



European
Commission

Management Plan 2023

DG COMMUNICATION

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Introduction

DG COMM MISSION STATEMENT:

Listen – Advise – Engage

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

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

In 2023, DG Communication will continue to provide the President and the College with political and economic reporting, evidence-based corporate communication actions, media advice, state-of-the-art communication products and services, both in headquarters and in Member States. As domain leader for external communication, it will coordinate the communication activities of other Commission services and will assist them in their communication activities. With the support of the Representations of the European Commission in the Member States and the extensive local network of EUROPE DIRECT centres, DG Communication will engage with citizens, national authorities, media and stakeholders on the ground.

In 2023, DG Communication will continue to communicate on the six headline ambitions of the von der Leyen Commission, focusing mainly on the green and digital transitions and the implementation of the NextGenerationEU recovery plan. The strong role the Commission will continue playing in the challenging geopolitical environment will be further promoted. DG Communication will focus its political communication and core messages on the EU's response to Russian aggression in Ukraine, the unwavering support to Ukraine and the commitment to its long-term recovery and European integration. Emphasis will be put on the energy sector, in particular communicating the EU's continued efforts to break away from dependency on Russian fossil fuels, and the measures taken to address the impact of Russia's weaponisation and manipulation of energy supplies, including those aiming to protect the most vulnerable. Communicating on other aspects such as enhancing food security and building trusted and sustainable partnerships worldwide through the Global Gateway strategy will also be among DG Communication's key objectives.

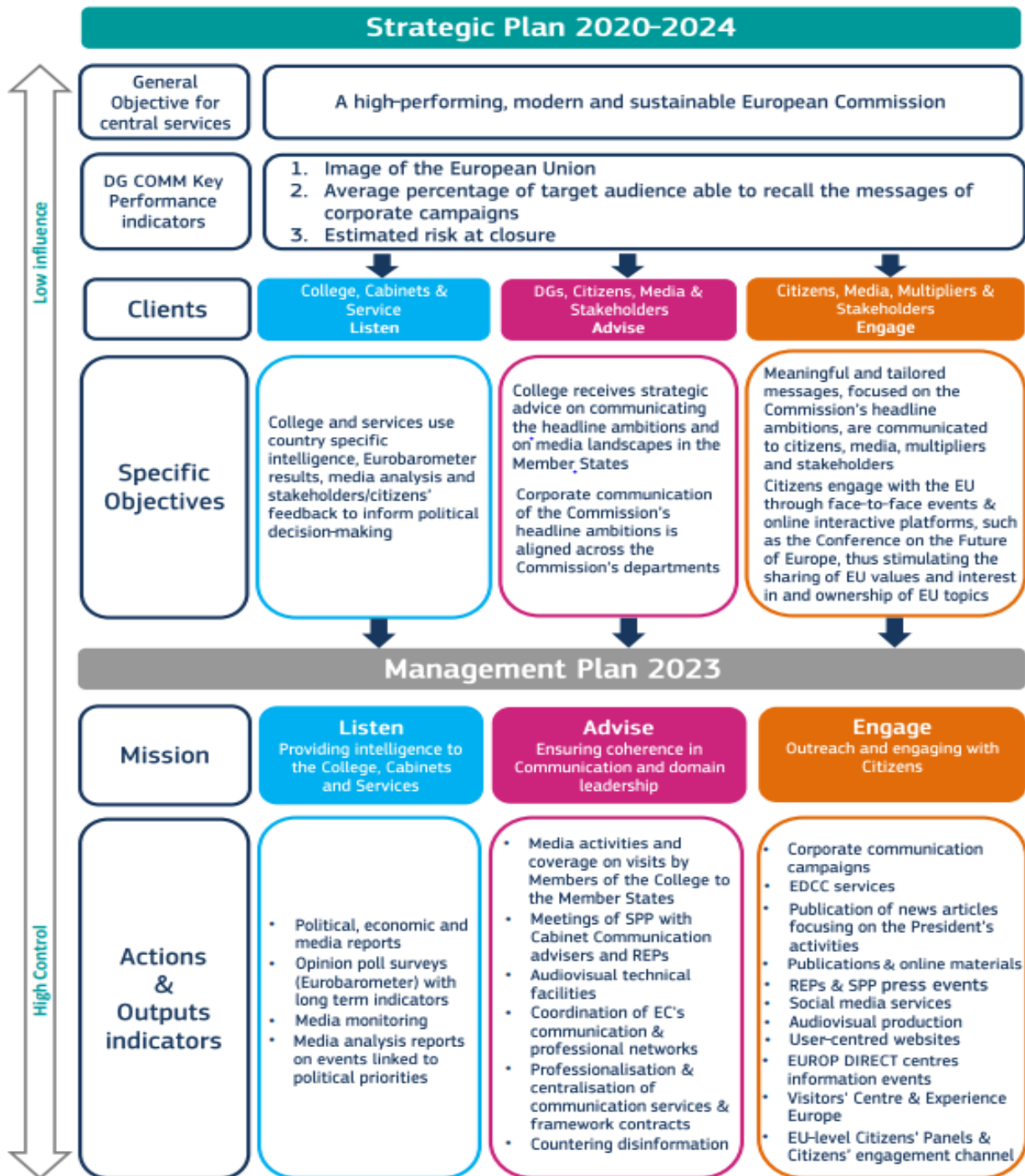
Communication will be built on coordinated and powerful political and corporate messages, combining factual and emotional elements, highlighting the existential nature of EU solidarity and the need to connect in a sustained way with EU citizens. DG Communication will establish together with other Commission services the new generation of citizens' engagement initiatives, implement the pilot project 'Building Europe with Local Councillors' and support the implementation of the European Year of Skills 2023. DG Communication will further strengthen its cooperation with the European Parliament in the run up to the 2024 European elections.

As a Presidential service, DG Communication will contribute in 2023 to achieving the Commission's general objective of a modern, high-performing and sustainable Commission through the objectives defined in its Strategic Plan 2020-2024 and the objectives, outputs and actions defined in this 2023 Management Plan, as illustrated in DG Communication's intervention logic. The 2023 Management Plan is aligned with the 2023 Work Programme of DG Communication / Financing Decision¹, and supports the headline ambitions identified in the President's political guidelines, the [2023 Commission work programme](#) and the programme statements for the 2023 budget.

This Management Plan identifies DG Communication's main communication priorities and challenges for 2023 and shows how the main outputs contribute to the corresponding objectives and defines priorities and challenges for 2023 on the management side, illustrating how these horizontal activities support the operational units and the Representations in achieving their specific objectives.

¹ C(2022) 9349 – 14.12.2022.

DG COMM – Planning for Success



* For more information visit the [Strategic Planning & Programming](#) section on MyCOMM



PART 1. Delivering on the Commission's priorities: main outputs for 2023

'Democratic institutions must constantly gain and regain the citizens' trust. We must live up to the new challenges that history always puts before us. Just like Europeans did when millions of Ukrainians came knocking on their door. This is Europe at its best. A Union of determination and solidarity.'



2022 State of the Union Address by President von der Leyen – 14 September 2022.

In 2023 it will be necessary to continue communicating on the EU's response to Russian aggression in Ukraine. In particular, it will be essential to address the impact of the crisis on citizens and public opinion. This unprecedented situation could affect the image of the EU and Europeans' trust in the institutions, and consequently the latter's capacity to deliver a common and shared solution.

The energy crisis that emerged due to Russian aggression in Ukraine will be the subject of a targeted corporate communication effort. In 2023, DG Communication will intensify its communication under the [REPowerEU](#) initiative, to promote a greener and more sustainable future. It will focus on the efforts made by the European Commission to address the energy crisis and boost the energy transition, ensuring a future free from polluting energy sources and putting an end to the dependency from unreliable suppliers, such as Russia. In light of these new communication needs, a second wave of the latest corporate communication campaign '**You Are EU**' is expected to run in early 2023.

In parallel, DG Communication will continue to communicate on the NextGenerationEU and the green and digital twin transition, in the context of the **European Green Deal** and the **Europe Fit for the Digital Age** policy initiatives.

The communication activities promoting the EU's recovery plan will focus on raising awareness about the EU's added value, and reinforcing a European sense of solidarity and trust, while supporting the twin transition. DG Communication will continue the next step of its **NextGenEU-branded campaign** that will run until mid-2023. DG Communication will work closely with other Commission services so that they align, where appropriate, with major communication actions under the **NextGenEU** umbrella campaign, further reinforcing the recognisability of our communication under a single brand. Communication on NextGenEU will also be done as much as possible in cooperation with the other EU institutions and Member States in the spirit of shared responsibility for communicating on what the EU does and how it benefits its people, aiming at an aligned narrative, messages, web presence and visual identity.

Under the long-term budget 2021-2027 and in the context of NextGenerationEU, the Commission will continue to implement a set of corporate minimum requirements for communication and visibility. These minimum requirements not only streamline the Commission's communication approach across all EU programmes, but also concern recipients of EU communication funding. As a result, the EU's visibility on the ground is amplified thanks to the support of the local Representations as well as the 440 EUROPE DIRECT centres. As domain leader for external communication, DG Communication will continue to monitor the roll-out of the requirements by services, to raise awareness and to provide corporate guidance. It will help ensure enforcement where needed, both inside the Commission and vis-a-vis Member States through the Council's Working Party on Information and in close cooperation with the Secretariat-General, SG-RECOVER, DG Budget and relevant policy Directorates-General. This consistent effort will also contribute to further increasing the EU's visibility, recognisability and communication around the NextGenerationEU recovery plan as its implementation progresses. An evaluation of the corporate communication and visibility rules will be launched to inform the preparations of the next long-term budget.

In addition, DG Communication will continue its work on **political and crisis communication**, including through the Spokespersons' Service, through strategic planning, designing and implementing short and medium-term communication activities linked to the major political initiatives of the President and the College. It will continue to support them with high-quality communication services and products in the areas of social media, visual, graphic and editorial production, video production, close monitoring and analysis of topics and trends on social and traditional media and in the public opinion at EU and national level. In parallel, DG Communication will work continuously on updating the web content to present the Commission's headline ambitions, hosted on the Commission's core website.

DG Communication will continue to step up its work on the **fight against disinformation** and misinformation, notably in the context of Russia's aggression against Ukraine and to

detect and report on misleading and false EU-related narratives that are arising in the media and online, assess their potential impact, while creating positive and compelling evidence-based narratives to counteract them. It will focus on distributing these through social media, and/or the press and on reinforcing the strategic coordination with the other EU institutions, the Member States, as well as with international organisations and EU Delegations. Furthermore in 2023, DG Communication will reinforce its **community management on the Representations' social media accounts** with the objective to better engage and interact with audiences online and to improve the detection and response to disinformation on digital channels. Representations will also increase their efforts to reach out to potential partners in the anti-disinformation sphere and convey debunking and positive communication to citizens. The Network against Disinformation² and its regular meetings and newsletters will continue to play a coordinating role.

Concerning **communication governance and corporate communication**, DG Communication will continue to work closely with the Secretariat-General and DG Human Resources. DG Communication will continue to manage the relevant operational networks and, if applicable, task forces on corporate communication. This will ensure, also in 2023, on the one hand, that the Commission's messages are aligned and coherent across all services and, on the other hand, that they have an increased impact by leveraging all corporate communication channels and networks.

DG Communication will strengthen its domain leadership in **external communication** through an updated right of consent procedure. This will ensure that every Directorate-General's communication action with a budget of EUR 1 million or above will be overseen and supported by DG Communication throughout its entire life-cycle. This will enable DG Communication to ensure that communication actions across the Commission remain aligned with the overall political messaging, including as regards to their timing.

In line with the Joint Statement on 'Communicating together at the service of citizens and European democracy'³ and the strategy on interinstitutional communication, DG Communication will work with the **European Parliament** to maximise strategic and operational synergies ahead of **the European elections in 2024**. This work will take place both at the headquarters' level and on the ground in Member States with the aim to inform and engage with citizens, empowering them to make informed decisions.

A new generation of **Europa Experience** installations, which began to be rolled out by the European Parliament in Paris in May 2022, will provide a more digital and climate friendly communication environment, hence conducive to the principles of the New European

² In June 2021, the European Court of Auditors report on disinformation called for a more action-oriented approach and better coordination between various EU bodies, including the European External Action Service. The new mandate of the internal Network against Disinformation, in effect since June 2021, has addressed a large number of the European Court of Auditors' concerns.

³https://myintracomm.ec.europa.eu/dg/comm/whatwedo/iir_planning_reporting_evaluation/Documents/Signed%20Joint%20Statement.pdf

Bauhaus. According to the plans of the European Parliament, Europa Experience exhibitions will be rolled out in all capitals by the end of 2024-2025. In 2023, four new Europa Experience projects are scheduled to open in Stockholm, Warsaw, Vienna and Prague.

Cooperation with the **Council of the European Union** is being strengthened, notably through the Working Party on Information⁴. In 2023, DG Communication will continue to share communication assets and planning through the Communicators' Portal⁵ and expects the Council General Secretariat to provide regular feedback on its uptake by Member States and other institutions that access the portal. DG Communication will continue to ensure an appropriate involvement in the Integrated Political Crisis Response (IPCR⁶) roundtables) and in the Crisis Communicators' Network (CCN) work.

The **cooperation** with the European External Action Service will be further enhanced to intensify cooperation in areas of mutual interest, namely structured dialogue and more exchanges of information, joined up communication/public diplomacy and countering disinformation. DG Communication will also collaborate closely with the external relations Directorates-General and the European External Action Service on communicating the 'Global Gateway.' Furthermore, DG Communication will continue its active cooperation with the European External Action Service on the EUvsDisinfo campaign (including notably on graphic design, promoting relevant social media posts through the Commission's accounts, and sharing them with the EC Representations and the Member States) and in the framework of the US Summit for Democracy, where the Commission⁶ co-leads together with Ireland a "cohort" on deliberative democracy.

The interinstitutional dimension of **Europe Day 2023** will be coordinated by DG Communication, highlighting the European Year of Skills and other commonly agreed priorities.

The Commission will bring its **engagement with citizens** to the next level and follow up on the Conference on the Future of Europe. To this end, DG Communication will jointly organise with the relevant DGs three European Citizens Panels under the 2023 Commission work programme (food waste, learning mobility and virtual worlds), contributing to embed deliberative practices in the Commission's policy making. These Panels will be complemented by an online engagement channel under the revamped 'Have Your Say' portal of the Commission. Moreover, DG Communication will prepare the tools to support and guide Commission services that are planning to step up their efforts to engage with citizens using deliberative and participatory methods. These developments will be made in close cooperation with the Secretariat-General and in co-ownership with the operational

⁴ The Working Party on Information is a forum for DG Communication to reach out to and engage with Member States' communicators.

⁵ This interinstitutional portal hosted on the Rapid Alert System platform is a repository for communication material to be shared between the EU institutions (Council, European Commission and Parliament) and the Member States.

⁶ DG Communication under the steer of the Secretariat General.

Commission services concerned. The Commission's citizens' engagement will be underpinned by a new common visual branding and an external communication strategy focused on a strong online presence, as well as social and traditional media.

The **Commission's corporate web-publishing** platform is used by more than 100 websites, including the European Commission and European Union core sites as well as most of the Directorate Generals' main policy sites. The platform offers cost-effective software as a service that underpins the Commission's editorial strategy on Europa: a family of websites, presenting the Commission and the EU in a coherent way through navigation and a consistent look and feel. In 2023, DG Communication will further enrich the corporate platform with key features, including content sharing across sites, more efficient document management and better integration with other corporate solutions. The planned improvements aim at catering for broader communication needs while enabling the re-use of corporate solutions. DG Communication will continue to advise and support Commission services on building user-friendly, state-of-the-art websites that are compliant with the legal obligations stemming from data protection and web accessibility.

Also, DG Communication will continue to connect with citizens through the Commission's flagship interactive information centre '**Experience Europe**' at Rond Point Schuman 14. The Centre presents the European Commission, its roles and activities in an easily understandable, relatable and interactive way through eight multimedia communication stations including virtual reality.

Moreover, in 2023, DG Communication will consolidate its **professionalisation** efforts for the external communication domain within DG Communication and across the Commission, while also focusing on the non-communication profiles within the Directorate-General. It will also work with the Career Guidance service to raise awareness about mobility opportunities for its staff with either communication or non-communication profiles.

In 2023, DG Communication will become an even greener service, both in headquarters and Representations, with sustainability being part of its corporate culture. This will be in line with the Communication and Action Plan on greening the Commission.

Complementing the work done in the Commission's headquarters, **the Representations**, managed by DG Communication and serving the whole Commission, are reporting on the situation on the ground across Member States. Moreover, they are at the centre of the European engagement and communication efforts, maximising outreach at national, regional and local level, and engaging in targeted communication, for example through amplifying the political messages of the President in the Member States on her Commission's priorities. In 2023, they will continue to play a key role in communicating the EU's response to the Russian aggression in Ukraine. Additionally, the EU's global role and the geopolitical objectives of the Commission will be given prominence in the Representations' communication efforts. The actions of the Representations will also focus on the implementation of the Recovery and Resilience Plans, with a focus on the twin green and digital transitions and the rebuilding of the economy, in the difficult context of the

war's impact on prices, in particular for energy. Citizens' engagement to foster democratic resilience as a follow-up to the Conference on the Future of Europe, preparation and mobilisation for the 2024 European elections, and the fight against disinformation will also feature prominently among their communication efforts. In the context of the **European Year of Skills**, Representations will contribute to the objectives of the Year by organising their own communication activities and amplifying centrally organised actions.

Finally, in 2023 DG Communication will continue **joining forces with UEFA**, the Union of European Football Associations, to fight climate change and to raise awareness about how citizens can contribute to reducing its adverse effects, by saving energy for example. The three-year partnership between the European Commission and UEFA, which was signed in October 2021, allows the Commission to reach very diverse audiences and to connect with up to 35 million football TV viewers per match day. Other potential similar partnerships will also be explored.

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

In 2023, DG Communication will continue to contribute to the strategic objective of the Commission being a high-performing organisation by providing state-of-the-art communication products to the College and other Commission entities. Such services are complemented by country-specific information and analysis, such as country-specific reporting on the economic recovery and related twin transition, ongoing disinformation narratives, political milestones such as European Council meetings, G7/G20/COP and other multilateral meetings. These analyses and country-specific reports shed a light on economic consequences and security concerns following the Russian aggression in Ukraine, the energy crisis as well as the economic recovery from the COVID-19 pandemic. These services are complemented by **political, economic and media reports and analyses**, such as ad hoc political reports on topical issues (from domestic and EU politics, progress on the European Green Deal, social and economic trends); dedicated reporting on economic recovery (including the NextGenerationEU and the Recovery and Resilience Facility, as well as the green and digital transitions) and on the European Semester; the rule of law, and Member States' positioning on important geopolitical issues such as foreign policy and defence, neighbourhood, trade, climate and other global challenges.

DG Communication will also continue to conduct comprehensive and specific **Eurobarometer** surveys, to follow closely and inform the political leadership about trends in public opinion at national level, especially in the areas of the EU's response and role in geopolitical terms, the hardships provoked by energy and economic uncertainties, and the economic impact of sanctions. The graphic design of the Eurobarometer survey reports will be updated and harmonised. To achieve a more in-depth understanding of public opinion

trends, DG Communication will use a new IT data visualisation tool, and it will work towards making it available also on a public platform.

DG Communication will continue to **monitor, analyse and report on media coverage**, both in traditional media and on social media platforms, measuring the impact of the Commission's political messages. For this purpose, a new media monitoring framework contract will be in place in early 2023. Furthermore, in 2023 DG Communication will provide analytical reports aggregating EU-wide data from media coverage and, where available, think tanks' research papers, and opinion polls at international and national level, both inside and outside the EU. Such reporting will facilitate the identification of correlations and trends related to crisis response measures and to events linked to the headline ambitions of the Commission.

Lastly, in their **country strategies**, Representations will assess the political and communication environment in their Member States and will design activities that reflect communication objectives both at a European and local level, tailored to the local media environment and responding to local needs.

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

DG Communication contributes to the strategic objective of the Commission being a high-performing organisation by providing strategic advice to the College, based on its expertise in communication as well as on its knowledge of the different media landscapes in the Member States.

In 2023, DG Communication will focus its communication efforts on the EU's response to Russian aggression in Ukraine, the consequent energy crisis and the Commission's measures to enhance solidarity, boost security of supplies and protect the most vulnerable. The communication will also underpin the implementation of the NextGenEU recovery plan, serving the public with relevant information as fast as possible. This will be achieved through the Commission's web pages, through the media via the Spokesperson's Service and through increasingly important social media activities.

In 2023, this work will focus on **communicating in an impactful way** on the EU's response to Russian aggression in Ukraine and the related support measures as well as on the green and the digital priorities. This objective will be achieved by developing new simple and user-friendly web pages, preparing and disseminating press and social media materials (data visualisation, snippets from factsheets, animated explanatory content), delivering midday press briefings and other media events, preparing communication narratives and top-line messages to support the College in communicating on key topics, creating social media campaigns and engaging with social media content creators as online multipliers, and stepping up community management.

DG Communication's **social media** team will, for example, develop new social media posts on the Commission's priority topics and will nurture a community of 'EU ambassadors on social media' by increasing and improving community management work (together with the Representations) and introducing a social media content creator programme. Compelling visual identities will be developed, and explanatory visuals, factsheets and videos produced and disseminated. Video and audio studio productions will continue, along with podcasts and video/photo coverage of visits by Members of the College to the Member States and to third countries. Existing web content on the Commission's political priorities will continue to be enriched, and new content will be created for major initiatives of the 2023 Commission work programme or emerging topics. New online and offline publication materials for the general public and for children, teenagers and their teachers will be developed.

DG Communication will ensure the visibility of the **2023 State of the Union Address**, by continuing to deliver state of the art communication products surrounding the event, including traditional and social media coverage aimed at promoting the event as well as disseminating the main messages after it. The focus will be on digital actions, and a fully-fledged digital communications strategy will again be developed.

DG Communication will also maintain seven days a week the media monitoring and the reporting on key political priorities of the Commission for 2023, as described in the Commission's Work Programme, based on information collected from Representations, with a view to informing major policy initiatives of the College and adapting communication to the national and local environments.

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

DG Communication will contribute to the strategic objective of the Commission becoming a more modern and high-performing organisation by aligning **corporate communication** to the political priorities across the Commission. This corporate service is vital to increase efficiency and to assist the services, while ensuring the necessary agility and flexibility to factor in evolving priorities. In this context, for 2023, DG Communication will continue to ensure consistency in the Commission's messages related to the ongoing energy crisis and any other crises that may occur in 2023.

The overall coherence of **external communication** actions across the Commission is ensured by the 'right of consent' procedure exercised by DG Communication. The right of consent entails DG Communication's guidance, ongoing monitoring and oversight to ensure that the Commission's communication is effective and that the campaigns are coherent and (cost) efficient. DG Communication will strengthen its domain leadership in external communication through an updated right of consent procedure. This will ensure that each Directorate-General's communication action with a budget of EUR 1 million or above will be overseen by DG Communication throughout its entire life-cycle. This will enable

DG Communication to ensure that communication actions across the Commission are aligned with the overall political messaging, including their timing, and that they achieve the best value for taxpayers' money. DG Communication together with the Secretariat General and DG Budget have also launched a qualitative and quantitative mapping exercise of the Commission's communication budget. The findings will be presented during the first half of 2023 to the Corporate Communication Steering Committee (CCSC).

Through its operational networks (such as the graphic design, social media and audiovisual networks), ad-hoc tasks, and corporate tools, such as corporate framework contracts, placed at the disposal of the Commission, DG Communication will facilitate the overall alignment of Commission services' activities on various channels, such as social media, audiovisual and the web. The governance bodies and networks related to the Europa web presence will focus their work in 2023 on further developing the **corporate web publishing platform, ensuring web accessibility and increasing multilingual content** (including better integration of e-Translation to offer a seamless multilingual navigation). In 2023, DG Communication will continue assisting Commission services in setting up and maintaining their web presence.

In 2023, DG Communication will work closely with other Directorates-General to use examples from their policy areas as content underpinning the **'You Are EU'** corporate campaign. DG Communication will also collaborate with the other services for the alignment of their major communication actions, when appropriate, with the **NextGenEU** visual identity.

In the context of the 2023 Country Strategies, enhanced coordination with relevant policy Directorates-General will ensure more coherent and impactful communication on the ground. Directorates-General are encouraged to engage with Representations actively on planned priority communication actions, while DG Communication will continue to coordinate requests from Directorates-General to Representations on supporting their outreach actions.

Finally, in 2023, DG Communication will continue to work **against disinformation** and reinforce a shared understanding across the Commission's staff of the challenges posed by disinformation and misinformation in the EU Member States and at European level. It will actively participate in the implementation of relevant initiatives, such as the European Democracy Action Plan. It will also continue its efforts in awareness raising, in close coordination with the European External Action Service, the European Parliament, also with a view to the 2024 European elections, and other relevant bodies. It will also further develop targeted counteractions with the support of the Commission's Representations in the Member States. DG Communication will use the opportunity of reinforced community management resources in the Representations to engage more directly in online conversations with EU citizens, in their own language, on the Representations' social media platforms.

Therefore, the main outputs and results for 2023 will range from the coherence of the Commission's web and social media presence to the number of participants and meetings organised by the several professional networks (for example, communication network, disinformation network, social media network, audiovisual networks). In steering such **networks**, DG Communication ensures continuous guidance on professionalisation opportunities and performance management across the Commission's 'external communications family'. For example, in 2023, there will be two meetings of the Graphic Design Network bringing together all Commission's graphic designers with the objective of sharing knowledge and best practices, as well as meetings of the two newest communication community of practice in the external communication domain, the 'Penmasters' (speechwriters and writers of political communication texts) and the evaluation of communication network.

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

DG Communication will continue contributing to the strategic objective of the Commission being a high-performing organisation through its work on communicating the Commission's headline ambitions to wider European audiences, both in headquarters and in the Member States through the Representations. A variety of channels and tools are used, ranging from producing and disseminating online content, print publications, social media and audiovisual materials, to organising press and stakeholder events, managing a relevant and coherent web presence, driving the strengthened interinstitutional cooperation in a spirit of shared responsibility (for example, around Europe Day, the State of the Union Address and to amplify the Commission's corporate campaigns) and managing a presence at the local level (for example through the EUROPE DIRECT network and the Contact Centres replying to citizens' enquiries in all official languages, Ukrainian and Russian, via phone, email and instant messaging).

According to the Joint Statement on 'Communicating together at the service of citizens and European democracy'⁷ and the strategy on interinstitutional communication, DG Communication will further strengthen its cooperation with the European Parliament to empower citizens to make informed decisions in the **2024 European elections**. This work will take place both at the headquarters' level and on the ground in Member States with the aim to inform and engage with citizens, empowering them to make informed decisions.

DG Communication will continue to develop the interinstitutional [Learning Corner website](#) and [Top Publications](#) and, will further maximise their targeted outreach to their respective

⁷https://myintracomm.ec.europa.eu/dg/comm/whatwedo/iir_planning_reporting_evaluation/Documents/Signed%20Joint%20Statement.pdf

audiences⁸. It will continue to reach out to citizens with reliable materials about the EU, contributing to increased media literacy and therefore supporting the fight against mis- and disinformation. The focus of all materials will be on political priority areas, including the EU response to Russia's aggression against Ukraine, the energy crisis, etc. It will ensure the promotion of its websites, publications and other online materials on the Commission's priorities and policies via all relevant EU-related activities planned, including the follow-up of the European Year of Youth 2022, the new strand of citizens' engagement, the European Year of Skills 2023, etc. Furthermore, DG Communication will continue to support other services in developing **publications and other online materials** by sharing the results and best practices of two studies⁹ it completed in 2021, making its two testing panels¹⁰ available to test materials before they are finalised, and making other services' materials available on the Learning Corner. In addition, DG Communication will contribute to the support of Ukrainians residing in the EU by making available several important publications in Russian and Ukrainian.

The **Commission's web presence** on the Europa web domain will continue to underpin all communication actions. In particular, the core Commission and EU websites are at the centre of the 'Europa family' of websites and provide both unique content on the political priorities and the functioning of both the Commission and the EU, acting also as a gateway to navigate further towards more specialised websites owned by various Commission services. A variety of new web content will be developed on both existing priorities and emerging topics to raise awareness among the audiences, and to enhance the role of our proactive communications in addressing disinformation.

Social media and visual communication work will continue supporting the NextGenEU and 'You Are EU' corporate campaigns. In addition to the overarching corporate campaign messages, specific targeted social media campaigns will also run, focusing on promoting new legislative proposals in the Commission's 2023 work programme and testing communication approaches and visual assets to fine-tune and optimise the production and distribution, including engagement with social media content creators as multipliers. The main communication topics will be energy, green, digital, the economic impact of the war and economic recovery.

The role of online communication, in particular audiovisual, will be important in all of these communication actions. Video communication already increasingly replaces some or all large in-person meetings and will remain an important means of communication for the

⁸ Learning Corner website for 5-18-year-olds, teachers and parents and Top Publications for general public.

⁹ 'Review of EC publications for citizens' (December 2019-February 2021) and 'Study on youth audience sub-segmentation' (May 2020-May 2021).

¹⁰ DG Communication coordinates both the Teachers' Testing Panel and the Europe Directs' Testing Panel. The Teachers' Testing Panel, comprising 54 primary and secondary school teachers, tests materials produced by DG Communication, by other Directorates-General, and by other EU Institutions for 5-18 year olds, their teachers and parents. The feedback provided by the panel enables the services to optimise their materials for use in schools. The Europe Directs' Testing Panel, comprising 27 managers of Europe Directs, provides a similar service for materials produced for 18-118 year olds.

President and the College in 2023. In addition to this, **audiovisual services** will be boosted by a new podcasting platform that was added to the audiovisual portal at the end of 2022 and will strive to inform the public about all key EU policies via engaging podcasts. A particular focus will be placed on enhancing targeted promotion of key political events and initiatives to boost the take-up by audiovisual media, both inside and outside the EU. Digital communication will remain a key facet of the communications approach for the 2023 State of the Union Address. Diverse content (from visuals to web pages and videos) will be produced to achieve maximum effective and meaningful outreach to citizens.

Finally, the new generation of **Europa Experience installations in the Member States capitals** will introduce a new multimedia communication station focusing on country-specific information. This local station can be adapted to meet national needs, proposing locally relevant content for tailored communication on the ground. DG Communication is in the lead of the communication content of this station, which will be developed in close cooperation with the respective Representations and European Parliament Liaison Offices, while the European Parliament will cater for the hardware.

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

By interacting and engaging daily with citizens, DG Communication is actively contributing to the strategic objective of the Commission being both a modern and a high-performing organisation. This, in practical terms, translates into many different communication activities and outputs of which DG Communication will continue to deliver during 2023. These include the European Citizens' Panels, online direct engagement with citizens via the Commission's various social media accounts, a variety of events organised by the Representations, EUROPE DIRECT centres' engagement with citizens via different activities, visits organised by the Visitors' Centre (in both face-to face and online modes), to name but a few.

In 2023, the network of **EUROPE DIRECT centres** will play a key role in citizens' engagement and in the communication strategy towards the European elections 2024 with its outreach activities. In addition, thanks to their close cooperation with local stakeholders and schools, the centres will actively support the activities of the European Year of Skills.

After a decline in the number of **Back to School/University** visits due to the pandemic, and the reduction of missions in 2020-2022, this interinstitutional initiative will continue in 2023 in both physical and virtual formats. The role of EU staff as ambassadors vis-a-vis young target audiences in local communities will be key in the run-up to the European elections in 2024.

The pilot project '**Building Europe with Local Councillors**', will continue to be rolled-out across all EU Member States in 2023, in cooperation with the Committee of the Regions. DG Communication will engage locally elected councillors from across the EU in communicating at the local level about EU topics. The project will capitalise on synergies with other communication initiatives present at the local level, starting with the EUROPE DIRECT centres.

The Charlemagne **Visitors' Centre**, which has been refurbished with modernised and sustainable facilities inspired by the New European Bauhaus, will invite citizens to explore the EU with the aim to reconnect with the European project, to gain an understanding of the challenges ahead and to evoke the need for a joint policy response founded on shared values. As part of making Europe greener and more digital, the Centre will further enhance its virtual and hybrid formats of visits. In 2023, the Centre will also complete the visitors' experience by setting up interactive communication stations using the latest technology and modernising the ground floor reception and photo opportunity area. Visits to the '**Experience Europe**' in Rond Point Schuman 14 create synergies between both Centres. The 'Experience Europe' digital exhibition in Rond-Point Schuman 14 provides a unique point of view on the EU based on multimedia devices, the approach is more digital and therefore climate and citizen friendly. Experience Europe also brings a new dynamism to the European quarter in Brussels and contributes to the interinstitutional visitors' experience. The year 2023 will be crucial for stepping up efforts to increase the visibility and accessibility for Experience Europe, delayed in 2022 due to Covid-19 and the aggression against Ukraine.

After the end of the Conference on the Future of Europe and in the context of the follow up Communication of 17 June 2022¹¹ the Commission will focus on the follow up of this unprecedented example of democratic innovation. Operational Commission services will continue to work on the 49 proposals of the Conference, and DG Communication will create the conditions that deliberative and participatory methods can be used to involve citizens in the development of key Commission initiatives. This includes the launch of a **new generation of European Citizens Panels** with randomly selected citizens and the development of an interactive engagement channel on the revamped 'Have Your Say' portal of the Commission. Three European Citizens Panels, jointly organized with the responsible line-DGs, will deliberate on the upcoming initiatives on food waste, learning mobility and metaverse. Moreover, DG Communication will support other Commission services in developing and implementing participatory methods through a guidebook and other tools.

¹¹ COM(2022)404 final of 17 June 2022.

PART 2. Modernising the administration: main outputs for 2023

The internal control framework¹² supports sound management and decision-making in DG Communication. It notably ensures that risks to the achievement of objectives are considered and reduced to acceptable levels through cost-effective controls.

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

In 2022, DG Communication's internal control and risk management group identified three internal control priorities, namely internal control principle 3 (structure, authority and responsibility), internal control principle 4 (attracting, developing and retaining competent individuals) and internal control principle 12 (control activities through policies and procedures). These internal control priorities will be reviewed for 2023 in light of the assessment of internal control deficiencies to be conducted at the start of 2023. This assessment will consider the evolution of the Internal Control Monitoring Criteria, the results of DG Communication's internal control assessment survey (iCAT), the results of audits, and other relevant indicators. Overall, in 2023, DG Communication will focus on the areas identified as key internal control priorities for the year with their respective action plans, as well as on DG Communication's Equality Work Plan¹³, its implementation and monitoring in 2023.

A. Human resource management

The Strategic Plan 2020-2024 for DG Communication, as for all Commission services, sets out targets in the areas of female representation in middle management and staff engagement. As of 1 October 2022, DG Communication stands at 62% female middle managers and has gone beyond the specific target set by the Commission for the end of 2022 with six further first-time female appointments in middle management. Overall, DG Communication's management is gender balanced. 65% female managers (both senior and middle managers ad personam) hold heads of Representation positions¹⁴. DG Communication aims to maintain and promote gender equality in its management¹⁵. On staff engagement, in 2023, DG Communication will continue supporting its staff in the implementation of new hybrid ways of working, it will also continue implementing the actions foreseen in its DG Communication Human Resources Strategy 2022-2024 relating to resources and talent management, learning and development, as well as its policy of

¹² [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

¹³ The plan aims to mainstream equality across all practices and initiatives of DG Communication.

¹⁴ Acting heads of Representation are not included in the calculation.

¹⁵ In particular, local actions will include continued awareness raising of selection panels and active participation in the corporate Female Talent Development Programme.

active internal communication and engagement with staff. DG Communication will continue using digital collaborative videoconferencing tools to foster the participation and engagement of remote working and teleworking staff.

In 2023, DG Communication will focus on the following priority actions: (1) implementing the Action Plan of the 2022-2024 Human Resources strategy for DG Communication, starting at the end of 2022. These measures will focus on raising awareness and improving information flow for both staff and managers on mobility and professional development opportunities, focusing on the Representations-based staff. Actions also include using the LinkedIn Learning catalogue to identify those that would be best suited to DG Communication's profiles and further upskilling the Directorate-General's staff's digital skills and competences; (2) supporting DG Communication's domain leader role in external communication, including the launch of new communities of practice¹⁶ for certain specialised profiles in the domain (in the areas of press and media relations and the evaluation of communication network; (3) supporting DG Human Resources (as domain leader for internal communication) in its corporate actions to inform and engage with staff

B. Sound financial management

Sound financial management indicators (for example, timeliness of payments, budgetary execution, cost of controls, and number of detected errors) in DG Communication have been overall satisfactory in recent years. In 2023, DG Communication will continue to implement the action plan of the control strategy of DG Communication adopted in 2020. The verification of selected high-value procurement procedures by the Procurement Board of DG Communication, contributes to more effective controls and will thus be continued in 2023. DG Communication will perform several ex-post controls in its headquarters units and in the Representations. The controlled entities are selected in line with DG Communication's risk-based methodology. The ex-post controls highlight potential recurrent issues, which may require global mitigating actions. DG Communication will continue to closely monitor the financial and procurement procedures of its headquarters units and Representations to support further rationalisation efforts. This will be facilitated by the corporate Public Procurement Management Tool (compulsory for all procurement procedures above EUR 1 000) as well as by the DG Communication planning.

The efforts made in 2021 by DG Communication to reinforce the segregation of duties in the financial circuits, increase awareness of the actors in the financial circuits and ensure the transition towards a fully paperless financial transaction process have been successful and will be consolidated. These efforts were further reinforced in 2022, building on the conclusions of the Internal Audit Service consulting engagement on 'synergies and

¹⁶ The other external communication communities of practice focus on : Social media; Speechwriting and political communication; Visual Communication; Audiovisual production; Project management, governance and guidelines; Webmasters and web design.

efficiency in procurement' performed in 2021. The modification brought to the financial circuit was a further opportunity to revise the workflows, guidelines and checklists used in DG Communication, and were accompanied by several information sessions for actors in the financial circuits. DG Communication has put in place a full programme of capacity building for actors in the financial circuits. The programme consisted of 17 training modules covering key aspects related to public procurement, financial management, internal control, planning and budget. The capacity building programme will continue in 2023 to cater for recurring and emerging needs, for instance in relation to the latest developments of IT tools (PPMT – Public Procurement Management Tool, SUMMA¹⁷, etc.).

C. Fraud risk management

Fraud prevention is essential to ensure sound financial management of the budget. In 2023, DG Communication will continue to implement the action plan of the anti-fraud strategy of DG Communication, at headquarters and in the Representations. The capacity building programme mentioned under point B above contributes to reinforcing staff awareness of ethics principles and fraud patterns, while optimising effectiveness and efficiency of preventive and detective measures. In addition, as part of the ex-post control process, tailored awareness-raising sessions will be held for staff in the controlled entities. A community of financial actors has been set up and a clear segregation of duties in the financial circuits is ensured. These financial actors are formally appointed and required to attend several mandatory training sessions to reach full awareness of their roles and responsibilities.

The revision of the financial circuits conducted at the end of 2022, and to be completed in 2023, will provide further clarification and guidance to the actors. The follow-up of non-compliance / exception events (internal control principle 12) contributes to enhancing the awareness of DG Communication's staff and management about rules and procedures related to the management of procurements and implementation of contracts. Periodical analysis of data on procurement procedures stored in the ABAC Datawarehouse, and systematic verification of red flag indicators is conducted to detect potential fraudulent behaviour and support targeted ex ante and ex post controls. DG Communication encourages an adequate rotation of staff participating in evaluation committees, and the Procurement Board examines the high-value strategic procedures before the publication of the contract notices and/or before the award of the contracts.

¹⁷ The European Commission's next generation corporate financial system.

D. Digital transformation and information management

Digital transformation

In 2023 DG Communication will continue its digital transformation through the active involvement in the Commission's New Digital Strategy (NDS)¹⁸. The main initiatives planned for 2023 are presented below, and it should be noted that some of them are the continuation and evolution of already existing projects and practices.

DG Communication ensures the development of *Digital Culture* (New Digital Strategy strategic objective #1 Digital Culture) also by participating in several Committees and Communities of Practice (Digital Stakeholder Forum, Information Management Steering Board, Communication Network, Digital Solutions Modernisation Plan (DSMP) community). Moreover, in 2022 the internal IT Governance was overhauled internally to enhance the ownership of business stakeholders in the inception and management of digital solutions and ensure the effective overview and strategic steering at the senior management level. The main objective of DG Communication's Digital Transformation Steering Board (DTSB), which is the highest body of DG Communication internal IT Governance, is to steer the digital transformation process within the Directorate-General and ensure alignment with the Commission's Digital Strategy. The Digital Operation Committee (DOC) is the second body of DG Communication internal IT Governance. It is a forum where Heads of unit debate and take decisions on IT projects from a mainly operational point of view. Moreover, DOC members share and discuss news and updates on important projects taking place at the corporate level and the evolution of the corporate IT/digital landscape, or central services, or corporate data governance. Whenever strategically important issues surface in a DOC session, the committee escalates it to the DTSB, or to the Senior Management Meeting. In both the DTSB and DOC, IT Security is a regular point. In particular, the DTSB monitors the progress of IT Security plans for the systems owned by DG Communication.

All new IT systems in DG Communication are designed in order to comply with the New Digital strategy and, in particular, with the Dual Pillar Approach, aimed at reusing existing (corporate) solutions and adopt off-the-shelf products, as the new system Archibus@DGCOMM shows. IT projects and systems are regularly reported and updated in GovIS, the corporate IT Portfolio management solution.

In 2023 DG Communication will progress with the integration of IT Tools, including Collaborative Spaces, in the daily work. That will include the migration to Sharepoint Online and the revamp of local intranet websites. The digital and cyber-awareness trainings will continue and even intensify over 2023, complying with IT Security standards and regulations. Besides 'awareness' initiatives, it is also envisaged to promote specific cyber-security trainings in accordance with the assigned roles in the IT Governance framework. Over 2023 several projects will ensure a major leap forward in 'data-powered insights in decision-making'. The Communication Indicators Dashboard project aims to enable

¹⁸ [Communication on the Commission digital strategy - C\(2022\) 4388](#).

DG Communication to make more evidence-based decisions and plan communication activities based on strategic information and indicators. Based on successful features of the online digital Platform of the Conference on the Future of Europe, the existing Have Your Say platform will be revamped to create a one-stop-shop for online citizens' engagement. This will strengthen the representative democracy of the EU by giving citizens a role in policy-making as regards to key Commission initiatives. The Have Your Say platform will be revised and transformed into a 'gateway' leading to three engagement channels: the portal for online consultation, the forum for European Citizens' Initiatives and a new interactive online tool for citizens' engagement. DG Communication will also have a key role in the Country Knowledge Management project, bringing the 'country' perspectives, experts and knowledge together to enable a holistic multi-disciplinarian use of country local knowledge, in particular with a view to integrating it in the briefings to the College.

The progress of Digital Culture in DG Communication has already led to an increased support from digital tools to business processes (New Digital Strategy strategic objective #3 Digital Transformation), spanning beyond DG Communication and the Commission: the system EU Around Me provides a mapping¹⁹ of the regional presence of all EU networks; artificial Intelligence-based virtual assistance in social media; knowledge management (Eurobarometer and Europe Direct Contact Centre); data analytics (social media analytics and campaign data analysis). These digital assets undergo a continuous improvement to adapt to more articulated business needs.

In the new projects, DG Communication will continue to focus on reusing existing solutions (New Digital Strategy strategic objective #4 Seamless Digital Landscape) as much as possible (e.g., the Communication Indicators Dashboard project or the revamp of the Have Your Say platform). DG Communication is committed to address its legacy solutions, with the last remaining solution being Pecunia, a local tool for budgetary planning and monitoring. It will be replaced by a corporate solution, probably a budgetary planning module of SUMMA, with DG Communication actively participating in a corporate pilot for this solution.

DG Communication is responsible for providing robust, reliable and secure IT infrastructure (New Digital Strategy strategic objective #5 Green, Resilient and Secure Infrastructure) to the Representation offices. In 2023 two important infrastructure projects will be completed: (1) all the wide area network data connection lines in Representations will be upgraded. Thanks to the new lines increasing the bandwidth by 2-5 times, Representations will be able to fully benefit from all the modern media-rich solutions that require high bandwidth; (2) the new local area network (LAN) equipment, compatible with more secure corporate solutions already used in Brussels and Luxembourg, will be deployed also in the Representations. This will be one of the technical enablers for the future migration of Representations into the Welcome domain.

¹⁹ The EU Around Me map was built using the webtools corporate solution. The webtools team is working in close collaboration with the GISCO team and uses the services provided by ESTAT like the maps background and the geolocation.

Other initiatives to expand collaboration outside the Commission's perimeter, and foster citizens' engagement, are progressing and increasing. Both Representations and headquarters will continue adopting solutions that allow external remote attendance of virtual or hybrid meetings, or conferences. In 2023 DG SCIC's immersive conferencing tool (corporate virtual conference centre) will take digital citizens' engagement and immersive virtual and hybrid visits to the Commission at the Visitors' Centre to the next level. Close and complementary cooperation between DG Communication and DG SCIC will continue supporting Commission services through corporate framework contracts in the areas of communication and events. Representations are also looking into ways to keep virtual options for meetings and conferences for harder to reach regions. The EUROPE DIRECT centres will continue to deploy digital outreach tools that allow them to reach new local audiences and trigger new forms of digital interaction. Moreover, the new EU Around Me system will provide EU citizens with detailed information on EU networks' outlets through an easily accessible and searchable geographical map.

Information and IT security rules

In 2023, DG Communication will continue the preparation of IT risk analyses and security plans for its information systems (according to the internal planning regularly revised by internal IT governance bodies). It will also monitor its alignment with IT Security compliance. This process was started at the beginning of 2021 and progressed throughout the year, focusing first on big and critical systems. During 2022 steady progress in the production of the IT Security plan was ensured. According to the internal planning, this progress will continue to meet the corporate objectives set for the end of 2024.

Data, information and knowledge management

DG Communication is an important provider of information and data for the European Commission, from Eurobarometer and Europa website statistics to media analysis and political reporting to mention but a few. In 2023, the Director-General will continue taking part in the various EC bodies dealing with knowledge and data management and will work towards drafting its own strategy on knowledge management.

Data protection

In 2022 the CONREP (CONtact and Consent REPository) IT application was successfully deployed in all Representations. The software ensures automated and secure processing of personal data gathered in the context of Representations' mandate for external communication. It includes the storage and processing of personal data and the management of consent received for these operations and offers an event management module. In 2023 CONREP will be used by all Representations to store and process data subjects' personal data and will serve as a tool to support Representations in their responsibilities as operational controllers, in line with the applicable data protection framework (i.e., Regulation 2018/1725).

One of the key projects (linked to the Digital Strategy Communication objective and to the corporate Data Ecosystem) undertaken by DG Communication has been the deployment of the digital platform for the Conference on the Future of Europe. This project is linked to the strategic objective of reaching out to and engaging with EU citizens. In 2023 DG Communication will work with the Secretariat-General to create a new online hub for citizens' engagement ('Have Your Say') that builds on the experience of the Conference on the Future of Europe platform.

The COVID-19 pandemic and the shift to remote working led to a popularisation of digital collaboration tools as well as an intensification of the Commission's communication activities via social media. In 2022 DG Communication started mapping its social media activities to assess the exact need for Data Protection Impact Assessment concerning their use and the possibility to provide corporate guidance if necessary. In 2023 DG Communication will continue monitoring the developments of case law and the decisions of National Data Protection Authorities that may have an impact on its processing operations in a continuous exercise of ensuring compliance.

DG Communication will continue to protect privacy, notably as regards the use of digital platforms and tools, bearing in mind the Schrems II judgement²⁰ and the recommendations of the European Data Protection Board and the European Data Protection Supervisor (DPS). Based on the exercise launched by the European Data Protection Supervisor in July 2020, DG Communication will continue mapping and monitoring contractual relations with possible personal data transfers to third countries and assessing their impact on the individual rights and freedoms of data subjects. In 2023, DG Communication will continue monitoring and assessing the relevant contractual relations in collaboration with and under the guidance of the DPO's office. In line with the Data Protection Action Plan (C(2020)7625), DG Communication will: clarify the roles of processors and controllers in contracts with external entities (external contractors and other institutions); raise the awareness of staff in general, and middle and senior management in particular, of the challenges and responsibility of processing personal data in a compliant manner; provide training modules addressing data protection topics identified as essential for staff knowledge and more specialised sessions for the units within the Directorate-General, the Representations, in particular for CONREP²¹ users, EUROPE DIRECT centres, as well as other operational controllers upon request; provide tailored assistance and training to educate colleagues on the prevention and handling of data breaches with the view to minimise the risks for the Directorate-General. In addition, DG Communication will continue its cooperation with the network of Data Protection Coordinators and the Data Protection Officer to ensure coherent implementation and interpretation of Regulation (EU) 2018/1725 and of its implementing rules in the Commission, to discuss subjects of common interest and set up best practices. DG Communication will provide tailored training

²⁰ [EDPS Statement following the Court of Justice ruling in Case C-311/18 Data Protection Commissioner v Facebook Ireland Ltd and Maximilian Schrems \("Schrems II"\)](#).

²¹ CONREP ("Contact and Consent Repository") - System for managing personal data in the Representations.

sessions and specific assistance in on the Commission's document management and development of artificial intelligence.

E. Sound environmental management

DG Communication will support the Commission's commitment to implement the objectives of the European Green Deal in its own administration, including becoming climate neutral by 2030. To support this target, DG Communication will, in 2023, scale up its greening ambition, with a focus on reducing energy consumption and CO₂ emissions of buildings, mobility, events and conferences as the activities with the greatest environmental impacts. This will be in line with the Communication and Action Plan on greening the Commission launched in 2022.

Buildings and Infrastructure

For buildings, improvement of the environmental performance is expected in the new market prospections for Representations' premises. With 17 leases of Representation buildings terminating by the end of 2026, DG Communication will request that, in the evaluation of potential premises, environmental criteria are duly considered. The European Parliament leads market prospections of buildings for joint Houses of Europe in the Member States, where DG Communication shares premises and, therefore, DG Communication is not entirely independent in the process. The final choice of the buildings will be driven by the market offers and their price, coupled with the infrastructure requirements of the European Parliament. In occupied buildings, actions to increase energy efficiency, such as the installation of smart energy meters, LED lighting, or a switch to green electricity providers will continue to be supported and will be complemented by energy audits to ensure a holistic approach and a consistent strategy. Waste management is a specific action in the global action plan. In 2023 the infrastructure sector together with the Representations, will map different waste management practices, analyse their impact, and propose potential improvements.

The Eco-Management and Audit Scheme's (EMAS) final verification of two pilot Houses of Europe (Valetta and Vienna) was successfully completed. The official certification will be delivered by the national certification bodies at the beginning of 2023. In 2022 two more Houses of Europe (Budapest and Nicosia) started the certification process. They will be subject to external verification in mid-2023 and are likely to be certified by the end of the year. In 2023, another three Houses of Europe will engage in the certification process. In the context of their EMAS certification, the first two pilot sites had to implement a data collection system consistent with the corporate one. In the coming years, this data collection system will be extended to all Representations and will provide DG Communication with a reliable source of information to assess its carbon footprint.

Mobility, Travel and Events

The mandate of DG Communication staff located in 31 Representation sites outside of Brussels and Luxembourg is to cover the entire territories of the host Member States and liaise with headquarters on country specific issues. In 2023 DG Communication will aim to further reduce the environmental impact of its mobility and promote sustainable travel options, while preserving the Representations' capacity to effectively ensure our presence on the ground, also outside the capitals. DG Communication will leverage the videoconferencing and collaborative platforms to organise online or hybrid meetings whenever possible, thus reducing the amount of non-essential travel. It will continue to promote greener means of transport, including public transport for commuting. The upgrade of the Representations' car fleet to low or zero emission vehicles will continue in 2023. Based on the data collection mentioned above, DG Communication will consolidate the analysis of its mobility profile to establish a baseline and inform a strategy to further reduce the corresponding carbon footprint. Efforts will continue to transform the numerous events and conferences organised by DG Communication to more sustainable activities, using the recently developed corporate guidelines and best practices emerging from EMAS implementation.

Digitisation and Procedures

DG Communication will pursue and further develop in 2023 its digital and paperless strategy in combination with the promotion of the use of collaborative technologies. The efforts will be further strengthened through the promotion of existing electronic processes (e-signatories, electronic financial workflows, e-Invoicing). The rollout of the qualified electronic signature will be extended to almost all documents and will be accompanied with relevant training activities for all staff. Other actions to be promoted during 2023 include the further implementation of Green Public Procurement through training and the incorporation of green criteria in all relevant calls for tender, focusing on (but not limited to) high-value procurement procedures and those linked to the management of the Representations' buildings, logistics, health and safety, the improvement of waste management and recycling. DG Communication will continue to consult with colleagues in DG Human Resources (EMAS), the European Parliament, and European Commission services with responsibility for the eProcurement suite, to determine a methodology for reporting on Green Public Procurement for low and middle value procurement procedures.

Staff Engagement

Staff engagement is an important element to achieve behavioural changes and is a source of ideas for continuous improvement. DG Communication will promote the corporate EMAS priorities with awareness-raising campaigns and participatory-style activities involving the EMAS Correspondent of DG Communication and a network of green volunteers.

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

Efficiency gains in web communication

DG Communication provides the technical enablers to implement its web editorial strategy. These are:

- the Europa Component Library: providing technology agnostic, standardised design to be used on online solutions;
- the Europa Web Publishing Platform: an ‘off the shelf’ content management system, allowing for setting up websites within a matter of days;
- webtools: various technology agnostic visualisation or other technical solutions such as machine translation, maps, charts, etc.

By using these tools, other services are saving important resources, as they reuse existing solutions and do not pay for custom IT development. By the end of 2022, more than 100 websites were using the new web publishing platform, thus achieving savings for all Commission services using it. Regarding webtools, they allow the creation of thousands of maps and charts on all Commission websites, sparing the need for the costly IT development required to display the information in such formats. The new technical solution proposed by DG Communication under webtools already allows Commission services to install DG Translation’s e-translation tool on their websites, saving important resources in human translation for the Commission and proposing better services to citizens.

Efficiency gains in the new financial circuits

On 1 November 2022, several adaptations took place in the organisation of financial circuits in DG Communication (following the Internal Audit Service consulting engagement on synergies and efficiencies in procurement, see point B above, page 20). The main objective of these adaptations was to simplify DG Communication’s circuits and reduce the number of actors involved in low value financial transactions, while ensuring that financial decisions are taken at the right level. The resulting controls should ensure both strong compliance with the rules and a proportionate and more efficient use of resources to do so.

ANNEX: Performance tables

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

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Political, economic and media reports ²²	Number of reports (source: database C2)	1 200
Opinion poll surveys ('Standard Eurobarometer surveys') with long term indicators	Number of comprehensive Eurobarometer surveys	2
Additional opinion poll surveys (other Eurobarometer surveys) on specific issues	Number of Eurobarometer surveys	3
Media monitoring	Number of comprehensive media monitoring reviews	365
	Number of ad-hoc media reviews on major initiatives	75
Media analysis reports on events linked to headline ambitions	Number of media analysis reports	70

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

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Meetings of Spokespersons with Cabinet Communication advisers and Representations	Number of weekly meetings of Spokespersons with Cabinet communication advisers and Representations per year	35
Lines to Take prepared daily for the College members	Number of Lines to Take prepared daily by Spokespersons ²³	6

²² Such as ad hoc political reports on topical issues (from domestic and EU politics, progress on the European Green Deal, social and economic trends); dedicated reporting on economic recovery (including NextGenerationEU and the Recovery and Resilience Facility, and the green and digital transitions), etc.

²³ Due to the current unprecedented situation and the communications changes taking place on a daily basis, the number of Lines to Take prepared daily for the College members might be affected.

Output	Indicator	Target
Media activities and coverage related to visits by Members of the College to the Member States	Number of visits by Members of the College to the Member States with Representations' involvement (including virtual visits)	650
	Number of media and press activities related to visits by Members of the College to Member States	300
Management of audiovisual technical facilities	Number of hours provided in Electronic News Gathering Television Crews, 'Very Important Persons' video/photo-shooting and video editing	8 500
	Number of audiovisual products provided to the College (messages, interviews, statements, clips)	1 500
Analytical reports on Representation's local communication opportunities and activities in priority domains	Number of analytical reports on outreach adapted to local needs	17

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

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Coordination of Commission's communication networks (Corporate Communication Steering Committee and Communication Network)	Percentage of member Directorates-General attending Corporate Communication Steering Committee meetings (annual average of individual meetings)	80%
	Percentage of member Directorates-General attending Communication Network meetings with at least one participant (annual average of individual meetings)	80%
	Number of Communication Network meetings per year	11
Coordination of communication professional networks (graphic designers, audiovisual, social media, media monitoring and analysis, communication procurement experts, Europa web governance bodies, Europa Direct Contact Centre Back offices, EC Representations, etc.)	Number of meetings of professional networks organised per each network separately per year:	
	• Network against disinformation	More than 8
	• Meetings of the Digital Leaders Network	50
	• Network of communication procurement practitioners	2
	• Community of practice of Europa Direct Contact Centre back-offices	1
	• Europa cross-editorial board, Europa Forum, Europa Steering Board	4
	• Audiovisual Correspondents networks meetings	4
	• Social Media Network meetings	2
• Graphic Design Network meetings	2	

Output	Indicator	Target
	<ul style="list-style-type: none"> • ‘Penmasters’ Network meetings (for speechwriters and writers of political content) 	4
	<ul style="list-style-type: none"> • Conferences/meetings/training sessions for specific profiles of staff working in the Representations (virtual, in-person, hybrid) 	18
	<ul style="list-style-type: none"> • Evaluation of communication Network 	2 to 3
Professionalisation and centralisation of communication services	Number of workshops on the Commission’s visual identity	3
	Percentage of logo exception requests handled within 4 weeks ²⁴	Over 60%
	Number of training sessions (data clinics) on the central social media publishing and monitoring tools	Over 40
Centralisation of communication framework contracts ²⁵	Number of Corporate Communication Framework Contracts (maximum)	24
	Number of specific contracts concluded using Corporate Communication Framework Contracts ²⁶	460
Professionalisation of external communication communities	Learning packages tailored to the needs of the communities of practice within the communication domain, enhanced by curated content from LinkedIn Learning	4 ²⁷
Reduction of reliance on intra-muros service providers in the external communication domain	Number of related presentations to Communication Network meetings for information	1
Countering disinformation	Reach of awareness-raising activities ²⁸ fighting disinformation ²⁹	1 000 000 ³⁰
	Number of visits to anti-disinformation webpages, including positive communication on related topics ³¹	100 000
	Number of meetings of the Network against Disinformation	6

²⁴ Logo exception requests are handled through a complex procedure coordinated by DG Communication and involving the Secretariat-General, DG Human Resources and the requesting service(s). The objective is to establish the need for a logo, examine alternatives and provide guidance and graphic design support.

²⁵ The smart recentralisation of the corporate communication framework contracts was established in the 2016 Synergies and Efficiencies Communication and was confirmed and reinforced following the audit and political stocktaking of the process in 2019.

²⁶ Corporate Framework contracts managed by DG Communication Corporate Communication Contracts and Evaluation teams.

²⁷ Media and public relations, Spokespersons and related services; Social media; Speechwriting and political communication; Visual Communication; Audiovisual production; Project management, governance and guidelines; Webmasters and web design; Communication procurement; and Monitoring and evaluation.

²⁸ Ranging from the production of communication products (including videos and social media posts) to the coordination of the relevant Commission Disinformation Network, etc.

²⁹ Including by the Representations.

³⁰ The figure sums up the impressions for all the awareness-raising activities related to disinformation: webpages’ visits, social media posts’ reach, download of toolkits, etc.

³¹ Such as the Solidarity with Ukraine webpage, etc.

Output	Indicator	Target
Consultation of Eurobarometer surveys on Europa	Number of visits to Eurobarometer web page	325 000
Representations' support to Directorates-General in outreach actions framed and coordinated through DG Communication ³²	Number of requests from line Directorates-General for support dealt by the Representations, coordinated and framed through DG Communication	40

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

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Corporate communication campaigns	Reach: Number people reached in 2023	240 million
	Reach: Number of contacts made in 2023	3.6 billion ³³
	Social media content creators study visits/activations around the Commission's headline ambitions	4
Europe Direct Contact Centre responses to users' enquiries	Number of replied inquiries	180 000
Publication of news articles focusing on the messages and activities of the President of the Commission	Annual number of news articles published on Europa website by the Spokesperson's Service, focusing on the activities of the President of the European Commission ³⁴	50
Publications ³⁵ and online materials for the general public and for young people	Number of static and animated visuals developed for backdrops/social media	8 000
	Number of readers / visits to publications and online materials	6 000 000

³² Refers to requests of Directorates-General for support from the Representations on their communication activities at national level (for example: Health, Environment, CNECT, etc.).

³³ I.e., throughout the year, 15 opportunities on average to see and/or hear campaign ads.

³⁴ News articles represent multimedia content, tailored to convey messages and explain events or policies to non-expert audiences. Published on Europa website by the Spokesperson's Unit, they are frequently used to highlight and promote the President's activities and messages, and usually contain photos and videos.

³⁵ All paper publications are printed on 100% recycled paper from 100% post-consumer waste, using a totally chlorine-free process. The total number of copies of publications printed will continue to be lower in 2023 compared to previous periods, while the readership of online publications and materials is expected to continue increasing, leading to a small net increase in the overall target.

Output	Indicator	Target
	Number of publications / online materials produced by DG Communication / other Commission services for which testing panels ³⁶ provided advice	15
Press events organised by Representations (excluding press events involving Commissioners)	Number of press events (physical or virtual)	120
	Number of journalists attending press events	1 000 ³⁷
Press events organised by the Spokesperson's Service	Number of press events of College members (physical or virtual):	
	- press conferences:	130
	- press points	40
Visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	Number of total visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	1 400 000
Social media following of the President of the Commission on Twitter, Instagram and LinkedIn	Number of total followers on the President's social media accounts	520 000 Instagram
		1 800 000 Twitter
		1 800 000 LinkedIn
European Commission's central and local social media accounts	Number of total followers of European Commission's central and local social media accounts	9 200 000
Audiovisual and multimedia productions, Europe by Satellite (EbS) news coverage and media library	Number of Corporate Video Productions	200
	Number of items downloaded (Audio/Video/ Photo)	130 000
	Number of hours transmitted by EbS	2 100
	Number of TV uptakes from EbS (in minutes)	70 000
User-centred websites	Number of visits to the European Commission core site ³⁸	100 000 000
	Number of visits to the European Union website	30 000 000
	Number of visits to all Commission owned websites enrolled in Europa Analytics ³⁹	500 000 000

³⁶ DG Communication coordinates both the Teachers' Testing Panel and the Europe Directs' Testing Panel. The Teachers' Testing Panel, comprising 54 primary and secondary school teachers, tests materials produced by DG Communication, by other Directorates-General, and by other EU Institutions for 5–18-year-olds, for their teachers and parents. The feedback provided by the panel enables the services to optimise their materials for use in schools. The Europe Directs' Testing Panel, comprising 27 managers of Europe Directs, provides a similar service for materials produced for 18–118-year-olds.

³⁷ This indicator provides a total number of journalists attending all the 27 Representations' press events, both in physical and virtual format.

³⁸ The Commission's core site (ec.europa.eu) includes information on the Commission's headline ambitions, organisational structure and functioning, stable information common to most Commission departments. It serves as a hub for onward navigation to further thematic or specific content either hosted on the site or other more specialised websites.

³⁹ +/-330 websites.

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

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Events organised by Representations	Number of outreach activities (physical and online)	6 000
	Number of participants at events	700 000
Information events organised by EUROPE DIRECT centres	Number of information and engagement activities	10 000
	Number of people reached	1 000 000
Information visits organised by the Visitors' Centre	Number of visiting groups to the Commission per year	1 600 ⁴⁰
	Number of visitors per year	50 000
Experience Europe / Brussels Rond-Point 14	Number of visitors at Experience Europe / Brussels Rond-Point 14	30 000 ⁴¹
EU-level Citizens' Panels	Number of meetings of EU-level Citizens' Panels on-site and online	9
	Number of Citizens' Reports with an impact on the Commission's initiatives	3
Citizens' engagement channel under the revamped 'Have Your Say' portal	Number of citizens engaged on the channel	25 000
	Number of unique visitors on the umbrella website of the engagement channel	1 million
Social media engagement with citizens (Community management)	Number of social media replies published on the Commission's flagship accounts by DG Communication teams in Headquarters and in Representations	10 000
	Number of Member States with at least 1 full-time community manager	27

⁴⁰ In 2023, it expects to increase the number of the groups and visitors, returning to 2019 figures.

⁴¹ Accessibility may be impacted by the renovations of the Schuman area by the Ville de Bruxelles.

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

Main outputs in 2023:

Output	Indicator	Target
Gender-balanced management in DG Communication ⁴² : Awareness raising of selection panels on gender-balanced management	Percentage of panels confirming in their report that gender balance was considered	100%
Going even more Digital (DG COMM HR Strategy): Awareness raising actions on the learning offer on digital and social media skills	Number of announcements of digital learning actions to all COMM staff via the DG’s intranet homepage	12
Actions supporting improved career mobility and use of talents (DG COMM HR Strategy)	Minimum number of actions promoting mobility in DG COMM	3
Active two-way communication with staff	Number of participatory events (Physical or virtual)	Two all-staff meetings (virtual or physical), and weekly online debriefs of Senior Management meetings

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

Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Timely payments	Becomes >97% of payments in (value) made on time

⁴² Targets set in SEC(2020)146 have been reached. DG Communication now needs to ensure a gender-balanced management in the long term.

Output	Indicator	Target
	Budget execution: Percentage of the commitment appropriations, for the operational budget delegated to DG Communication, committed with respect to the annual forecast	Close to 100% commitment appropriations for the operational budget delegated to DG Communication
	Budget execution: Percentage of the payment appropriations, for the operational budget delegated to DG Communication, paid with respect to the annual forecast	More than 95% payment appropriations for the operational budget delegated to DG Communication
Economical controls	Overall estimated cost of controls	Remains <7% of funds managed

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy⁴³ aimed at the prevention, detection and correction⁴⁴ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Staff awareness about fraud	Number of awareness-raising activities per year	Minimum 1
	Tailored awareness-raising sessions per year	Minimum 6
Periodical analysis of data on procurement procedures stored in ABAC Data Warehouse to detect possible fraud patterns	Presentation of the reports to Authorising Officer by Delegation and Authorising Officers by Sub-delegation	Annually
Systematic verification of red flags indicators in ex-ante and ex-post controls	Periodic reporting on number of events identified	Transactions identified as containing potential 'red flags' do not exceed 2% of all transactions checked

⁴³ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁴⁴ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

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

Main outputs in 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG Communication's key data assets	Percentage of implementation of the corporate principles for data governance for DG Communication's key data assets	55%
Reporting on corporate governance and IT security regulation for DG Communication Information systems.	Percentage of Information Systems updated in GovIS (including the IT Security section)	90%
Compliance with IT Security regulation	Percentage of Information Systems having a valid IT Security plan	85%
Knowledge Management and Data Analytics	Progress of the involved projects (Eurobarometer, inter-institutional website, Europe Direct Contact Centre, Social Media Analytics)	90%
Data-protection compliance tool to manage contact details in Representations	Percentage of Representations with a tool deployed	100%
Collaboration tools for Representations	Percentage of Representations with tools deployed (Skype for Business, Microsoft 365, Webex)	100%
Records approved and published on the Data Protection Officer public register	Number of records specific to DG Communication	24
	Percentage of identified corporate records needed by the communication community	100%
Staff awareness about data protection ⁴⁵	Number of trainings and other awareness-raising activities per year	Minimum 2
	Tailored specific trainings	Minimum 2
Staff cyber-awareness	Number of trainings and other awareness-raising activities per year	Minimum 2

⁴⁵ Based on last years' experience, 5% of DG Communication staff is expected to attend these actions.

Objective: DG Communication takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2023:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG Communication's total energy consumption	Number of actions	4
Participation in the end of the year energy saving action, by closing DG Communication's buildings at headquarters during the Christmas /New Year's and summer holiday period or by reducing energy consumption.	Percentage of buildings participating	33% for Christmas/New Year's holiday
Implementation of the Paperless DG Communication strategy, training and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and raising awareness about DG Communication's consumption of office paper	Number of new actions introduced	3
	Reduction of the average number of printed pages per user	40%

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Availability of reliable information regarding energy consumption and emissions	Percentage of Representations participating in the data collection	75%
Switch to green energy providers of gas and electricity in Representations, where this is possible ⁴⁶	Percentage of energy supply contracts Representations which are green ⁴⁷	80%
Greening of the car fleet in the Representations	Percentage of new cars purchased or leased that are electric or plug-in hybrid ⁴⁸	80%
Staff awareness actions on reducing greenhouse gas emissions, sustainable professional travel and commuting, and digital pollution	Number of actions	4

⁴⁶ Feasibility has to be assessed on a case-by-case basis, according to local market conditions (monopolies / existence of green electricity providers / financial impact / autonomy in concluding contracts).

⁴⁷ Providers whose energy mix includes renewable sources.

⁴⁸ In consideration of current market conditions, the purchase of electric or hybrid plug-in cars will initially focus on official cars (saloon type), which represent 50% of the Representations' fleet.

Output	Indicator	Target (2019 as baseline)
Gradual reduction of emissions linked to professional travel by analysing DG Communication's mission patterns, reporting on the generated emissions, reducing the number of non-essential missions in favour of videoconferencing and virtual events, and promoting more sustainable travel options	Reduction in the number of missions performed by DG Communication staff	Defined in Communication on the greening of the Commission ⁴⁹
	Number of reports on mission patterns and generated CO2 emissions	1
III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and staff awareness actions about DG's waste generation in collaboration with OIB	Percentage of staff informed	100%
Staff awareness actions on organising green meetings and events, including the promotion of the corporate Guidelines for sustainable meetings and events .	Number of actions	2
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target (2019 as baseline)
Gradual introduction of GPP criteria in contracts for supplies and services	Number of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>) Percentage of relevant ⁵⁰ high-value calls for tender incorporating green procurement criteria	Number of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>) 75%
V. Compliance with EMAS regulation		
Output	Indicator	Target (2019 as baseline)
Enrolment of Representations to the Commission's Eco-Management and Audit Scheme (EMAS)	Number of Representations with EMAS registration	2

⁴⁹ The Commission expects that the measures set out in this Communication to reduce emissions linked to staff business trips and use greener methods of transport will reduce the emissions in this area by at least 50% compared to 2019 by 2024. DG Communication will use the new functionality in MIPS to generate reports on CO2 emissions linked to staff travel.

⁵⁰ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.

Output	Indicator	Target (2019 as baseline)
	Number of Representations in which the preparatory phase or the audit and verification cycle has started	2
	Number of Representations in which the preparatory phase or the audit and verification cycle will start in 2023	3