



2019

Annual Activity Report

Annexes

DG COMMUNICATION



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ANNEX 1: Statement of the Director in charge of Risk Management and Internal Control

I declare that in accordance with the Commission's communication on the internal control framework¹, I have reported my advice and recommendations on the overall state of internal control in the Directorate-General for Communication to the Director-General.

I hereby certify that the information provided in the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Brussels, 30 March 2020.

(e-signed)

Fabrizia De Rosa

(Resources Director COMM.D)

¹ C(2017)2373 of 19.4.2017.

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

This annex is the annex of section 2.2 'Other organisational management dimensions'.

Human Resource Management

Objective: DG Communication deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.		
Indicator 1: Percentage of female Representation in middle management		
Source of data: (Baseline) Human Resource Reporting (HR Dashboard)		
Baseline (2015)	Target 2017²	Latest known results 2019
33.3%	Original target, based on overall percentage: 40% Revised target, based on first-time female appointments: 7 between 5/2017 and 11/2019	Current value, based on overall percentage: 48% 7 first-time female appointments by 31/12/2019
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being		
Source of data: Commission staff survey		
Baseline 2014	Target 2017	Latest known results 2018 Staff survey
37%	40%	52%
Indicator 3: Staff engagement index		
Source of data: Commission staff survey		
Baseline 2014	Target 2017	Latest known results 2018 Staff survey
64%	65%	67%
Indicator 4: Satisfaction of DG Communication management with the service and advice /assistance of the local Human Resource Unit		
Source of data: Directorate D Satisfaction survey, December 2015		
Baseline 2015	Target 2017	Latest known results
74.37%	Not applicable	Not applicable

²Targets adopted by the Commission on 15 July 2015 – SEC (2015)336 - DG Communication: Indicative Target in middle management 2019: 40% (12 women instead of currently 9) and for 2020: 46% (14 women).

Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results
Development Plan comprising talent management and staff engagement measures will be compiled in response to the 2018 staff survey	Approval of the Plan by the Director-General	1 st half of 2019	Staff Survey 2018 Development Plan and Talent Management Strategy, both adopted 10/2019 ³
Gender-balanced management in DG COMM: - Gender-balanced pre-selection panels; - Gender-balanced reports in pre-selection procedures for middle management; - Senior management awareness (through regular updates).	Percentage of female representation in middle management	44%	48%
	First time female appointments in middle management ⁴	7	7

Financial Management: Internal control and Risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate⁵

Source of data: Ex ante and Ex post controls performed during the reporting year

Baseline AAR 2014	Target 2019	Latest known results 2019
0.38%	Annual target, below the 2% materiality threshold (Court of Auditors)	0.5%

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Source of data: Ex ante and ex post controls performed during the reporting year (detected and estimated amounts)

Baseline AAR 2014	Target 2018	Latest known results 2019
EUR 0.69 million	< 2% of payments made, EUR 2.5 million	EUR 0.63 million

³ A number of actions have already been launched or implemented.

⁴ New indicator introduced Commission wide by DG Human Resources and Security in the course of 2018. DG Communication specific target was to recruit seven by the end of 2019.

⁵ Definition, see guidance from the DG Budget '[Key concepts and definitions determining error rates, amounts at risk and estimated future corrections](#)' (20.11.2017).

Indicator 3: Estimated future corrections			
Source of data: DG BUDG estimated average correction (ABAC), adjusted			
Baseline AAR 2014	Target 2018	Latest known results 2019	
EUR 0.75 million	Not applicable	EUR 0 million	
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results
Managerial assessment of effectiveness of the internal control system	Satisfaction rate of DG COMM management with the effectiveness of internal control systems (ICAT) survey	More than 80%	84%
Ex-ante control of needs analysis performed and documented for all high value procedures (over the Directive threshold) ⁶	Percentage of formalised needs analysis presented for high value procedures	100	97%
Implementation of recommendations given by ex post control ⁷	Percentage of recommendations implemented within the set time frame by units and representations ⁸	More than 60%	75%

Objective 2: Effective and reliable internal control system in line with <u>sound financial management</u>.		
Indicator 1: Conclusion reached on cost effectiveness of controls		
Source of data: (Baseline) AAR 2014		
Baseline AAR 2014	Target 2016 - 2020	Latest known results 2019
Yes – cost effective	Yes – cost effective	Yes
Indicator 2: Satisfaction of DG COMM management with the effectiveness of internal control systems		
Source of data: (Baseline) ICAT survey, November 2015		
Baseline 2015	Target 2018	Latest known results 2019
81.7%	More than 80%	84%
Indicator 3: Satisfaction of DG COMM management with Operational Units and Representations with the services of Unit D3 local helpdesk (support on procurement and grant processes, Directorate D Satisfaction Survey, December 2018)		
Source of data: (Baseline) Directorate D Satisfaction survey, November 2015		
Baseline 2015	Target 2018	Latest known

⁶ Recommendation number 1 of the Audit on Procurement Process in DG Communication specifies that 'DG Communication should document the needs analysis for every high value procurement procedure.'

⁷ Recommendation number 3 of the audit mentioned in the previous footnote specifies that 'DG Communication should develop and document a systematic risk-based approach to support the planning of ex post control'.

⁸ Based on declarations of controlled entities.

		results 2019	
72.47%	More than 75%	N.A. ⁹	
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results
Timely budget execution	Percentage of operational Budget execution by commitments with respect to the annual forecast ¹⁰	Close to 100%	100%
	Percentage of operational Budget execution by payments with respect to the annual forecast ¹¹	More than 95	99.9%
	Percentage of payments executed within contractual payment deadlines ('Time to pay')	More than 96% within contractual delay	95.6%
Cost of controls	Revision of the cost calculation method	Yes (by February 2019)	Yes
Cost of controls	Conclusion reached on cost effectiveness of controls	Positive conclusion	Yes

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Updated anti-fraud strategy of DG COMM, elaborated on the basis of the methodology provided by OLAF

Source of data: DG COMM Anti-fraud strategy

Baseline 2013	Interim Milestone 2016	Target	Latest known results 2019
19/12/2013	Approval of AFS update by DG COMM hierarchy by 30/11/2016	Update every 3 years ¹²	Update planned for 1 st quarter 2020

Main outputs in 2019:

Description	Indicator	Target 2019	Latest known results 2019
Implementation of the Anti-fraud strategy	Pro rata implementation of the Strategy 2017-2019	33% of the 3-years target	33%

Infrastructure

Objective 1: Ensure effective management of the DG's infrastructure for Representations (buildings, security, health and safety) and IT for

⁹ The Directorate D users' satisfaction survey was discontinued in 2019.

¹⁰ 2015 budget implementation for commitments of DG Communication: 99,93%.

¹¹ 2015 budget implementation for payments of DG Communication: 99,95%.

¹² DG Communication adopted its revised anti-fraud strategy in January 2017. Updates take place 'if necessary', according to the strategy.

Headquarters and Representations).

Indicator 1: Satisfaction of users (Headquarters and Representations) with IT applications developed by the IT Unit and with IT Infrastructure & services (Headquarters and Representations) not managed by DG DIGIT.

Source of data: (Baseline) Directorate D Satisfaction survey, December 2015.

Baseline 2015	Target 2016	Latest known results 2019
72.68%	More than 75%	90.5% ¹³

Indicator 2: Representations' satisfaction with the logistics services (infrastructure, security, health and safety) provided by Unit COMM.D.2

Source of data: (Baseline) Directorate D Satisfaction survey, December 2015.

Baseline 2015	Target 2016	Latest known results 2018
80%	80%	79.56% ¹⁴

Main outputs in 2019:

Description	Indicator	Target 2019	Latest known results
Overview of health and safety measures in the Representations	Status of Health and Safety as annex to the annual Health and Safety report sent to DG HR	September 2019 for 2018 report	02/10/2019
Development of Information Technologies (IT) applications	Satisfaction with the quality of services (source: user satisfaction survey)	75%	85.3% ¹⁵
Provision of IT infrastructure and helpdesk function for Representations	Satisfaction with the quality of services provided (source: user satisfaction survey)	75%	95.7% ¹⁶

Information management aspects

Objective 1: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

¹³ The source of data is the iCAT survey (as the Directorate D users' satisfaction survey was discontinued in 2019).

¹⁴ Basis: 2018 Staff Survey (31.1.2019).

¹⁵ The source of data is the iCAT survey (as the Directorate D users' satisfaction survey was discontinued in 2019).

¹⁶ The source of data is the iCAT survey (as the Directorate D users' satisfaction survey was discontinued in 2019).

Indicator 1: Percentage of registered documents that are not filed¹⁷ (ratio)			
Source of data: Hermes-Ares-Nomcom (HAN) ¹⁸ statistics			
Baseline 2015	Target	Latest known results 2019	
0.05%	0.05% ¹⁹	0.14%	
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG			
Source of data: HAN statistics			
Baseline 2015	Target	Latest known results 2019	
91.5%	95%	97.6%	
Indicator 3: Percentage of HAN files shared with other DGs²⁰			
Source of data: HAN statistics			
Baseline 2015	Target	Latest known results 2019	
0.6%	10%	17.9%	
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results
Registered documents that are not filed ²¹	Percentage of registered documents that are not filed	0.6%	0.14%
HAN files readable/accessible by all units in DG COMM	Percentage of HAN files readable /accessible by all units in DG COMM	98%	97.6%
HAN files readable by the whole Commission	Percentage of HAN files visible by the whole Commission	25%	22.8% ²²
Records covering DG COMM Headquarters and Representations' processing are in the Data Protection records Management System (DPMS)	Percentage of Records which are validated by the Data Protection Officer (DPO) and published in the Data Protection records Management System (DPMS)	100%	27% ²³
Guidelines on data	Percentage of Guidelines	100%	25% ²⁴

¹⁷ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e-Domec policy rules (and Principle 13 requirements). The indicator is to be measured via ARES reporting tools.

¹⁸ Set of tools designed to implement the e-Domec policy rules.

¹⁹ This is a realistic target. DG Communication has always kept the number of registered documents that are not filed to a strict minimum (below 0.5%). To achieve this, monthly reports are produced by the Document Management Centre and send to the Document Management officer correspondents in the Units and in the Representations. The reports present key indicators which are directly linked to the DG's Management Plan. In this context, the reports will help to assess the degree of implementation of Document Management rules, and highlight problematic areas in need of improvement.

²⁰ Visible by the whole Commission.

²¹ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e-Domec policy rules (and Principle 13 requirements). The indicator is to be measured via ARES reporting tools.

²² The target of 25% was ambitious considering the current situation. Some factors might have had a negative impact to open the files' visibility: increased awareness on data protection and the introduction of new security markings.

²³ Following an internal gap analysis to identify all operations involving the processing of personal data, 26 records have been identified, including both new records and existing ones needing update. Seven records are already approved and published on the Data Protection Officer public register.

protection for Commission external communication domain	drafted		
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External communication activities

Overarching Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision-making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU
Every DG should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer [*monitored by DG COMM [here](#)*].

Baseline: November 2015 - EB 84	Target 2020	Latest known results November 2019
Status as of November 2015 Total 'Positive': 37% Neutral: 38% Total 'Negative': 23%	Positive image of the EU ≥ 50%	Total 'Positive': 42%

Other communication activities of Directorate-General for Communication

Objective MEDIA MONITORING: Media Monitoring and media analysis products are used by the College, Cabinets and Services as an element of informed decision-making

Result Indicator 1: A regular media monitoring and analysis service is ensured throughout the year

Source of data: COMM.A3

Baseline 2015	Target 2016	Latest known results 2019
Service ensured during 365 days as requested	Service ensured during 365 days as requested	365 days of services

Main outputs in 2019:

Description	Indicator	Target 2019	Latest known results
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²⁴ Directorate B, in cooperation with the Data Protection Officer and the European Data Protection Supervisor and with the support of the Data Protection Coordinator, revised the guidelines for data protection aspects of the Commission's web presence ('Information Providers Guide for Europa website'). The newly developed Cookie Consent Kit is mandatory as of 15 July 2019 and has to be implemented by all services on all Commission webpages. Guidelines on Social Media, Communication Campaigns and Audiovisual Services will be published once the respective records are validated by the Data Protection Officer.

Service ensured during 365 days as requested	Satisfaction rate concerning media monitoring products	70%	N.A. ²⁵
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Objective 'MAKING THE NETWORKS WORK' (Representations and Europe Direct)

1) MANAGEMENT AND SUPERVISION OF THE REPRESENTATIONS: The Commission's network of Representations and regional offices is managed and supervised in a way that enables Representations to provide political and economic intelligence, media coverage and outreach activities focussing on the Colleges political priorities and working in partnership with the European Parliament Information Offices and the Member States²⁶

2) MANAGEMENT OF THE EUROPE DIRECT SERVICES: The Commission's Europe Direct services (Contact Centre and Europe Direct network²⁷) are managed and supervised in a way that enables the Contact Centre and the Europe Direct network to provide reliable question and answer service to citizens and the Europe Direct Information Centres provide outreach activities focussing notably on the College's political priorities²⁸

Indicator 1: Representations social media presence is continuously developed and Share Online Project²⁹ is transformed into a more integrated approach (appointment and training of 'digital leaders'³⁰)

Source of data: COMM.C1/C2

Baseline 2014	Target 2016	Latest known results 2019
Number of meetings/trainings for digital leaders: 1	1	1
Share of Representations having included social media in the country strategy: 100%	100%	100%
Share of staff possessing social media skills and/or contributing to social media communication <i>(specific survey to be made)</i>	67% ³¹	67% ³² (latest known result 2018)

Indicator 2: Satisfaction of participants with the programmes offered in the regular meetings/trainings organised for the different Representation networks.

Source of data: COMM C1/C2

Baseline 2014	Target 2016	Latest known results 2019
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²⁵ In 2019, no satisfaction survey was conducted. Its results would have been of only limited informative value due to the transition to the new Commission as well as the phasing-in of a new framework contract.

²⁶ Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

²⁷ Europe Direct network is composed of Europe Direct Information Centres, European Documentation Centres and Team Europe.

²⁸ Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

²⁹ The Share Online Project is over, so the reference is obsolete.

³⁰ Representations' staff responsible for digital communication, including social media.

³¹ Baseline from 2016 based on the results of a survey addressed to all staff in Representations.

³² The 2018 survey was addressed to digital leaders and their teams. The data resulting from the limited sample showed a similar pattern to the results of the previous survey.

Number of Head of Representation, Political Reporter, Press Officer, Communication Officer and European Semester Officer meetings	8	10	
Satisfaction rate	70% at least 'very good' overall.	89% of participants assessed as 'very good' or as 'excellent'	
Indicator 3: Contractor's performance as measured by indicators defined in the EDCC³³ framework contract³⁴			
Source of data: (Baseline) Regular reporting from EDCC			
Baseline 2014	Target 2016	Latest known results 2019	
First contact resolution rate for telephone enquiries: 94.6%	96%	93% ³⁵	
Months during which the maximum response time for e-mail enquiries was respected: 11 out of 12	11 out of 12	12 out of 12 ³⁶	
Indicator 4: Development of structured user feedback mechanism for Europe Direct			
Source of data: Reports of EDCC and EDIC			
Baseline 2016	Target 2016	Latest known results 2019	
Not applicable ³⁷	10 general reports 4 ad-hoc reports	N.A. ³⁸	
'MAKING THE NETWORKS WORK'(1)			
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results 2019
Meetings attended by Head of Representation, Deputy Head of Representations, Political Reporter, Press Officer, Communication Officer, Digital leaders and European Semester Officer	Number of meetings	10	10
'MAKING THE NETWORKS WORK' (2)			
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results

³³ Europe Direct Contact Centre: The information service for the public, answering EU-related questions (136.219 in 2014) by e-mail, telephone, and web chat in all European official languages. The Europe Direct Contact Centre was launched during the UK Presidency in June 1998.

³⁴ Service level (2011 to 2015 framework contract) and performance indicator (2015 to 2019 framework contract) compliance.

³⁵ The outcome is good and above the Key Performance Indicators obligations for our contractor. Slightly short of high ambitions dreamed up in 2014.

³⁶ The contractual obligation for the contractor of the Europe Direct Contact Centre is to handle 100% of all enquiries within 3 days.

³⁷ The product was developed in 2016.

³⁸ User feedback from EDICs and EDCC take place in different formats and data cannot be aggregated.

Europe Direct Contact Centre (EDCC)	Cost per EDCC enquiry	Below EUR 30	EUR 31.85 ³⁹
Europe Direct Network	Number of training days x number of participants	7 days of training/ 900 participants	5 days of training/ 1,050 ⁴⁰ participants
	Percentage of EDICs managers satisfied with DG COMM support	90% ⁴¹	95%

³⁹ The cost per unit has decreased in relation to 2018, where it was EUR 34.70. The new framework contract to be published at the beginning of 2020 should bring it further down.

⁴⁰ In 2019 training plans were realigned compared to the original target, to involve more participants in less days overall.

⁴¹ Average of the survey results of all the trainings carried out during a year.

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - Directorate-General for Communication - Financial Year 2019

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG COMM					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0,2615	0,26149964	100,00 %
Total Title 01			0,2615	0,2614996	100,00 %
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0,15	0,15	100,00 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0,142	0	0,00 %
Total Title 02			0,292	0,15	51,37 %
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,015	0,015	100,00 %
	04 02	European Social Fund (ESF)	1,043	1,043	100,00 %
Total Title 04			1,058	1,058	100,00 %
Title 05 Agriculture and rural development					
05	05 04	Rural development	1,38	1,38	100,00 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	4,275	4,275	100,00 %
Total Title 05			5,655	5,655	100,00 %
Title 06 Mobility and transport					
06	06 02	European transport policy	0,45	0,45	100,00 %
Total Title 06			0,45	0,45	100,00 %
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	0,04	0,04	100,00 %
Total Title 07			0,04	0,04	100,00 %
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	1,425	1,425	100,00 %
Total Title 08			1,425	1,425	100,00 %
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	0,015	0,015	100,00 %
Total Title 09			0,015	0,015	100,00 %
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	0,09	0,09	100,00 %
Total Title 11			0,09	0,09	100,00 %
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund and other regional operations	3,58783	3,58783	100,00 %
	13 04	Cohesion Fund (CF)	1,25327	1,25607	100,22 %
Total Title 13			4,8411	4,8439	100,06 %
Title 15 Education and culture					

15	15 02	Erasmus+ programme	0,285	0,285	100,00 %
	15 04	Creative Europe Programme	0,03	0,03	100,00 %
Total Title 15			0,315	0,315	100,00 %
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	40,5032	37,4773809	92,53 %
	16 03	Communication actions	76,498772	76,2697045	99,70 %
Total Title 16			117,00197	113,74709	97,22 %
Title 17 Health and food safety					
17	17 04	Food and feed safety, animal health, animal welfare and plant health	0,045	0,045	100,00 %
Total Title 17			0,045	0,045	100,00 %
Title 18 Migration and home affairs					
18	18 02	Internal security	0,075	0,075	100,00 %
	18 03	Asylum and migration	0,18	0,18	100,00 %
Total Title 18			0,255	0,255	100,00 %
Title 19 Foreign policy instruments					
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,06	0,06	100,00 %
Total Title 19			0,06	0,06	100,00 %
Title 20 Trade					
20	20 02	Trade policy	0	0	0,00 %
Total Title 20			0	0	0,00 %
Title 21 International cooperation and development					
21	21 08	Development and cooperation worldwide	0,42	0,42	100,00 %
Total Title 21			0,42	0,42	100,00 %
Title 22 Neighbourhood and enlargement negotiations					
22	22 02	Enlargement process and strategy	0,21	0,21	100,00 %
	22 04	European Neighbourhood Instrument (ENI)	0,285	0,285	100,00 %
Title 23 Humanitarian aid and civil protection					
23	23 03	The Union Civil Protection Mechanism	0,015	0,015	100,00 %
Total Title 23			0,015	0,015	100,00 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,035	0,035	100,00 %
Total Title 25			0,035	0,035	100,00 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0,45094191	0,42135803	93,44 %
Total Title 26			0,4509419	0,421358	93,44 %
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area	0,0035	0,0035	100,00 %
Total Title 27			0,0035	0,0035	100,00 %
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area		0	
	32 02	Conventional and renewable energy	0,12	0,12	100,00 %

	32 03	Nuclear energy	0,015	0,015	100,00 %
Total Title 32			0,135	0,135	100,00 %
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0,02	0,02	100,00 %
Total Title 34			0,02	0,02	100,00 %

Total DG COMM			133,37901	129,95534	97,43 %
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* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

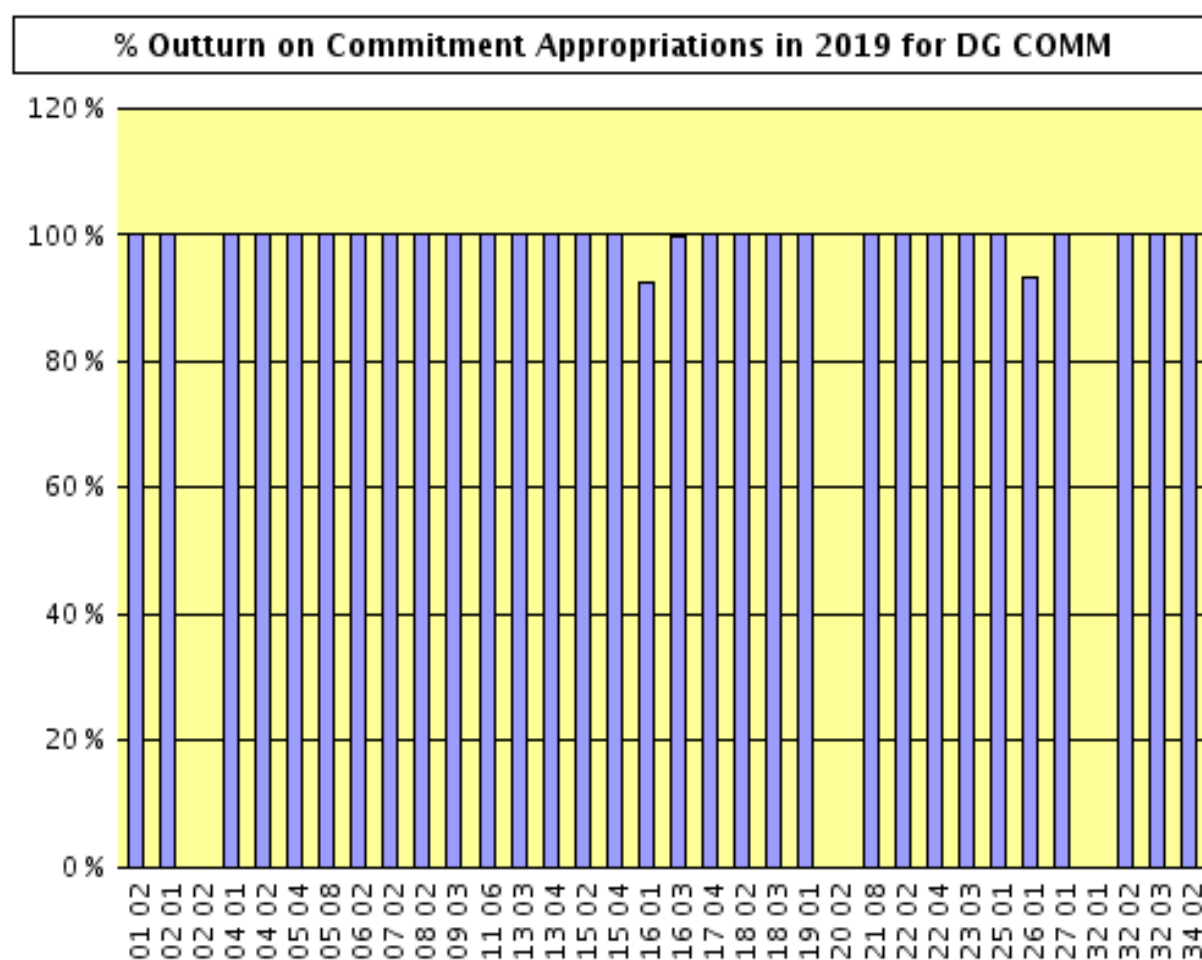


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG COMM

			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0,2515	0,1964772	78,12 %
Total Title 01			0,2515	0,196477	78,12%
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0,15	0,2028065	135,20 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0,142	0,082	57,75 %
Total Title 02			0,292	0,284806	97,54%
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,015	0	0,00 %
	04 02	European Social Fund (ESF)	0,85045269	0,8200277	96,42 %
Total Title 04			0,86545269	0,820028	94,75%
Title 05 Agriculture and rural development					
05	05 04	Rural development	1	1	100,00 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	4,275	7,5120605	175,72 %
Total Title 05			5,275	8,51206	161,37%
Title 06 Mobility and transport					
06	06 02	European transport policy	0	0	0,00 %
Total Title 06			0	0	0,00%
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	0	0	0,00 %
Total Title 07			0	0	0,00%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	2,03101019	2,0310102	100,00 %
Total Title 08			2,03101019	2,03101	100,00%
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	0	0	0,00 %
Total Title 09			0	0	0,00%
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	0	0	0,00 %
Total Title 11			0	0	0,00%
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund and other regional operations	2,41847264	2,4184726	100,00 %
	13 04	Cohesion Fund (CF)	1,51041515	1,5132152	100,19 %
Total Title 13			3,92888779	3,931688	100,07%
Title 15 Education and culture					
15	15 02	Erasmus+ programme	0	0	0,00 %
	15 04	Creative Europe Programme	0	0	0,00 %
Total Title 15			0	0	0,00%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	52,11575383	38,291891	73,47 %
	16 03	Communication actions	72,34628538	72,239586	99,85 %
Total Title 16			124,4620392	110,5315	88,81%
Title 17 Health and food safety					

17	17 04	Food and feed safety, animal health, animal welfare and plant health	0	0	0,00 %
Total Title 17			0	0	0,00%
Title 18 Migration and home affairs					
18	18 02	Internal security	0	0	0,00 %
	18 03	Asylum and migration	0,1830385	0,1582585	86,46 %
Total Title 18			0,1830385	0,158259	86,46%
Title 19 Foreign policy instruments					
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,06	0,1	166,67 %
Total Title 19			0,06	0,1	166,67%
Title 20 Trade					
20	20 02	Trade policy	0	0	0,00 %
Total Title 20			0	0	0,00%
Title 21 International cooperation and development					
21	21 08	Development and cooperation worldwide	0,10001354	0,1000135	100,00 %
Total Title 21			0,10001354	0,100014	100,00%
Title 22 Neighbourhood and enlargement negotiations					
22	22 02	Enlargement process and strategy	0,01093766	0,010746	98,25 %
	22 04	European Neighbourhood Instrument (ENI)	0	0	0,00 %
Total Title 22			0,01093766	0,010746	98,25%
Title 23 Humanitarian aid and civil protection					
23	23 03	The Union Civil Protection Mechanism	0	0	0,00 %
Total Title 23			0	0	0,00%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,035	0,229	654,29 %
Total Title 25			0,035	0,229	654,29%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0,59776972	0,3789897	63,40 %
Total Title 26			0,59776972	0,37899	63,40%
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area	0,0035	0,0024073	68,78 %
Total Title 27			0,0035	0,002407	68,78%
Title 32 Energy					
32	32 01	Administrative expenditure in the 'Energy' policy area		0,14	
	32 02	Conventional and renewable energy	0	0	0,00 %
	32 03	Nuclear energy	0	0	0,00 %
Total Title 32			0	0,14	0,00%
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0	0	0,00 %
Total Title 34			0	0	0,00%
Total DG COMM			138,0961493	127,427	92,27 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

% Outturn on Payment Appropriations in 2019 for DG COMM

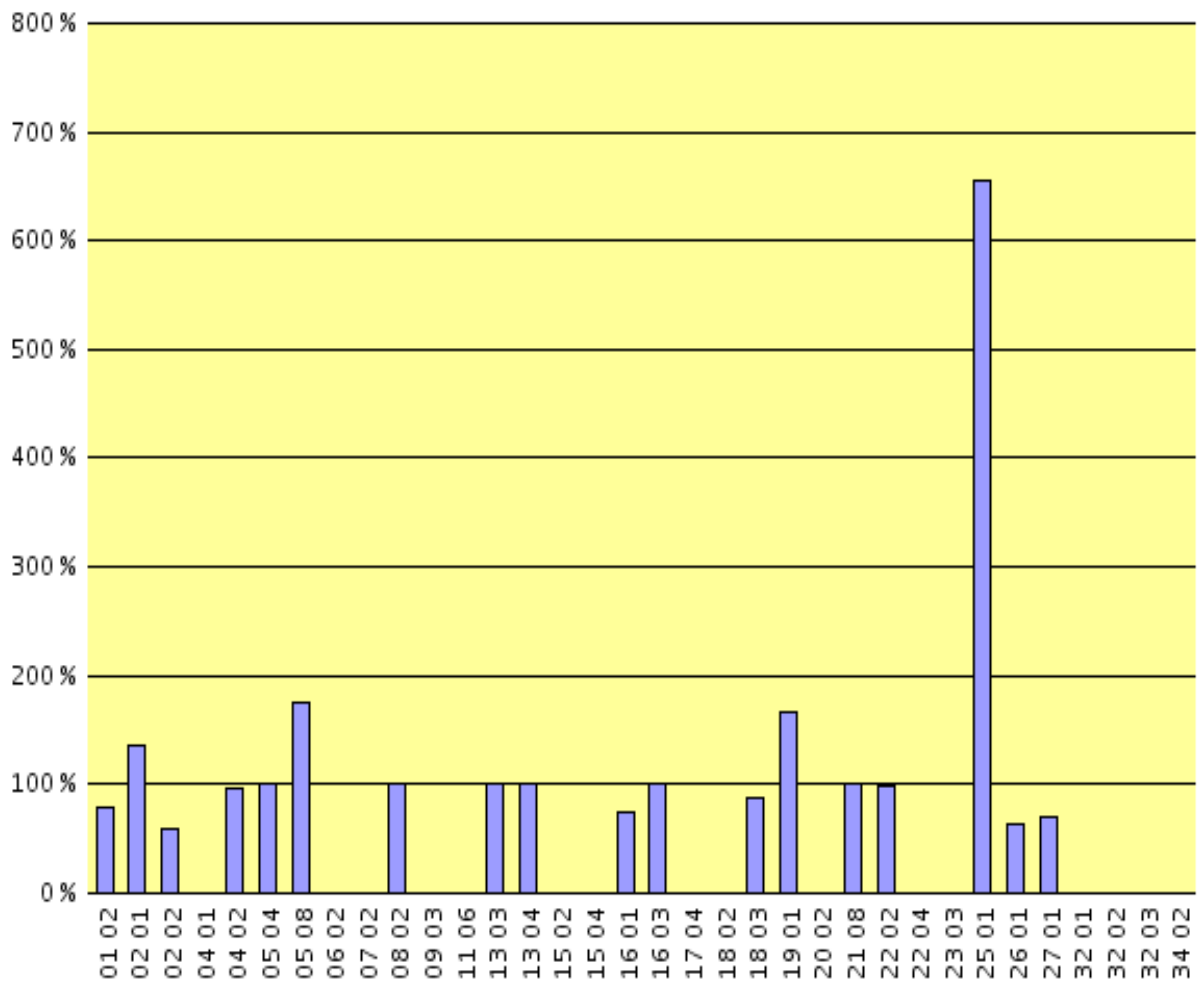


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 02	Economic and monetary union	0,26	0,09	0,17	66,22%	0,09	0,26	0,20
Total Title 01			0,26	0,09	0,17	66,22%	0,09	0,26	0,20

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0,15	0,04	0,11	71,46%	0,00	0,11	0,16
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0,00	0,00	0,00	0,00%	0,06	0,06	0,14
Total Title 02			0,15	0,04	0,11	71,46%	0,06	0,17	0,30

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0,02		0,02	100,00%	0,00	0,02	0,00
	04 02	European Social Fund (ESF)	1,04	0,02	1,03	98,36%	1,11	2,14	1,92
Total Title 04			1,06	0,02	1,04	98,38%	1,11	2,15	1,92

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
05	05 04	Rural development	1,38	0,00	1,38	100,00%	1,14	2,52	2,14
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	4,28	2,20	2,08	48,57%	0,00	2,08	5,32
Total Title 05			5,66	2,20	3,46	61,12%	1,14	4,60	7,46
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 02	European transport policy	0,45		0,45	100,00%	1,22	1,67	1,22
Total Title 06			0,45		0,45	100,00%	1,22	1,67	1,22
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
07	07 02	Environmental policy at Union and international level	0,04		0,04	100,00%	0,12	0,16	0,12
Total Title 07			0,04		0,04	100,00%	0,12	0,16	0,12

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
08	08 02	Horizon 2020 - Research	1,43	0,45	0,97	68,31%	1,19	2,16	2,77
Total Title 08			1,43	0,45	0,97	68,31%	1,19	2,16	2,77
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	0,02		0,02	100,00%	0,00	0,02	0,00
Total Title 09			0,02		0,02	100,00%	0,00	0,02	0,00
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
11	11 06	European Maritime and Fisheries Fund (EMFF)	0,09		0,09	100,00%	0,28	0,37	0,28
Total Title 11			0,09		0,09	100,00%	0,28	0,37	0,28

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
13	13 03	European Regional Development Fund and other regional operations	3,59	0,25	3,34	93,17%	6,25	9,60	8,43
	13 04	Cohesion Fund (CF)	1,26	0,19	1,07	85,22%	2,76	3,83	4,09
Total Title 13			4,84	0,43	4,41	91,11%	9,01	13,43	12,52
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
15	15 02	Erasmus+ programme	0,29		0,29	100,00%	0,42	0,71	0,42
	15 04	Creative Europe Programme	0,03		0,03	100,00%	0,10	0,13	0,10
Total Title 15			0,32		0,32	100,00%	0,52	0,84	0,52
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
16	16 01	Administrative expenditure of the 'Communication' policy area	37,48	28,43	9,05	24,15%	0,27	9,32	10,65
	16 03	Communication actions	76,27	34,42	41,85	54,87%	5,24	47,09	44,97
Total Title 16			113,75	62,84	50,90	44,75%	5,51	56,41	55,62

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
17	17 04	Food and feed safety, animal health, animal welfare and plant health	0,05		0,05	100,00%	0,06	0,11	0,06
Total Title 17			0,05		0,05	100,00%	0,06	0,11	0,06

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
18	18 02	Internal security	0,08		0,08	100,00%	0,28	0,36	0,28
	18 03	Asylum and migration	0,18	0,00	0,18	100,00%	0,50	0,68	0,66
Total Title 18			0,26	0,00	0,26	100,00%	0,78	1,04	0,94

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
19	19 01	Administrative expenditure of the 'Foreign policy instruments' policy area	0,06	0,00	0,06	100,00%	0,00	0,06	0,10
Total Title 19			0,06	0,00	0,06	100,00%	0,00	0,06	0,10

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Trade policy	0,00		0,00	0,00%	0,07	0,07	0,07
Total Title 20			0,00		0,00	0,00%	0,07	0,07	0,07
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
21	21 08	Development and cooperation worldwide	0,42	0,00	0,42	100,00%	1,01	1,43	1,11
Total Title 21			0,42	0,00	0,42	100,00%	1,01	1,43	1,11
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
22	22 02	Enlargement process and strategy	0,21	0,00	0,21	100,00%	0,32	0,53	0,33
	22 04	European Neighbourhood Instrument (ENI)	0,29		0,29	100,00%	0,40	0,69	0,40
Total Title 22			0,50	0,00	0,50	100,00%	0,72	1,22	0,73
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial	Total of commitments to be settled	Total of commitments to be settled

Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
23	23 03	The Union Civil Protection Mechanism	0,02		0,02	100,00%	0,00	0,02	0,00
Total Title 23			0,02		0,02	100,00%	0,00	0,02	0,00

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,04	0,04	0,00	0,00%	0,00	0,00	0,19
Total Title 25			0,04	0,04	0,00	0,00%	0,00	0,00	0,19

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0,42	0,25	0,17	41,09%	0,02	0,20	0,17
Total Title 26			0,42	0,25	0,17	41,09%	0,02	0,20	0,17

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM

			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			

			1	2	3=1-2	4=1-2/1	5	6=3+5	7
27	27 01	Administrative expenditure of the 'Budget' policy area	0,00	0,00	0,00	38,63%	0,00	0,00	0,00
Total Title 27			0,00	0,00	0,00	38,63%	0,00	0,00	0,00
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
32	32 01	Administrative expenditure in the 'Energy' policy area	0,00	0,00	0,00	0,00%	0,00	0,00	0,14
	32 02	Conventional and renewable energy	0,12		0,12	100,00%	0,00	0,12	0,00
	32 03	Nuclear energy	0,02		0,02	100,00%	0,06	0,08	0,06
Total Title 32			0,14	0,00	0,14	100,00%	0,06	0,20	0,20
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG COMM									
			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
34	34 02	Climate action at Union and international level	0,02		0,02	100,00%	0,02	0,04	0,02
Total Title 34			0,02		0,02	100,00%	0,02	0,04	0,02
Total for DG COMM			129,9553	66,36	63,59604	48,94 %	23,00182785	86,59787104	86,53357937

Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG COMM

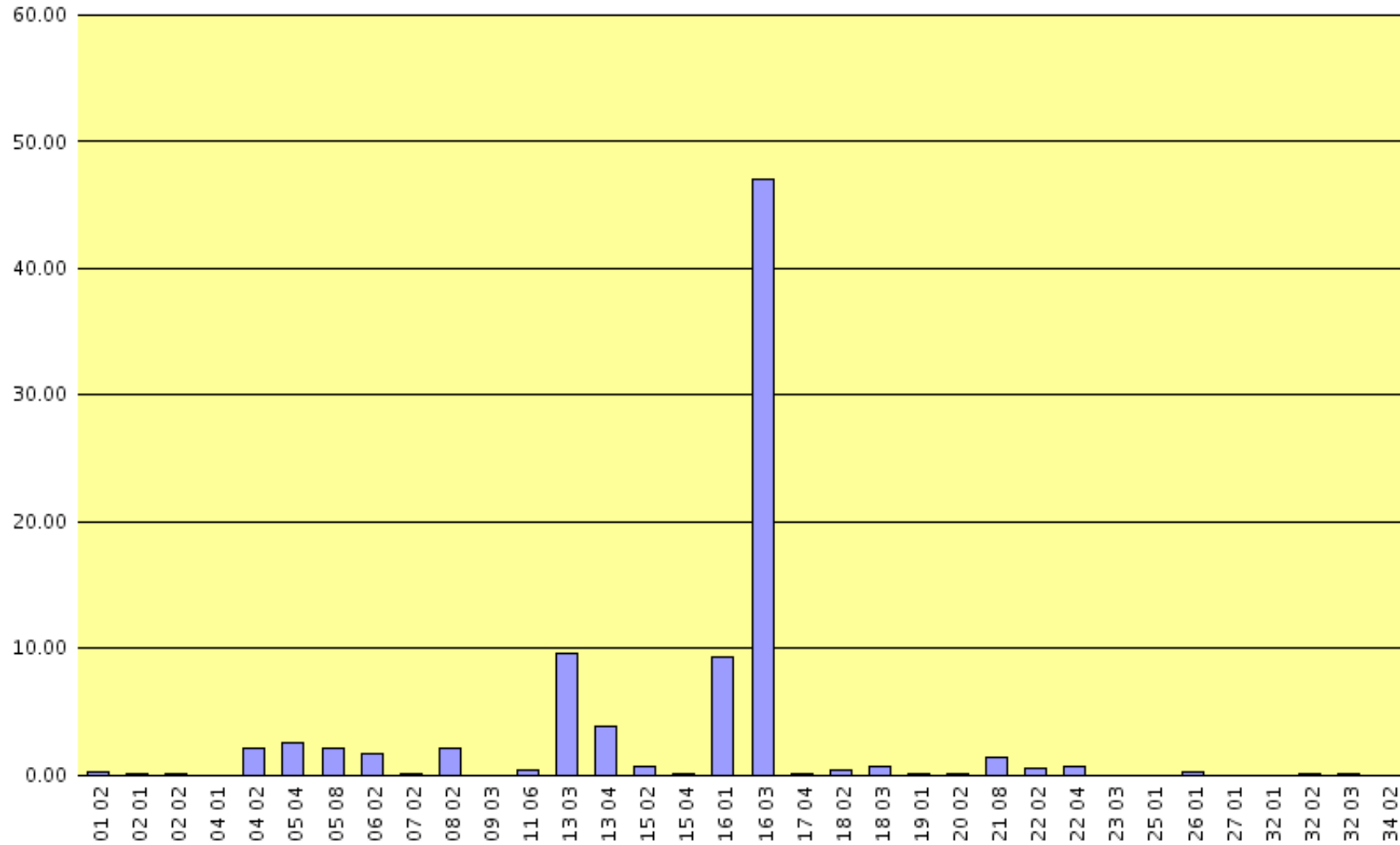


TABLE 4 : BALANCE SHEET for DG COMM

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS	26.631.345,20	28.291.704,58
A.I.1. Intangible Assets	0,00	0,00
A.I.2. Property, Plant and Equipment	26.631.345,20	28.291.704,58
A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab	0,00	0,00
A.II. CURRENT ASSETS	19.915.084,43	18.737.794,46
A.II.2. Current Pre-Financing	15.421.370,21	14.329.305,50
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	4.461.327,80	4.371.895,35
A.II.6. Cash and Cash Equivalents	32.386,42	36.593,61
ASSETS	46.546.429,63	47.029.499,04
P.I. NON CURRENT LIABILITIES	-10.204.772,23	-10.204.772,23
P.I.3. Non-Current Financial Liabilities	-10.204.772,23	-10.204.772,23
P.II. CURRENT LIABILITIES	-516.793,85	-3.663.631,36
P.II.3. Current Financial Liabilities	176.000,08	-3.147.305,32
P.II.4. Current Payables	-692.793,93	-516.326,04
P.II.5. Current Accrued Charges & Defrd Income	0,00	0,00
LIABILITIES	-10.721.566,08	-13.868.403,59
NET ASSETS (ASSETS less LIABILITIES)	35.824.863,55	33.161.095,45
P.III.2. Accumulated Surplus/Deficit	755.829.118,07	632.978.112,3
Non-allocated central (surplus)/deficit*	-791.653.981,62	-666.139.207,8
TOTAL DG COMM	0,00	0,00

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG COMM

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1 REVENUES	-1.549.317,91	-1.938.682,66
II.1.1. NON-EXCHANGE REVENUES	-39.335	-417.058,43
II.1.1.5. RECOVERY OF EXPENSES	-39.335,00	-417.058,43
II.1.2. EXCHANGE REVENUES	-1.509.982,91	-1.521.624,23
II.1.2.1. FINANCIAL INCOME	-7,77	-6,35
II.1.2.2. OTHER EXCHANGE REVENUE	-1.509.975,14	-1.521.617,88
II.2. EXPENSES	122.543.178,2	124.789.688,4
II.2. EXPENSES	122.543.178,2	124.789.688,4
II.2.10. OTHER EXPENSES	34.569.859,34	34.096.753,52
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	85.265.372,88	89.072.287,16
II.2.6. STAFF AND PENSION COSTS	2.651.011,00	1.615.966,85
II.2.8. FINANCE COSTS	56.935,01	4.680,87
STATEMENT OF FINANCIAL PERFORMANCE	120.993.860,32	122.851.005,74

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5bis : OFF BALANCE SHEET for DG COMM

OFF BALANCE	2019	2018
OB.1. Contingent Assets	4.324.043,00	4.324.043,00
GR for pre-financing	4.324.043,00	4.324.043,00
OB.3. Other Significant Disclosures	-57.921.012,25	-57.921.012,25
OB.3.5. Operating lease commitments	-57.921.012,25	-57.921.012,25
OB.4. Balancing Accounts	53.596.969,25	53.596.969,25
OB.4. Balancing Accounts	53.596.969,25	53.596.969,25
OFF BALANCE	0,00	0,00

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 6: AVERAGE PAYMENT TIMES in 2019 for COMM

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	17273	16562	95,88 %	11,69798334	711	4,12 %	53,36005626
37	116	109	93,97 %	23,9266055	7	6,03 %	45,14285714
45	1	1	100,00 %	28			
50	9	9	100,00 %	23,88888889			
60	1204	1108	92,03 %	28,78158845	96	7,97 %	76,97916667
90	2	2	100,00 %	13			

Total Number of Payments	18605	17791	95,62 %		814	4,38 %	
Average Net Payment Time	14,73550121			12,84407847			56,07493857
Average Gross Payment Time	15,31244289			13,35360576			58,12530713

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	23	467	2,51 %	18605	13.813.075,54	10,54 %	131.077.821,26

Late Interest paid in 2019			
DG	GL Account	Description	Amount (Eur)
COMM	65010000	Interest expense on late payment of charges	185,53
COMM	65010100	Interest on late payment of charges New FR	3 029,01
			3 214,54

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2019 for DG COMM

Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance	
	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total		
	1	2	3=1+2	4	5	6=4+5	7=3-6	
50	PROCEEDS FROM THE SALE OF MOVABLE AND IMMOVABLE PROPERTY	29.924,98	0,00	29.924,98	29.924,98	0,00	29.924,98	0,00
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	8,35		8,35	8,35		8,35	0,00
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	4.674.657,51	318.055,26	4.992.712,77	4.552.709,31	318.055,26	4.870.764,57	121.948,20
66	OTHER CONTRIBUTIONS AND REFUNDS	232.653,49	236.501,22	469.154,71	232.653,49	13.500,00	246.153,49	223.001,22
Total DG COMM		4937244,33	554556,48	5491800,81	4815296,13	331555,26	5146851,39	344949,42

TABLE 8 : RECOVERY OF PAYMENTS in 2019 for DG COMM
(Number of Recovery Contexts and corresponding Transaction Amount)

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2016			4	6356,81		
2017			23	21845,96		
2018			426	855092,44		
2019			472	2069287,6		
No Link			13	1954440,9		
Sub-Total			938	4907024		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS	3	6580,75			3	6580,75	80	206.314,96	3,75%	3,19%
CREDIT NOTES	63	827422,42			63	827422,42	347	5.027.823,60	18,16%	16,46%
Sub-Total	66	834003,17			66	834003,17	427	5234138,56	15,46%	15,93%
GRAND TOTAL	66	834003,17			66	834003,17	1365	10141162,2	4,84%	8,22%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2019 for DG COMM

	Number at 01/01/2019	Number at 31/12/2019	Evolution	Open Amount (Eur) at 01/01/2019	Open Amount (Eur) at 31/12/2019	Evolution
2011	2	2	0,00 %	187.602,08	187.602,08	0,00 %
2012	1	1	0,00 %	17.500,00	17.500,00	0,00 %
2015	1	1	0,00 %	17.500,00	17.500,00	0,00 %
2018	34	1	-97,06 %	384.297,31	399,14	-99,90 %
2019		11			184.123,34	
	38	16	-57,89 %	606.899,39	407.124,56	-32,92 %

TABLE 10 :Recovery Order Waivers >= 60 000 € in 2019 for DG COMM

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG Communication	0,00
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Number of RO waivers	0
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There are 1 waivers below 60 000 € for a total amount of -6,905.99

*Original recovery order for ineligible amount because the grantee did not follow rules stated in the grant agreement and his application guide.
After complaint of the grantee, and for cost-effectiveness reasons (Art. 101.2 (a) FR), the waiver of the debt was authorised.*

TABLE 11: Negotiated Procedures in 2019 for DG COMM**Internal Procedures > € 60,000**

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	4	411.943,00
Annex 1 - 11.1 (e) - New services/works consisting in the repetition of similar services/works	1	10,000,000.00
Total	5	10,411.943,00

TABLE 12 : Summary of Procedures in 2019 for DG COMM**Internal Procedures > € 60,000**

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure middle value contract (Annex 1 - 14.2)	53	5.871.095,90
Negotiated procedure without prior publication (Annex 1 - 11.1)	6	2.794.091,19
Open Procedure (Art. 104(1) (a) FR)	2	101.300.000,00
Open procedure (FR 164 (1)(a))	16	90.261.084,10
Restricted Procedure (Art. 104(1) (b) FR)	1	170.000,00
Restricted procedure based on a call for expressions of interest - Preselection of candidates (Annex 1 - 13.3 (a))	7	1.533.383,03
Restricted procedure without Dynamic purchasing system (FR 164 (1)(b))	5	1.438.667,61
Total	90	203.368.321,83

TABLE 13 : BUILDING CONTRACTS in 2019 for DG COMM

Legal base	Contract Number	Contractor Name	Description	Amount (€)
Annex 1 - 11.1 (g) - Building contracts	SI2.899478	POTAMITIS VEKRIS LAW PARTNERSHIP*	ATH - LEASE OF THE NEW PREMISES FOR SRSS, DG ECFIN, DG HOME OFFICES - 3 MONTHS	47.412,54
Annex 1 - 11.1 (g) - Building contracts	SI2.921759	JUNGMANNOVA PLAZA AS*	EXTENSION OF THE LEASE CONTRACT 2020 - 2023 RENT	228.300,00
Annex 1 - 11.1 (g) - Building contracts	SI2.921898	JUNGMANNOVA PLAZA AS*	EXTENSION OF THE LEASE CONTRACT 2020 - 2023 MANAGEMENT FEE	11.700,00
Annex 1 - 11.1 (g) - Building contracts	SI2.933319	JUNGMANNOVA PLAZA AS*	PRA JUNGMANNOVA PLAZA COMMON COSTS 2020	24.500,00
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905877	HELSINGIN KAUPUNKI*CITY OH HELSINKI	HEL EUROPA EXPERIENCE RENT AND CHARGES EC/EP SHARE 50/50% 2019-2020 (85302, 85328) - HELSINGIN KAUPUNKI	64.454,76
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905882	GENERALI REAL ESTATE SPA*G.R.E.	PAR GENERALI LOYER 1ER TRIM 2020	193.798,00
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905900		BLF - RENT, RATES & SERVICE CHARGES	0,00
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905921	Value not found	CDF - OFFICE RENT, RATES AND SERVICE CHARGES	0,00
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905925		LON/CDF/ED/BLF - BUILDINGS CLOSURE EXPENSES	120.321,60
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905939	Value not found	LON/CDF/ED/BLF - BUILDINGS CLOSURE EXPENSES	79.102,38
Art. 134.1(g) (Without prior publication) for building contracts	SI2.905952	Value not found	LON/EC/EP - EUROPE HOUSE RATES 2019	19.400,00
Art. 134.1(h) (Without prior publication) for building contracts (after prospecting the local market)	SI2.893398	SPRAVA SLUZIEB DIPLOMATICEMU ZBOR	BRA - RENT OF OFFICE PREMISES AND PARKING PLACES 2020	55.898,50
	12			844.887,78

TABLE 14 : CONTRACTS DECLARED SECRET in 2019 for DG COMM

Not applicable

TABLE 15 : FPA duration exceeds 4 years - DG COMM

Not applicable

ANNEX 4: Materiality criteria

One of the five internal control objectives defined in the Financial Regulation (Art. 36.2) is legality and regularity. In the context of this objective, the Authorising Officer by Delegation needs to define specific management targets and, in particular, needs to have objective criteria for determining which weaknesses should be subject to a formal reservation to his / her declaration (cf. Financial Regulation Art. 74.9).

For DG Communication, the **materiality** of residual weaknesses identified (i.e. 'net' after mitigating and corrective measures have been taken) is assessed based on qualitative and / or quantitative criteria, in line with the Instructions for the preparation of the Annual Activity Report.

The **qualitative assessment** includes an analysis of the causes and the types of errors (including whether they are repetitive and / or systemic) to conclude on the nature, scope and reputational impact of the weaknesses identified, as well as the verification of existence of compensatory measures (mitigating controls which reduce the impact of the weakness) and effective corrective actions. This may refer to significant control system weaknesses or critical issues reported by the authorising officers by sub-delegation, the European Court of Auditors, the Internal Audit Service, the Directorate-General for Budget and the European Anti-Fraud Office.

The **quantitative assessment** aims at estimating any financial impact ('amount at risk') resulting from the errors detected. As regards legality and regularity, the weakness is considered material if the estimated error rate (related to authorise financial operations not complying with the contractual or regulatory provisions) exceeds the materiality threshold of 2% of total annual expenditure.

Both qualitative and quantitative assessments are based on the following evidence:

- results of the analysis of exception and non-compliance cases falling under Internal Control Principle 12 (including judgment on potential reputational risk, and check if repetitive and uncorrected);
- results of the ex post controls from the sample of transactions and errors detected by other means;
- weaknesses identified during the assessment of the internal control systems;
- results of audits performed by the European Court of Auditors and the Internal Audit Service;
- monitoring of available indicators related to financial management.

As from 2019⁴², a 'de minimis' threshold for financial reservations is introduced. Quantified reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a Directorate-General's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

⁴² Agreement of the Corporate Management Board of 30.4.2019.

ANNEX 5: Relevant Control Systems for budget implementation

1. Procurement (direct management)

1.1. Choice of procedure

Main control objectives: Ensuring legality, regularity, effectiveness and efficiency of procedures.

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
<p>Resulting contracts do not meet operational needs, due to absence of long-term needs analysis and/or inadequate tender specifications.</p> <p>Low competition or no offers received due to inadequate procurement requirements and specifications.</p>	<p>Units and Representations initiate and verify all procurement files.</p> <p>A centralised helpdesk (D.3 Public Procurement and Grants) function provides advice to units and representations before launch of procedures.</p> <p>Ex ante analysis and validation of needs assessments (through the IT tool PPMT) by central team (D.3 Public Procurement and Grants) prior to the preparation of the procurement documents.</p> <p>Ex ante revision of procurement files is carried out by a central team (D.3 Public Procurement and Grants) prior to the launch of procedures.</p>	<p>Tender specifications and annexes are checked by central team (D.3 Public Procurement and Grants) for grants and procurement over EUR 144,000⁴³. Units in Headquarters for grants and procurement below this threshold.</p> <p>On request for procurement procedures below thresholds.</p>	<p>Effectiveness: Number of questions replied. Number and % of needs analysis validated. Number and value of files revised.</p> <p>Number of high-value procedures where only one or no offers were received.</p> <p>Efficiency and economy: Estimate of costs of staff involved in the activity</p>
<p>The widest competition is not ensured due to use of wrong procurement procedure</p>	<p>In headquarters and Representations, procedures are checked by financial initiation and verification at the level of draft award decision and commitment.</p>	<p>All procurement procedures below the Directive threshold.</p>	<p>% of commitments with errors.</p> <p>% of sampled transactions with errors</p> <p>Estimate of costs</p>

⁴³ Threshold from the Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC.

	For Representations, procedures below the Directive threshold are checked by second-level ex-ante financial verification in the headquarters.	Risk-based sample of commitments.	of staff involved in the activity.
The contract is not awarded to the most economically advantageous offer due to an inaccurate evaluation process.	Ex ante control by central team ensures compliance with rules and procedures throughout the tendering process, from publication until the final evaluation, before award: grounds for exclusion and selection; consistency and quality of evaluation reports; correctness of financial offers and award formula, etc.	All procurement procedures over EUR 144.000 ⁴⁴	Effectiveness: Numbers of rightful complaints or litigation Number and value of files checked Efficiency and economy: Estimate of costs of staff involved in the activity

1.2. Financial transactions

Main control objectives: Ensuring legality, regularity, effectiveness and fraud protection of financial transactions.

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
The supplies, services or works are not, totally or partially, provided, and/or the amounts to be paid exceed the due amount.	Operational check of transactions by units and Representations. Headquarters: the financial unit verifies transactions with strict segregation of duties between financial agents, using checklists and providing guidance and reports to units.	All financial transactions. All financial transactions.	Effectiveness: % error rate prevented (amount of errors over total payments).
Financial transactions are not correctly registered in the accounting system (ABAC)	Financial transactions on administrative budget lines other than support of operational lines are verified by the initiating units according to the same standards. Representations: financial	All financial transactions. All financial	Efficiency/Cost-Effectiveness: Average time to pay. % of payments made on time.

⁴⁴ Threshold from the Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC.

	verification by each Representation according to the same standards. Second-level verification by the central financial unit.	transactions.	Efficiency and economy: Estimate of costs of staff involved in the activity.
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1.3. Supervisory measures (ex post controls)

Main control objectives: Measuring the effectiveness of ex-ante controls; detecting and correcting any error or fraud remaining undetected after implementation of ex-ante controls (legality and regularity, anti-fraud strategy); identifying and addressing possible systemic weaknesses in the ex-ante controls (sound financial management).

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment.	<p>On-the-spot ex-post control by central unit on payments as well as underlying commitments and procurement procedures.</p> <p>Decentralised decision by AOSD on the financial effect of the controls.</p> <p>Review of exceptions and non-compliance reports.</p> <p>Review of incidents occurred during procurement procedures.</p>	<p>Risk-based selection of entities to be controlled, with about one third of Representations and 20-25% of units covered per year.</p> <p>Risk-based sample of payments.</p> <p>Correction as appropriate.</p>	<p>Effectiveness: Estimated amounts affected by errors, detected error rate.</p> <p>Number and value of procurement files controlled on the spot.</p> <p>Number and value of recovery orders issued in the year.</p> <p>Number of non-compliance events.</p> <p>Efficiency/economy: Estimate of costs of staff involved in the activity.</p>

2. Grants (direct management)

2.1. Programming, selection, award and monitoring the execution

Main control objectives: Ensuring legality, regularity, effectiveness and efficiency of procedures.

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
<p>The eligibility, selection and award criteria are not adequate to meet the policy objectives and ensure the successful evaluation of the proposals.</p>	<p>Representations initiate and verify all procurement files.</p> <p>A centralised helpdesk function provides advice to units and Representations before launch of procedures.</p> <p>Ex ante revision of calls for proposals is carried out by a central team prior to the launch of calls.</p>	<p>All calls for proposals</p> <p>On request for all calls for proposals.</p> <p>All calls for proposals over EUR 60,000</p>	<p>Number of questions replied.</p> <p>Number and value of files revised.</p> <p>Efficiency/economy: Estimate of costs of staff involved in the activity.</p>
<p>The evaluation is not carried out in accordance with rules and procedures, and the criteria set in the call for proposals.</p> <p>Funding is not provided to the best ranked proposals.</p>	<p>Ex ante control by central team ensures compliance with rules and procedures throughout the process, from publication until the final evaluation, before award: eligibility, grounds for exclusion and selection; consistency and quality of evaluation reports; correctness of financial offers and award formula, etc.</p>	<p>All calls for proposals over EUR 60,000</p> <p>Control of all non-selected proposals, all budget estimates of proposals selected for award, and a risk-based sample of technical proposals selected for award.</p>	<p>Effectiveness: Numbers of rightful complaints or litigation.</p> <p>Number and value of files checked.</p> <p>Efficiency and economy: Estimate of costs of staff involved in the activity.</p> <p>Time to inform and time to grant.</p>
<p>The actions foreseen are not carried out by beneficiaries in accordance with the terms of the grant agreement</p>	<p>Representations check implementation of the actions (generating event, output and results) against the proposal via regular reporting and consolidation of data submitted by beneficiaries on an online platform.</p>	<p>All grant agreements of the European Direct Information Centres (99% of all grants).</p>	<p>Effectiveness: Number of actions and events carried out in accordance with the grant agreement.</p> <p>Number of terminated grant agreements.</p>

2.2. Financial transactions

Main control objectives: Ensuring legality, regularity, effectiveness and fraud protection of financial transactions.

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
<p>Non-eligible costs are paid to the beneficiary.</p> <p>The final amount of the grant is wrongly calculated.</p> <p>Financial transactions are not correctly registered in the accounting system (ABAC).</p>	<p>Operational check of generating event and final amount of grant by operational staff in each Representation.</p> <p>Financial agents in each Representation verify transactions with strict segregation of duties and using checklists.</p> <p>Second-level verification by the central financial unit in headquarters.</p>	<p>All reports and cost claims.</p> <p>All financial transactions.</p> <p>A sample of payments.</p>	<p>Effectiveness: % error rate prevented (amount of errors over total payments).</p> <p>Efficiency/Cost-Effectiveness: Average time to pay.</p> <p>% of payments made on time.</p> <p>Efficiency and economy: Estimate of costs of staff involved in the activity.</p>

2.3. Supervisory measures (ex-post)

Main control objectives: Measuring the effectiveness of ex-ante controls; detecting and correcting any error or fraud remaining undetected after implementation of ex ante controls (legality and regularity; anti-fraud strategy); identifying and addressing possible systemic weaknesses in the ex ante controls (sound financial management).

Main risks – it may happen (again)	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment.</p>	<p>On the spot ex post control by central unit on payments as well as underlying commitments and procurement procedures.</p> <p>Decentralised decision by AOSD on the financial effect of the controls.</p> <p>Review of exceptions and non-compliance reports.</p> <p>Review of incidents occurred during procurement procedures.</p>	<p>Risk-based selection of entities to be controlled, with about one third of Representations and 20-25% of units covered per year.</p> <p>Risk-based sample of 20 payments with 20 related commitments.</p> <p>Correction as appropriate.</p>	<p>Effectiveness: Estimated amounts affected by errors, detected error rate.</p> <p>Number and value of procurement files controlled on the spot.</p> <p>Number and value of recovery orders issued in the year.</p> <p>Number of non-compliance events.</p> <p>Efficiency/economy: Estimate of costs of staff involved in the activity.</p>

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable for the Directorate-General for Communication.

ANNEX 7: External Assistance Management Report of the Union Delegations

Not applicable for the Directorate-General for Communication.

ANNEX 8: Decentralised agencies and/or EU Trust Funds

Not applicable for the Directorate-General for Communication.

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

	Title	Reason L, LMFF, FR, REFIT, CWP, O	Scope	Timing ⁱ		Associated DGs	Planned costs (EUR)	Comments
				Start	End			
I. On-going evaluations (work having started in previous years)								
01	Evaluation of the European Parliament and European Commission cooperation in communication in the Member States	O	European Public Spaces, Europa Houses, Representations' Info Points	November 2016	December 2018		280,800	Completed Final report received on 26.6.2017
II. Evaluations planned to start in 2019 or later⁶								
02	Study or evaluation of EC publications	O	Review of paper and online EC publications and forward looking recommendations	October 2019	December 2020	OP	200,000	
03	Study or evaluation of EC social media accounts	O	Analysis of EC social media accounts	October 2020	September 2021		Not yet defined	Based on yearly monitoring
III. On-going other studies (work having started in previous years)								
04	Corporate Communication Action 2016/2019	O	Monitoring/evaluation of EUDelivers/InvestEU communication activities	January 2017	November 2018		900,000	Completed Final report received on 31.10.2018
05	Synthesis study of Corporate Communication campaigns	O	This synthesis study analyses the performance of the Corporate Communication campaigns	July 2018	November 2019		400,000	Completed Final report received on 14.11.2019
06	Study on Eurobarometer	O	Review of EU public opinion system	December 2019	September 2020		250,000	
07	Study of the performance of the Europe Direct Contact Centre (EDCC)	O	The study will analyse the performance of the EC system for answering citizens' queries, based on the EDCC	November 2018	June 2019		125,000	Completed Final report received on 27.6.2019
08	Study of Representations' communication activities in the Member States	O	External study carried out under the responsibility of COMMC1 with involvement of 5-10 Representations	December 2018	July 2019		230,150	Completed. Final report received on 24.7.2019

IV. Other studies planned to start in 2019 or later								
09	Study on youth audience sub-segmentation	O	Ex-ante study on youth audience in the EU	May 2020	May 2021		100,000 (Tbc)	Recommended by a previous study
10	Europa site and online publications	O	Prospective synergies review - external study	October 2020	September 2021		Not known yet	Never evaluated

ANNEX 10: Specific annexes related to 'Financial Management'

Table 1. Error rate (in EUR)

Value of checked transactions	Payment errors (amount)	Procedural errors (exclusion, selection, award)	Detected error rate	Corrections made (of payment and procedural errors)	Residual error rate
7,402,495.63	0.00	26,635.54	0.4 % ⁴⁵	0.00	0.4 %

Table 2: Overview of the estimated cost of controls (in EUR) at Commission level

Procurement							
Ex ante controls			Ex post controls			Total	
Total costs	Funds managed	Ratio (%)	Total costs	Total value verified and/or audited	Ratio (%)	Total estimated cost of controls	Ratio (%)
6,569,064.00	127,426,962.23	5.16%	147,690.00	33,873,793.36	0.44%	6,716,754.00	5.27%
Grants							
Ex ante controls			Ex post controls			Total	
Total costs	Funds managed	Ratio (%)	Total costs	Total value verified and/or audited	Ratio (%)	Total estimated cost of controls	Ratio (%)
638,679.90	127,426,962.23	0.50%	20,343.00	1,219,687.00	1.67%	659,022.90	0.52%
Overall estimated cost of controls							
Ex ante controls			Ex post controls			Total**	
Total costs	Funds managed	Ratio (%)	Total costs	Total value verified and/or audited	Ratio (%)	Total estimated cost of controls	Ratio (%)
7,207,743.90	127,426,962.23	5.66%	168,033.00	19,312,237.00	0.87%	7,375,776.90	5.79%

⁴⁵ Since the detected errors were procedural related to procurement, for which the financial impact cannot be quantified, the financial exposure of the budget is considered to be 'zero'. No errors were detected ex-post in grants. However, an average error rate of 0.5% has been used as a conservative estimate for the purpose of the calculation of the average error rate for both procurement and grants.

ANNEX 11: Specific annexes related to 'Assessment of the effectiveness of the internal control systems'

Not applicable for the Directorate-General for Communication.

Commission general objective for central services

To help achieve the overall political objectives, the European Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Impact indicator: Staff engagement index in the Commission

Source of the data: European Commission

Baseline (2014)	Latest known value (provisional) (2018)	Target (2020)
65.3%	69%	Increase

Overarching objective for communication domain

Citizens perceive that the European Union is working to improve their lives and engage with the European Union. They feel that their concerns are taken into consideration in European decision-making process and they know about their rights in the European Union.

The overarching objective of DG Communication (shared with all Directorates-General's Communication Units) is **'Citizens perceive that the European Union is working to improve their lives and engage with the European Union. They feel that their concerns are taken into consideration in European decision making process and they know about their rights in the European Union'**.

The impact indicator of DG Communication uses to measure this objective is 'Percentage of European citizens having a positive image of the European Union' (Eurobarometer question).

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors and externalities, including the work of other EU institutions and national governments, as well as political and economic factors, it does not only reflect the communication actions of the Commission. However, it is relevant as a proxy for the overall perception EU citizens have of the European Union.

Baseline 2015	Interim Milestone 2017	Target 2020	Latest known results November 2019
<p align="center">Status as of November 2015 Total "Positive": 37% Neutral: 38% Total "Negative": 23%</p> <p><small>Q In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image? (% - EU)</small></p> <p>Source of the data: Eurobarometer – EB84</p>	<p align="center">To contribute⁴⁶ to improving and maintaining a positive image of the EU in the media and among citizens. 32%</p>	<p align="center">Positive image of the EU ≥ 50%</p>	<p align="center">Total 'Positive': 42%</p>

⁴⁶ See Chapter B / Operating Context of the Strategic Plan 2016-2020.

DIRECTORATE-GENERAL FOR COMMUNICATION AS EXECUTIVE SERVICE

Specific objective 1- Executive Service: College, Cabinets and services use political reports and analysis, Eurobarometer results, media analysis products and stakeholders and citizens' feedback for decision making on communication purposes

Result indicator 1: Satisfaction rate regarding Commissioners missions in Member States

Source of data: On-line sample survey - Survey to be conducted with 2-3 Vice-Presidents in 2016, 2018 (survey postponed to 2020)

Baseline 2016	Interim Milestone 2018	Target 2020	Latest known results 31/12/2016
Not applicable	70% at least 'good'	80% at least 'good'	60% ⁴⁷

Result indicator 2: Users satisfaction concerning Representations political reporting and country profiles

Source of data: On-line survey - Survey to be conducted in 2016, 2018 (survey postponed to 2020)

Baseline 2016	Interim Milestone 2018	Target 2020	Latest known results 31/12/2016
Not applicable	70% at least 'good'	80% at least 'good'	70% at least 'good' ⁴⁸

Result indicator 3: Satisfaction rate concerning Eurobarometer products

• Overall rate of satisfaction

Source of data: COMM.A.3 pilot survey – Eurobarometer satisfaction survey

Baseline 2015	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
Not applicable	70%	75%	79% ⁴⁹

Result indicator 4: Satisfaction rate concerning media monitoring products

Source of data: Internal COMM.A.3 - Survey to be conducted in January 2016, at the end of 2017 and in 2018, 2019 (survey postponed to 2020)

Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results 31/12/2018
Not applicable	70%	75% overall satisfaction	70.5% ⁵⁰

Main outputs in 2019:

Important items from work programme/financing decision/operational programmes:

⁴⁷ Latest known result (31/12/2016), 2018 survey postponed to 2020.

⁴⁸ Latest known result (31/12/2016), 2018 survey postponed to 2020.

⁴⁹ Satisfaction survey for 2019 projects.

⁵⁰ The survey results 2018 refer to media monitoring products made available to staff. In 2019, no satisfaction survey was conducted. Its results would have been of only limited informative value due to the phasing-in of a new framework contract as well as in view of the transition to the new Commission.

Description	Indicator	Target 2019	Latest known results 31/12/2019
Activities related to Commissioners' visits and roadshows in Member States	Number of Commissioners' activities in Members States on Commission's priorities	1,000	1,200
Representations Political Reporters and European Semester Officers produce a variety of political and economic reports, analysis and briefings	Country profiles: number of hits/downloads	4,000	5,719
	Political reports	400	392
	Weekly summaries of political reports	48	49
	Horizontal and thematic reports	80	83
	Weekly reports	48	48
	Country-specific economic reports	1,000	1,000
	Country Briefings for President, Vice-Presidents, Commissioners and senior officials	400	401
Management of audiovisual technical facilities ⁵¹	Number of audio-visual products provided to the College (messages, interviews, clips, statements, Google hangouts)	700	716
	Number of hours provided in Electronic News gathering (TV Crews)	4,500	5,527 ⁵²
	Number of hours of shooting in COMM studios/VIP corner/press room	3,200	3,266
	Number of hours in video editing	8,500	10,384 ⁵³
A full programme of 28 opinion poll surveys (Eurobarometer) ⁵⁴	Percentage of programmed opinion polls implemented	75%	63% ⁵⁵
Production of media monitoring and other media analysis products (365 days/year)	Number of days when the media monitoring and analysis service was ensured	365	365

⁵¹ Audio-visual studios of the Commission (two TV studios - one radio studio).

⁵² As a general remark, it is not possible to make precise forecasts of a possible future increase/decrease of audiovisual productions due to the unpredictable nature of news events DG Communication would have to cover. DG Communication cannot predict exactly how long the AV crews (ENG Crews) will have to work and edit.

⁵³ Regarding the increase, end 2019 DG Communication had to work for the previous Commission as well as for the transition team which created double work for the service.

⁵⁴ Each opinion poll should produce an output in the form of a political memo to the Cabinet(s).

⁵⁵ Part of the Eurobarometer programme is implemented in 2020 in order to take into consideration new needs in line with the new political priorities of the new Commission.

DIRECTORATE-GENERAL FOR COMMUNICATION AS CORPORATE SERVICE

Coherent web presence

Specific objective 2.1 - Corporate Service 1: Building a coherent web presence on the European Commission, by implementing the Digital Transformation project by 2017			
<p>Result indicator 1: Transition rate of the thematic structure (15 themes)</p> <p>Digital Transformation project builds on the political priorities of the Commission and aims at creating a coherent, relevant and cost-effective online presence of the entire Commission. The content on the new web presence is organised thematically (15 themes). The concept as described in the Strategic Plan 2016 – 2020 was modified by a decision of the Corporate Communication Steering Committee⁵⁶. It changed the strategy for Europa so that each theme would be built up to at least the first three levels of the information architecture and assign existing websites to each one. The result below reflects this change.</p> <p>Source of data: COMM.B3</p>			
Baseline 2015	Interim Milestone 2016	Target 2017	Latest known results (31/12/2018)
Commission's new thematic web presence	4 classes ready 100% 3 classes ready 50%	100%	100%
Main outputs in 2019:			
Important items from work programme/financing decision/operational programmes			
Description	Indicator	Target 2019	Latest known results (31/12/2018)
Commission web presence	Visitor satisfaction rate for ec.europa.eu ⁵⁷	Above 65%	64%

⁵⁶ See next footnote.

⁵⁷ Based on the results of an annual satisfaction survey among visitors to ec.europa.eu. The specific survey is costly and therefore not run every year. Last known result from end 2018.

Public awareness

Specific objective 2.2 - Corporate Service 2: Citizens are aware of Commission's 10 political priorities, in particular delivery on 'jobs, growth and investment' as the overarching priority

This means measuring the performance of the communication actions funded from co-delegated budgets against their respective Key Performance Indicators (KPIs).

Phase 1 - Stakeholders: EUR 3.2M⁵⁸ - KPI = 'reach'

Phase 2 – Broader Communication EUR 21.25M⁵⁹ - KPIs = 'reach' and 'recall'.

Result indicator 1: Cumulative number of people having been able to recall the messages of corporate actions 2016 - 2020

'Recall' (i.e. public awareness of success stories/projects promoted through the actions) is the additional key performance indicator for the broader communication phase under Decision C(2015)7346 of 27 October 2015.

Source of data: This will be monitored on an ongoing basis via both internal surveys/focus groups in the Member States concerned and external independent monitoring /evaluation.

Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results (31/12/2019)
Not applicable ⁶⁰	30% of those reached by the campaign recall its content ⁶¹	Between 30% - 40% of those reached by the campaign recall its content	34%

Main expenditure outputs in 2019:

All new initiatives / significant evaluations from the Commission Work Programme

Output	Indicator	Target 2019	Latest known results (31/12/2019)
Communication on how to make the Union more united, stronger and more democratic ⁶²	Adoption by the Commission	Q2 2019	100% ⁶³

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target 2019	Latest known results (31/12/2019)
EU delivers: Continuation of Phase 2 (Citizens) of the campaign on the Investment Plan	Reach (number of contacts made during the campaign) ⁶⁵	100,000,000	240,000,000

⁵⁸ EUR 3.2 million were co-delegated by directorates-general in 2015 (based on Decision SEC(2013)486). The Project Team is responsible for pooling together the overall effort on the Investment Plan. DG Communication is responsible for the EUR 2 981 167 stakeholder action.

⁵⁹ EUR 21.25 million were co-delegated in 2016, based on Decision C(2015)7346.

⁶⁰ These figures depend on the outcome of contract negotiations.

⁶¹ These figures depend on the outcome of contract negotiations.

⁶² The Communication was part of the Commission contribution to the informal meeting of EU leaders in Sibiu, Romania on 9 May 2019 (COM(2019)218 – 30.4.2019).

⁶³ Adopted by the College on 30 April 2019, (COM(2019)218 – 30.4.2019).

and other Jobs and Growth initiatives ⁶⁴	Recall (% of reached audience able to recall the campaign) ⁶⁶	25% ⁶⁷	34%
EU empowers: Continuation of the public information and communication campaign towards European Union citizens 'A Union that empowers'	Reach (number of contacts made during the campaign)	50,000,000 ⁶⁸	76,000,000
	Recall (% of reached audience able to recall the campaign)	25%	19% ⁶⁹
EU protects: Continuation of the public information and communication campaign towards European Union citizens 'A Union that protects'	Reach (number of contacts made during the campaign)	80,000,000 ⁷⁰	100,000,000
	Recall (% of reached audience able to recall the campaign)	25%	58% ⁷¹
EU in the World Campaign	Reach (number of contacts made during the campaign)	30,000,000 ⁷²	N.A. ⁷³
Rural Campaign	Number of organisations on the ground in the 7 Member States associated to the campaign	1,200 ⁷⁴	149 ⁷⁵
Interinstitutional relations – cooperation with the European Parliament for the 2019 European elections	Implementation of the Joint Statement: Number of meetings of the steering group and working groups	4	6
Network the Directorate-General for Communication on disinformation with strengthens	Number of network meetings	6	6

⁶⁵ Aggregate figure of channels measured in the campaign (website, social media, outdoor advertising and media).

⁶⁴ EUR 21.25 million were co-delegated in 2016, based on Decision C(2015)7346.

⁶⁶ All 'recall measurements' will be measured with a survey towards the end of the campaign, targeting the profile of the audiences (clearly defined per campaign), which will be selected via control questions.

⁶⁷ Will be measured by a survey in autumn 2019.

⁶⁸ The campaign's Key Performance Indicators do not specify annual targets or aggregated data for reach and recall for all campaign activities, as they cannot not be summed up.

⁶⁹ The recall varies between 22-26% for the campaign signature, 25-28% for the directors' movies and 15-21% for the 'Young Filmmakers Competition' movies.

⁷⁰ The campaign's Key Performance Indicators do not specify annual targets or aggregated data for reach and recall for all campaign activities, as they cannot not be summed up.

⁷¹ The increase is due that for EU Protects a dedicated TV campaign was used (that was not initially planned for), and EU Protects was the only one among the three corporate campaigns that ran a 3-week intense TV campaign, with a dedicated spot shown on many channels, in 8 countries.

⁷² The indicator is indicative, calculated based on the indicative budget and in comparison with the indicator of the #EUprotects campaign. The contractual procedure has not been launched yet. Indicative date summer 2020.

⁷³ Campaign contract signed in December 2019. No outreach activities yet.

⁷⁴ Idem as above. Indicative data summer 2020.

⁷⁵ We only had two out of seven countries covered by the roadshow so far.

cooperation and coordination cross Commission.			
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Commission's communication networks

Specific objective 2.3 - Corporate Service 3: Via the Corporate Communication Steering Committee (CCSC) and the Communication Network (CN) DGs exchange best practices, receive assistance on technical issues of communication tools and services and they align their sectorial communication strategies/plans to the corporate messaging			
Result indicator: Percentage of satisfaction of the Steering Committee and Communication Network members			
Source of data: COMM.B1 Survey - Survey to be conducted annually as part of the Communication Network overview each Spring.			
Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results (31/12/2019)
Not applicable	70%	80%	75% ⁷⁶
Main outputs in 2019:			
Output	Indicator	Target 2019	Latest known results (31/12/2019)
Coordination of Commission's communication networks	Number of Corporate Communication Steering Committee Meetings organised ⁷⁷	3	6
	Number of Communication Network Meetings organised ⁷⁸	10	10
	Number of Audiovisual Correspondent Network meetings organised	4	3
	Number of Communication Network Masterclasses organised	4	8 ⁷⁹
	Number of consultations provided to other Directorates-General	500	777
	Number of Graphic Designers' Network meetings organised	2	2
	Number of Social media Network meetings organised	4	4
	Number of Europa Cross-editorial / Editorial board meetings	1-2	2

⁷⁶ Since 2019 was a transition year and the Corporate Communication Steering Committee adopted a new mandate, no survey was conducted. The need for a survey will be reconsidered in 2020.

⁷⁷ Corporate Communication Steering Committee and Communication Network Meetings are jointly organised by Units COMM.B1 and HR.A4.

⁷⁸ See previous footnote.

⁷⁹ Included four communication Labs, new format introduced in 2019.

	Number of Communication procurement experts Network Meetings organised	2	2
Monitoring the implementation of the Visual Identity Guidelines	Number of meetings and workshops on awareness raising or training staff in the use of corporate templates	2 - 4	5
Mapping and rationalising of existing communication prizes	Communication Network Mapping of existing prizes delivered	1	1
	Rationalisation criteria defined and approved by Corporate Communication Steering Committee	1	1
	Implementation as of Draft Budget 2020 per Directorate-General	PER DG	Not yet available ⁸⁰

Streamlining of communication framework contracts

Specific objective 2.4 - Corporate Service 4: More consistency, efficiency gains and savings across the Commission's communication activities			
Result indicator: Percentage of Communication budget used for the 10 political priorities			
Source of data: COMM.B1 based on Share Point and Management Plans of line-DGs			
Baseline (2015 AARs)	Interim Milestone 2017	Target 2020	Latest known results (31/12/2019)
Not applicable	50%	75%	100% ⁸¹
Main outputs in 2019:			
Description	Indicator	Target 2019	Latest known results (31/12/2019)
Centralisation of communication related Framework-Contracts (FWC)	Less duplication of communication-related FWC in the Commission's services	Up to three new corporate communication framework-contracts put in place by DG COMM ⁸²	1 ⁸³

⁸⁰ This discussion point of the Corporate Communication Steering Committee was postponed from autumn 2019 to spring 2020.

⁸¹ Based on share point data that refer all actions to one of the priorities.

⁸² With the new framework contracts, the total of framework-contracts managed centrally will be between eight and ten.

⁸³ Within the procedure in line with Article 172 of the Financial Regulation.

	Number of Framework contracts focusing on the communication of the 10 Commission political priorities centralised by DG COMM	Number of the total FWC across the Commission reduced to 27	26
	Level of assistance to line DGs and project management for individual actions undertaken by Commission services in order to increase alignment with the 10 political priorities	Joint project management for 30 collaborative actions	35 ⁸⁴
Strengthened mutual support in the Graphic Designers Network, following the decision of CCSC of 30 May 2017	Number of projects with the strengthened mutual support (including two or more DGs temporarily pooling their graphic design services)	3-4 projects ⁸⁵	4

DIRECTORATE-GENERAL FOR COMMUNICATION AS COMMUNICATION SERVICE

Targeted media coverage

Specific objective 3.1.- Communication Service 1: Commission receives targeted media coverage through relevant publications and continuous engagement with media

Result indicator 1: Tonality of media coverage towards the European Commission in media for main EU media sources

Source of data: COMM.A3 data

Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
Not applicable ⁸⁶	6.5% of negative tonality in the period	< 5% of negative	5.75% ⁸⁷

⁸⁴ These actions are set up in cooperation and with a significant assistance from Corporate Communication Contracts team in particular as concerns setting up the budget breakdown based on the price list in the case of single framework contracts or steering the actual content of the activity if expert advice is necessary for example in case of social media activities. For example: the elaboration of the budget breakdown and list of activities under the Graphic design Framework contract for DG Financial Stability, Financial Services and Capital Markets Union; the assistance with the preparation of the Tender specifications and participation at the evaluation committee under the reopening of competition within the Framework contract for Integrated Campaigns; the guidance and assistance for the setting up of the Facebook account for the boosting of the content under the Framework contract for media relations and outreach for DG Health and Food Safety.

⁸⁵ These would be graphic projects to visualise content of major political initiatives and events. They would consist of strengthened mutual support among graphic designers from various directorates-general to design and deliver in good time (multilingual) fact-sheets, infographics, visuals for social media, leaflets, brochures, etc., for example: Green Deal promotion in December 2019.

⁸⁶ To be defined by 2020.

⁸⁷ The average share of negative tonality was 5.75%, while the share of positive tonality stood at 6.08%. Mixed tonality share at 2.6% and share of neutral tonality was the remaining 85.57%.

	January-March 2017	tonality	
Main outputs in 2019:			
Important items from work programmes/financing decisions/operational programmes			
Description	Indicator	Target 2019	Latest known results 31/12/2019
Increased relevance of press material produced by Spokesperson's Service	Number of online views of all press releases	10,000,000	12,900,000
Commissioners presence triggering media interest in the Commission 'midday' press conference is ensured by Spokesperson's Service	Frequency of appearance of the President, Vice-Presidents and Commissioners in the press-room	Minimum appearance of two members of the College per week ⁸⁸	111 presences of the Commissioners in pressroom
Press activities of the Representations	Number of press events organised by Representations	240 press conferences 150 journalist visits/training	250 press conferences 130 journalist visits/training
	Number of participants in press events organised by Representations	Press conferences: 3,600 Journalist training and visits 1,500	Press conferences: 3,600 Journalist training and visits 2,400
Audio-visual productions and multimedia projects	Number of Corporate Video productions	60	83
	Number of items downloaded (Audio/Video/Photos)	130,000	37,231 ⁸⁹
Europe by Satellite (EbS) News coverage	Number of EbS video items, photo reports and audio files produced	40,000	59,405
	Number of TV uptakes from EbS (in minutes)	72,000 ⁹⁰	64,482
	Number of hours transmitted by EbS	4,000 ⁹¹	2,354
	Number of unique visits to Audiovisual Portal	750,000	978,727
Conservation and availability	Number of archived	42,000	55,689 ⁹²

⁸⁸ Based on statistics of appearances per week in the pressroom reported by Spokesperson's Service.

⁸⁹ These figures represent only the data until March 2019. The new version of the AV portal does not allow distinguishing previewed and downloaded photo items. The information will be available again in 2020.

⁹⁰ See next footnote.

⁹¹ The yearly prevision of the number of hours of Europe by Satellite transmission is mostly based on the expected increased activity of the incoming new Commission and the new European Parliament, for example Commissioners hearings and press points at the European Parliament, the new Commission taking office and the increased legislative agenda in the second semester.

to the public of audio-visual material (audio, video and photo) via Media library	audio, video and photo		
	Number of archived video versions from other DGs ⁹³	4,000	8,696 ⁹⁴

Better informed citizens

Specific objective 3.2. - Communication Service 2: Citizens are better informed about the EU, in particular about the Commission's political priorities and their rights			
Result indicator 1: Visitors confirm their increase of knowledge of the Commission and its 10 political priorities			
Source of data: COMM.B4 Survey of the visitors one year after the visit			
Baseline 2015	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
80%	85%	90%	88% ⁹⁵
Result indicator 2: Percentage of users satisfied with the answers received from the Europe Direct Contact Centres (EDCC)			
Source of data: Based on the results of an ongoing satisfaction survey among EDCC users			
Baseline 2014	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
87%	90%	95%	85.3% ⁹⁶
Result indicator 3: Percentage of users satisfied with the Europe Direct Information Centres (EDIC) service			
Source of data: Based on the results of an ongoing satisfaction survey among EDICs users			
Baseline 2015	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
87%	90%	95%	95%
Result indicator 4: Participants in Europe Direct Information Centres (EDICs) events agree that they are better informed on the EU			
Source of data: Based on the results of an ongoing satisfaction survey among EDICs users			
Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results

⁹² The quantity of archived audio, videos and photos produced by the Audiovisual Service has considerably risen compared to the initial target due to an increase in the video and audio production.

⁹³ Central repository as a corporate tool.

⁹⁴ The number of video versions from other directorates-general is increased as Central Deposit has become mandatory on 6 November 2018.

⁹⁵ The contractual obligation for the external operator of the contact centre is 80%.

⁹⁶ The contractual target is 80%, which has been consistently met throughout the lifetime of the Centre. The rate is also heavily dependent on the content, not only on the service. Very complex projects, such as WiFi4EU, with a difficult implementation timeline (cancelled application, external IT issues) impacted significantly the overall Europe Direct Contact Centre satisfaction rate. The achieved rate is aligned to overall industry standards.

			31/12/2019
Not applicable	75%	80%	83%
<p>Result indicator 5: Percentage of participants at Representations events who declare that the event improved their understanding of the EU or one of its 10 political priorities</p> <p>Source of data: Participants survey - Survey to be conducted after each conference, seminar, workshop, citizens dialogue as well as after events organised with educational establishments. Reported in the <i>COSMA database (which replaced the Events and Actions database)</i></p>			
Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
Not applicable	70%	75%	84%
<p>Result indicator 6: Number of unique visitors to the EUROPA websites (interinstitutional and Commission domains including the Representations' and RAPID websites)</p> <p><i>Definition:</i> This indicator shows how many uniquely identified clients view pages within the defined period. (The same person visiting from two different computers or browsers will be therefore counted as two unique visitors). The unique visitors are a sum of all the unique visitors per month per EC-managed website tracked by Europa Analytics.</p> <p>Source of data: Europa Analytics. The technology used for the corporate web analytics tool 'Europa Analytics' (based in the open-source platform PIWIK) has changed in 2017. The new technology provides more accurate reporting than the previous one. This is reflected in the reported data for all Europa websites. On average, the new corporate analytics tool records 60% less unique visitors and visits than the previous one. This is due mainly to document downloads and internal site searches being recorded as separate indicators in the tool (e.g. as 'downloads' and 'site searches'). In line with this, the 2020 target defined in 2015 for the Strategic Plan needs revision.</p> <p>See IPG: http://ec.europa.eu/ipg/services/analytics/faq_en.htm#section_3_5.</p>			
Baseline 2017	Interim Milestone 2019⁹⁷	Target 2020	Latest known results 31/12/2019
140,053,076	233,000,000	250,000,000+	254,190,47

⁹⁷ The changes in the technology made the baseline no longer comparable with the interim milestone and target defined in the 2016-2020 Strategic Plan. The baseline and target are also re-defined accordingly.

Result indicator 7: Engagement rate on social media

In the context of this Strategic Plan, engagement is the social media activity sparked by the European Commission. It indicates how much the content and messages spread by the Commission resonate with the audience. Engaging content reaches a wider audience beyond the usual followers. It is promoted with a higher visibility on social media channels and makes a longer lasting impact on the audience.⁹⁸

Source of data: Socialbakers (corporate tool managed by COMM.A1)

Baseline 2014	Interim Milestone 2017 ⁹⁹	Target 2020 ¹⁰⁰	Latest known results 31/12/2019
Twitter: 0.16	0.31	3.15 ¹⁰¹	2.85
Facebook: 1.17	3.27	1.9 ¹⁰²	1.7
Google+: N/A	N/A	N/A	N/A ¹⁰⁶
LinkedIn: N/A	N/A	2 ¹⁰³	1.6
EUTube: 29.45	22.31	95.1 sec ¹⁰⁴	73.3
Instagram: N/A	17.64	3.8 ¹⁰⁵	3.4

Result indicator 8: Average satisfaction level for the publications

Source of data: Readership surveys (online and by e-mail) conducted in 2019 by the Publications Office on behalf of COMM.A2

Baseline 2016	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
New survey activity	7 out of 10	8 out of 10	8.4 out of 10

Main outputs in 2019

Important items from work programmes/financing decisions/operational programmes

Description	Indicator	Target	Latest known
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⁹⁸ The Average Engagement per 1,000 fans or follower per post is calculated as follows: (Engagement/(followers or fans)*1000)/(Number of posts)=Average Engagement per 1,000k fans or follower per post. *Number of posts are: All Links, Status updates, Tweets, Videos, GIFs, Images, Carousels, and other content published on the different social media platforms. This Average Engagement per 1k Fans is calculated by the corporate social media monitoring tool. It gives an accurate metric as the Fan/Follower/Subscriber count is taken on the day the post has been published.

⁹⁹ The engagement rates for 2014 and 2017 were based on a monitoring tool that was discontinued in 2018. As of the 2018 Annual Activity Report, the engagement rate (ER) is simple, personalised for each platform and follows accepted industry standards.

¹⁰⁰ Given the dynamics of the quickly developing social media landscaped COMM revised its targets in this field to reflect its performance on the platforms most relevant for Commission content and engagement, which included also discontinuation of google.

¹⁰¹ The engagement rate on Twitter is calculated based on Twitter Analytics as follows: Engagements / Impressions x100 OR directly: the indicated engagement rate x 100.

¹⁰² The engagement rate on Facebook is calculated via Facebook insights as follows: number of unique users that engaged with a post / the number of unique users that have seen the post x 100.

¹⁰³ The engagement rate on LinkedIn is calculated based on LinkedIn analytics via (('Total Interactions' on all posts + 'Clicks') / Impressions on all posts) x 100.

¹⁰⁴ The engagement rate on Youtube is calculated based on Youtube Insights: 'Average view duration'. Average view duration is the total watch time of a video divided by the total number of video plays, including replays. This metric measures a video's ability to engage viewers. YouTube has optimized its algorithm to promote videos with a high average view duration; this KPI is thus an important metric to track.

¹⁰⁵ The engagement rate on Instagram is calculated by all engagements on a post (= likes + comments) / the number of impressions on that post x 100.

¹⁰⁶ Socialbakers does not track Google+, therefore this data cannot be provided. As the data between Engagor and Socialbakers cannot be compared (both calculate it differently), it is not possible to list the old values for the previous Annual Activity Reports compared to the 2016-2020 Strategic Plan.

		2019	results 31/12/2019
Visits to the Commission	Number of visits	1,700	1,616 ¹⁰⁷
	Average number of participants in each visit	30	31
	Percentage of visitors to the Commission very satisfied with the visits (8+/10)	90%	83% ¹⁰⁸
	Percentage of visitors declaring to have increased their knowledge of the Commission and its ten priorities (8+/10)	95%	88% ¹⁰⁹
Europe Direct Contact Centre (EDCC)	Number of citizens' questions replied	110,000	123,000
	Percentage of EDCC users satisfied with EDCC service	90%	85,3%
Europe Direct Information Centres (EDICs)	Number of events	9,000 ¹¹⁰	11,427 ¹¹¹
	Percentage of users who would recommend the Europe Direct Information Centres service ¹¹²	96% ¹¹³	89.5%
Representations events under the Commission's 10 political priorities by the Representations	Number of Representations' events on the Commission's 10 political priorities ¹¹⁴	5,000	6,700
	Number of participants in Representations events on the Commission's 10 political priorities	650,000	980,000
European Public Spaces ¹¹⁵ (EPS) organise events	Number of EPS events on the Commission's 10 political priorities	700	700

¹⁰⁷ 2019 was a year of institutional transition with elections of the European Parliament held in May 2019, and the new von der Leyen Commission taking up office on 1 December 2019. This affected the total number of visits to the Commission's Visitors centre, which, in 2019, was below target with 1,616 (compared to a target of 1,700). This was accompanied by a slightly decreasing satisfaction rate of visitors (83% compared to 90%) which probably reflects the uncertainties linked to the delayed start of the von der Leyen Commission.

¹⁰⁸ See previous footnote.

¹⁰⁹ The fluctuation in knowledge and satisfaction indicators seems to be due to the transition phase towards the new Commission. During the last months of the mandate of the previous Commission, the focus of the groups was already increasingly on the future priorities of the new Commission. Despite that effort to reflect these new priorities progressively in 2019 already, the new priorities could only be covered more intensely after 1.12.2019, when the Commission took office.

¹¹⁰ Figure based on experience from the 2018 Europe Direct Information Centres network operations.

¹¹¹ This figure includes 8,220 events organised by Europe Direct Information Centres and 3,207 events with the participation of the Europe Direct Information Centres.

¹¹² Based on the results of the ongoing satisfaction survey among Europe Direct Information Centres users.

¹¹³ This contributes to satisfaction rate of indicators three and four of this specific objective as set in the Strategic Plan.

¹¹⁴ Comprises of political meetings, workshops and consultations; Journalist visits and training, press conferences and other media events; Lectures, conferences, events in schools, universities etc. and other public and outreach events.

¹¹⁵ Athens, Berlin, Bucharest, Budapest, Copenhagen, Dublin, Helsinki, Lisbon, London (until 29.3.2018), Madrid, Nicosia, Prague, Riga, Rome, Stockholm, Tallinn, The Hague, Vienna.

	Number of participants in these events on the Commission's 10 political priorities	120,000	120,000 ¹¹⁶
Back to School	Number of Back to School/University visits organised	550	916
	Number of students addressed in total Back to School/University events	58,000	67,510
	Percentage of Pupils'/Students' confirming their knowledge on the EU issues has increased after Back to School/University event	80%	85%
Europa websites ¹¹⁷	Number of unique visitors to all EC-managed europa.eu and ec.europa.eu websites	233,000,000	254,190,470
	Number of visits to all EC-managed europa.eu and ec.europa.eu websites	348,000,000	357,268,903
	Number of visits to europa.eu (inter-institutional website)	30,000,000	31,092,040
	Visitor satisfaction rate for europa.eu (inter-institutional website)	94%	94%
	Number of visits to the Commission's political and information sites	23,000,000	35,815,127
Commission social media corporate accounts including the Representations	Number of followers/fans/ Subscribers:		
	Twitter	1,100,000	1,192,111
	Facebook	950,000	1,014,197
	Instagram	230,000	366,925
	LinkedIn	480,000	818,572
	EUTube	55,000	88,500
	Twitter (Representations)	700,000	607,373
	Facebook (Representations)	1,000,000	970,005
	Engagement rate on social media ¹¹⁸ :		
Twitter	0.9	2.85	

¹¹⁶ Data source: Representations event statistics.

¹¹⁷ The coherence, relevance and cost effectiveness of the Commission's web presence on Europa further improved through the strengthening of governance, better editorial and visual alignment of websites across the European Commission and increased standardisation of Information Technology solutions. In 2019, more than 250 million unique visitors visited the Europa website. At the end of 2019, the europa.eu domain continued to rank first in popularity worldwide among websites in the category government / society.

¹¹⁸ The Engagement Rate is calculated by the number of engagements (retweets, tweets, replies to tweets, likes, shares and comments on Facebook as well as other channels like Instagram, Google+ or YouTube) received from the audience on a specific channel divided by the number of that profile's posting activities within 365 days preceding the benchmark date.

	Facebook	0.5 ¹¹⁹	1.7
	Instagram	3.3	3.4
	LinkedIn	1.45	1.6
	EUTube	0.20	73.3
Audiovisual (AV) productions and multimedia projects linked with the 10 political priorities	Number of AV productions linked with the 10 priorities of the Commission	60	115
	Number of AV products provided to the College (messages, interviews, statements, clips, Google hangouts)	700	716
Eurobarometer web pages	Total number of unique visitors to Eurobarometer pages	1,500,000	1,956,485
Publications for citizens, including the European Union's General Report	Number of readers / listeners of COMM's publications [web analytics, OP orders]	5,000,000	1,598,524 ¹²⁰
	Overall usefulness of COMM's publications for readers [survey]	Average of 80% or above	80%
	Number of visits to Learning Corner (the merged and revamped Kids' Corner and Teachers' Corner on Europa) ¹²¹	1,500,000	837,938 ¹²²
Visual communication output in print and online	Number of factsheets including data and message visualisation (graphs, charts, infographics, timelines, etc.)	50	49
	Number of other static or animated visuals and infographics	70	96

¹¹⁹ Due to the changes on the way engagement rate is measured on Facebook, the 2019 target was updated to 0.5, therefore the target 3.18 is obsolete. On Facebook the engagement rate is measured by dividing the total Engagements (likes, shares, comments) per total Impressions (how often the posts have been seen) x 100.

¹²⁰ Due to the United Kingdom repeatedly requesting and receiving short extensions to the Article 50 process, combined with the institutional changes that took place from May to December 2019 inclusive, it was not possible to print and distribute copies of most publications for citizens in 2019, as by the time they would have been disseminated the information in them would have been outdated. The printing and dissemination of updated editions of all publications impacted will resume on 1 February 2020, and the target foreseen for 2019 will thus be carried over to 2020.

¹²¹ <https://europa.eu/learning-corner>

¹²² The main promotional activity foreseen for the new Learning Corner website, which involves the sending of a Learning Corner News electronic newsletter to schools across the Union, was postponed until the start of 2020 to ensure General Data protection Regulation compliance. The target foreseen for 2019 will thus be carried over to 2020.

Specific objective 3.3 - Communication Service 3: Citizens express themselves towards and engage with EU Commissioners through Citizens' Dialogues and other forms of direct communication (like Social Media) which stimulate citizens' interest in EU affairs and contribute to restoring trust in EU institutions

Result indicator 1: Leverage of Citizens' Dialogues outreach through media coverage

Source of data: Media monitoring through DG COMM services at HQ and in the REPs

Baseline 2015	Interim Milestone 2017	Target 2020	Latest known results 31/12/2019
10,000,000	15,000,000	18,000,000	47,000,000

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

Description	Indicator	Target 2019	Latest known results 31/12/2019 ¹²³
Organisation of Dialogues ¹²⁴	Number of events	200	484
Attendance of Dialogues	Number of participants:		
	- Total	20,000	56,471
	- Average per event	100	117
Multiplying the effect of Dialogues via TV coverage	Number of events that are covered by TV for a minimum of 90 seconds / event	25	45
Multiplying the effect of Dialogues via print/online media coverage	Number of articles / features	250	337
Multiplying effect of Dialogues via Social media	Mentions of Twitter hashtag #EUdialogues and of Citizens' Dialogues by citizens on Facebook	15,000	16,500

¹²³ The performance of the Citizen's Dialogues impressed in 2019 by going well beyond targets identified for 2019. The number of Dialogues organised was 484 (with a number of total participants of 56,471, also more than doubling the target of 20,000) with a multiplier effect via reporting through the media reaching 42,000,000 citizens (compared to a target of 25,000,000).

¹²⁴ In addition to the Dialogues centrally organised in cooperation with the Representations, a multitude of Dialogues can be organised with Commissioners, senior Commission officials and other representatives of the European Institutions by relying on the Europe Direct Network.

Multiplying effect through media reporting	Number of viewers / listeners / readers reached through reporting on Citizens' Dialogues in TV / radio / print and online media	25,000,000	42,000,000
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With the three services outlined above, (i) **executive communication**, (ii) **corporate communication** and (iii) citizens **communication services**, the Directorate-General for Communication contributes to all of the ten general objectives and therefore also the ten priorities of the Commission.

ANNEX 13: Specific annexes related to 'Time-based effectiveness indicators for grants'

Representation	Average time to inform	Average time to grant
Austria	25	78
Belgium	155	27
Bulgaria	127	63
Croatia	27	51
Cyprus	32	84
Czechia	51	65
Denmark	75	11
Estonia	47	59
Finland	27	79
France	45	64
Germany	135	43
Greece	64	59
Hungary	78	26
Ireland	50	47
Italy	65	51
Latvia	22	110
Lithuania	49	39
Malta	63	22
Netherlands	25	71
Poland	47	71
Portugal	36	57
Romania	39	43
Slovakia	82	22
Slovenia	53	11
Spain	25	112
Sweden	40	81
United Kingdom	22	34
Average	56	62
Commission time limit	180	90

ANNEX 14: Specific annexes related to 'Budget implementation tasks entrusted to others Directorates-General and entities'

DG subdelegated	Budget Line and Activities	Purpose	Commitment Appropriations	Commitments	Payments	RAL 2018	Conclusion for the Declaration of assurance
OIB	'16.010301 Expenditures on equipment and services relating to information and communication technologies'	Implementation of RP14 Europa Experience	1,332,000	1,332,000	0	0	The Authorising Officer by Delegation states that the resources have been used to their intended purpose and in accordance with the principles of sound financial management. No reservations to express.