



Strategic Plan 2016 - 2020*

DG COMMUNICATION

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Contents

- PART 1. Strategic vision for 2016 - 2020..... 3
 - A. Mission statement..... 3
 - B. Operating context 4
 - C. Strategy, Objectives and Performance Tables..... 6
 - 1. DG COMM Strategy 2016 - 2020 6
 - 2. DG COMM Objectives 2016 – 2020 10
 - 3. DG COMM Performance Tables 2016 - 2020..... 14
 - D. Key performance indicators (KPIs)..... 20
- PART 2. Organisational management..... 22
 - A. Human Resource Management 24
 - B. Financial Management: Internal control and Risk management..... 25
 - C. Infrastructure 26
 - D. Information management aspects 27
 - E. External communication activities 28
 - F. Other communication activities of DG COMM..... 28

PART 1. Strategic vision for 2016 - 2020

A. Mission statement

DG COMM MISSION STATEMENT:

Listen – Advise – Engage

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

This mission statement of the Directorate-General Communication (DG COMM), as developed in a participatory process in 2013, was reconfirmed in the Working Methods agreed between the President's Cabinet and the Director-General in March 2015.

Being a Presidential Service since the start of the Juncker Commission on 1 November 2014, DG COMM has steered the process to streamline and define one sole Commission-wide objective for external communication, aligned with the new political environment and the increased expectations expressed in the Commissioners Mission Letters and the Working Methods of the Commission, adopted on 11 November 2014 as C(2014)9004 which state that *"Communication can only be successful if the Commission speaks with one voice, reflecting the principle of collegiality"*.

The Spokesperson's Service (SPP) is an integral part of the Directorate-General Communication (DG COMM) placed under the direct authority of the President. The SPP supports the President's and the Commissioners' communication on the 10 political priorities of the Commission. This covers both pro-active and reactive communication with the overall purpose to provide the media with clear, accurate, comprehensive and timely information via all media channels.

President Juncker made clear his expectations of a more political Commission, stating in his Mission Letters to all Commissioners that *"Delivering the priorities of the Political Guidelines will require a reform of the way the Commission has operated up until now. Reform means change. I want us all to show that we are open to change and ready to adapt to it."* The President reiterated the need to connect with citizens, notably on the overarching priority of the Commission – jobs and growth – in his 2015 State of the Union speech when he underlined that *"(...) We will fail in our efforts to prosper if we do not learn a hard lesson: we have not yet convinced the people of Europe and the world that our Union is not just here to survive, but can also thrive and prosper."* In the Commission Work Programme (CWP) 2016 it is stated that *"(...) this Commission's focus remains clear: being big on the big things and better in how we deliver them"*. It is in this context, that the CWP 2016 announces *"that the Commission will focus its communication work in 2016 on the priorities of the Commission, on the basis of the corporate communication action in 2016 under the Multiannual Financial Framework (MFF) 2014-2020 (C(2015)7346 of 27.10.2015)"*¹ (see also chapter C / Strategy).

¹ COM(2015)610 final - 27.10.2015, page 4.

B. Operating context

The **intervention logic of DG COMM services ("what we deliver?")** illustrates the link between DG COMM's mission statement (in short: **Listen – Advise – Engage**), the horizontal services general objective and the overarching objective for external communication as well as DG COMM's specific objectives (Strategic Plan 2016 – 2020), and the inputs and actions managed to achieve the defined outputs (Management Plan 2016).

Operating context – external factors

As outlined in the *"Instructions for the Strategic Plan 2016 – 2020 and the Management Plan 2016"*, **"external factors and actions by other stakeholders are likely to enable or limit achievements"**. Necessarily, the degree of control or influence of the Commission varies along the chain of steps (of the intervention logic): whereas the Commission has full control over the outputs of its own actions, various external factors and players exert influence on the final outputs, results and impacts of European Union (EU) action. This general observation applies to EU policy and law-making interventions, but it applies in particular to its communication actions.

Communication typically is a flanking measure, subject to externalities of two types. Firstly, communication actions and the perception of their effects are influenced by the content / substance of the dossiers supported by communication actions throughout the policy and decision making process (legislation and enforcement as well as programmes / EU (co-)funding). Secondly, communication does not take place in a vacuum, but in a complex environment of 28 national public spaces and an emerging European Public Space, all of those heavily influenced by, among others, the following factors (mutually influencing each other):

- International, national and regional political factors
- International, national and regional economic factors
- Level of trust in political institutions (international, national) and in media
- Media habits/practice/attitude
- Technological developments, notably in the information and communications technologies

Operating context – within the Commission

Progress was made in the past years to reinforce coordination of activities in the field of external communication through planning ahead and exchange of information, however in the context of the ongoing Synergies and Efficiencies Review² a consensus emerged at the level of Directors-General that more alignment of sectoral communication to the political priorities is

² SEC(2016)170

needed as well as better governance, with a lean and service oriented central steer from DG COMM, see also chapter on strategy 2016 to 2020.

DG COMM's general **budget** (title 16 with EUR 78.7 mio for 2016³ falls under the **institutional prerogatives** whilst its budget for corporate communication actions (EUR 21.25 mio in 2016) is anchored in the MFF proposals of 2011 and the respective Commission Decisions⁴.

³ Total COMM operational budget (excluding EAC budget line 16.0304)

⁴ SEC(2011) 867 final – 29/06/2011), SEC(2013)486 – 23/09/2013 and C(2015)7346 – 27/10/2015.

C. Strategy, Objectives and Performance Tables

1. DG COMM Strategy 2016 - 2020

The European Union should be bigger and more ambitious on big things, and smaller and more modest on small things. The Commission's communication needs to match this, by focussing on the 10 policy areas which have been outlined in the Political Guidelines. As a basic principle (and referred to in the Mission Letter each Commissioner designate received in autumn 2014) all members of the Commission should be active in the Member States, communicating on the proposals outlined in the annual Commission Work Programmes (CWP).

DG COMM is supporting the College, notably the Project Teams⁵, by driving the debate on these key deliverables and on the 10 political priorities of the Commission, in a period of changing internal working structures and more flexible Commission working methods⁶. DG COMM's role as a Presidential service is crucial in launching and sustaining the communication on all of the 10 Commission priorities by activating the appropriate multimedia digital approach – be they Citizens' Dialogues or the road shows and tours of the Vice-Presidents multimedia services to promote the deliverables of the Commission; always accompanied by strong involvement on the ground via the Commission's Representations in the Member States.

The Spokesperson's Service (SPP), as an integral part of Directorate-General Communication (DG COMM), continuously engages with media, announcing new initiatives implementing the 10 political priorities of the Commission, and supporting the President's and the Commissioners' communication. This covers both pro-active and reactive communication with the overall purpose to provide the media with clear, accurate, comprehensive and timely information via all media channels.

However, to be effective and reach the citizens, communication has to be sustained throughout the policy making cycle and has to illustrate how EU policy making affects citizens in their daily lives.

Therefore, the **Representations** are continuously upgrading their political intelligence and reporting in order to make it more focused on the 10 political priorities and more tailored-made in view of the needs of the President, the Vice-Presidents and the Commissioners. In view of supporting and shaping the local angle of corporate communication as well as by preparing and following up on the various systematic road shows, citizens dialogues and visits of Vice-Presidents and Commissioners covering the Member States, Representations are focussing their activities and services. Also, Representations play a key role in the Commission's two-way communication in the Member States, effectively combining their role as "ears and voice" for the President and the College whilst paying greater attention to communication and engagement over the longer term on the opportunities created by the political priorities.

Upgrading the digital presence of Representations in all areas of their activity will involve investment in training and hardware, in particular for online communication. Social media activities should

⁵ Detailed list see Annex 2 of "The Working Methods of the European Commission 2014-2019" (C(2014)9004 of 11 November 2014).

⁶ See "The Working Methods of the European Commission 2014-2019" (C(2014)9004 of 11 November 2014).

become one of the main communication channels for Representations, complementing their political, media and outreach activities.

Providing the local angle to centrally developed messages and supporting the SPP with local expertise on its national and regional outreach will rely on increased (social) media savviness, skills as well as empowerment of Representations staff.

As already outlined in the individual Mission Letters and as stated in the CWP 2016, DG COMM "*will continue to expand (our) **Citizens' Dialogues**' which allow the Members of the Commission to listen directly to citizens in their own regions and reply on the issues that matter most to them*". The Citizens' Dialogues will focus on the political priorities, their implementation and their impact on the daily lives of Europeans. DG COMM will further develop this political interactive communication tool between the Commission and citizens that allows Commissioners to listen to citizens' views throughout the entire policy cycle and convey targeted messages on the added value of EU policy making. This will involve constant efforts to maintain and increase the dialogues' impact and outreach, through all media, in view of creating a lasting impact on citizens' perceptions of the Commission's work.

In the same vein, outreach towards citizens through Europe Direct services as well as the services of the Commission's Visitor Centre will gradually be further enhanced in the period 2016 to 2020.

DG COMM will continue to produce a variety of publications and other information material for the general public in all official EU languages collaborating with all DGs. Their aim is to explain the Commission's political priorities and policies, how the EU works and what it offers to citizens in easy-to-read language. Ensuring regular up-dates of the publications and increasing the communication potential of the General Report is of key importance.

Corporate communication will continue to raise public awareness about the EU as a whole, its values and its work to address current issues in line with the 10 political priorities set out by the Commission in each annual Work Programme. In this context, DG COMM will continue over the coming years to work **on aligning communication action across the Commission to the 10 political priorities**, focusing on:

- **Prioritising** through more efficient governance of the communication domain under the steer of DG COMM, notably through the Corporate Communication Steering Committee (meeting at senior management level). This will reinforce the work of the External Communication Network, which brings together Heads of Communication (i.e. those mandated as the focal point by each Directorate-General (DG)).
- **Professionalising** the communication function, including the establishment of communities of expertise/competence in key areas such as online communication, audio visual and media monitoring and analysis. The link between external and internal communication functions across the Commission will be reinforced along the lines proposed in the frame of the "*Synergies and Efficiencies Review*".⁷
- **Performance measuring**, so as to show a communication budget focused on results, which is also an essential element of accountability. From 2016, all Communication units in the Commission

⁷ SEC(2015)503, minutes DGx Meeting 10/12/2015 and SEC(2016)170.

and DG COMM will work towards the same overarching long-term objective⁸. Over the long term, the indicator of “positive image of the EU” (Eurobarometer) is at best a proxy for measuring the impact of this work.

In the period 2016 to 2020, DG COMM will continue to carry out **corporate communication actions**, making use of the “corporate clause” included in the programme regulations under the 2014-2020 Multiannual Financial Framework (MFF). Since the new MFF, the Commission has taken a decision every 2 years to pool communication resources for major corporate communication actions. Under Decision C(2015)7346 a major initiative will get underway in 2016 for communicating jobs and growth in general and the overarching priority of the Investment Plan for Europe in particular. Subject to satisfactory implementation of the action decided in 2015, the Commission might take similar decisions until the end of MFF period. In 2017, one priority could be given to continuing the communication of the concrete results of the Investment Plan for Europe, in particular during the final year of implementation of European Fund of Strategic Investment (EFSI).

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

- Corporate approach – DG COMM's steering to ensure co-ordinated activities among DGs, along the political priorities.
- Efficiency gains – centralising procurement to generate economies of scale, staff reallocation, and increased expertise on market behaviours/actors/prices.
- Risk management – concentrating oversight communication activities inside DG COMM significantly mitigates reputational risk of the production and diffusion of products below professional and political standards.

In line with the objectives of coherence, relevance and cost-effectiveness, DG COMM will continue to lead the **digital transformation programme** building a new user-centred web presence organised along themes and not the organisation structure of the Commission departments. The aim is to provide high quality online services meeting the expectations of European citizens and strengthen their trust in the EU.

Corporate communication thus contributes to the shared objective for external communication by building a better understanding by European citizens of the EU and its strategic priorities. **With the 2016 - 2020 Strategic Plan and the Management Plan 2016, DG COMM's overarching objective has now been mainstreamed to become the mandatory objective for external communication for all DGs**, so it is now (as per SG "*Instructions for the Strategic Plan 2016 – 2020 and for the Management Plan 2016*") an objective domain, shared with the whole communication community across all DGs. The achievement of this objective is dependent on external factors and potentially subject to external shocks which limit the effectiveness and long-term impact of communication, such as the economic situation in Europe, national politics, and global issues requiring action at international level (see chapter B/ Operating context).

⁸ Cf. Overarching objective in the Management Plan 2016: "*Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making process and they know about their rights in the EU.*"

The outcome of corporate communication (both alignment and actions) should be increased coherence of the Commission's messages, stronger relevance to target audiences and more cost-effective communication.

2. DG COMM Objectives 2016 – 2020

DG COMM's strategy as summed up above translates into the following objective for the years 2016 - 2020, contributing to the achievement of the general objective for the Commission's central services and, by the nature of its core business of external communication, **contributing to professionally communicating on the achievement of all 10 political priorities of the Commission.**

COMMISSION GENERAL OBJECTIVE FOR CENTRAL SERVICES

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

DG COMM will measure how contributes to achieving this general objective for central services by reporting on one of the two impact indicators proposed by SG below⁹.

Impact indicator: Staff engagement index in the Commission	
Source of the data: European Commission	
Baseline (2014)	Target (2020)
64%	Increase

Keeping in mind DG COMM's mission statement, as well as the overarching objective shared across the whole "communication domain" of the Commission (Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making process and they know about their rights in the EU), DG COMM provides 3 types of services for its three client groups:

- **Listen:** As an *executive service*, DG COMM ensures that high quality country specific information and analysis are fed into the College's decision making process.
- **Advise:** As a *corporate service*, DG COMM ensures that all relevant Commission' services contribute to a coherent and effective corporate communication on the Commission's priorities.
- **Engage:** As a *communication service*, DG COMM ensures that a simple, clear and understandable message focussed on Commission's priorities is communicated to the media and other multipliers and to EU citizens and engages with them.

⁹ As DG COMM already has mainstreamed the KPI 'Image of the Commission' across the whole external communication "family", DG COMM refrains from additionally using the "trust" indicator.

As illustrated in its intervention logic, DG COMM as a Presidential Service is re-focusing in the years 2016 to 2020 on its core communication activities, **servicing three groups of clients:**

1. DG COMM provides **executive communication services** to the College: The related specific objective reads:

- *College, Cabinets and services use political reports and analysis, Eurobarometer results, media analysis and stakeholders and citizens feedback for decision making or communication purposes*

As detailed in annex 5 of the Working Methods DG COMM, in addition to the SPP's political messaging, provides a number of **services to the Commission and Cabinets** "to strengthen the Commission's communication activities: for example, daily press reviews and media analysis, AV studios for live and recorded messages, support for digital communication including social media and political reporting of the Representations on developments in Member States". Moreover, as stipulated in the Mission Letters sent by the President to each Commissioner, "effective policy-making also requires a deep understanding of every one of the Member States, of their common challenges and of their diversity".

DG COMM's Representations (REPs) with their intelligence and political reporting and Headquarter's (HQ) media monitoring / analysis as well Eurobarometer (EB) services provide country-specific input and feedback upstream in the policy making process. The new, more political role of the Representations, with the Heads of Representations acting increasingly as "Ambassadors", ensures a strong presence in the capitals supporting the political agenda of the Commission notably when preparing, organising or following up Commissioners missions and road shows in the Member States (MS) (political influencers and policy capacity as well as media actors and communication channels).

These **executive communication services** are essential for assisting the College, Cabinets and services of the Commission to be able to assess country specific information upstream in the policy making process, thus contributing to meeting the 10 Commission general objectives and carrying out the Commission's annual work programmes.

2. Furthermore, DG COMM works on behalf of the President to promote effective **corporate communication services**, to support delivery on the political priorities and to align line DGs communication to the 10 political priorities of the Commission. These corporate services can be broken down into the following four specific objectives:

- *The Digital Transformation Project is implemented by 2017*
- *Citizens are aware about the political priorities of the College, in particular "jobs, growth and investment" as the overarching priority*
- *Via the Corporate Communication Steering Committee and the External Communication Network DGs exchange best practices, they receive assistance on technical issues of communication tools and services and they align their sectorial communication strategies/plans to the corporate messaging*
- *More consistency, efficiency gains and savings across the Commission's communication activities*

This includes a stronger focus on professionalisation of the communication function, more efficient governance, economy of scale and identification of synergies and efficiency gains. To this end, DG COMM chairs the Corporate Communication Steering Committee (senior management level) and the External Communication Network (participants Heads of the Communication Units of the different DGs).

The President summed up the idea of “corporate” in the Mission Letters as follows: *“I want the Commission to be more than the sum of its parts. (...) I want us to overcome silo mentalities by working jointly on those areas where we can really make a difference.”* Flagship projects of this corporate approach are the digital transformation project as well as the corporate communication actions 2015 (EUR 3.2mio) and 2016 (EUR 21.25mio), both promoting the Commission's overarching priority of jobs, growth and investment, notably the projects financed by the Investment Fund.

These **corporate communication services**, are vital for assisting Commission services to better align sectoral communication to the 10 political priorities of the Commission and to ensure continuous professionalisation and performance management across the "Commission's external communications family", thus contributing to meeting the 10 Commission general objectives and carrying out the Commission's annual work programmes.

3. Last not least, DG COMM provides the tools and services to **inform and exchange directly with European citizens**, the related three specific objectives are the following:

- ***The Commission receives targeted media coverage through relevant publications and continuous engagement with media***
- ***Citizens are better informed about the EU, in particular about the EU priorities and their rights***
- ***Citizens express themselves towards and engage with Commissioners through Citizens' Dialogues and other forms of direct communication (like Social Media) which stimulate citizens' interest in EU affairs and contribute to restoring trust in EU institutions***

Informing and engaging with citizens comprises activities of the Commissions Visitors' Centre as well as the various Europe Direct services and Representations outreach activities / events (increasingly aligned to the 10 political priorities of the Commission) as well as paper and online publications and the Commission's presence on EUROPA and in traditional and in social media.

Also, Citizens' Dialogues are an effective communication channel helping Commissioners to reach citizens directly and to engage with them face to face. As stated by the President in his Mission Letters to all Commissioners, *“while fulfilling your obligation to participate in Commission meetings and engage with the European institutions, I want you all to be politically active in the Member States and in dialogues with citizens, by presenting and communicating our common agenda, listening to ideas and engaging with stakeholders.”* More and more, these Dialogues will be synchronised with the 10 political priorities of the Commission, designed as sounding boards for citizens' concerns, expectations and ideas on the implementation of the political priorities.

These *information and communication services addressing citizens directly* - with messages aligned to the 10 Commission general objectives and to the actions defined in the Commission's annual work programmes - are a crucial contribution impacting on how well informed European citizens feel and how they feel their voice is heard in the EU, factors which in turn should help increasing the number of positive replies received when asking about the image of the EU.

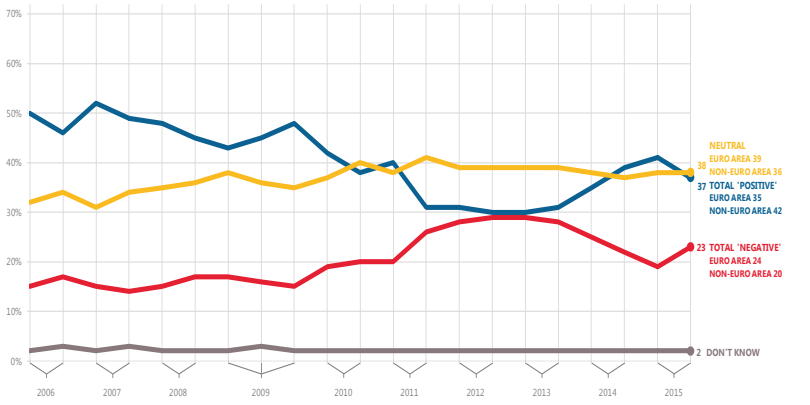
With the three services outlined above, (i) executive communication, (ii) corporate communication and (iii) citizens communication services, DG COMM contributes to all of the 10 general objectives and therefore also the 10 priorities of the Commission. As a Presidential Service, providing corporate and horizontal services, DG COMM does not manage and has no direct responsibility for policy making or programme implementation. Instead, DG COMM, via implementing its Strategic Plan 2016 - 2020 and the Management Plan 2016 will contribute to Commission's achieving of its horizontal objective, namely "***To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.***"

3. DG COMM Performance Tables 2016 - 2020

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

The impact indicator DG COMM uses to measure this objective is **"Percentage of EU citizens having a positive image of the EU"**.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors and externalities, including the work of other EU institutions and national governments, as well as political and economic factors, it does not only reflect the communication actions of the Commission (see chapter B "Operating context" on page 5 and Intervention Logic). However, it is relevant as a proxy for the overall perception EU citizens have of the EU.

Baseline 2015	Interim Milestone 2017	Target 2020
<p style="text-align: center;">Status as of November 2015 Total "Positive": 37 % Neutral: 38 % Total "Negative": 23%</p> <p>Q In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image? (% - EU)</p>  <p>Source of the data: Eurobarometer – EB84</p>	<p>To contribute¹⁰ to improving and maintaining a positive image of the EU in the media and among citizens. 32%</p>	<p>Positive image of the EU ≥ 50%</p>
<p>Planned evaluations: Not applicable (N/A)</p>		

¹⁰ See Chapter B / Operating Context.

DG COMM AS EXECUTIVE SERVICE

Specific objective 1- Executive Service: College, Cabinets and services use political reports and analysis, Eurobarometer results, media analysis products and stakeholders and citizens' feedback for decision making on communication purposes		
Result indicator 1: Satisfaction rate regarding Commissioners missions in Member States		
Source of data: On-line sample survey - Survey to be conducted with 2-3 Vice-Presidents in 2016, 2018 and 2020		
Baseline 2016	Interim Milestone 2018	Target 2020
N/A	70% at least "good"	80% at least "good"
Result indicator 2: Users satisfaction concerning REPs political reporting and country profiles		
Source of data: On-line survey - Survey to be conducted in 2016, 2018 and 2020		
Baseline 2016	Interim Milestone 2018	Target 2020
N/A	70% at least "good"	80% at least "good"
Result indicator 3: Satisfaction rate concerning Eurobarometer products		
In the Eurobarometer programming for 2015 (Ares(2014) 3269492 of 3/10/14), an executive summary for the Cabinet concerned is an obligation. The survey among Cabinets aims to assess whether the instrument is being well used and further improve the programming for 2016 and beyond.		
<ul style="list-style-type: none"> Overall rate of satisfaction 		
Source of data: COMM.A1 survey - Survey conducted annually in the programming exercise each Autumn		
Baseline 2015	Interim Milestone 2017	Target 2020
N/A	70%	75%
Result indicator 4: Satisfaction rate concerning media monitoring products		
Source of data: Internal COMM.A3 - Survey to be conducted in January 2016, at the end of 2017 and in 2020		
Baseline 2016	Interim Milestone 2017	Target 2020
N/A	70%	75% overall satisfaction
Planned evaluations:		
Evaluation Eurobarometer budgeted for 2016 (see Annex Multiannual evaluation planning of Management Plan (MP) 2016)		

DG COMM AS CORPORATE SERVICE

Specific objective 2.1 - Corporate Service 1: Building a coherent web presence on the European Commission, by implementing the Digital Transformation project by 2017

Result indicator 1: Transition rate of the thematic structure (15 themes)

Digital Transformation project builds on the political priorities of the Commission and aims at creating a coherent, relevant and cost-effective online presence of the entire Commission. The content on the new web presence will be organised thematically (15 themes). The content currently grouped DG by DG will be gradually transitioned into the thematic structure.¹¹

Source of data: COMM.A5

Baseline 2015	Interim Milestone 2016	Target 2017
Commission's new thematic web presence	4 classes ready 100% 3 classes ready 50%	100%

Planned evaluations:

Project is based on continuous user surveys. A new indicator, the Task Performance Indicator, will allow as of mid-2016, to measure the performance of the newly designed sections of the website against the old versions by showing how well the website supports the users' needs. The monitoring activity for this new indicator will be carried out internally.

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

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

Phase 1 - Stakeholders: EUR 3.2M¹² - KPI = 'reach'

Phase 2 – Broader Communication EUR 21.25M¹³ - KPIs = 'reach' and 'recall'.

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

"Recall" (i.e. public awareness of success stories/projects promoted through the actions) is the additional key performance indicator for the broader communication phase under Decision C(2015)7346 of 27.10.2015.

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

Baseline 2016	Interim Milestone 2017	Target 2020
N/A	To be defined (TBD) ¹⁴	TBD ¹⁷

Planned evaluations:

External evaluation of corporate action 2016 (see Annex Multiannual evaluation planning of MP 2016).

¹¹ The themes/classes have been identified in a series of workshops with the participations of all DGs, for example: "Strategy", "About the EU", "News, publications, events", "Funding, tenders", "Research and Innovation", etc.

¹² EUR 3.2 mio were co-delegated by DGs in 2015 (based on Decision SEC(2013)486). The Project Team is responsible for pulling together the overall effort on the Investment Plan. Unit A1 is responsible for the EUR 2.981.167 stakeholder action.

¹³ EUR 21.25 mio should be co-delegated in 2016, based on Decision C(2015)7346. The Project Team is responsible for pulling together the overall effort on the Investment Plan. Unit A1 may be responsible for a centrally procured action.

¹⁴ These figures depend on the outcome of contract negotiations.

Specific objective 2.3 - Corporate Service 3: Via Steering Committee and the External Communication Network (ECN) DGs exchange best practices, receive assistance on technical issues of communication tools and services and they align their sectorial communication strategies/plans to the corporate messaging		
Result indicator: Percentage of satisfaction of the Steering Committee and ECN members		
Source of data: COMM.A1 Survey - Survey to be conducted annually as part of the ECN overview each Spring.		
Baseline 2016	Interim Milestone 2017	Target 2020
N/A	70%	80%
Planned evaluations: N/A		
Specific objective 2.4 - Corporate Service 4: More consistency, efficiency gains and savings across the Commission's communication activities		
Result indicator: Percentage of Communication budget used for the 10 political priorities		
Source of data: COMM.A1 based on share Point and Management Plans of line-DGs		
Baseline (2015 AARs)	Interim Milestone 2017	Target 2020
N/A	50%	75%
Planned evaluations: N/A		

DG COMM AS COMMUNICATION SERVICE

Specific objective 3.1.- Communication Service 1: Commission receives targeted media coverage through relevant publications and continuous engagement with media		
Result indicator 1: Tonality of media coverage towards the European Commission in media for main EU media sources		
Source of data: COMM. A3 data		
Baseline 2016	Interim Milestone 2017	Target 2020
N/A ¹⁵	N/A ¹⁸	N/A ¹⁸
Planned evaluations: N/A		
Specific objective 3.2. - Communication Service 2: Citizens are better informed about the EU, in particular about the Commission's political priorities and their rights		
Result indicator 1: Visitors confirm their increase of knowledge of the Commission and its 10 political priorities		
Source of data: COMM.C4 Survey of the visitors one year after the visit		
Baseline 2015	Interim Milestone 2017	Target 2020
80%	85%	90%
Result indicator 2: Percentage of users satisfied with the answers received from the Europe Direct Contact Centres (EDCC)		
Source of data: Based on the results of an on-going satisfaction survey among EDCC users		
Baseline 2014	Interim Milestone 2017	Target 2020
87%	90%	95%
Result indicator 3: Percentage of users satisfied with the Europe Direct Information Centres (EDIC) service		
Source of data: Based on the results of an on-going satisfaction survey among EDICs users		
Baseline 2015	Interim Milestone 2017	Target 2020
87%	90%	95%
Result indicator 4: Participants in Europe Direct Information Centres (EDICs) events agree that they are better informed on the EU		
Source of data: Based on the results of an on-going satisfaction survey among EDICs users		
Baseline 2016	Interim Milestone 2017	Target 2020
N/A	75%	80%
Result indicator 5: Percentage of participants at REPs events who declare that the event improved their understanding of the EU or one of its 10 political priorities		
Source of data: Participants survey - Survey to be conducted after each conference, seminar, workshop, citizens dialogue as well as after events organised with educational establishments. Reported in the <i>Events and Actions database</i> (DIR COMM.B)		
Baseline 2016	Interim Milestone 2017	Target 2020
N/A	70%	75%

¹⁵ To be defined by end 2016.

Result indicator 6: Number of unique visitors to the EUROPA websites (interinstitutional and Commission domains including the Representations' and RAPID websites)

Definition: This indicator shows how many uniquely identified clients view pages within the defined time period. (The same person visiting from two different computers or browsers will be therefore counted as two Unique Visitors)

Source of data: SAS Analytics (corporate data collection tool managed by COMM.A5)

Baseline 2014	Interim Milestone 2017	Target 2020
258 298 695	300 000 000+	350 000 000+

Result indicator 7: Engagement rate on social media

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

The Engagement Rate is calculated by the number of engagements¹⁶ received from the audience on a specific channel divided by the number of that profile's posting activities within 365 days preceding the benchmark date.

Source of data: Engagor (corporate tool managed by COMM.A5)

Baseline 2014	Interim Milestone 2017	Target 2020 ¹⁷
Twitter: 159	200	250
Facebook: 306	250	300
Google+: 138	110	160
LinkedIn: 96	95	145
EUTube: N/A	1.5	2
Instagram: 26	67	200

Result indicator 8: Average satisfaction level for the publications

Source of data: Opinion expressed by new COMM.C1 ongoing survey or readers, expressed on a scale of 1 to 10

Baseline 2016	Interim Milestone 2017	Target 2020
New survey activity	7 out of 10	8 out of 10

Planned evaluations:

EDICs: Ongoing evaluation, final report due June 2016.

Visitors Centre: Ongoing evaluation, final report due June 2016.

Back to School: Evaluation launch planned for 2016.

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

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

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

Baseline 2015	Interim Milestone 2017	Target 2020
10 000 000	15 000 000	18 000 000

Planned evaluations:

Small-scale evaluations tools for measuring results of Citizens' Dialogues to be designed in 2016.

¹⁶ The number of engagements means engagements on social media posts created by the European Commission: retweets, tweets, replies to tweets, likes and comments on Facebook as well as other channels like Instagram, Google+ or YouTube.

¹⁷ Maintaining good engagement level (Based on expert judgement it is not realistic to go beyond these figures).

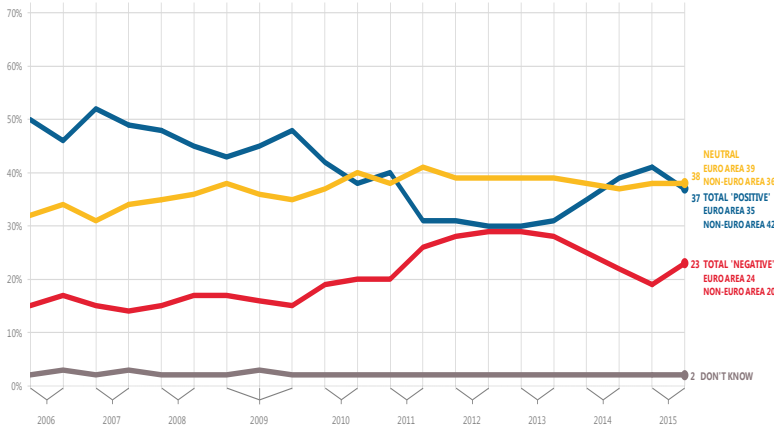
D. Key performance indicators (KPIs)

DG COMM has identified the following three key performance indicators (KPI), two of them concerning core communications activities ("what we deliver?") and one stemming from a horizontal activity (how we deliver?):

1. Percentage of EU citizens having a positive image of the EU (impact indicator of the overarching objective).

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors and externalities, including the work of other EU institutions and national governments, as well as political and economic factors, it does not only reflect the communication actions of the Commission (see chapter B "Operating context" on page 5 and Intervention Logic). However, it is relevant as a proxy for the overall perception EU citizens have of the EU.

Source of data: Standard Eurobarometer carried out in each Member State at least every 6 months (every May and every November).

Baseline 2015	Milestone 2017	Target 2020 ¹⁸																																																							
<p style="text-align: center;">Status as of November 2015 Total "Positive": 37 % Neutral: 38 % Total "Negative": 23%</p> <p>Q In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image? (% - EU)</p>  <table border="1"> <caption>Estimated data from the Eurobarometer chart (2006-2015)</caption> <thead> <tr> <th>Year</th> <th>Total Positive (%)</th> <th>Neutral (%)</th> <th>Total Negative (%)</th> <th>Don't Know (%)</th> </tr> </thead> <tbody> <tr><td>2006</td><td>32</td><td>48</td><td>18</td><td>2</td></tr> <tr><td>2007</td><td>31</td><td>52</td><td>15</td><td>2</td></tr> <tr><td>2008</td><td>34</td><td>48</td><td>17</td><td>2</td></tr> <tr><td>2009</td><td>36</td><td>44</td><td>17</td><td>2</td></tr> <tr><td>2010</td><td>35</td><td>48</td><td>17</td><td>2</td></tr> <tr><td>2011</td><td>38</td><td>40</td><td>20</td><td>2</td></tr> <tr><td>2012</td><td>39</td><td>39</td><td>20</td><td>2</td></tr> <tr><td>2013</td><td>38</td><td>39</td><td>20</td><td>2</td></tr> <tr><td>2014</td><td>37</td><td>41</td><td>20</td><td>2</td></tr> <tr><td>2015</td><td>37</td><td>38</td><td>23</td><td>2</td></tr> </tbody> </table>	Year	Total Positive (%)	Neutral (%)	Total Negative (%)	Don't Know (%)	2006	32	48	18	2	2007	31	52	15	2	2008	34	48	17	2	2009	36	44	17	2	2010	35	48	17	2	2011	38	40	20	2	2012	39	39	20	2	2013	38	39	20	2	2014	37	41	20	2	2015	37	38	23	2	<p>To contribute¹⁹ to improving and maintaining a positive image of the EU in the media and among citizens. 32%</p>	<p>Positive image of the EU ≥ 50%</p>
Year	Total Positive (%)	Neutral (%)	Total Negative (%)	Don't Know (%)																																																					
2006	32	48	18	2																																																					
2007	31	52	15	2																																																					
2008	34	48	17	2																																																					
2009	36	44	17	2																																																					
2010	35	48	17	2																																																					
2011	38	40	20	2																																																					
2012	39	39	20	2																																																					
2013	38	39	20	2																																																					
2014	37	41	20	2																																																					
2015	37	38	23	2																																																					

¹⁸ Calculated on the basis of pre-crisis levels.

¹⁹ See Chapter B / Operating context.

2. Number of unique visitors to the EUROPA websites²⁰ (interinstitutional and Commission domains including the Representations' and RAPID websites)

Definition: This indicator shows how many uniquely identified client viewing pages within the defined time period. (The same person visiting from two different computers or browsers will be therefore counted as two Unique Visitors)

Source of data: SAS Analytics (corporate data collection tool, COMM.A5).

Baseline 31.12.2014	Milestone 2017	Target 2020
258 298 695	300 000 000+	350 000 000+

3. Budget execution by commitments (output indicator defined in Management Plan)

For each year, DG COMM sets itself the target of “close to 100% in the execution of commitments”.

Source of data: 2015 operational budget overall implementation (COMM.D1)

Baseline 2015	Milestone 2017	Target 2020
99,83%	Close to 100%	Close to 100%

²⁰ The indicator has identified as KPI for the period 2016-2020 and replaces the KPI established in the MP2015 (Total number of visits to EUROPA website), because beyond the quantitative measurement of website performance, qualitative measurement is indispensable to ensure that the quality of services the Commission provides online is corresponding to the expectations of the citizens.

PART 2. Organisational management

DG COMM as a Presidential Service is composed of three distinct entities, firstly the Spokesperson's Service (SPP) under the direct authority of President, secondly the Representations in the capitals of the Member States plus 9 Regional Offices and thirdly Headquarters, spread across 3 locations in Brussels (BERL, CHAR and LOI 56). Services provided by DG COMM require a high level of staff competence, staff flexibility and staff engagement.

SPP and Representations rely on specialised support services, notably as regards specific human resources procedures and IT and logistics support as well as special arrangements for Representations finance and budget controls.

As regards **Human Resources (HR) management**, the multisite nature of DG COMM as well as the specific challenges of its working environment underlines the need for effective talent management²¹ in a context of decreasing human resources. DG COMM HR priority for 2016-2020 will be to implement a more strategic HR management approach as resources have to be allocated according to DG COMM's main priorities, making sure that every action taken delivers maximum performance and value added. To this end, an inventory of skills and competencies to be developed in 2016 as well as flanking trainings throughout 2016 to 2020 should help internally redeploying staff according to DG COMM's priorities.

As regards female representation at middle management level, achieving the Commission wide target is part of the DG COMM's HR management strategy, based on a prior diagnostic of the HR dashboard and systematically monitored by COMM.D2. Actions to achieve these targets by 2019 are for example (i) encouraging female applicants for Deputy HoU and HoU/HoR positions as a first step towards management experience and positions in view of upcoming vacancies in the context of rotation and retirements, and (ii) awareness raising of recruitment panels (as well as ensuring a balanced composition of panels).

As regard targets for Staff engagement and Staff wellbeing, priority actions are outlined in the Management Plan 2016 (see Part 2 / Organisational management outputs for the year) and the existing action plan (defined based on the staff survey results of 2014) will be adapted according to results of the next staff survey planned for spring 2016.

Internal communication and staff engagement are important factors when striving to increase performance and professionalisation; silo-breaking and change management skills are key ingredients for successfully achieving cultural change or, at least, progressively adapting to new ways of working when becoming more "digital", in particular as regards further implementing electronic workflows, including in financial management and increasing digital skills of DG COMM staff.

²¹ Attracting/recruiting, retaining, rotating and redeploying DG COMM staff.

DG COMM management practices, in particular its **budget implementation**, will ensure in compliance with **effective and efficient internal controls** that can provide reasonable assurance of achieving effectiveness, economy and efficiency of the operations, reliability of reporting, fraud prevention and detection and legality and regularity of underlying transactions.

As regards documents management, DG COMM CAD clearly defines its priorities, regularly updating senior management on the development of the most relevant indicators. Information is shared by default within DG COMM – i.e. it is freely accessible to all colleagues unless restrictions are imposed upon its accessibility.

The **intervention logic of DG COMM support and supervision services ("how we deliver?")** illustrated overleaf illustrates the link between DG COMM's mission statement (in short: **Listen – Advise – Engage**), the Commission's general objective for all central services and DG COMM's overarching and specific objectives (Strategic Plan 2016 - 2020) and the inputs and actions managed to achieve the defined outputs (Management Plan).

A. Human Resource Management

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of female representation in middle management

Source of data: HR Reporting (HR Dashboard) at 01/11/2015

Baseline 01/11/2015	Target 2016 ²²
33,3% ²³	>35%

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being²⁴

Source of data: Commission staff survey

Baseline 2015	Target 2016
37% ²⁵	40%

Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline 2015	Target 2016
64% ²⁶	65%

Indicator 4: Satisfaction of DG COMM management with the service and advice /assistance of the local HR Unit

Source of data: Directorate D Satisfaction survey - Ares(2015)5566120 of 04.12.2015

Baseline 2015	Target 2016
74,37%	75%

²² Targets adopted by the Commission on 15 July 2015 – SEC(2015)336 - DG COMM: Indicative Target in middle management 2019: 40% (12 women instead of currently 9) and for 2020: 46% (14 women).

²³ DG COMM value on 01.11.2015.

²⁴ This indicator may be replaced by a *fit@work* index on which DG HR is currently working.

²⁵ DG COMM result in staff survey 2014.

²⁶ DG COMM result from staff survey 2014.

B. Financial Management: Internal control and Risk management

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

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

Indicator 1: Estimated residual error rate²⁷

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

Baseline Annual Activity Report (AAR) 2014	Target 2016
0,38%	Annual target, below the 2% materiality threshold (Court of Auditors (CoA))

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

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

Baseline AAR 2014	Target 2016
EUR 691 999	Tbd in context of AAR 2015 ²⁸

Indicator 3: Estimated future corrections

Source of data: DG BUDG estimated average correction (ABAC)

Baseline AAR 2014	Target 2016
EUR 754 968	Tbd in context of AAR 2015 ³¹

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

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: AAR 2014

Baseline AAR 2014	Target 2016 - 2020
Yes – cost effective	Yes – cost effective

Indicator 2: Overall cost of control per distinct control system

Source of data: AAR 2014

Baseline 2014	Target 2016
- average cost of control for procurement procedure : EUR 743 - average cost of control for grant procedure : EUR 1 081 - average cost of control for financial transaction : EUR 191 - average cost of control for supervisory measures : EUR 2 022	Tbd in context of AAR 2015 ³¹

²⁷ Definition, see the first annex to the AAR instructions 2014 "Key definitions for determining amounts at risk" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Documents/aar-standing-instructions.pdf>.

²⁸ Following the reorganisation of the Commission's services (11/2014 and 01/2015) and the resulting transfer of activities to other DGs (Euronews/Euranet on the "multimedia budget line" transferred to DG CNECT and Europe for Citizens Programme transferred to DG HOME), DG COMM's operational budget was reduced by €43.8 M and amounted to € 74.5 M in commitment appropriations and €67.2 M in payment appropriations.

Indicator 3: Satisfaction of DG COMM management with the effectiveness of internal control systems (Results of ICAT –internal control assessment tool) ²⁹	
Source of data: DG COMM ICAT survey - November 2015	
Baseline 2015	Target 2016
81,7 ³⁰	More than 80%
Indicator 4: Satisfaction of DG COMM management with Operational Units and Representations with the services of Unit D3 local helpdesk (support on procurement and grant processes)	
Source of data: Directorate D Satisfaction survey - Ares(2015)5566120 of 04.12.2015	
Baseline 2015	Target 2016
72,47%	More than 75%

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

Indicator 1: Updated anti-fraud strategy of DG COMM, elaborated on the basis of the methodology provided by OLAF³¹

Source of data: DG COMM Anti-fraud strategy

Baseline 2013	Interim Milestone 2016	Target
19/12/2013	Approval of AFS update by DG COMM hierarchy by 30/11/2016	Update every 3 years ³²

C. Infrastructure

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

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

Source of data: Directorate D Satisfaction survey - Ares(2015)5566120 of 04.12.2015

Baseline 2015	Target 2016
72,68 %	More than 75%
Indicator 2: Representations' satisfaction with the logistics services (infrastructure, security, health and safety) provided by Unit D1	
Source of data: Directorate D Satisfaction survey - Ares(2015)5566120 of 04.12.2015	
Baseline 2015	Target 2016
80 %	80%

²⁹ Since 2014, the ICAT survey in DG COMM is carried out on an annual basis.

³⁰ DG COMM ICAT survey carried out in November 2015.

³¹ The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

³² DG COMM anti-fraud strategy currently specifies that an up-date takes place "if necessary" – revision planned by November 2016.

D. Information management aspects

Objective 1: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1: Percentage of registered documents that are not filed³³ (ratio)	
Source of data: Hermes-Ares-Nomcom (HAN) ³⁴ statistics	
Baseline 2015	Target
0,05%	0,05% ³⁵
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG	
Source of data: HAN statistics	
Baseline 2015	Target
91,5 %	95 %
Indicator 3: Percentage of HAN files shared with other DGs	
Source of data: HAN statistics	
Baseline 2015	Target
0,6%	5% ³⁶

³³ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and ICS 11 requirements). The indicator is to be measured via ARES reporting tools.

³⁴ Set of tools designed to implement the [e-Domec policy rules](#).

³⁵ This is a realistic target. DG COMM has always kept the number of registered documents that are not filed to a strict minimum (below 0,5%). To achieve this, monthly reports are produced by the CAD and send to the DMO correspondents in the Units and in the Commission Representations in the Member States. In addition, this indicator is brought to the attention of the Senior Management twice a year. Finally, an Ares statistic reports is sent quarterly to the Head of Units and the Head of Representations for appropriate follow-up. The reports present key indicators which are directly linked to the DG's Management Plan. In this context, the reports will help to assess the degree of implementation of Document Management rules, and highlight problem areas in the field, in need of improvement.

³⁶ In view of the Commission average of 6,25%, the target of 5% is a realistic target to which DG COMM will bring up its performance step by step, gradually opening up DG COMM's closed files to the rest of Commission.

E. External communication activities

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

Indicator 1: Percentage of EU citizens having a positive image of the EU

Every DG should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

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

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

Baseline: November 2015 - EB 84	Target 2020
Status as of November 2015 Total "Positive": 37 % Neutral: 38 % Total "Negative": 23%	Positive image of the EU ≥ 50%
Details for DG COMM see Part C / Performances tables	

F. Other communication activities of DG COMM

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

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

Source of data: COMM.A3

Baseline 2015	Target 2016
Service ensured during 365 days as requested	Service ensured during 365 days as requested

Objective "MAKING THE NETWORKS WORK" (Representations and Europe Direct)

1) MANAGEMENT AND SUPERVISION OF THE REPRESENTATIONS: The Commission's network of Representations and regional offices is managed and supervised in a way that enables Representations to provide political and economic intelligence, media coverage and outreach activities focussing on the Colleges political priorities and working in partnership with the European Parliament Information Offices and the Member States³⁷

2) MANAGEMENT OF THE EUROPE DIRECT SERVICES: The Commission's Europe Direct services (Contact Centre and Europe Direct network³⁸) are managed and supervised in a way that enables the Contact Centre and the Europe Direct network to provide reliable question and answer service to citizens and the Europe Direct Information Centres provide outreach activities focussing notably on the College's political priorities³⁹

Indicator 1: Representations social media presence is continuously developed and Share Online Project⁴⁰ is transformed into a more integrated approach (appointment and training of "digital leaders"⁴¹)

Source of data: COMM B.2

Baseline 2014	Target 2016
Number of meetings/trainings for digital leaders: 1	1
Share of Representations having included social media in the country strategy: 100%	100%
Share of staff possessing social media skills and/or contributing to social media communication <i>(specific survey to be made)</i>	Baseline to be established in 2016

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

Source of data: COMM B.2

Baseline 2014	Target 2016
Number of Head of Representation, Political Reporter, Press Officer, Communication Officer and European Semester Officer meetings	8
Satisfaction rate	70% at least "very good" overall.

³⁷ Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

³⁸ Europe Direct network is composed of Europe Direct Information Centres, European Documentation Centres and Team Europe.

³⁹ Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

⁴⁰ Pilot project / Preparatory action developing social media capacity in Representations and EP Information Offices.

⁴¹ Members of Representations' staff responsible for digital communication, including social media.

Indicator 3: Contractor's performance as measured by indicators defined in the EDCC⁴² framework contract⁴³	
Source of data: Regular reporting from EDCC, 2014 evaluation report	
Baseline 2014	Target 2016
First contact resolution rate for telephone enquiries: 94,6%	96%
Months during which the maximum response time for e-mail enquiries was respected: 11 out of 12	11 out of 12
Indicator 4: Development of structured user feedback mechanism for Europe Direct	
Source of data: Reports of EDCC and EDIC	
Baseline 2016	Target 2016
N/A: The product is being developed in 2016.	10 general reports 4 ad-hoc reports

⁴² Europe Direct Contact Centre (EDCC): The information service for the general public, answering EU-related questions (136.219 in 2014) by e-mail, telephone, and web chat in all EU official languages. The EDCC was launched during the UK Presidency in June 1998.

⁴³ Service level (2011 to 2015 framework contract) and performance indicator (2015 to 2019 framework contract) compliance.