ⁽⁵²⁾	80%
Use of energy efficient lighting in Representations	Percentage of Representations in owned buildings with energy efficient lighting installed	60%

⁽⁴⁹⁾ Data provided by PMO/MiPs.

⁽⁵⁰⁾ Overall reduction of CO₂ emissions from missions for department from 2019-2024 (%). Overall corporate target is 50 % under the Greening Communication.

⁽⁵¹⁾ Feasibility has to be assessed on a case-by-case basis, according to local market conditions (monopolies / existence of green electricity providers / financial impact / autonomy in concluding contracts).

⁽⁵²⁾ Providers whose energy mix includes renewable sources.

III. Organise sustainable events		
Output	Indicator	Target (2019 as baseline, as appropriate)
Actions to promote and implement the EC guidelines for sustainable meetings and events	Number of actions	2
IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food		
Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of GPP criteria in contracts and starting to monitor the process	Percentage of relevant ⁽⁵³⁾ high-value calls for tender incorporating green procurement criteria	100%
V. Staff awareness		
Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): Energy and water use Paper consumption Digital mindfulness GPP – biodiversity Waste reduction/sorting Mobility	Number of awareness/participatory actions Percentage of participants	6 100%
V. Compliance with EMAS regulation		
Output	Indicator	Target (2019 as baseline)
Enrolment of Representations to the Commission's Eco-Management and Audit Scheme (EMAS)	Number of Representations with EMAS registration or having qualified for registration	4
	Number of Representations in which the preparatory phase or the audit and verification cycle has started	3

⁽⁵³⁾ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.