



# MANAGEMENT PLAN

# 20 17

## DG COMMUNICATION



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## INTRODUCTION

The State of the Union Speech of President Jean-Claude Juncker on 14 September 2016 made clear that 2017 is time to deliver a "Europe that protects, a Europe that preserves the European way of life", and a "Europe that empowers and defends". The State of the Union Speech as well as the Letter of Intent sent to European Parliament President Schulz and Slovak Prime Minister Fico on 14 September put forward an agenda with a list of concrete initiatives for the months ahead, as detailed in the Commission Work Programme 2017<sup>1</sup> and highlighted in the Joint Declaration on the EU's legislative Priorities signed on 13 December 2016<sup>2</sup>.

To this end, Directorate-General for Communication (DG COMM) will continue playing a vital role on delivering the European Commission's core messages with clarity and strength, focussing on concrete actions that are important for European citizens and national Parliaments, as re-confirmed in the Bratislava Declaration adopted by the Heads of State or Government of 27 Member States on 16 September 2016.

By providing corporate and horizontal services, DG COMM has no direct responsibility for policy making or programme implementation. Therefore, the DG COMM Strategic Plan for 2016-2020<sup>3</sup> focuses on one general objective, to which it makes a direct contribution: "To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents"<sup>4</sup>. This encompasses continuous actions to ensure that the citizens perceive the EU is working to improve their lives and engage with the EU, that they feel that their concerns are taken into consideration in the European decision making process and they know about their rights in the EU.

The 2017 Management Plan of DG COMM aligned to its 2017 Work Programme / Financing Decision<sup>5</sup> supports the main political priorities identified in the Political Guidelines as well as in the Commission Work Programme for 2017.

The DG COMM priorities for 2017 will include defining and implementing DG COMM's new role as domain leader for external communication<sup>6</sup>, determining new ways of working with the DGs to achieve synergies and efficiencies and a more strategic approach to communication to support the political priorities.

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<sup>1</sup> COM(2016) 710 final - 25/10/2016.

<sup>2</sup> Signed on 13 December 2016 in Strasbourg by M. Schulz (President of the European Parliament), R. Fico (President of the Council) and J.C. Juncker (President of the European Commission).

<sup>3</sup> [http://ec.europa.eu/atwork/synthesis/amp/index\\_en.htm](http://ec.europa.eu/atwork/synthesis/amp/index_en.htm)

<sup>4</sup> Ares(2016)2183954 of 10/05/2016 (DG COMM Strategic Plan 2016 – 2020 / Management Plan 2016).

<sup>5</sup> C(2016) 8443 - 19/12/2017.

<sup>6</sup> SEC(2016)170 - 04/04/2016.

## MISSION STATEMENT

### **DG COMM MISSION STATEMENT:**

***Listen – Advise – Engage***

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

This mission statement of the Directorate-General for Communication, as developed in a participatory process, was reconfirmed in the Working Methods agreed between the President's Cabinet and the Director-General in March 2015.<sup>7</sup>

Being a Presidential Service, the Directorate-General for Communication has steered the process to streamline and define one sole overarching Commission-wide objective for external communication in the Management Plans 2016 and respective reporting on the Annual Activity Reports 2016, aligned with the new political environment, its increasing expectations and its role as domain leader for external communication.

Beyond the Strategic objectives, defined in DG COMM's Strategic Plan 2016 – 2020, the objectives, outputs and actions defined in DG COMM's Management Plan 2017 are anchored in:

- ***Commission Work Programme (CWP) 2017***<sup>8</sup>: In a joined-up approach, DG COMM is leading communication activities on the priority "Jobs and Growth" as well as on the projects "60 years anniversary" and "EU Solidarity Corps" whilst co-chairing with DG EAC the work on "Erasmus 30 anniversary", with DG EMPL on the "Social Pillar", with CNECT on "WiFi4EU" and with DG HOME on "Security and Migration". For other political priorities as also defined in the Joint Declaration of 13 December 2016, DG COMM advises DGs on their communication activities.
- ***Communication to the Commission on Corporate communication action in 2017-2018 under the Multiannual Financial Framework 2014-2020***<sup>9</sup>: DG COMM will implement the communication together with all contributing DGs. Requests for services will be launched for one or more integrated corporate communication campaigns under DG COMM's integrated communication framework contract. Part of the corporate communication budget set out by the Communication will be implemented

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<sup>7</sup> Ares(2015)1065806 - 10/03/2015.

<sup>8</sup> COM(2016) 710 final - 25/10/2016.

<sup>9</sup> C(2016)6838/1 - 25/10/2016.

through other types of local actions, mainly by the Representations. This is the budgetary and policy framework for communicating on the College's priorities, broadening the scope of the corporate approach and delivering on the State of the Union 2016 and the Bratislava Roadmap for 2017, aligned to the Commission's Work Programme 2017, the political environment and responsive to citizens' concerns.

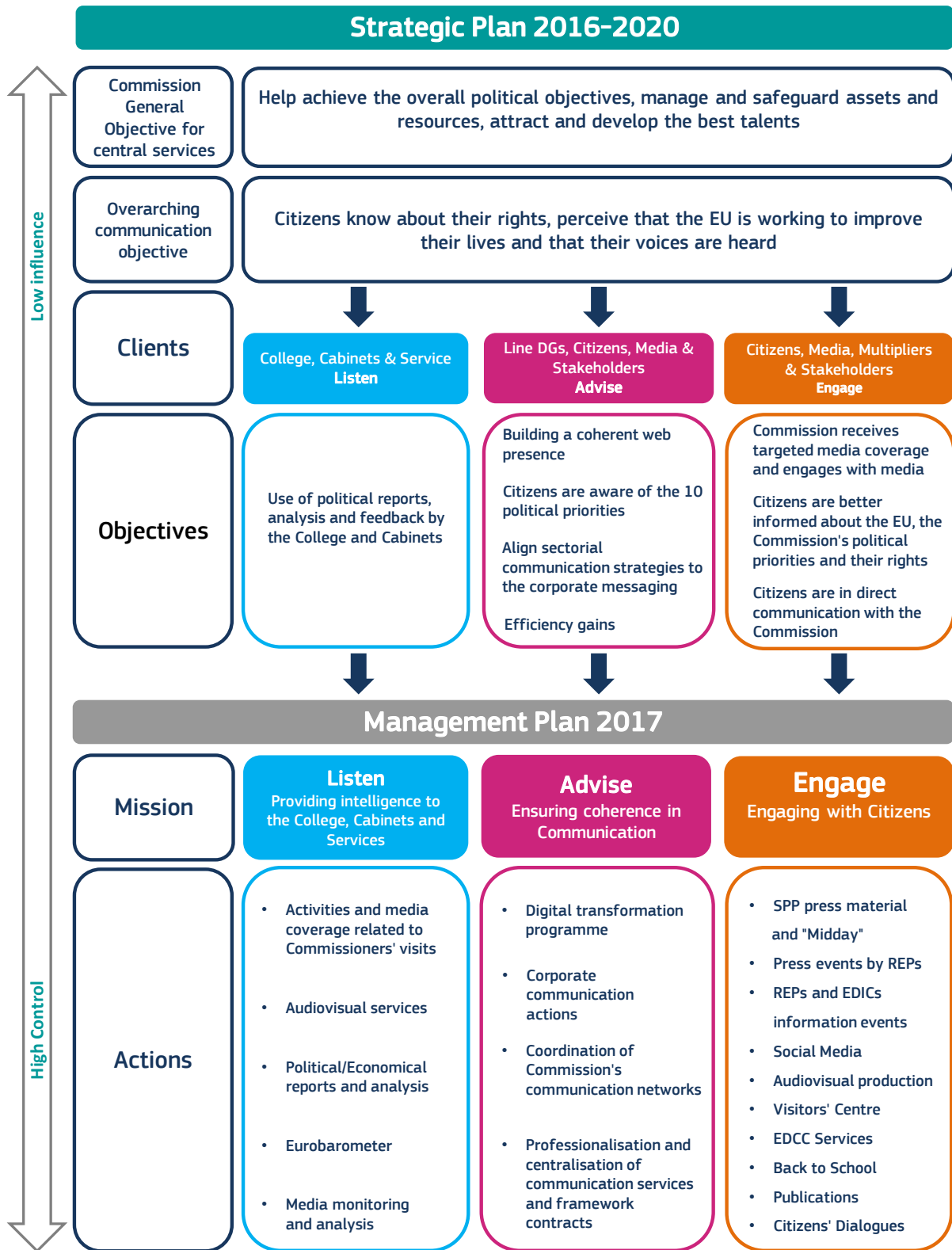
- **Communication on Synergies and Efficiencies in the Commission – New Ways of Working**<sup>10</sup>: DG COMM, together with DG HR for internal communication, as domain leader have put in place new governance structures (Corporate Communication Steering Committee and Communication Network) leading a joined-up approach with DGs, defining parameters for implementing a right of consent as well as centralisation of communication framework contracts, implementing a new Commission web presence as well as developing a structured Domain Professionalization Programme. Through this approach, DG COMM will play a key role in ensuring that communication actions of other DGs support the political priorities of the College.

The intervention logic below depicts DG COMM objectives for different client groups for the planning period 2016 – 2020. From these strategic objectives flow the main planned outputs and actions for year 2017 as described in Part 1 of this Management Plan. They all contribute to achieving above-mentioned general objective and the dedicated overarching objective for external communication.

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<sup>10</sup> SEC(2016)170 - 04/04/2016.

# DG COMM – Planning for Success



\* For more information visit the 'Strategic Planning & Programming' section on MyDGCOMM

## PART 1. MAIN OUTPUTS FOR THE YEAR

In 2017, activities will focus on the political priorities as set out in the 2014 Political Guidelines for the Commission, the 2016 State of the Union Speech and in the 2017 Commission Work Programme in line with the Bratislava Declaration.

### DG COMM AS EXECUTIVE SERVICE

DG Communication provides the College, Cabinets and services with evidence for better understanding and reporting on European Union affairs, and offers tools to increase the visibility of the policies and activities of the Union.

In 2017 the main activities/outputs will concern:

- **Representations' Country Strategies** anchor their communication, political reporting and intelligence gathering in the 10 priorities of the Juncker Commission, in terms of reporting and briefings and programme design (visiting Commissioners). Representations also steer communication and media activity, with a particular focus on analysing audiences to identify those that are particularly "hard to reach". Representations are engaged in a mapping exercise and work with other DGs to explore how to target better communication material produced on selected political priorities.
- **Analysis of trends in public opinion via Eurobarometer** surveys are carried out in the Member States and, when relevant, in the candidate countries and/or in other countries, covering generic or ad hoc studies addressing specific themes and/or specific target groups, as well as qualitative surveys.
- **Media monitoring and analysis services** provide on a daily basis throughout the year, rapid, relevant and up-to-date information and alerts based on media and press agencies reports as well as more in-depth quantitative and qualitative media analysis on the media impact of Commission priority policies in Member States covering all media types (print press, online media, audio visual media and social media) which are presented to senior staff in different types of reports and summaries.
- In view to continuously improve its communication products and services, DG COMM's puts in place monitoring systems and carries out regularly evaluations<sup>11</sup> that provide key data and knowledge allowing for evidence-based decision-making in the management of communication activities.

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<sup>11</sup> As example on Eurobarometer.

**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**

**Main outputs in 2017:**

**Important items from work programmes/financing decisions/operational programmes**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/Service</b>
Activities related to Commissioners' visits and roadshows in Member States	Number of Commissioners' activities in Members States on Commission's priorities (Events&Actions database) <sup>12</sup>	1 500	B
Representations political reporters and ESOs <sup>13</sup> produce a variety of political and economic reports and analysis	Country profiles: number of hits/downloads <sup>14</sup>	Not yet available	B
	Political reports	500	B
	Weekly summaries of political reports	48	B
	Horizontal reports	35	B
Management of audiovisual technical facilities <sup>15</sup>	Weekly reports to the president	48	B
	Number of audio-visual products provided to the College (messages, interviews, statements, clips, Google hangouts)	650	A4
	Number of hours provided in Electronic News gathering (TV Crews)	3500	A4
	Number of hours of shooting in COMM studios/VIP corner/press room	4500	A4
	Number of hours in video editing	8000	A4

<sup>12</sup> Political consultations and meetings, press conferences, interviews, articles, lectures, presentations, participation in debates.

<sup>13</sup> ESO – European Semester Officer.

<sup>14</sup> 2016 should serve as the reference year for determining realistic figures for the use of Country profiles in the Commission as the whole system of Political Reporting is being upgraded.

<sup>15</sup> Audio-Visual studios of the Commission (2 TV studios-1 radio studio).



A full programme of 28 opinion poll surveys (Eurobarometer) <sup>16</sup>	Percentage of programmed opinion polls implemented	80% <sup>17</sup>	A1
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	A3

## DG COMM AS CORPORATE SERVICE

DG COMM works on behalf of the President to promote effective **corporate communication services**, to support delivery on the 10 political priorities and the President's agenda for 2017, as outlined in the 2016 State of Union Speech. DG COMM coordinates corporate communication activities with other EU Institutions according to the Commission's *Communication on corporate communication action in 2017-2018*<sup>17</sup>. These corporate services can be broken down into the four specific objectives:

- Specific objective 1: Building a coherent web presence of the European Commission, by implementing the digital transformation programme.
- Specific objective 2: Citizens are aware of the Commission's 10 political priorities, in particular delivery on "jobs, growth and investment" as the overarching priority.
- Specific objective 3: Via the Corporate Communication Steering Committee (CCSC) and the Communication Network (CN)<sup>18</sup> DGs exchange best practices, align their sectorial communication strategies/plans to the corporate messaging, and receive assistance on technical issues of communication tools and services.
- Specific objective 4: More consistency, efficiency gains and savings.

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<sup>16</sup> Each opinion poll should produce an output in the form of a political memo to the Cabinet(s).

<sup>17</sup> Part of the programme is implemented in the first quarter of the following year.

<sup>18</sup> CCSC and CN represent a new governance structure introduced in April 2016 by Synergies and Efficiencies Decision - SEC(2016)170 - 04/04/2016.

## Coherent web presence

Digital Transformation will continue to take centre stage as a corporate programme in 2017, involving all Directorates-General of the Commission and Executive Agencies.

The new Information Site<sup>19</sup> of the Commission went live in 2016 and will be further enriched with content and new functionalities, gradually replacing the current web pages. The new web presence is "mobile first" and integrated with social media.

<b>Specific objective 2.1 - Corporate Service 1: Building a coherent web presence of the European Commission, by implementing the digital transformation programme</b>			
<b>Main outputs in 2017:</b>			
<b>Important items from work programmes/financing decisions/operational programmes</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/Service</b>
15 themes	Qualitative performance of the EUROPA websites <sup>20</sup>	<b>By theme<sup>21</sup>:</b> Law: 40% Funding, tenders and Research and innovation: 40% Strategy: 55%; News, publications, events: 55%	A5

## Public awareness

Through the 2017 Corporate Communication budget (EUR 21.72 mio), activities will continue to focus on the EU's contribution to jobs and growth and other inter-related priorities, but will also enlarge further the scope and show that the EU delivers, empowers and protects in line with the President's State of Union speech 2016.

Centrally procured actions will complement other types of initiatives implemented by DGs or directly by DG COMM such as Spokesperson's Service (SPP) announcements and publications, ad hoc projects by Representations, social media activities, corporate videos, etc...

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<sup>19</sup> [ec.europa.eu/info](http://ec.europa.eu/info)

<sup>20</sup> Based on a user-centred metric, which shows the user success rate in finding information.

<sup>21</sup> 2016 Baseline by theme: Law: 34%, Funding, tenders and Research and innovation: 28%, Strategy: 53%; News, publications, events: 50%.

In view to continuously improve its communication products and services, DG COMM puts in place monitoring systems and carries out regularly evaluations that provide key data and knowledge allowing for evidence-based decision-making in the management of communication activities<sup>22</sup>.

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

**Main outputs in 2017:**

**Important items from work programmes/financing decisions/operational programmes**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Implementation of corporate communication action 2017	Execution of budget delegated to DG COMM (depending on timing of the campaign) <sup>24</sup>	EUR 21.72 mio committed and contracted in 2017	A1
a) Continuation of the Phase 2 (Citizens) of the 2016 campaign on the Investment Plan and other Jobs and Growth initiatives: EUR 21.25M <sup>23</sup>	Number of contacts made during the campaign <sup>25</sup>	10 000 000	A1
b) Campaign(s) initiated in 2017 on political priorities	Number of people able to recall the campaign <sup>26</sup>	1 000 000	A1

<sup>22</sup> Monitoring of the corporate communication actions 2016/17.

<sup>23</sup> a) EUR 21.25 mio were co-delegated in 2016, based on Decision C(2015)7346. The Project Team was responsible for pulling together the overall effort on the Investment Plan and other Jobs and growth initiatives. Unit A1 was responsible for a centrally procured action.

b) EUR 21.72 mio should be co-delegated in 2017, based on Decision C(2016)6838. Unit A1 may be responsible for centrally procured actions.

<sup>24</sup> Subject to budget being made available on time by the contributing DGs.

<sup>25</sup> Aggregate figure of web visits, video views, impressions etc.

<sup>26</sup> Measured by quantitative surveys (Eurobarometer, tailored surveys etc.)

## Commission's communication networks

In 2017 DG Communication as domain leader on external communication will steer, coordinate and support corporate communication activities and implementation of the Synergies and Efficiencies communication through the new governance structures: the Corporate Communication Steering Committee and the Communication Network.<sup>27</sup> It will continue to focus on further alignment and professionalisation of its external communication to support the political priorities. In this context, DG COMM will work closely with the other EU institutions<sup>28</sup> to promote the political priorities and corporate communication activities and to enhance cooperation in order "to regain the trust of Europe's citizens in the EU project."<sup>29</sup>

<b>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</b>			
<b>Main outputs in 2017:</b>			
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/Service</b>
Coordination of Commission's communication networks	Number of Corporate Communication Steering Committee Meetings organised.	3	A1
	Number of Communication Network (CN) Meetings organised	11 (one per month except August)	A1
	Number of Audiovisual (AV) Correspondent Network meetings organised	4	A4
	Number of Communication Network (CN) Masterclasses organised	3	A1
	Number of consultations provided to other DGs	500 <sup>30</sup>	A1
	Number of Graphic Designers' Network meetings	2	A2

<sup>27</sup> SEC(2016)170 of 4 April 2016, "Synergies and Efficiencies in the Commission – New Ways of Working".

<sup>28</sup> The ongoing evaluation of the cooperation in communication between the European Parliament and the European Commission in the Member States (Decide reference: 2017/COMM+/001) is planned to be finalized by end 2017. The results of the evaluation will be used to improve the cooperation in communication between the 2 institutions and to achieve efficiency gains where possible.

<sup>29</sup> State of the European Union address of 14 September 2016.

<sup>30</sup> The target has been revised up from 110 compared to the Management Plan 2016 because each European Investment Project Portal is subject to an inter-service consultation.

## Streamlining of communication framework contracts

Rationalising the number of communication framework contracts currently spread amongst line DGs is another step in streamlining the Commission's corporate communication. Placed under DG COMM domain leadership and accompanied by a partial centralisation, this will generate significant benefits in terms of:

- Corporate approach – DG COMM's steering to ensure co-ordinated activities among DGs, along the political priorities.
- Efficiency gains – centralising procurement to generate economies of scale, staff reallocation, and increasing expertise as regards market behaviours/actors/prices.
- Risk management – concentrating oversight communication activities inside DG COMM contributes to mitigating reputational risk of the production and diffusion of products below professional standards.
- In 2017, DG COMM will manage centrally the set of new **framework contracts**, which will be accessible to all Commission services, agencies and institutions. DG COMM will provide advice and expertise to the users of these framework contracts with a view to maximising synergies and efficiencies, by reducing duplications and ensuring better convergence with the political priorities<sup>31</sup>.

Specific objective 2.4 - Corporate Service 4: More consistency, efficiency gains and savings			
Main outputs in 2017:			
Other important outputs			
Output	Indicator	Target 2017	Lead Unit/Service
Centralisation of communication related Framework-Contracts (FWC)	Less duplication of communication-related FWC in the Commission's services	Three to five dedicated communication framework contracts	A2
	Number of Framework contracts focusing on the communication of the 10 Commission political priorities centralised by DG COMM	Diminishing the number of communication framework contracts managed by DG to 45	A2

<sup>31</sup> In line with the recommendations of the DGx level working group on synergies and efficiency gains in external and internal communication and Ares(2016)4415509 of 12 August 2016.

	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	or less.  Project management for 20 collaborative actions <sup>32</sup>	A2/A5/D1
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## DG COMM AS COMMUNICATION SERVICE

DG COMM provides the tools and services to **inform and exchange directly with European citizens.**

- Specific objective 1: Commission receives targeted media coverage through relevant publications and continuous engagement with media.
- Specific objective 2: Citizens are better informed about the EU, in particular about the Commission's political priorities and their rights.
- Specific objective 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.

### Targeted media coverage

In 2017 the main activities/outputs will concern:

- Online press releases, speeches, memos, etc. (Press Releases Database and other online communication information systems) will be provided by the Spokesperson's Service and the Representations which will also organise targeted information events and support for journalists.
- Production of Commission-centred video news (live and recorded coverage, edited news) is mainly intended for use by the media, available on the interinstitutional Europe by Satellite (EbS) distribution platform via a dedicated satellite TV channel and online. In addition, transmission services of Europe by Satellite to the Eutelsat 9A are providing including leasing of bandwidth.

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<sup>32</sup> As examples: ECHO campaign on Refugees, JUST campaign on awareness raising on violence against women, GROW conferences, including 'Enterprise days', JUST online awareness raising campaign related to product safety and the Corporate Campaign.

- Production of Commission-centred photo news, thematic photographs illustrating the political priorities and diplomatic/ceremonial activities of the European Commission made available (physically and electronically) to media and general public on the Commission's corporate Audiovisual Portal.
- Launch of the new version of the Audiovisual Portal in line with the Commission-wide digital transformation process. This entails strengthening the role of the of the Commission's audiovisual production central deposit, in line with the synergies and efficiencies communication, organising the Audiovisual Portal as a single point of distribution and giving access to citizens to the entire audiovisual collection, including photos, videos, films and audio recordings.

<b>Specific objective 3.1- Communication Service 1: Commission receives targeted media coverage through relevant publications and continuous engagement with media</b>			
<b>Main outputs in 2017:</b>			
<b>Important items from work programmes/financing decisions/operational programmes</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/Service</b>
Increased relevance of press material produced by SPP	Percentage of the top 100 press releases consulted in English (EN) with more than 10 000 online views	65% of top 100 press releases attain more than 10 000 views	SPP
Political presence triggering media interest in the Commission "midday" press conference is ensured by SPP	Frequency of appearance of the President, Vice-Presidents and Commissioners in the press-room	Minimum appearance of two members of the College per week	SPP
Press activities of the Representations	Number of press events organised by Representations	330 press conferences 120 journalist visits/training	B
	Number of participants in press events organised by Representations (Events&Actions database)	Press conferences: 6000 Journalist training and visits 1500	B
Audio-visual productions and multimedia projects	Number of Corporate Video productions	70	A4
	Number of items downloaded (Audio/Video/Photos)	130 000	A4
Europe by Satellite (EbS) News coverage	Number of EbS video items, photo reports and audio files produced	39 200	A4

	Number of TV Uptakes from EbS ( in minutes)	70 000	A4
	Number of hours transmitted by EbS	5 000	A4
	Number of unique visits to Audiovisual Portal	850 000	A4
Conservation and availability to the public of audio-visual material (audio, video and photo) via Media library	Number of archived audio, video and photo	41 000	A4
	Number of archived video versions other DGs (Central deposit)	500	A4

### Better informed citizens

In 2017 DG COMM aims at enhancing communication with citizens and providing coherent information on the European Union and the Commission's political priorities, in particular through:

- The Visitors' Centre: A variety of targeted visits<sup>33</sup> will be organised around the political agenda and priorities of the Commission. The Visitors' Centre will also consider the recommendations of its recent external evaluation<sup>34</sup>, particularly with a view to better customise the visits in order to maximise their impact and to increase the number of Commission internal speakers
- The Europe Direct Contact Centre: This service provides for a general multilingual information service about European Union matters free of charge.
- Some 500 Europe Direct Information Centres: Calls for proposals will be launched in 2017 in all Member States to select structures hosting the next generation of Europe Direct Information Centres starting in 2018. The calls for proposals will take into account the mid-term evaluation<sup>35</sup> recommendations, specifically those aiming to better inform citizens.

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<sup>33</sup> (1) General Information Visits: Aimed at people with little or no previous knowledge of the European Union including secondary school groups; (2) Specific Information Visits: Aimed at undergraduate students and specific interest groups; (3) Tailored Information Visits: Aimed at journalists, national and local government representatives, business associations, professional groups from the public and private sector, trade unions, academics including post graduate and research students.

<sup>34</sup> Decide reference: 2015/COMM/005.

<sup>35</sup> Decide reference: 2015/COMM/004.



- The Representations and European Parliaments Information Offices join communication efforts in organising outreach activities as well as, Management of "European Public Spaces" in 18 "Houses of the European Union" in the Member States.
- EU Back to School initiative, encouraging European officials to go, as EU ambassador "Back to School" and give young people direct access to learn about the European project.
- Operation, structure, design, functions and editorial tasks of the corporate content of the European Commission website (e.g. College, priorities, news) and of the inter-institutional europa.eu website, for which DG Communication is responsible, including support for development and maintenance of the Representations' websites.
- Development of social media strategies and management of the central and local corporate social media platforms of the Commission.
- Improvement of overall quality of audiovisual and multimedia production and its dissemination to general public, through the Audiovisual Portal and various technological platforms, including social media.
- The General Report on the activities of the European Union foreseen by the Treaty on the Functioning of the European Union and other publications for the general public<sup>36</sup>. In 2017, DG COMM will produce a series of factsheets on each of the ten political priorities and a series of factsheets on other topics of interest to citizens, to increase awareness of the European Union and its activities. The factsheets will be regularly updated throughout the year to reflect the latest progress and achievements.
- In view to continuously improve its communication products and services, DG COMM's puts in place monitoring systems and carries out regularly evaluations that provide key data and knowledge allowing for evidence-based decision-making in the management of communication activities<sup>37</sup>.

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<sup>36</sup> Decide reference: PLAN/2016/40.

<sup>37</sup> As examples: Evaluation on Back to School initiative and monitoring of Citizens' Dialogues.

**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**

**Main outputs in 2017:**

**Important items from work programmes/financing decisions/operational programmes**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Visits to the Commission	Percentage of visitors to the Commission very satisfied with the visits (8+/10)	80%	C4
	Percentage of visitors declaring to have increased their knowledge of the Commission and its ten priorities (8+/10)	85%	C4
	Number of visits	1 700	C4
	Average number of participants in each visit	30	C4
Europe Direct Contact Centre (EDCC)	Number of inquiries replied <sup>38</sup>	110 000	C3
Europe Direct Information Centres (EDICs)	Number of events	9 000	C3
	Percentage of users who would recommend the Europe Direct Information Centres service <sup>39</sup>	90% <sup>40</sup>	C3
Representations events under the Commission's 10 political priorities by the Representations (Events&Actions database)	Number of Representations events on the Commission's 10 political priorities <sup>41</sup>	7 000	B
	Number of participant in Representations events on the Commission's 10 political priorities	900 000	B
European Public Spaces <sup>42</sup> (EPS) organise events	Number of events on the Commission's 10 political priorities	750	B

<sup>38</sup> Figures refer to questions received and replied to, excluding spam, etc.

<sup>39</sup> Based on the results of the on-going satisfaction survey among EDIC users.

<sup>40</sup> This also contributes to satisfaction rate of indicators 3 and 4 of this specific objective as set in the Strategic Plan.

<sup>41</sup> Comprises 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.

<sup>42</sup> Athens, Berlin, Bucharest, Budapest, Copenhagen, Dublin, Helsinki, Lisbon, London, Madrid, Nicosia, Prague, Riga, Rome, Stockholm, Tallinn, The Hague, Vienna.

(Events&Actions database)	Number of participant in these events on the Commission's 10 political priorities	150 000	B
Back to School	Number of Back to School visits organised	80	B
	Number of pupils addressed in total Back to School events	30 000	B
	Percentage of Pupils' confirming their knowledge on the EU issues has increased after Back to School event	80%	B
europa.eu website	Number of visits to europa.eu (inter-institutional website)	20 300 000	A5/A1
	Visitor satisfaction rate for europa.eu	85%	A5
	Number of visits to Commission political and information site	8 000 000	A5/A1
EU Commission social media corporate accounts including the Representations	Number of followers/fans/ Subscribers:		
	Twitter	850 000	A1
	Facebook	750 000	A1
	Google+	1 900 000	A1
	LinkedIn	365 000	A1
	EUtube	45 000	A1
	Twitter (Representations)	540 000	A1/B
	Facebook (Representations)	670 000	A1/B
	Engagement rate on social media <sup>43</sup>		
	Twitter	350	A1
Facebook	650	A1	
Google+	150	A1	
LinkedIn	200	A1	
EUtube	1.7	A1	
Audiovisual (AV) productions and multimedia projects linked with the 10 political priorities	Number of AV productions linked with the 10 priorities	55	A4
	Number of AV products provided to the College (messages, interviews, statements, clips, Google hangouts)	650	A4

<sup>43</sup> 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.

Eurobarometer web pages	Total number of unique visitors to Eurobarometer pages	620 000	A1
Publications for citizens, including the Commission's General Report (PLAN/2016/40)	Number of on-line consultations of e-publications and distributed paper publications	5 000 000	C1
	Number of visits to Kids' Corner and Teachers' Corner	1 500 000	C1

### Direct communication with citizens

Citizens' Dialogues will remain an important tool for engaging with citizens and debating European issues. As outlined in the Commission's policy report<sup>44</sup>, Citizens' Dialogues "give Europe a face" and allow citizens to discuss and to better understand the political priorities and decisions as well as the resulting policies and programmes which have a direct impact on their lives. Citizens' Dialogues contribute to re-building the trust of citizens in the EU.

In 2017, DG Communication will continue organising Citizens' Dialogues and will seek to enhance partnerships with other Institutions and actors at local and regional level.

**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**

**Main outputs in 2017:**

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target 2017	Lead Unit/Service
Organisation of Dialogues <sup>45</sup>	Number of events	150 events	C2
Attendance of Dialogues	Number of participants:		
	- Total	22 500	C2
	- Average per event	150	C2

<sup>44</sup> COM(2014)173 of 24 March 2014, "Citizens' Dialogues as a Contribution to Developing a European Public Space".

<sup>45</sup> "In addition to the Dialogues centrally organised in cooperation with the REPRESENTATIONS, a multitude of events are organised for Commissioners by Representations following the successful "town hall format".

Multiplying the effect of Dialogues via TV coverage	Number of events that are covered by TV for a min. of 90 sec/event	30	C2
Multiplying the effect of Dialogues via print/online media coverage	Number of articles/features	500	C2
Multiplying effect of Dialogues via Social media	Mentions of Twitter hashtag #EUdialogues and of Citizens' Dialogues by citizens on Facebook	25 000	C2
Participants feedback <sup>46</sup> on Citizens' Dialogues	Number of participants who declare the that they feel that their voice is heard at EU level	40%	C2
	Number of participants who declare that the event has improved their knowledge about the EU	80%	C2
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Lead Unit/ Service</b>
Multiplying effect through media reporting	Number of viewers / listeners / readers reached through reporting on Citizens' Dialogues in TV / radio / print and online media	40 000 000	C2

With the three services outlined above, (i) **executive communication**, (ii) **corporate communication** and (iii) citizens **communication services**, DG COMM contributes to all of the 10 general objectives and therefore also the 10 priorities of the Commission.

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<sup>46</sup> Participants in the Dialogues are normally asked the first question at the beginning of a Dialogue and the second one at its end.

## PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

DG COMM as a Presidential service with its three distinct entities (Spokesperson's Service (SPP), Representations (REPs) and Headquarters (HQ)) is striving to increase performance and professionalization; silo-breaking and change management skills are key ingredients for successfully achieving cultural change or, at least, progressively adapting to new ways of working whilst becoming more "digital". In 2017 DG COMM intends to seek for more efficiency gains by further implementing electronic workflows, including in financial management, and by increasing the digital competencies of DG COMM staff.

### *A. Human Resource Management*

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 changes the way that HR services are delivered. HR services for DG COMM are being delivered by an Account Management Centre (AMC) inside DG HR (which serves the following groups of DGs College, COMM, EPSC, HOME, IAS, JUST, OLAF, SG, SJ) and DG COMM has an HR Business Correspondent team, responsible for defining HR strategy and advising the management of the DG on HR decisions, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

The Strategic Plan 2016-2020 for DG COMM set targets for 2016 in the areas of female representation in middle management, staff well-being and staff engagement. The DG exceeded its target regarding female representation in middle management with 43.8%<sup>47</sup>. This is above the 40% Commission target for 2019. Regarding staff well-being, the chosen target in the Staff survey was not reached<sup>48</sup>, however overall results in the well-being category are all up from 2014, mostly above 60% and the Commission average. The Staff engagement index stands unchanged at 64%<sup>49</sup>, despite the difficult political context of 2016, and is equal to the Commission index. However, the 2016 Staff Survey results indicated some areas that are negatively impacting upon staff engagement in DG COMM. These include issues related to staff mobility and career opportunities—or the perceived lack thereof—and the guidance given by managers on their staff's learning needs and feedback on their performance, the promotion of physical activities and fit@work, and concerns about processes and procedures.

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<sup>47</sup> HR Dashboard 16/10/2016, target >35%.

<sup>48</sup> Staff who feel that the Commission cares about their well-being: 37%, target 40%.

<sup>49</sup> Target 65%.

To the extent that these issues can be addressed locally, in 2017, the HR BC team will focus on the following priority actions:

- Supporting strategic decision-making by management in the areas of:
  - Female representation in middle management
  - Staff well-being, in particular in areas with low Staff survey results
  - Staff engagement
  - Replacement of absent staff
  - Management of intramuros service providers
- Maintaining quality support to management and staff on HR issues
- Contributing to the smooth implementation of the new HR service delivery model

**Objective: The DG 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.**

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Gender-balanced management in DG COMM, - Gender-balanced pre-selection panels, - Gender-balance reports in pre-selection procedures for middle management, - Senior management awareness through regular updates)	Percentage of female representation in middle management	40% <sup>50</sup>	HR BCT
Staff well-being measures, in particular regarding promotion of physical activity, health issues and working conditions including - Proposals for physical activities promoted by DG COMM, - Analysis (possibly on the basis of a survey) of recurrent/relevant health issues in the DG	Line of action proposed to management and AMC for well-being activities	1	HR BCT
Staff engagement measures <sup>51</sup> , in particular regarding manager's role in staff development needs	Staff engagement index <sup>52</sup> for DG COMM <sup>53</sup>	65%	HR BCT

<sup>50</sup> The objective is to maintain or improve the current situation in DG COMM middle management, 40% being the Commission target for 2019 (13 women out of 33 middle managers for DG COMM).

<sup>51</sup> Staff engagement can be reinforced by better information about the Commission's political priorities and a better understanding on how they relate to their daily work. A variety of internal communications actions will be implemented (thematic campaigns, information sessions, videos, screen presentations and features/online content on the MyDGCOMM site).

including - Managers provided with recommended training paths for their staff and for themselves - Awareness-raising actions on learning opportunities available to staff and managers - KnowledgeCOMM sessions on the subject (open to all staff) - ManageCOMM sessions co-organised with the Internal Communication team on the subject (open to managers)	Suggested awareness-raising actions on learning opportunities available to staff and managers (in cooperation with Internal Communication team)	4	HR BCT
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### ***B. Financial Management: Internal control and Risk management***

In 2017, DG COMM will ensure sound financial management, in particular via close monitoring of its **budget implementation**, and by ensuring compliance with **effective and efficient internal controls** so as to provide reasonable assurance of achieving effectiveness, economy and efficiency of the operations, reliability of reporting, fraud prevention and detection and legality and regularity of underlying transactions.

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

##### **Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
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%	D3
Professional advice on procurement and grant process	Satisfaction rate of Operational Units and Representations with the services of the DG COMM D.3 on procurement and grant processes (revision, ex ante control & helpdesk)	More than 75%	D3

<sup>52</sup> Staff engagement at the European Commission is measured as an average percentage of positive replies to a predetermined set of seven questions throughout the Staff survey.

<sup>53</sup> DG COMM Staff engagement index in 2016 Staff Survey was 64% (Commission index was also 64%).



Ex ante control of needs analysis performed and documented for all high value procedures (over the Directive threshold) <sup>54</sup>	Percentage of formalised needs analysis presented for high value procedures	More than 50%	D3
Implementation of recommendations given by ex post control <sup>55</sup>	Percentage of recommendations implemented within the set time frame by units and representations	More than 45%	D3

**Objective 2: Effective and reliable internal control system in line with sound financial management.**

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Timely budget execution	Percentage of operational Budget execution by commitments with respect to the annual forecast <sup>56</sup>	Close to 100 %	D1
	Percentage of operational Budget execution by payments with respect to the annual forecast <sup>57</sup>	More than 95 %	D1
	Percentage of payments executed within contractual payment deadlines ("Time to pay")	More than 95 % within contractual delay	D3
	Percentage of grants where "Time to inform" <sup>58</sup> has not exceeded 6 months	More than 90 % of grant applications done within regulatory delay	D3
	Percentage of grants awarded within 3 months ("Time to grant") <sup>59</sup>	More than 90 % of grant applications done within regulatory delay	D3

<sup>54</sup> Recommendation no. 1 of the Audit on Procurement Process in DG COMM (Ref. Ares(2016)5135489 - 09/09/2016) specifies that 'DG COMM should document the needs analysis for every high value procurement procedure.'

<sup>55</sup> Recommendation no. 3 of the same audit specifies that 'DG COMM should develop and document a systematic risk-based approach to support the planning of ex post control'.

<sup>56</sup> 2015 DG COMM budget implementation for commitments: 99,93%.

<sup>57</sup> 2015 DG COMM budget implementation for payments: 99,95%.

<sup>58</sup> As set up in Article 128.2 of the Financial Regulation.

<sup>59</sup> As set up in Article 128.2 of the Financial Regulation.

**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.**

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Implementation of the new Anti-fraud strategy <sup>60</sup>	Prorated implementation of the Strategy 2017-2019	33% of the 3-years target (approximately 130 staff members reached by targeted actions)	D3

### ***C. Infrastructure***

DG COMM is in charge of monitoring, assistance and follow-up of security and health & safety matters related to the Commission Representations' personnel and buildings, in close collaboration with the competent services of the European Parliament and with security Department (DG HR DS). Follow-up of recommendations issued by DG Human Resources and Security in the frame of the annual security inspections in the Member States is ensured. The Technologies Unit develops Information Systems for both Headquarters and the EC Representations and fully manages the IT infrastructure and services of the Representations. The contribution to the Health and Safety report is therefore essential as well as the satisfaction from the users with the quality of information services provided.

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

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Overview of health and safety measures in the Representations	Status of Health and Safety (H&S) as annex to the annual Health and Safety report sent to DG HR	June 2017 for 2016 report	D2
Development of IT applications	Satisfaction with the quality of services (source: user satisfaction survey)	80%	D4
Provision of IT infrastructure and helpdesk function for Representations	Satisfaction with the quality of services provided ( source: user satisfaction survey)	80%	D2

<sup>60</sup> comm.d.dir(2016)7758841 of 19/12/2017.

#### D. Information management

The Commission adopted a new corporate strategy for data, knowledge and information management in October 2016. The new strategy establishes a corporate framework while leaving room for DGs to develop and implement their own approaches tailored to their unique needs.

DG COMM has always kept and will continue to keep to a strict minimum (below 0,5%) the number of registered documents that are not filed. To achieve this, monthly reports are produced by the Document Management Center (CAD) and sent to the Document Management Officer (DMO) correspondents in the Units and in the Commission Representations in the Member States. In addition, this indicator is brought to the attention of the Senior Management twice a year. Finally, an Ares Statistic Reports is sent quarterly to the Head of Units and the Head of Representations for appropriate follow-up. The "Comm file reader" setting is proposed as default at creation of new files. Only files from previous IAC, from previous HR Unit, etc. are strictly restricted. For this reason, 95 % will remain DG COMM's limit. Today, 9,1 % of HAN files are readable for the Commission. It is widely above the benchmark foreseen by the previous objectives. In 2017, DG COMM will continue to assess the feasibility to open access to other DG's and will try to increase the transparency above the 10% of the HAN<sup>61</sup> files, continuing to open files which are closed. In addition, in 2017 files will be assessed on the base of their CRL category and gradually opened. An assessment of the results will be made at the end of 2017.

#### **Objective 1: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable** **Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017<sup>62</sup></b>	<b>Lead Unit/Service</b>
Registered documents that are not filed <sup>63</sup>	Percentage of registered documents that are not filed	0,05%	D2
HAN files readable/accessible by all units in the DG	Percentage of HAN files readable/accessible by all units in the DG	95 %	D2
HAN files shared with other DGs	Percentage of HAN files shared with other DGs	10%	D2

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<sup>61</sup> Hermes-Ares-Nomcom - Set of tools designed to implement the e-Domec policy rules.

<sup>62</sup> DG COMM will continue to reach the maximum filing rate and increase transparency by re-assessing the possibility to best extend the reading rights to the rest of the Commission.

<sup>63</sup> 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 ICS 11 requirements). The indicator is to be measured via ARES reporting tools.

### **E. External communication activities**

DG COMM's core business is external communication for which it plays the role of domain leader, aligning line DGs external communication to the political priorities of the Commission.

For DG COMM's overall budget expenditure see title 16 of 2017 budget<sup>64</sup>, for the figures of funds pooled for the Corporate Communication Action 2017-2018<sup>65</sup>.

### **F. Other communication activities of DG COMM**

**Objective 1: MEDIA MONITORING: Media Monitoring and analysis of media are used by the College, Cabinets and Services as an element of informed decision-making**

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Service ensured during 365 days as requested	Satisfaction rate concerning media monitoring products	70%	A3

#### **"MAKING THE NETWORKS WORK" (1)**

**Objective 2: 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 States<sup>66</sup>**

**Main outputs in 2017:**

<b>Output</b>	<b>Indicator</b>	<b>Target 2017</b>	<b>Lead Unit/ Service</b>
Meetings attended by Head of Representation, Political Reporter, Press Officer, Communication Officer, Digital leaders and European Semester Officer	Number of meetings	8	B

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<sup>64</sup> <http://eur-lex.europa.eu/budget/data/DB/2017/en/SEC03.pdf>

<sup>65</sup> See C(2016)6838/1 – 25/10/2016.

<sup>66</sup> Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

## "MAKING THE NETWORKS WORK" (2)

**Objective 3: MANAGEMENT OF THE EUROPE DIRECT SERVICES:** The Commission's Europe Direct services (Contact Centre and Europe Direct network<sup>67</sup>) 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 (EDICs) provide outreach activities focussing notably on the College's political priorities<sup>68</sup>

### Main outputs in 2016:

Output	Indicator	Target 2017	Lead Unit/Service
Europe Direct Contact Centre (EDCC)	Percentage of EDCC users satisfied with EDCC service	87% <sup>69</sup>	C3
	Cost per EDCC enquiry	Below EUR 30	C3
Europe Direct Network	Number of training days x number of participants	5 days of training/ 400 participants	C3
	Percentage of EDICs managers satisfied with DG COMM support	85% <sup>70</sup>	C3

### *G. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG*

Under the Synergies and Efficiencies exercise launched in spring 2016, DG COMM as domain leader is proactively developing and implementing (jointly with DG HR) the following workstreams:

- Governance
- Resources
- Digital transformation
- Framework contracts
- Professionalisation

As per Communication on Synergies and Efficiencies in the Commission – New Ways of Working<sup>71</sup> of April, the external communication domain is expected to produce savings of 75-105 FTE<sup>72</sup> between 2017 – 2021.

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<sup>67</sup> Europe Direct network comprises Europe Direct Information Centres, European Documentation Centres and Team Europe.

<sup>68</sup> Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

<sup>69</sup> This percentage is equivalent to 14 points in a 16 points scale.

<sup>70</sup> This percentage is equivalent to 3,75 points in a 5 points scale.

<sup>71</sup> SEC(2016)170 - 04/04/2016.

<sup>72</sup> Full Time Equivalents