MANAGEMENT PLAN 2014

Listen Advise Engage

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

Communication

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PART 1 MISSION STATEMENT

Listen – Advise – Engage.

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

PART 2 THIS YEAR'S CHALLENGES

2014 will be challenging and exciting in equal measure, with an incoming new European Parliament in the summer and a new Commission taking up office in the 2nd semester, and DG COMM should be at the centre of citizens' engagement and be driving the debate on the future of Europe.

With lots of enthusiasm, staff from Headquarters (HQ), Representations (REPs) and Spokespersons' Service (SPP) voiced their ideas in a participatory process throughout 2013 to re-define DG COMM's mission statement – a clear and concise reply to the simple questions: what is our business? What is our purpose as DG Communication of the European Commission?

Our aim was not only to talk, but also to do, to make DG COMM more focussed, more collaborative and more effective. We need to build on that and it is up to all of us now to make our Mission Statement a reality, to make it more than just words on a page. We need to make these words the guiding principles of our daily work within DG COMM.

• **Let's listen** – Let's listen first, so we get to know the citizens and so we learn what they care about. Our Eurobarometer survey and our media monitoring as well as the work of the Economic Semester Officers, in particular, and the reporting of the Representations and the feedback of the Europe Direct Contact Centres are three examples, showing this applies to all three operational Directorates of DG COMM. Let's also listen to each other to better work together.

• **Let's advise** – Let's use our expertise as communicators to advise our Cabinet, the College and the other DGs. The pilot for a corporate communication campaign launched in 2014 and the web rationalisation are two major concrete projects. The SPP is actively and continuously advising the College on political communication. Let's also advise each other, sharing our knowledge and experience:

• **Let's engage** – Let's engage with citizens, to bring Europe closer to them. We do this directly via the Europe for Citizens Programme (EfC, new programme 2014 to 2020 to be launched in Spring 2014) the Citizens Dialogues, the Visitors' Centre and Europe Direct. We also do this by using a strategic media-mix the SPP, the Audiovisual (AV) studios as well as the social media network in Brussels and the Share Europe Online project in the Representations (and European Parliament Information Office (EPIOs)). Let's engage also within our own DG to break down silos and create a more collaborative workplace.

For 2014, **DG COMM has identified the following 5 key performance indicators (KPI)**[1]:

1. Percentage of EU citizens feeling European ((EfC) Impact indicator of the general objective 1).

2. EfC: Percentage of first time applicants (Result indicator of specific objectives 1 and 2 of "Fostering European Citizenship" activity).

3. Percentage of EU citizens having a positive, neutral or negative image of the EU (Impact indicator of the general objective 2).

4. Total number of visits to EUROPA website, i.e. inter-institutional and Commission domains including the Representations' and RAPID websites. (Result indicator of the specific objective 3 of "Communication actions" activity).

5. Budget execution by commitments with respect to the annual forecast (Result indicator of specific objective 1 of "Administrative support ' activity).

PART 3   GENERAL OBJECTIVES

GENERAL OBJECTIVES

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[1] For more details, please see the corresponding page through the Management Plan document.

General Objective 1: **To contribute to citizens' understanding of the Union, its history and diversity, to foster European citizenship and to improve conditions for civic and democratic participation at Union level**[2]	⊠Spending programme

Impact indicator 1: **Percentage of EU citizens feeling European**[3] (EB80 – Autumn 2013)		

Baseline (2013)	Milestone 2017	Target 2020
59% of EU citizens now feel European QD3.1. For each of the following statements, please tell me to what extent it corresponds or not to your own opinion. You feel you are a citizen of the EU - %EU ■Yes, definitely ■Yes, to some extent ■No, not really ■No, definitely not ■Don't know EB 80 Aut.2013: 20% / 39% / 26% / 14% / 1% EB 79 Sp.2013: 22% / 40% / 24% / 13% / 1% EB 78 Aut.2012: 22% / 41% / 23% / 13% / 1% EB 77 Sp.2012: 19% / 42% / 26% / 12% / 1% EB 75 Sp.2011: 23% / 39% / 24% / 12% / 2% EB 73 Sp.2010: 21% / 41% / 25% / 12% / 1%	Stable	Stable

[2] Source: Draft Council Regulation establishing for the period 2014-2020 the programme "Europe for Citizens" – Council document 12557/13 dated 17 September 2013. The European Parliament voted the consent on 19 November 2013.

[3] Source: Standard Eurobarometer.

General Objective 2: **To communicate to EU citizens EU policies by listening and engaging with citizens** **To enable better informed College decision making by feeding country specific information and analysis into the policy making process**		☒ Non-spending

Result indicator 1: **Percentage of EU citizens having a positive, neutral or negative image of the EU**[4]		
Baseline (2013)	Milestone 2017	Target 2020
	To contribute to improving and maintaining a positive image of the EU in the media and among citizens. 32%	Positive image of the EU ≥ 50%

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[4] Source: Standard Eurobarometer.

PART 4 SPECIFIC OBJECTIVES FOR OPERATIONAL ACTIVITIES

4.1. ABB ACTIVITY 16 02: FOSTERING EUROPEAN CITIZENSHIP

4.1.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

The EU's added value of the Europe for Citizens Programme can be demonstrated at the level of the individual actions of the new Programme:

In the case of "European remembrance" (strand 1), the programme supports activities that encourage reflection on European cultural diversity and on common values in the broadest sense. Funds may be made available for initiatives to reflect on the causes of totalitarian regimes in Europe's modern history[5] and to commemorate the victims of their crimes. This strand also encompasses activities concerning other defining moments and reference points in recent European history[6]. In particular, it gives preference to actions which encourage tolerance, mutual understanding, intercultural dialogue and reconciliation as a means of moving beyond the past and building the future, in particular with a view to reaching the younger generation.

In the case of "Democratic engagement and civic participation" (strand 2), the programme supports activities that cover civic participation in the broadest sense, and focuses in particular on structuring methods to ensure that funded activities have a lasting effect. It gives preference to initiatives and projects with a link to the Union political agenda. This strand may also cover projects and initiatives that develop opportunities for mutual understanding, intercultural dialogue, solidarity, societal engagement and volunteering at Union level. The aim is to increase the democratic participation of young people and the participation of women in political and economic decision-making.

In the case of "Valorisation", this covers horizontal dimension of the programme as a whole. It focuses on the analysis, dissemination, communication and valorisation of the project results from the above-mentioned two strands. Common tools are needed to collect best practices and ideas about how to strengthen remembrance, European citizenship and civic participation and facilitate the transnational exchange.

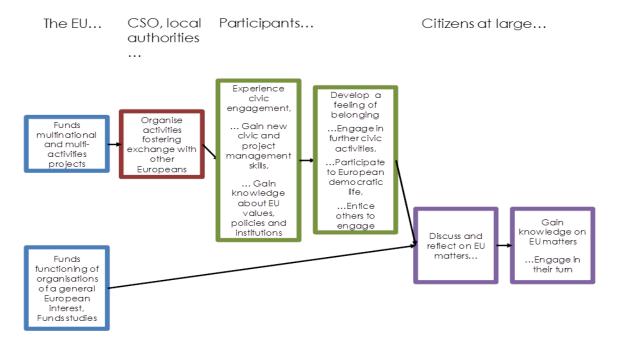[5] Especially but not exclusively Nazism which led to the Holocaust, Fascism, Stalinism and totalitarian communist regimes.
[6] Historical moments which will be commemorated in particular in 2014 will be the 100th anniversary of the beginning of World War I, the 25th anniversary of the Fall of the Berlin Wall and the 10 years of enlargement of the European Union to Central and Eastern Europe.

The implementation of the above funding actions is delegated to the Education, Audiovisual and Culture Executive Agency (EACEA).

The overall intervention logic of the programme is synthesised in the following diagram, representing the causal links between:

- the outputs (the "production" of the European Commission) on the left;

- the results on target groups (here the civil society organisations, local authorities, think tanks and EU networks and umbrellas);

- the intermediary impacts on direct beneficiaries (here the participants to the various organised activities);

- and the final (long term) expected impacts on direct and indirect beneficiaries (here citizens at large), on the right.

General intervention logic

The intervention logic of the programme reflects the nature of programme which does not, unlike for example the Erasmus programmes, target specific groups of EU citizens (ex. student(s) directly, but which works on the basis of multiplayer effect through different "diameters" of influence via (1) Civil Society Organisation, (2) participants to (3) Citizens at large. The funded projects provide the Commission with feedback of citizens' expectations (Listen), encourage project leaders to issue recommendations to policy makers (Advise) and increases democratic participation at EU level (Engage).

ABB ACTIVITY 16 02: FOSTERING EUROPEAN CITIZENSHIP					
Financial resources (€) in commitment appropriations			**Human resources**		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
24 947 000	N.A.	24 947 000	21[7]	2	23

4.1.2. SPECIFIC OBJECTIVES LINKED TO THE GENERAL OBJECTIVE N° 1

Specific objective 1[8]: **To raise awareness of remembrance, the common history and values of the Union and the Union's aim, namely to promote peace, the values of the Union and the well-being of its peoples, by stimulating debate, reflection and the development of networks[9]**	☒ Spending programme	
Result indicator 1: **The number of participants who are directly involved**		
Baseline (2013)	Milestone	Target
	2017	2020
100 000	100 000	100 000
Result indicator 2: **The number of persons indirectly reached by the programme**		
Baseline (2013)	Milestone	Target
	2017	2020
150 000	180 000	202 500
Result indicator 3: **The number of projects**		
Baseline (2013)	Milestone	Target
	2017	2020
31	68	77
Result indicator 4: **The quality of projects applications and the degree to which the results of selected projects can be further used, transferred**		
Baseline (2013)	Milestone	Target
	2017	2020
Lowest score obtained by a retained project: 80 Number of events organised: 50	81,6 85	83,2 95
Result indicator 5: **Percentage of first time applicants**		
Baseline (2013)	Milestone	Target
	2017	2020
Percentage of first-time applicants to the programme: 40 %	35% - 45%	35% - 45%

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[7] Including 2 posts detached to EACEA (detaches).

[8] Source: Draft Council Regulation establishing for the period 2014-2020 the programme "Europe for Citizens" – Council document 12557/13 dated 17 September 2013. The EP voted the consent on 19 November 2013.

[9] For indicators related to the specific objective 1, the source data is EACEA - Indicators, milestones and targets have been set out on the basis of a study launched by DG COMM in 2012-2013 in order to measure the impact of the Europe for Citizens programme – http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm.

Main outputs in 2014[10]		
Description	**Indicator**	**Target (2014)**
Structural support – Framework partnerships (4 years)	Number of operating grants	8
Remembrance projects	Number of projects	65

Specific objective 2[11]: **To encourage democratic and civic participation of citizens at Union level, by developing citizens' understanding of the Union policy making-process and promoting opportunities for societal and intercultural engagement and volunteering at Union level**[12]	⊠ Spending programme	
Result indicator 1: **The number of participants who are directly involved**		
Baseline (2013)	Milestone	Target
	2017	2020
1 000 000	1 000 000	1 000 000
Result indicator 2: **The number of persons indirectly reached by the programme**		
Baseline (2013)	Milestone	Target
	2017	2020
1 000 000	1 200 000	1 350 000
Result indicator 3: **The number of participating organisations**		
Baseline (2013)	Milestone	Target
	2017	2020
1 000	1 400	1 700
Result indicator 4: **The perception of the Union and its institutions by the beneficiaries**		
Baseline (2012)	Milestone	Target
	2017	2020
77% feel more European as a result of their participation in the "Europe for Citizens" programme	Stable at 77 %	Stable at 77 %
Result indicator 5: **The quality of projects applications**		
Baseline (2013)	Milestone	Target
	2017	2020
Lowest score obtained by a retained project: 71	72,4	73,9
Result indicator 6:**The percentage of first time applicants**		
Baseline (2013)	Milestone	Target
	2017	2020
Percentage of first-time applicants to the programme: 40 %	35% - 45%	35% - 45%

[10] The outputs are in line with the anticipated work programme 2014 presented to the future "Europe for Citizens" programme committee in the informal meeting held on 10 October 2013 and adopted by the College on 31/10/2013 (C(2013)7160).

[11] Source: Draft Council Regulation establishing for the period 2014-2020 the programme "Europe for Citizens" – Council document 12557/13 dated 17 September 2013. The EP voted the consent on 19 November 2013.

[12] For indicators related to the specific objective 2, the source data is EACEA - Indicators, milestones and targets have been set out on the basis of a study launched by DG COMM in 2012-2013 in order to measure the impact of the Europe for Citizens programme – http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm.

Result indicator 7: **The number of transnational partnerships including different types of stakeholders**		
Baseline (2013)	Milestone	Target
	2017	2020
Average number of types stakeholders: 1,3	At least 2 types of stakeholders	At least 2 types of stakeholders

Result indicator 8: **The number of networks of twinned towns**		
Baseline (2013)	Milestone	Target
	2017	2020
41	108	122

Result indicator 9: **The number and quality of policy initiatives following-up on activities supported by the Programme at the local or European level**		
Baseline	Milestone	Target
	2017	2020
Not measured before	2	2

Result indicator 10: **The geographical coverage of the activities**		
Baseline (2013)	Milestone	Target
	2017	2020
The comparison between the percentage of projects submitted by one Member State as a lead partner and the percentage of its population in the total population of the Union[13]: 13	19	23
The comparison between the percentage of projects selected per Member State as a lead partner and the percentage of its population in the total population of the Union[14]: 12	17	20
The comparison between the percentage of projects submitted by one Member State as a lead partner or co-partner and the percentage of its population in the total population of the Union[15]: 18	24	26

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[13] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %, NC = National coverage = % of projects submitted per member State as a lead partner / % of its population in the total population of the EU.

[14] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %,NC = National coverage = % of projects selected per member State as a lead partner / % of its population in the total population of the EU.

[15] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %, NC = National coverage = % of projects submitted per member State as a lead partner or co-partner / % of its population in the total population of the EU.

The comparison between the percentage of projects selected per Member State as a lead partner or co-partner and the percentage of its population in the total population of the Union[16]: 15	19	22

Main outputs in 2014[17]		
Description	**Indicator**	**Target (2014)**
Citizens' meetings	Number of projects	430
Networks Twinned Towns	Number of networks	103
Civil society projects	Number of projects	39
Structural support – Framework partnerships (4 years)	Number of operating grants	26
Peer reviews	Number of network meetings	2
Support structures in the Members states	Number of grants	33

4.2. ABB ACTIVITY 16 03: COMMUNICATION ACTIONS

4.2.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

Despite growing access to information from Member States provided by the fast developing communication environment and the new media, EU affairs are often reported only from a national point of view for a national audience. By providing citizens with information about European issues from a European point of view, but taking into account the country specific context, the Commission aims at increasing the knowledge and understanding of EU policies and activities in order to further engage citizens in the EU policy-making process.

Through its audio-visual communication tools the Commission offers citizens possibilities to inform themselves and find out about the political and legislative process of the EU, its results and how EU policy directly impacts on their daily lives.

The Commission is also to bringing the EU closer to the citizens, multipliers, media, politicians and other stakeholders by providing them, at local level, but from a European perspective, with clear information on the EU. Many actions are implemented with the European Parliament and the Member States, and the 500 Europe Direct Information Centres and through the 37 EC Representations and Regional Offices in Member States.

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[16] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %, NC = National coverage = % of projects selected per member State as a lead partner or co-partner / % of its population in the total population of the EU.

[17] The outputs are in line with the anticipated work programme 2014 presented to the future "Europe for Citizens" programme committee in the informal meeting held on 10 October 2013 and adopted by the College on 31/10/2013 (C(2013)7160).

Corporate/Institutional communication on the key political messages and achievements of the EU and the Commission is essential to attract, top-level new multipliers for example through the dissemination of information about the EU policy outcomes through multi-lingual digital and written information, and via a variety of communication tools and/or via the Visitor's Centre.

The rationalisation of the Commission's web presence[18] will transform digital communication. The aim is to create a coherent, relevant and cost-effective online presence for the Commission by 2015. In 2014, emphasis will be placed on cutting websites and content further, on developing a prototype for a new Commission website, including a new Commission newsroom.

Social media play an increasingly prominent role in social interaction, public dialogue and democratic life. Platforms like Facebook, Twitter, Google+ and EUTube have made it possible to share information and opinions on EU policies, to engage in debate, to campaign, and to connect with and build communities of interest across the EU and beyond. In 2014, social media will contribute to the European election campaign. DG COMM will provide advice and support to the new College in defining their social media strategy and provide all the relevant tools. At national level, the Representations will continue developing their social media presence, notably through the Share Europe Online project (jointly with the EPIOs), with a focus on local communication of EU affairs and building an online European Public Space.

Public opinion analysis and media monitoring as well as the Representations' country specific reporting on political and economic issues provides the Commission with data comparable across the EU that can in turn feed – upstream - into the policy making process. Additional feedback, like systematic media analysis contributes to the coherent, well-targeted long-term media relations strategy.

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[18] A Web Rationalisation Working Group was set up following the mandate received from the Secretary General in January 2013. It is led by DG COMM in partnership with DGT and DG DIGIT. It comprises interested DGs, viz. the 11 pilot DGs involved in the 2012 benchmarking study on improving the web presence of the Commission and 10 additional DGs. Ares(2013)372665 – 19/03/2013.

ABB ACTIVITY 16 03: COMMUNICATION ACTIONS					
Financial resources (€) in commitment appropriations			**Human resources**		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
95 730 000	N.A	95 730 000	478	413	891

4.1.2. SPECIFIC OBJECTIVES

Specific objective 1: **To ensure media coverage of the Commission through a pro-active media strategy and reactive engagement with media** ☒ Non- Spending		
Result indicator 1: **Number of press material issued (press releases, memos, speeches)**[19]		
Baseline (2013)	Milestone	Target
	2017	2020
3 492	2 500 - 3 000	2 500 - 3 000
Result indicator 2: **Number of press events organised (press conferences, VIP, technical briefings)**[20]		
Baseline (2013)	Milestone	Target
	2017	2020
319	200 - 250	200 - 250

Main outputs in 2014		
Description	**Indicator**[21]	**Target (2014)**
Pro-active engagement with the media: - Pro-active media strategy for the College, media action plans for individual College members and message in clear language on EU policy results. - Press material on the College's decisions, "Lines" to take' and briefing sheets on EU policy issues related to the work of the Commission. - President's speeches, including the State of the Union Address. - Daily press briefing "Midday briefing" and journalist briefings in Brussels, in EU Member States and worldwide. - Internal (news ahead) and external press planning tools (Top news, weekly calendar of visits and meetings by the Members of the Commission).		
Reactive engagement with the media: Respond to press enquiries, rebuttal, Myth-busting		
Plan and coordinate the timing of communication on the different policy issues.		
Accreditation of the journalists based in Brussels.		

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[19] Source: Rapid reporting – DG COMM A3.
[20] Source: DG COMM/SPP statistics.
[21] The relevant indicators will be defined in the first semester of 2014.

Specific objective 2: **Providing information to citizens explaining the direct impact of EU policies on their life**		⊠ Non- Spending

Result indicator 1[22]: **Average number of Euronews viewers per day (Europe)[23]**		
Baseline (Q1 2013)	Milestone	Target
	2017	2020
7,8 million	6 million	6 million[24]

Result indicator 2: **Average number of Euranet Plus listeners per day[25]**		
Baseline (Oct. 2013)	Milestone	Target
	2015	2016
20 million[26]	20 million	25 million[27]

Result indicator 3: **Number of multimedia productions downloads[28]**		
Baseline (September 2013)	Milestone	Target
	2017	2020
84 368	120 000	140 000

Result indicator 4: **Percentage of participants in EDICs events fully agreeing that they are better informed on EU issues[29]**		
Baseline (2011)	Milestone	Target
	2017	2020
60%	63%	65%

Result indicator 5: **Percentage of participants of events organised by the Representations agreeing that the event improved their knowledge on EU issues[30]**		
Baseline	Milestone	Target
	2017	2020
The measurement of the satisfaction rate will start in 2014[31]	63%	65%

Main outputs in 2014		
Description	**Indicator**	**Target (2014)**
Programmes on EU affaires	Number of broadcast minutes per year	60 000
Euronews in Arabic, Greek and Hungarian	Hours	24/24
Audio-visual productions and multimedia projects	Number of productions for the general public	100
News coverage	Number of EbS video items, photo reports and audio files produced	14 000

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[22] Euronews is an independent body partly funded by the European Commission. Therefore, this indicator does not reflect only DG COMM contribution but Euronews activity.

[23] Source: TV Eureka by Telmar-Peaktime quoted in Euronews reports.

[24] The target is lower that the baseline figure due to the facts that there is an evolution of the audience from TV to WEB view and also taking into account the number of the information channel in the same field.

[25] Euranet Plus is a radio network funded by the European Commission, abiding by a Charter of editorial independence.

[26] As stated by Euranet Plus in its latest report (Sep-Oct. 2013).

[27] Objective presented to DG COMM in the offer following the call for tender.

[28] Sources: AV Analytics and Web Analytics.

[29] Source: information provided by EDICs in their reporting based on the results of the obligatory evaluation of 50% of their activities.

[30] Source: Based on responses to questionnaires distributed after events.

[31] In 2014, COMM.B is going to start collecting the satisfaction rate and improved knowledge rate in the REPs through the events and actions questionnaire. Therefore the percentages in the MP 2014 are indicatives.

Measurement of media usage of audio-visual material	TV uptakes from EbS (in minutes)	40 000
Media library : conservation and availability to the public of audiovisual material (audio, video and photo), Web development	Number of archived audio, video and photo	28 500
Europe Direct Information Centres (EDICs)	Number of EDICs	500
Training, support and coordination of the Europe Direct information networks	Number of training days x number of participants	2 000
Organisation of events	Number of events	3 750
The European Public Spaces	Number of EPS	18

Specific objective 3: **Providing corporate communication and improving feedback to the Commission trough information analysis**	☒ Non- Spending	
Result indicator 1[32]: **Percentage of participants to the information visits to the Commission very satisfied with the visit**[33]		
Baseline (2012)	Milestone	Target
	2017	2020
69%	73%	77%
Result indicator 2: **Total number of visits to EUROPA website (inter-institutional and Commission domains including the Representations' and RAPID websites)**		
Baseline (2013)	Milestone	Target
	2017	2020
392 million[34]	550 million	670 million
Result indicator 3: **Growth in number of followers/fans/subscribers of the EU Commission Social media corporate accounts including the Representations'** [35]		
Baseline (2013)	Milestone	Target
	2017	2 020
Twitter – 172 000	300 000	750 000
Facebook – 230 000	450 000	800 000
Google+ - 711 000	1 300 000	1 800 000
EUTube – 22 500	40 000	80 000
Twitter (Representations) – 88 000	200 000	500 000
Facebook (Representations) – 150 000	350 000	700 000

[32] Ares (2012)1328106 – 04/10/2012 – This is a short term strategy, an interim evaluation of the Visitors Centre, is foreseen (see Annex 4) in order to put in place a better system of feedback and follow-up to the visits needs to be organised.
[33] Source: Evaluation forms filled in by each visiting group.
[34]Source: SAS Analytics (corporate data collection tool).
[35] Source: Engagor (corporate social media monitoring tool) and the data available on the social media platforms themselves.

Result indicator 4: **Web rationalisation Number of Commission websites and webpages (content) cut**		
Baseline (2013)	Milestone	Target
	2017	2020
50% of websites cut for 11 pilot DGs 30% of webpages cut for 11 pilot DGs	One coherent web presence for the entire Commission	One coherent web presence for the entire Commission

Result indicator 5: **Satisfaction rate on queries replied by the EUROPE DIRECT Contact centre (average rate of evaluations done by users after each query, the maximum rate being 16)**[36]		
Baseline (2013)	Milestone	Target
	2017	2020
13,2 / 16	13,3 / 16	13,4 / 16

Result indicator 6: **Number of on-line consultations of e-publications and distributed paper publications**[37]		
Baseline (2012)	Milestone	Target
	2017	2020
4 million	5 million	6 million

Result indicator 7: **Number of total visits to Eurobarometer website**[38]		
Baseline (September 2013)	Milestone	Target
	2017	2020
850 000	1 million	1 million

Impact indicator 8: **Number of political and economical reports and analysis produced**[39]		
Baseline (October 2013)	Milestone	Target
	2017	2020
940	1 000	1 100

Main outputs in 2014		
Description	**Indicator**	**Target (2014)**
Visits to the Commission	Number of visits	1 500
Management of audiovisual technical facilities	Number of AV products provided to the College (messages, interviews, statements, clips)	900
EUROPA main website and RAPID	Total number of visits to EUROPA website (inter-institutional and Commission domains including the Representations' and RAPID websites)	450 000
Social media EC corporate platforms	Growth in number of followers/fans/subscribers of the EU Commission Social media corporate accounts including Representations' (R)	Twitter 277 000 Facebook 370 000 Google+ 1 400 000 EUTube 28 500 Twitter (R) 120 000 Facebook (R) 207 000

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[36] Source: ratings extracted from the EDCC citizens' enquiries database and submitted in monthly reports.
[37] Source: Europa website statistics and OP.
[38] Source: SAS Analytics (corporate data collection tool).
[39] Source: Internal COMM.A3 and COMM.B2.

Web Rationalisation	Number of websites cut - all DGs Number of webpages cut (all DGs)	50% cut 30% cut
Representations electronic newsletters edited	Number of Representations electronic newsletters edited	580
Issued and printed publications (done by the Representations)	Number of issued and printed publications	85
Operation of the EUROPE DIRECT Contact Centre (EDCC)[40]	One contact centre accessible by telephone, e-mail online chat and SMS[41]	1
Publications, including Commission's General Report	Number of publications	50
Eurobarometer polls taken	Number of Eurobarometer polls taken	7

Specific objective 4: **To implement Corporate Communication** ☒ Spending **under the 2014-2020 Multiannual Financial Framework (MFF)**		
Result indicator 1 for the pilot in 2014: **Cumulative total number of people reached with the messages of an integrated communication campaign**[42]		
Baseline (2013)	Milestone	Target
	2014	2015
N/A	10 000 000*	15 000 000*
Result indicator 2 for the pilot in 2014: **Cumulative total number of people who are able to recall the messages of an integrated communication campaign**[43]		
Baseline (2013)	Milestone	Target
	2014	2015
N/A	1 000 000*	1 500 000*
Main outputs in 2014		
Description	**Indicator**	**Target (2014)**
Implementation of the 2014 pilot phase by procurement of an integrated communication campaign	Execution of the co-delegated budget by commitments and payments (latter depending on timing of the campaign and evaluation)[44]	100% for commitments 50% for payments

*These figures depend on the outcome of contract negotiations.

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[40]At the end of 2013, a contract was signed for the mid-term evaluation of the Brussels-based Europe Direct Contact Centre (EDCC), the sister service of the Europe Direct Network. The evaluation study will be conducted during the first half of 2014 and final results should be made available by the autumn of 2014 (See annex 4).

[41] http://europa.eu/europedirect/

[42] Source: ex-post evaluation of the pilot.

[43] Source: ex-post evaluation of the pilot.

[44] Subject to budget being made available on time by the contributing DGs.

PART 5   HORIZONTAL ACTIVITIES

Horizontal activities grouping a set of coordinating and support functions have been set for all services:

5.1.   "POLICY STRATEGY AND COORDINATION"ACTIVITY

5.1.1.   DESCRIPTION

The ABM/SPP process is coordinated so that DG COMM identifies priorities, objectives and indicators and delivers on commitments taken for each of the DG's Units/Directorates (HQ, SPP, REPs). The internal communication function supports in-house communication on the mission statement and on the global and specific objectives of this Management Plan and the evaluation function coordinates and follows up the DG's evaluation and other studies. (Details see annex 4).

As regards inter-institutional relations, coordination and facilitations of a constructive and efficient dialogue ensures the Commission's role in the inter-institutional communication in line with the political declaration "Communicating Europe in Partnership"[45].

The Internal Audit Capability (IAC)[46] will continue to provide independent, objective assurance and consulting services to the Director-General, designed to improve the operations of the DG by bringing a systematic, disciplined approach with the aim to evaluate and make recommendations for improving the effectiveness of governance, risk management and internal control processes – including promoting appropriate ethics and values within the organisation, ensuring effective organisational performance management and accountability.

The services of the media monitoring and media analysis Unit contribute significantly to the upstream information of the Commission's decision-makers.

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[45] OL C13 – 20.01.2009
[46] Ares(2012)1493370 – 14.12.2012

ABB ACTIVITY – POLICY STRATEGY AND COORDINATION[47]					
Financial resources (€) in commitment appropriations			**Human resources**		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
N.A	N.A	N.A	67	32	99

5.1.2. SPECIFIC OBJECTIVES

Specific objective 1: **Establish and maintain dialogue and cooperation channels with the other Institutions, the Member State and other inter-institutional stakeholders so that budgetary procedure and progress of initiatives put forward by the DG is smooth and efficient through the institutional system**[48]	☒ Non- Spending

Result indicator 1: **Total number of parliamentary questions, petitions and Ombudsman cases received and percentage of replies provided in time and respecting quality and new reply criteria**[49]	
Baseline (November 2013)	Target
	2014
100%	100%

Specific objective 2: **Implement the COM planning and programming process (SPP/ABM cycle) so that the DGs objectives are aligned with the DG's mission statement and the COM's key priorities and the DG contributes with its activities to the overall COM strategy in an effective, efficient and timed, coherent and accountable manner**[50]	☒ Non- Spending

Result indicator 1: **% of Units contributions to the timely delivery of ABM/SPP documents that are coordinated at the level of the Directorate and formally approved by the Director before insertion in the relevant SPP documents**	
Baseline (November 2013)	Target
	2014
100%	100% (all Directors involved)

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[47] The activity includes human resources from: COMM, COMM.DG, COMM.DGA, COMM.DG02, COMM.DG02.001, COMM.A, COMM.A1, COMM.A1.001/A.1.003, COMM.A3, COMM.A3.001 and COMM.002.

[48] Beyond Pre-GRI, EP / in particular CULT, AFCO, budget committees and MEP questions, Council/WPI, national parliaments, Ombudsman & petitions, IGI.

[49] Source: Internal COMM.002.

[50] Commission Work Programme, Management Plan, Annual Activity Report, and Bi-annual Management Report.

Specific objective 3: **Media Monitoring an analysis of media as an element of informed decision-making**	☒ Non- Spending

Result indicator 1: **Media items provided in the Daily Press Review/Daily News Summary (DPR/DNS)**[51]	
Baseline (October 2013)	Target
	2014
320 000	290 000
Result indicator 2: **Agency wires selected in the Latest Agency News (LAN)**[52]	
Baseline (October 2013)	Target
	2014
50 000	50 000

5.2.   "ADMINISTRATIVE SUPPORT" ACTIVITY

5.2.1.   DESCRIPTION

DG COMM's administrative support activities are handled by the Resources Directorate and Unit COMM.02 which include services provided to the Headquarters and to the Representations in the following fields: budgetary, accounting and financial matters; infrastructure, health and security issues (only Representations); human resources management; procurement and grant related questions; IT development (HQ) and IT infrastructure (Representations); internal communication and document management.

Unit COMM.D1 ensures the co-ordination and follow-up of the establishment of the budget including internal and external negotiations and supports efficient and professional budget implementation at the HQ and the Representations, including the coordination of the financing decision, its monitoring and the LPM[53] tasks. The accounting cell is a focal contact point for colleagues in the Representations and HQ, for DG BUDG and EP services. Unit D1 Logistic and security sectors assure optimal working environment in the Representations and antennas also ensuring the necessary follow-up of the inter-institutional relations with the European Parliament in the framework of the joint building policy for the Houses of Europe. Additionally the Unit ensures the necessary inter-institutional relation with the European

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[51] Source: JRC.
[52] Source: Internal COMM.A3.
[53] Local Profile Management.

Court of Auditors in the framework of the DAS, acting also as OLAF correspondent and coordinating the implementation of the new anti-fraud strategy[54].

Unit COMM.D2, on the one hand, supports the AIPN in decisions related to HR management: efficient and effective allocation of staff in line with the tasks and objectives of the DG; implements the measures related to the screening exercise with a view to identifying potential efficiency gains. On the other hand, the Unit advises and supports DG COMM's staff in all kind of individual professional questions like career development or mobility. The Unit also manages DG COMM's Learning and Development Programme.

Unit COMM.D3 consolidates the financial circuits as revised in spring 2012 – and implements the respective controls. The procurement and grant helpdesk team provides colleagues at the HQ and the Representations with useful information and advice in the specific field of procurement procedures. The Unit has launched externalisation of the ex-post controls which will materialise in audit missions for grants in the first half of 2014.

Unit COMM.D4 services are a paramount support to the missions and the general objectives of the DG, not only by offering Information System development in the HQ, but also by fully managing the IT infrastructure of the Representations. The IT strategy of DG COMM covers its partnership with DGs DIGIT and Translation in leading in the IT rationalisation in the External Communication domain and the Web rationalisation projects. DG COMM has enrolled in ITIC since January 2013, which is another initiative of the European Commission IT governance. DG COMM develops also the usage of cost saving IT technologies like the generalisation of Videoconferencing system for interacting with the Representations.

In Unit COMM.02 the internal communication and the document management functions contribute to staff engagement and flows efficient information and documents (including archiving).

ABB ACTIVITY					
Financial resources (€) in commitment appropriations			**Human resources**		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
1 185 000	122 303	1 307 303	97	13	110

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[54] Ares (2013)3763018 – 19/12/2013.

5.1.2. SPECIFIC OBJECTIVES

Specific objective 1: **Ensure sound financial management and the legality and regularity of operations**	☒ Non- Spending

Result indicator 1: **Budget execution by commitments with respect to the annual forecast**[55]

Baseline (2012)	Target
	2014
99,50%	Close to 100%

Result indicator 2: **Budget execution by payments with respect to the annual forecast**[56]

Baseline (2012)	Target
	2014
97,92%	More than 95%

Result indicator 3: **Payments executed within contractual payment deadlines**[57]

Baseline (2012)	Target
	2014
96 %	More than 95 %

Specific objective 2: **Recruit, integrate, train, assess and retain staff while promoting equal opportunities to develop their potential and enhance the effective and efficient operation of DG COMM**	☒ Non- Spending

Result indicator 1: **% of permanent staff leaving the DG before two years of employment**[58]

Baseline (2013)	Target
	2014
0,4%	<2%

Result indicator 2: **Staff satisfaction of the service and advise/assistance of the local HR Unit**[59]

Baseline (2013)	Target
	2014
73,7% [60]	75%

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[55] Source: Report 2012 on budgetary outturn (http://www.cc.cec/budg/bud/finrep/financial-reports-2012-en.html
[56] See previous footnote.
[57] See previous footnote.
[58] Source: Extrapoled figures (01/01-31/10/2013) on an annual basis.
[59] Source: Satisfaction Survey 2013 (Data from central Staff Opinion Survey).
[60] Satisfaction Survey 2013 (Data from central Staff Opinion Survey).

Specific objective 3: **Ensure effective management of the DG's infrastructure (IT, document management, mail, delivery and for the Representations: security and buildings) and become an environmentally responsible organisation**	☒ Non- Spending

Result indicator 1: Satisfaction of users (HQ and Representations) with IT applications developed by the IT Unit forecast[61]

Baseline (2013)	Target
	2014
81%	More than 75%

Result indicator 2: Satisfaction of Operational Units and Representations with the services of the D3 local helpdesk (support on procurement and grant processes)[62]

Baseline (2013)	Target
	2014
75 %	More than 75 %

Result indicator 3: Representations' satisfaction with the logistics services (infrastructure, procurement support, security, safety and health) provided by Unit D1[63]

Baseline (2013)	Target
	2014
84 %	More than 80 %

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[61] Satisfaction survey realised by COMM.D among HoU from HQ and HoA from REPs. Ares (2013)3544283 - 22.11.2013.

[62] See previous footnote.

[63] See previous footnote.

ANNEX 1.   PRIORITISED INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT

Table Summarising Priority ICS

Priority Control Issues			(4) *Summarise the relevant requirements and/or effectiveness criteria*	(5) *Control issues and planned measures to improve or develop controls*
(1) Prioritised in MP 2013	*(2) Effectively implemented*	*(3) Internal Control Standards*		
Y	*Y*	*ICS 2Ethical and Organisational Values*	*Management and staff should be aware of and share appropriate ethical and organisational values and uphold these through their own behavior and decision-making.*	*Awareness raising measures on ethics issues and anti-fraud culture* *Questionnaires to staff in Representations and Units of the Headquarters/SPP.* *Implementation of Action Plan of Anti-Fraud Strategy*
N	*Y*	*ICS 8 Processes and Procedures*	*The DG's processes and procedures used for the implementation and control of its activities should be effective and efficient, adequately documented and compliant with applicable provisions. They should include arrangements to ensure segregation of duties and should track and give prior approval to control overrides or deviations from policies and procedures.*	*Awareness raising measures on ICS 8, non-compliance and exception report register* *Survey or interviews of Heads of Administration, HoR and HoUs (report to senior management)* *Ex ante and ex post controls on-the-desk and on-the-spot.*
N	*Y*	*ICS 15: Assessment of Internal control Systems*	*Management assess the effectiveness of the DG's key internal control systems, including the processes carried out by implementing bodies, at least once a year.*	*Awareness raising measures on internal control system* *Self-assessments of Heads of Administration, HoR/DepHoR and HoU/DepHoU (sponsored by senior management) of the DG's internal control systems to increase understanding of Internal Control and Risk Management, possibly complemented by staff survey on internal control issues*

Compiling the table:

Column (1) Indicate with a Y or N whether the standard was prioritised in the previous year's MP (MP 2013), and
Column (2) Indicate with a Y or N whether the standard is considered as effectively implemented.
Note: A standard may also be prioritised due to the inherent risks of the DG's operations (even if there was no control weakness in the previous year).
Column (3) The reference number and title of the priority ICS.
Column (4) Briefly describe the aspects part of the standard that will be the focus of management attention (referring to the Commission's requirements, effectiveness criteria and efficiency measures if appropriate).
Column (5) How the controls are being implemented in the DG and what is planned to and the measures taken either to ensure compliance, to improve effective implementation or to improve efficiency of the associated controls.

ANNEX 2. PLANNING OF EVALUATIONS AND OTHERS STUDIES

N°	Title	Context, Intended Use	Type of Evaluation or Studies			Timing		Associated DGs	Planned Cost
		CWP, Fitness Check, required by legal basis, other (specify)	Prospective (P) or Retrospective (R)	External (E), internal (I), internal with external support (I&E)	Expenditure programme (E), regulatory instrument ®, Communication activity (O), Internal Commission activity (I)	Start (month/year)	End (month/year)		K euros
I. Ongoing evaluation (work having started in previous years)									
1	Evaluation of the Management Partnership scheme (Horizontal evaluation)	Required by the Implementing Rules	P & R	E	O	03/2013	01/2014		99.375 K€
2	Evaluation of the EYC2013	Legal basis	R	E	O	07/2013	07/2014		129.70 K€
3	Interim evaluation of the EJC Framework contract (FwC) PO/2010-24/A6 – Information Events for Journalists	Information seminars organised under this FwC by the European Journalism Centre-to analyse the performance of the contact	P	E	O	09/2013	03/2014		133 K€
4	Euronews	Interim evaluation of Euronews	P & R	E	O	10/2013	05/2014		217.85 K€
5	Europe Direct Contact Centre	The evaluation will assess the operation of the EDCC with a view to informing a future procurement procedure to renew the ECC Framework Contract.	P & R	E	O	12/2013	09/2014		<200 K€

II. Evaluations planned to start in 2014 or later										
6	Share Europe Online	Evidence-based assessment	P & R	E	O	Q1/2014	Q3/2014		<100 K€
7	Evaluation of effectiveness of AV services for external communication	Interim evaluation of AV services	P	E	O	Q1/2014	Q3/2014		<200 K€
8	Euranet Plus	Interim evaluation of Euranet Plus	P & R	E	O	05/2014	Q4/2014		150 K€
9	Evaluation of Visitors Centre	Interim evaluation of the Visitors Centre of the Commission	P & R	E	O	Q3/2014	Q6/2015		<150 K€
10	Evaluation of corporate communication pilot action SEC(2013)486	To inform the College, CSB and ECN on progress/lessons learnt ahead of any action in 2015	P & R	E	O	07/2014	02/2015		350 K€
11	Mid-term evaluation of the "Europe for Citizens" programme	Legal basis	R & P	E	E	12/2015	02/2017		200 K€
III. Other ongoing or planned studies										
12	Evaluation of the Visual Identity	Survey of stakeholders	P & R	E	I	10/2013	12/2014		52 K€
13	Measuring EC Communication: Technical and Methodological Report	Report and toolkit on the measurement and evaluation of the EC's communication activities	P & R	I&E	I	12/2013	09/2014		174.86 K€
14	Standard Eurobarometers	Biannual survey of public opinion on EU	P & R	E	O	6/2014 & 11/2014	7/2014 & 12/2014		4.000 K€
15	Eurobarometer 20 years membership	Flash survey for REs in AT, SE, SF	P & R	E	O	10/2014	12/2014		500 K€

ANNEX 3. FRAMEWORK FOR MONITORING, EVALUATION AND REPORTING ON SPENDING PROGRAMMES IN THE MFF 2014 - 2020

Table 5.1

Title spending programme:	"Europe for Citizens" programme

	The adoption of the draft Council Regulation establishing for the period 2014-2020 the "Europe for Citizens" programme is expected in February 2014. The final adoption is subject to the adoption of the text by the United Kingdom.
	
	The new programme integrates the recommendations of the mid-term evaluation of the 2007-2013 programme, in particular the need for strengthening the policy impact of the programme for closer link to the key topics on the EU agenda, for coherence with a view to improving European governance and to exploit synergies with other EU programmes and policies.
	
	In 2012, DG COMM launched a study in order get a comprehensive approach and system of indicators that could be used to assess the impacts of the "Europe for Citizens" 2014-2020 programme (http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm. In the frame of this study, monitoring indicators have been developed and the overall intervention logic of the programme has been produced and describes the causal links between:
	
	  1. the outputs (the "production" of the European Commission);
	  2. the results on target groups (here the civil society organisations, local authorities, think tanks and EU networks and umbrellas);
	  3. the intermediary impacts on direct beneficiaries (here the participants to the various organised activities);
	  4. and the final (long term) expected impacts on direct and indirect beneficiaries (here citizens at large).
	
	Specific intervention logics for each strands of the programme have been also produced in the frame of this study, taking into account that the Union added value of the "Europe for Citizens" programme can be demonstrated at the level of its individual actions: European remembrance, democratic engagement and civic participation and valorisation.
	
	The management of the programme and the majority of actions will be centrally managed by an executive agency (EACEA). Quarterly monitoring reports will be provided by EACEA while annual activity reports will be provided by DG COMM to the "Europe for Citizens" programme committee, composed by Member States and participating countries.
	
	The data will be collected mainly on the basis of the elements requested in the applications (ex-ante) and final reports (ex-post). Both applications and reports are submitted on electronic form (the process is paper-less) which simplify the collection of data through a database and the Business Objects system and allow a rapid global synthesis of the data itself. Furthermore, projects' visits in situ favours the direct monitoring of projects and verification of indicators.
	
	Type of info available in the monitoring reports will be related to success rate, time to award and contract, budgetary execution, geographical coverage, number of participants.
	
	In line with Article 15 of the draft Council Regulation establishing for the period 2014-2020 the "Europe for Citizens" programme, the Commission will submit:
	
	- by 31 December 2017 an interim evaluation report on the results obtained and on the qualitative and quantitative aspects of the implementation of the programme, including the long term impacts of the predecessor programme (taking into account that the ex-post evaluation report for the "Europe for Citizens" 2007-2013 programme is not envisaged);
	
	- by 1st July 2023 an ex-post evaluation.

	General and specific objectives, indicators, milestones and targets
GENERAL OBJECTIVE 1*	**To contribute to citizens' understanding of the Union, its history and diversity, to foster European citizenship and to improve conditions for civic and democratic participation at Union level.**

Impact indicator:	Baseline 2013	Milestone 2017	Long term target 2020
Percentage of EU citizens feeling European	59 % (EB 80 - autumn 2013)	Stable	Stable

SPECIFIC OBJECTIVE 1[64]	**To raise awareness of remembrance, the common history and values of the Union and the Union's aim, namely to promote peace, the values of the Union and the well-being of its peoples, by stimulating debate, reflection and the development of networks.**

Indicator 1:	**The number of participants who are directly involved**	
Baseline 2013	**Milestones 2017**	**Target 2020**
100 000	100 000	100 000

Indicator 2:	**The number or persons indirectly reached by the programme**	
Baseline 2013	**Milestones 2017**	**Target 2020**
150 000	180 000	202 500

Indicator 3:	**The number of projects**	
Baseline 2013	**Milestones 2017**	**Target 2020**
31	76	87

Indicator 4:	**The quality of the projects applications and the degree to which the results of selected projects can be further used, transferred**	
Baseline 2013	**Milestones 2017**	**Target 2020**
Lowest score obtained by a retained project: 80 Number of events organised: 50	81,6 85	83,2 95

Indicator 5:	**Percentage of first time applicants**	
Baseline 2013	**Milestones 2017**	**Target 2020**
Percentage of first-time applicants to the programme: 40%	35% - 45%	35% - 45%

SPECIFIC OBJECTIVE 2[65]	**To encourage the democratic and civic participation of citizens at Union level, by developing citizens' understanding of the Union policy making-process and promoting opportunities for societal and intercultural engagement and volunteering at Union level.**

Indicator 1:	**The number of participants who are directly involved**	
Baseline 2013	**Milestones 2017**	**Target 2020**
1 000 000	1 000 000	1 000 000

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[64]For indicators related to the specific objective 1, the source data is EACEA - Indicators, milestones and targets have been set out on the basis of a study launched by DG COMM in 2012-2013 in order to measure the impact of the Europe for Citizens programme – http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm.

[65]For indicators related to the specific objective 2, the source data is EACEA - Indicators, milestones and targets have been set out on the basis of a study launched by DG COMM in 2012-2013 in order to measure the impact of the Europe for Citizens programme – http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm.

Indicator 2:	The number or persons indirectly reached by the programme	
Baseline 2013	**Milestones 2017**	**Target 2020**
1 000 000	1 200 000	1 350 000

Indicator 3:	The number of participating organisations	
Baseline 2013	**Milestones 2017**	**Target 2020**
1 000	1 400	1 700

Indicator 4:	The perception of the Union and its institutions by the beneficiaries	
Baseline 2012	**Milestones 2017**	**Target 2020**
77 % feel more European as a result of their participation in the "Europe for Citizens" programme	Stable at 77 %	Stable at 77 %

Indicator 5:	The quality of project applications	
Baseline 2013	**Milestones 2017**	**Target 2020**
Lowest score obtained by a retained project: 71	72,4	73,9

Indicator 6:	The percentage of first time applicants	
Baseline 2013	**Milestones 2017**	**Target 2020**
Percentage of first time applicants to the programme: 40 %	35% - 45%	35% - 45%

Indicator 7:	The number of transnational partnerships including different types of stakeholders	
Baseline 2013	**Milestones 2017**	**Target 2020**
Average number of types stakeholders: 1,3	At least 2 types of stakeholders	At least 2 types of stakeholders

Indicator 8:	The number of networks of twinned towns	
Baseline 2013	**Milestones 2017**	**Target 2020**
41	108	122

Indicator 9:	The number and quality of policy initiatives following-up on activities supported by the Programme at the local or European level (source: peer reviews)	
Baseline 2013	**Milestones 2017**	**Target 2020**
Not measured before	2	2

Indicator 10:	The geographical coverage of the activities	
Baseline 2013	**Milestones 2017**	**Target 2020**
The comparison between the percentage of projects submitted by one Member State as a lead partner and the percentage of its population in the total population of the Union[66]: 13	19	23
The comparison between the percentage of projects selected per Member State as a lead partner and the percentage of its population in the total population of the Union[67]: 12	17	20

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[66] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %. NC = National coverage = % of projects submitted per member State as a lead partner / % of its population in the total population of the EU.

[67] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %. NC = National coverage = % of projects selected per member State as a lead partner / % of its population in the total population of the EU.

The comparison between the percentage of projects submitted by one Member State as a lead partner or co-partner and the percentage of its population in the total population of the Union[68]: 18	24	26
The comparison between the percentage of projects selected per Member State as a lead partner or co-partner and the percentage of its population in the total population of the Union[69]: 15	19	22

Monitoring and reporting arrangements	
Describe how progress on achieving milestones and targets of each objective is tracked	Regular reports from the Education, Audiovisual and Culture Executive Agency (EACEA) with detailed information on the different indicators. DG COMM will monitor the policy impact of the programme, its links to the key topics on the EU agenda, its coherence and synergies with other EU programmes and policies and will report on these aspects in the annual activity reports submitted to the Programme Committee. The data will be collected mainly on the basis of the elements requested in the applications (ex-ante) and final reports (ex-post). Both applications and reports are submitted on electronic form (the process is paper-less) which simplify the collection of data through a database and the Business Objects system and allow a rapid global synthesis of the data itself. Furthermore, projects' visits in situ favours the direct monitoring of projects and verification of indicators. Ad hoc reports can be generated upon specific request.
Actors involved in monitoring (e.g. Member States, stakeholders)	The Education, Audiovisual and Culture Executive Agency (EACEA) which will manage the implementation of the programme in cooperation with Commission DGs taking also into account stakeholders and beneficiaries of the programme.
Issues covered in subsequent monitoring reports (e.g. implementation aspects, immediate results)	Programme management and implementation aspects: number of call for proposals launched, results of each selection, time to commit, to award, to contract and to pay, monitoring visits. Progressively during the programme period, more information should become available on immediate results as well as intermediate results towards the fulfilment of the objectives of the programme and assessment of quality of its outputs and impacts. The Unit C1 of the EACEA is available to provide more information on performance during the programme period to assess the quality of the impact on the basis of the established indicators.
Planned **use** of information (e.g. AARs, spending programme adjustments)	The information will be used for the annual activity report to be provided each year to the "Europe for Citizens" programme committee and for the annual activity report to be established by DG COMM. The information may be used to finetune the implementation of the programme if needed.
Frequency of reporting (e.g. annual, or every 2 years)	Quarterly reports from the EACEA and annual activity report by DG COMM.

Indicate the availability of reports in the timeline	2014	2015 XXX	2016 XXX	2017 XXX	2018 XXX	2019 XXX	2020 XXX

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[68] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %. NC = National coverage = % of projects submitted per member State as a lead partner or co-partner / % of its population in the total population of the EU.

[69] Geographical coverage at EU level = number of Member States for which 90 % < NC < 110 %. NC = National coverage = % of projects selected per member State as a lead partner or co-partner / % of its population in the total population of the EU.

Evaluations of the spending programme	
Per evaluation indicate: **1. Deadline** (e.g. 2017) **2. Type** (e.g. mid-term or ex-post, incl. ex-post evaluations of previous MFF period!) **3. Main issues** addressed (e.g. effectiveness, efficiency, EU added value) and **coverage** (e.g. spending programme, priorities, themes)	"Europe for Citizens" programme 2014-2020 – mid-term evaluation 1. No later than 31 December 2017 2. Mid-term evaluation 3. Will cover the results obtained and the qualitative and quantitative aspects of the implementation of the "Europe for Citizens" programme, including the long term impacts of the predecessor programme (taking into account that the ex-post evaluation report for the "Europe for Citizens 2007-2013 programme is not envisaged); The main issues addressed will be: 1. Relevance: Appropriateness of the explicit objectives of an intervention, with regard to the socio-economic problems the intervention is meant to solve. 2. Internal coherence: Correspondence between the different objectives of the same intervention (internal coherence implies that there is a hierarchy of objectives, with those at the bottom logically contributing towards those above) and adaptation of the inputs (resources) to the objectives. 3. External coherence: Correspondence between the objectives of an intervention and those of other public interventions which interact with it. 4. Effectiveness: The fact that expected effects have been obtained and that objectives have been achieved (an effectiveness indicator is calculated by relating an output, result or impact indicator to a quantified objective). The need for strengthening the policy impact of the programme, for closer link to the key topics on the EU agenda, for coherence with a view to improving European governance and to exploit synergies with other EU programmes and policies should also be assessed (in the frame of the Programme's objectives). 5. Efficiency: The fact that the effects were obtained at a reasonable cost. 6. Utility: The fact that the impacts obtained by an intervention correspond to society's needs and to the socio-economic problems to be solved. 7. Sustainability: The ability of effects to last in the middle or long term. 8. Added value: The principle which justifies that a public authority decides to implement an intervention rather than to leave it up to private initiative or another public authority.
4. Planned use of evaluation results (e.g. remedial action, preparation of a successor) **5. Actors involved**	4. The evaluation results will be used to finetune, if needed, the implementation of the programme. . Possible use for the preparation of a possible successor programme as from 2020 onwards. 5. Stakeholders, beneficiaries and "Europe for Citizens" contact points in the Member States will be involved in the evaluation process. "Europe for Citizens" programme 2014-2020 – ex-post evaluation 1. By 1st July 2023 2. Ex-post evaluation 3. Full coverage of all "Europe for Citizens" 2014-2020 programme: implementation and achievements, as well as the longer-term impacts and sustainability 4. Possible use for remedial action for the possible successor programme as from 2020 onwards. 5. Stakeholders, beneficiaries and "Europe for Citizens" contact points in the Member States will be involved in the evaluation process.

*The part on objectives, milestones follows the structure of the Programme Statements

ANNEX 4. COMMUNICATION STRATEGY

To ensure coherence and consistency of the Commission's corporate communication message, DG COMM coordinates the line-DGs Communication Strategies 2014 as follows:

1. An executive summary (max. 2 pages) of the DG's communication priorities linked to the 7 corporate themes and/or to the general or specific policy objectives of DGs. This overview should focus on the rational justifying the communication initiatives and highlight a few key communication actions. The executive summary may contain details about internal communication measures where relevant/necessary. The executive summary is intended for the management and for publication together with the MP where relevant.

2. The executive summary is underpinned by detailed planning information submitted by DGs using the dedicated COMM Planning SharePoint platform[70] by entering relevant data in the "Planning 2014" section. The link to the site is:

https://myintracomm-collab.ec.europa.eu/networks/commservices/default.aspx

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[70] For questions about the COMM Planning SharePoint platform, please contact COMM/A1.