



European
Commission

Strategic Plan 2020-2024

DG COMMUNICATION

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INTRODUCTION

The strategic planning and programming cycle is the European Commission's performance management framework¹. Its purpose is to help ensure that the European Commission (Commission) achieves its objectives in an efficient and effective manner. The cycle encompasses the setting of objectives, the allocation of resources according to these objectives, risk management, as well as regular monitoring and reporting on progress towards the objectives set. In DG Communication, senior and middle management translated these priorities in the first semester of 2020 through a participatory process into concrete and operational strategies for the duration of the mandate of the von der Leyen Commission.

This Strategic Plan presents DG Communication's strategy for the five years of this Commission. Part 1 describes how DG Communication will deliver on the Commission's priorities. Part 2 illustrates the efforts that DG Communication is making to modernise its way of working, implementing lessons learned from the confinement months in spring 2020 and to make the most efficient and effective use of resources.



At 18 February 2020 ManageCOMM, the Director-General Pia Ahrenkilde Hansen discussed the strategic objectives for 2020-2024 with DG Communication's management.

¹ C(2020) 4240 final Governance in the European Commission.

DG Communication's activities in the period 2020-2024 are based on the priorities set out in President von der Leyen's political guidelines and major initiatives such as NextGenerationEU. They are implemented through a range of products and services, tailored to the needs of citizens, in particular, and providing support to policy makers at the level of the President, the Vice-Presidents, Commissioners and their Cabinets. As the domain leader for external communication, DG Communication coordinates and steers the communication efforts of the other Commission services.

The COVID-19 crisis will have a significant impact on the communication activities in the years covered by this strategic plan. The European Union (EU) is taking an unprecedented range of measures to protect its citizens and its economy. Such measures concern public health (for example the EU strategy to accelerate the development and manufacturing of vaccines against COVID-19); transport, borders and free movement (such as the package of guidelines and recommendations on restoring tourism and transport); socio-economic measures (as country-specific recommendations, providing economic policy guidance to all EU Member States in the context of the COVID-19 crisis); the international response (such as the Coronavirus Global Response Initiative, the Global Vaccine Summit, or the Global Pledging Marathon); or fighting disinformation (as for example, work with all major social media platforms to implement their commitments to the Code of Practice on Disinformation). A specific corporate communication campaign on the Recovery Plan for Europe, with NextGenerationEU as its core, will focus on how the EU is responding to the crisis in order to save lives, alleviate economic impacts and create new opportunities linked to the green and digital transitions. The above mentioned dynamic backdrop makes the design of the Strategic Plan for the coming five years and the Management Plan for 2020, let alone individual external communication actions, particularly challenging.

Communication and policy making being two sides of the same coin², the three axes of 'response - exit - recovery' in the COVID-19 crisis context will figure prominently in DG Communication's work in the first of the five years covered by this Strategic Plan. At the same time, the DG will continue to communicate on the implementation of the headline ambitions that were established at the beginning of the mandate of the von der Leyen Commission.

Following the key principles of transparency, clarity, visibility (of leaders), speed and trustworthiness, DG Communication's work will address this challenge: by orienting corporate communication campaigns towards the recovery from the crisis and making the link with the green and digital transitions; by fighting against disinformation and misinformation and through the timely provision of response - and recovery-related information; and through the continued work on the ground of the European Commission Representations in the Member States (Representations).

DG Communication will also work to ensure that the Commission's messages are aligned across all services and that they are understandable and impactful.

² COM(2019) 218 of 30.4.2019: Europe in May 2019 Preparing for a more united, stronger and more democratic Union in an increasingly uncertain world.

PART 1. Delivering on the Commission's priorities

A. Mission statement

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 about the headline ambitions of the College and EU policies. It aims to inform and engage citizens on the role of the EU and EU policies according to the six priorities as outlined in President von der Leyen's political guidelines³.

DG Communication provides the President and the College with evidence-based corporate communication actions, media advice, state-of-the-art communication products and services, both centrally and in all Member States. As domain leader for external communication, it coordinates the communication activities of other Commission services⁴ and assists them in professionalising their communication activities.

Through the European Commission Representations in the Member States (in 27 capitals and in six regional offices), DG Communication engages with citizens, national authorities, media and stakeholders on the ground and supports the President and the College with political and economic reporting, informing both policy and communication.

B. Operating context

The **intervention logic of DG Communication services ('what we deliver?')** (see on page 11) illustrates the link between its mission statement (in short: **Listen – Advise – Engage**), the horizontal services' general objective as well as the specific objectives of DG Communication (Strategic Plan 2020 – 2024), and the inputs and actions managed by DG Communication to achieve the defined outputs (annual Management Plan).

As concerns the **external environment** in which DG Communication operates, the external factors and actions by other stakeholders are likely to enable or limit achievements. The degree of control or influence of the Commission varies along the chain of steps: whereas the Commission has full control over the outputs of its own actions, various external factors and players exert influence on the results and impacts of EU actions.

³ https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf

⁴ In this document the word 'service' is used to refer to Directorates-General, offices and other services.

This general observation applies to all EU policy and law-making interventions, but it pertains in particular to its communication actions.

Policy-making and communication are two sides of the same coin⁵. Communication, as the flip-side of policy, is subject to externalities of two types. Firstly, communication actions and the perception of their effects are strongly influenced by the content/substance of the policy dossiers 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 27 national public spaces, all of those heavily influenced by, among other things, 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 information and communications technologies.

As concerns the **internal environment** in which DG Communication operates, within the Commission and within the EU institutional triangle, progress has been made in recent years to reinforce coordination of external communication activities through improved planning ahead and better exchange of information. More alignment of sectoral communication to the headline ambitions is still needed as well as strong governance, with a service-oriented central steer from DG Communication.

DG Communication's general budget falls under the institutional prerogatives of the Commission. It is mainly implemented via an annual work programme serving as the financing decision for the specific annual activities. A separate budget for corporate communication actions is anchored in the multiannual financial framework texts and the respective annual or multiannual Commission decisions⁶.

DG Communication manages two types of expenditure:

- administrative expenditure (including real estate expenses related to Representations) executed, for example, by using procurement procedures;
- operational expenditure, executed by using procurement contracts and grant agreements.

⁵ COM(2019) 218 of 30.4.2019: Europe in May 2019 Preparing for a more united, stronger and more democratic Union in an increasingly uncertain world.

⁶ SEC(2011)867 final – 29.6.2011, SEC(2013)486 – 23.9.2013, C(2015)7346 – 27.10.2015, C(2016)6838 – 27.10.2016, C(2018)4063 – 4.7.2018.

C. Strategy

'I want to strengthen the link between people and the institutions that serves them, to narrow the gap between expectation and reality and to communicate about what Europe is doing.'

'We must engage with all Europeans, not just those who live in the capitals or are knowledgeable about the European Union.'

'A strong relationship with citizens starts with building trust and confidence.'

(Mission letters from President-elect Ursula von der Leyen to the designated Members of the future College)

'Europeans must have a say on how their Union is run and what it delivers on. This is why I believe we need a Conference on Europe.'

(Mission letter from President-elect Ursula von der Leyen to Vice-President designate for Democracy and Demography, Duvbravka Šuica)

A Europe that strives for more, a Union where citizens build the future, a Commission that ensures economic recovery while focussing on priorities such as the European Green Deal and the digital transformation of Europe and a Commission that works closely with the European Parliament and the Council. These priorities, as outlined in President von der Leyen's political guidelines⁷ complemented by the proposal for Recovery Plan for Europe⁸, most notably NextGenerationEU, provide a clear framework within which DG Communication is communicating under this mandate: listening to citizens and engaging with them while, at the same time, communicating on the President's and the Commission's priorities and assisting services in doing so.

This is why policy and communication always should be treated as two sides of the same coin⁹. Building upon the above recognition, and taking into consideration Europe's unique communication challenges, in the next five years DG Communication will focus on:

- listening to citizens developing opinions and making sure that their concerns and ideas are fed into policy-making;
- communicating on the Commission's policy priorities, taking into account the post-COVID-19 economic and social context and highlighting the recovery plan and NextGenerationEU, implementing the European Green Deal, and making Europe fit for the digital age;
- engaging with citizens and the players in the overarching media landscape in a clear and concise manner.

⁷ https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf

⁸ https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/recovery-plan-europe_en and 'The EU budget powering the recovery plan for Europe', COM(2020) 442 final, 27.5.2020.

⁹ COM(2019) 218 of 30.4.2019: Europe in May 2019 Preparing for a more united, stronger and more democratic Union in an increasingly uncertain world.

The activities of DG Communication cover communication products and services directly addressed to citizens as well as executive and corporate services provided to the President and the College of Commissioners across the Institution's communication domain, aligning the Commission's communication to its headline ambitions. Services provided by the Representations through their presence in every Member State are a particular asset for the College and all departments to grasp and factor in local sensitivities.

Starting from the Spokesperson's Service, in charge of the day-to-day political communication of the Commission to the press, DG Communication continuously engages with media, announcing and maximising the impact of new initiatives implementing the Commission's headline ambitions and supporting the President and the Commissioners' communication. Furthermore, DG Communication supports the Commission's political communication in a number of activities, ranging from strategic communication advice to the President and the Commissioners' Cabinets to hands-on support of social media, web presence on the Europa site, design and audiovisual services to paper and online publications.

Joined-up, corporate and interinstitutional communication of EU policies contributes to achieving a better image of the Commission and the European Union. This is done by raising public awareness about the EU as a whole, its values and its policy results to address current issues, in line with the headline ambitions of the Commission detailed in the President's political guidelines and the annual Commission Work Programme. This includes further alignment of political and corporate communication, sharing responsibility with the other EU institutions (notably the European Parliament and the Council) and Member States as well as modernising the communications domain of the Commission (for example, optimising the Europa website or through the one stop-shop for communication framework contracts).

In this context, DG Communication's role in the fight against disinformation is substantial. Ranging from the production of communication products (including videos and social media posts) to the coordination of the Commission's network against disinformation, DG Communication will continue fighting disinformation, debunking myths and informing citizens about how they can protect themselves.

Last but not least, the Representations and the regional offices act as the official representatives of the Commission in the Member States and serve the interests of the whole Institution and the Union by connecting with national, regional and local authorities, media and stakeholders, and citizens in general. They support not only the President but the entire College as well as the Commission's senior officials by contributing to the preparation, conduct and follow-up of formal or informal visits to the Member States. Moreover, they provide the Commission with in-depth, accurate and timely analysis and reporting on, among other things, political, economic and communication-related issues. Lastly, Representations also gather information on local communication sensitivities and implement communication actions tailored to country specificities and local needs. These actions will become more important as the recovery plan, NextGenerationEU and the projects that it supports are implemented.

DG Communication's products and services directly addressed to citizens¹⁰ ensure that communication services for all citizens are made available through simple, clear and understandable messages, either via a mix of channels and media (traditional and new) or by directly communicating with citizens and stimulating exchange and face-to-face engagement. Together, this helps citizens to access up-to-date and user-friendly information on EU values and policies. It contributes to citizens' increased awareness and understanding of European affairs - in turn, stimulating citizens' interest to directly engage with 'the faces of the Commission', be it locally, nationally or Europe-wide.

Moreover, DG Communication will be a key actor in setting up and implementing the Conference on the Future of Europe as a genuine interinstitutional venture. The Conference, together with the Citizens' Dialogues, will bring the citizens' perspective further into European policy-making.

By the same token, DG Communication and the Spokesperson's Service in particular engage with media and provide journalists with factual, well-tailored and continuous information on the activities of the College and Commission services. They manage effectively and efficiently the flow of information and hold a constructive dialogue using all available audiovisual and technical facilities. This dialogue contributes to the public perception of the Commission's work / achievements and helps to convey its positive image.

In the digital era, most of this communication will be delivered to citizens via digital channels to bring the EU closer to people. As the competition for people's attention and the demands on their time is increasingly intense, in order to succeed, the Commission needs to understand better their needs and interests, personal or professional. For this, communication needs to be evidence-based and put the user first. DG Communication will work in the coming years to base its decisions related to communication increasingly on data and evidence.

DG Communication provides corporate communication products and services¹¹ contributing to coherence in the Commission's messaging by aligning all Commission communication services towards a coherent and effective corporate communication on the headline ambitions to the external communication domain. This leads, step-by-step, to the definition of clearer corporate messages/narratives and distinctive visual branding (eventually brand recognition) and economies of scale, thus contributing to achieving a better image of the Commission and the EU.

¹⁰ Communication services for citizens include media support for the Spokesperson's Service, social media and visual communication, audiovisual and multimedia productions, Visitors' Centre, Europe Direct information outlets and Call Centre services, Representations' outreach and information events, Back to School activities, and Citizens' Dialogues / democratic conventions and the Learning Corner website for schools.

¹¹ Corporate services include service mode of the new Europa website, implementation of corporate communication actions (campaigns and flanking measures), the Commission's visual identity, alignment/coordination of Commission's outreach networks, central management of communication framework contracts and professionalisation measures as well as identifying further potential for synergies and efficiencies.

The development of an EU branding strategy, as recommended by a recent study¹², will consolidate the Commission's corporate communication strategy - beyond individual campaigns and changing headline ambitions. It will clarify fundamentally how the Commission wants to communicate and grow the EU's core identity in all its communication and outreach activities, with the aim of (re)building the EU's reputation and image in the medium and long-term. A brand strategy, developed by the Commission, building on state-of-the-art expertise from various sources, could potentially be co-owned by the other institutions and serve to strengthen the joint responsibility for EU communication.

DG Communication provides executive services¹³ in support of the communication activities of the President, the College of Commissioners, the Spokesperson's Service and Commission senior management by ensuring political and economic intelligence and media advice, and high quality country specific information and analysis from a variety of sources are taken into consideration in the Commission's decision-making process. This contributes, ultimately, to better informed EU policy-making for citizens, ensuring at the same time that citizens play an active part in setting the Commission's priorities and level of ambition.

¹² Synthesis Study of the Corporate Communication Campaigns - Final Report, 14 November 2019; Deloitte, Coffey, IPSOS (https://ec.europa.eu/info/publications/toolkit-evaluating-communication-activities_en).

¹³ Executive services include activities creating media coverage and management of technical facilities (e.g. studios) related to Commissioners' visits and roadshows as well as Representations' political and economic reporting/analysis, analysis of stakeholder/citizens' feedback, Eurobarometer polls and media monitoring and analysis).

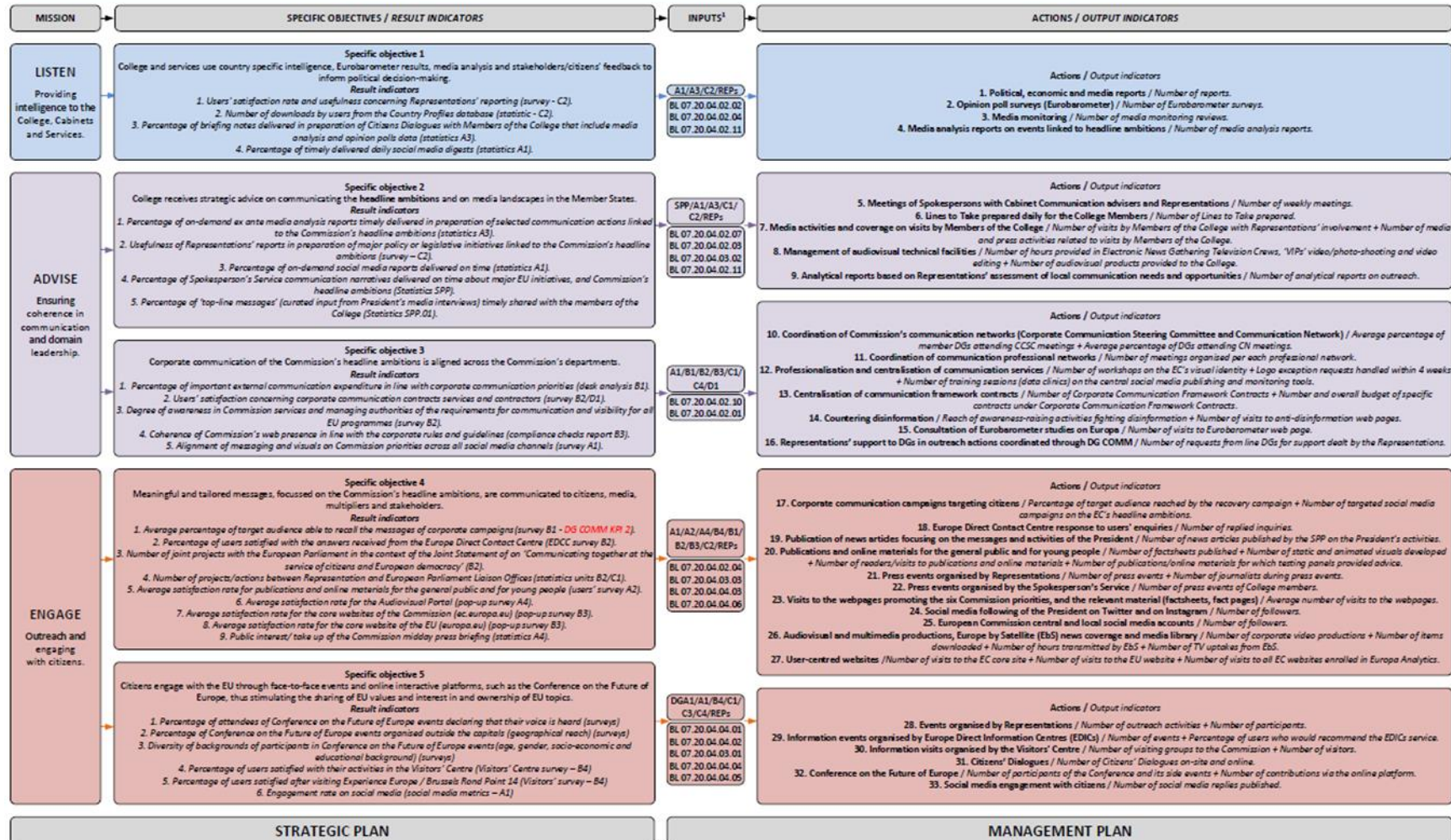
DG COMM's intervention logic 2020-2024: WHAT WE DELIVER

Inverted version 20.0

A modern, high-performing and sustainable European Commission (General objective for central services)

Image of the European Union (Eurobarometer – DG COMM KPI 1)

Staff engagement index in the Commission (Staff survey) / Percentage of female representation in management in the Commission / Environmental performance in the Commission (Statement results)



¹ The budget lines refer to Multi-Annual Financial Framework 2021-2027

General objective 7: A modern, high-performing and sustainable European Commission

DG Communication contributes to the general objective of the Commission's central services, i.e. to a modern, high-performing and sustainable Commission by ensuring that the College receives high quality communication advice and intelligence, and by providing information and communication services addressing citizens directly, with messages aligned to the Commission priorities. This, in turn, has an impact on how well informed European citizens feel and whether they feel their voice is heard in the EU. These factors consequently help to reinforce the Union's positive image. At the same time, DG Communication contributes to a more modern, high-performing Commission by continuously adjusting its tools and products (such as the Commission websites, digital outreach and the social media presence) to face the challenges of the constantly-evolving communication environment.

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

DG Communication contributes to the Commission being a high-performing organisation by providing state-of-the-art communication-related products to the College and other Commission entities. Such services are complemented by thematic, high quality country specific intelligence as well as media monitoring information and polling analysis from a variety of sources (from both the Representations and headquarters). This, in turn, contributes to having better informed and evidence-based policy making for citizens.

More specifically, on the one hand, the **Representations**, when liaising with national authorities, media and stakeholders, explain the Commission's agenda and priorities and gather political and economic intelligence. Those activities contribute to strengthening country-specific knowledge provided by the Representations to headquarters, where feedback is then consolidated and complemented with further analysis before feeding upstream into the political decision-making process of the Commission. In their yearly country strategies, Representations assess the political and communication environment in their Member States and design communication and outreach strategies that translate corporate objectives into country-specific actions.

On the other hand, at **headquarters**, DG Communication provides – through traditional and social media monitoring and analysis – a continuous feedback on the media coverage of the Commission and the EU in all Member States (and selected third countries) on topics of European interest and on major aspects of national policies or political developments. By the same token, Eurobarometer delivers polling data and intelligence on the state of public opinion in all the Member States (be it through the Standard Eurobarometer or the thematic Eurobarometer surveys).

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

DG Communication also contributes to the Commission being a high-performing organisation by providing to the College strategic advice related to communication and media, thus ensuring that the Commission's headline ambitions are transmitted in an impactful and positive way.

Be it headquarters' media products, the Spokesperson's Service or through the Representations' dedicated media and press services, the College relies on DG Communication for guidance and strategic advice/recommendations when it comes to communicating either with the media, with the European public at large or with specific national or local audiences. Consequently, this support further increases the visibility of the Commission policies and activities across Europe.

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

DG Communication, being in the lead for external communication, contributes to the Commission becoming a more modern and high-performing organisation by aligning corporate communication across the Commission's services. This corporate service is vital not only for identifying synergies and efficiency gains, but also for assisting the services to align their sectoral communication to the Commission's headline ambitions and to ensure continuous professionalisation and performance management across the Commission's 'external communication family'. Alignment in support of NextGenerationEU is of major importance in this regard.

More specifically, DG Communication ensures coherence, efficiency and consistency in the Commission's communication by aligning the Commission's corporate messages to the headline ambitions, coordinating the approach to visual communication and to a state-of-the-art, user-centred online presence. In terms of governance, the Corporate Communication Steering Committee, directly reporting to the Corporate Management Board, provides a forum for debate and steer on communication and professionalisation issues at high level. At the same time, the Communication Network promotes effective corporate communication across the services, while the more specialised networks, piloted by DG Communication (such as the Graphic Design, the Social Media Networks or the Europa web governance bodies), act as organised communities of expertise where specialists exchange best practices, knowledge and relevant materials.

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

DG Communication works on communicating the Commission's headline ambitions to a wider European audience through a variety of channels and tools, including through further intensified cooperation and through sharing responsibility with the other EU institutions and Member States – not least in view of the European elections in 2024.

The Spokesperson's Service ensures that media are constantly provided with clear, accurate, comprehensive and timely pro-active and reactive information, including in times of crisis as in the case of the COVID-19 pandemic. This work is complemented by, on the one hand, managing a family of websites and providing coherent user journeys across them for ease of use of the citizens on the Europa web domain, social media services, ensuring live coverage of political events, crisis communication and maximising the reach of the Commission's messages, and on the other hand, the audiovisual services that provide extensive support to the media by ensuring worldwide video and photo coverage of the College, coverage of current EU affairs as well as provision of audiovisual material through the audiovisual portal and Europe by Satellite, the EU's TV information service.

In a similar vein, through the different corporate communication campaigns, the Commission's work is illustrated to European citizens through clear corporate messages, narratives and distinctive visual branding, thus contributing to the positive perception of the work and the achievements of the Commission and the EU. By the same token, DG Communication ensures that citizens are informed in a timely, accurate and creative manner by:

- managing the Commission's central social media accounts;
- the web presence aiming to bring Europe closer to its citizens;
- the Europe Direct Contact Centre that addresses citizens' questions and concerns by email and phone, acting at the same time as a helpline for citizens;
- the general publications created by DG Communication, in paper and in digital format and available in all 24 official languages;
- the targeted Learning Corner website where children, teenagers, teachers and parents can access educational resources and online games;

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

By interacting and engaging on a daily basis with citizens, DG Communication is actively contributing to the Commission being both a modern and a high-performing organisation.

On the one hand, DG Communication is interacting constantly with citizens remotely, for example through the social media platforms. The Commission's social media accounts

receive and reply to thousands comments per year, engaging in a real dialogue with citizens.

On the other hand, DG Communication, through its different services, interacts with citizens in a wide range of activities. To mention just a few: the Representations organise a wide range of debates and conferences, providing a platform for exchange with the general public; the Europe Direct Networks engage proactively (both in face-to-face and online modes) with civil society and promote awareness about the EU, its actions and its future; the organised visits at the Commission's Visitors' Centre give citizens the opportunity to gain insights into the work and functioning of the Commission and to discuss the various EU policies. While face-to-face interaction remains at the core, the Visitors' Centre will also provide online interaction opportunities through virtual visits. In 2021, an interactive information centre in Brussels at Rond Point Schuman 14 will open for a further outreach experience with engagement via interactive platforms.

Last but not least, the Citizens' Dialogues are one of the Commission's instruments to promote and strengthen European democracy. By offering the opportunity to the President and Members of the Commission to reach out effectively to citizens and engage with them, Citizens' Dialogues act currently as a bridge between the engagement with citizens and President von der Leyen's ambition to provide a new push for European democracy.

The Conference on the Future of Europe, as mentioned in President von der Leyen's political guidelines, will be the forum to allow citizens to make their voice heard concerning the key policies of the EU.

D. Key performance indicators

DG Communication identified the following three key performance indicators in its Strategic Plan, two of them on core communication activities (**'what we deliver?'**) and one stemming from a horizontal activity (**'how we deliver?'**):

1. Image of the European Union (impact indicator of the general objective).

Explanation: This indicator is based on the Eurobarometer poll, specifically the Eurobarometer question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question.

Source of the data: [Eurobarometer](#).

2. Average percentage of target audience able to recall the messages of corporate campaigns

Explanation: This indicator will measure the recall of the corporate campaigns messages of the audience reached. This is an average percentage cumulative number of all the different ongoing campaigns per calendar year.

Source of data: European Commission, DG Communication, unit B1.

3. Estimated risk at closure

Explanation: As an indicator of sound financial management, DG Communication sets for the estimated risk at closure the target of '< 2% of relevant expenditure'.

Source of the data: European Commission, DG Communication, ex post controls performed during the reporting year, unit D3.

PART 2. Modernising the administration

DG Communication will contribute to modernising the Commission's communication by steering and aligning the Commission's 'external communication family' via the Communication Network, which feeds into the work for the Corporate Communication Steering Committee, which – in turn – reports to the Commission's Corporate Management Board.

Moreover, DG Communication will consolidate its modernisation in the communication domain while continuing its close collaboration with DG Human Resources to foster the professional development of the Commission's communication community.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including human resource management, financial control, risk management, communication and the safeguarding and protection of information.

Thus, DG Communication has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

A. Human resource management

The Commission attaches great importance to human resource management and puts the engagement and development of its staff at the core of its management objectives. In many functions in the area of external communication, the role of the individual staff member is of particular importance for the success of the organisation as a whole – for example, by their external visibility or by the creativity involved in their work.

In order to ensure the effective management of its human resources and to optimise the capacity to deliver on priorities defined in this Strategic Plan, DG Communication will develop a local human resources strategy with a medium to long-term outlook (3–5 years), consistent with the Commission's new human resources strategy being developed at the time of drafting and building on the experiences of the COVID-19 crisis. DG Communication will feed into its human resources strategy also local strategies on talent management, learning and development and outsourcing. Finally, the new DG Communication human resources strategy will take into account the role of DG Communication as domain leader for external communication in the Commission and the increasing communication demands placed on the DG in a context of resource limitations.

DG Communication will continue its policy of active internal communication, in particular on the priorities of the College and two-way communication with staff through participatory events. Engaging with staff of all levels and function groups in Representations will be an important element of this.

B. Sound financial management

The actions planned during the period 2020 to 2024 to meet this objective will focus mainly on improving the procedural aspects of procurement and grants, via training sessions and periodic reporting on the financial performance. More support from headquarters towards the Representations in preparing and launching procurement procedures, reinforced by the full use of the Public Procurement Management Tool and by additional guidance for actors in the financial circuits, will reduce the risk of error and the risk of non-compliance with the Financial Regulation. Efficiency and cost effectiveness of financial activities are expected to improve due to the future development of the SEDIA project at corporate level.

C. Fraud risk management

DG Communication, in line with the 2019 Commission Anti-Fraud Strategy¹⁴, has developed its specific anti-fraud strategy. Following the fraud risk assessment, this strategy focuses on enhancing staff awareness on ethics principles, on contract management and on fraud patterns. It also aims at optimising effectiveness and efficiency of preventive and detective measures through regular assessment of risk indicators.

D. Digital transformation and information management

DG Communication is a stakeholder in the European Commission's Digital Strategy (ECDS). In its Management Plan, DG Communication is privileging areas closely related to its core business and mission, along with proceeding with the modernisation of Information Technologies solutions according to the EC Digital Strategy's principles¹⁵.

For the period 2020 to 2024, two new sets of requirements for Information Technologies solutions have emerged. One is reaching out to EU citizens and engaging them, by organising information in a user-centric approach, adopting the perspective of the target audience, rather than reflecting the organisational structure. The other one is to collect, organise and analyse data in order to enable an evidence-based administration and policymaking.

These solutions would greatly benefit from the corporate Digital Ecosystem, through diffused access to multiple information sources, while contributing to the same ecosystem by making DG Communication's information available to all EU institutions and services and to EU citizens. The benefits of the digital ecosystem can be fully employed through the introduction of knowledge management and data analytics capabilities in DG Communication processes and supporting systems. Furthermore, there is a need to collect data on the performance and the impact of DG Communication's services and

¹⁴ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁵ See 'Data Strategy@EC Vision' of 18 April 2018 and 'EC Digital Strategic 2020 Implementation Plan', presented at the IT & Cybersecurity Board of 2 March 2020.

actions. This requires an improved system of data analytics. In this context, virtual assistance is also being assessed. This kind of tool presents a potential opportunity (to be confirmed) in order to ease access to information and provide a highly specific user experience.

Since the adoption of Regulation 2018/1725 on data protection, DG Communication has worked intensively to ensure compliance, align the management of personal data with the new Internal Regulation and reach the objectives established by the Commission's Data Protection Action Plan (C(2018)7432).

DG Communication will continue to keep the corporate guidelines for data processing in communication up to date, notably related to the Commission's web presence, and develop new corporate guidance if suitable.

The Data Protection Coordinator in DG Communication will continue to raise awareness and engage staff through the internal network of data protection coordinators, and to give tailored support and training to units in the headquarters and Representations. Data protection will continue to be included as a specific module in the induction sessions for newcomers.

E. Sound environmental management

DG Communication will promote the corporate campaigns on the Commission's Eco-Management and Audit Scheme at local level and identify local environmental actions to support the Commission's commitment to implement the objectives of the European Green Deal for its own administration, including becoming climate neutral by 2030.

A Green DG Communication Action Plan, with a prominent staff engagement dimension, will identify measures to increase sound environmental management in day-to-day operations which can be achieved by the end of 2024. Transformative approaches will be applied in three strategic focus areas: travelling and commuting, office, and meetings and events. Participation in Eco-Management and Audit Scheme will be geographically extended to the Representations, taking into account the evolving real estate situations and the national environmental practices and standards.

ANNEX Performance tables

General objective: A modern, high-performing and sustainable European Commission		
Impact indicator 1: Image of the European Union		
Explanation: This indicator is based on the question ‘In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?’ The indicator gives the share of positive and fairly positive views on this question		
Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase
Impact indicator 2: Staff engagement index in the Commission		
Explanation: Staff engagement measures staff’s emotional, cognitive and physical connection to the job, organisation and the people within it		
Source of the data: European Commission		
Baseline (2018)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase
Impact indicator 3: Percentage of female representation in management in the Commission		
Explanation: This indicator gives the percentage of female representation at middle and senior management level in the European Commission		
Source of the data: DG Human Resources		
Baseline (2019)	Interim milestone (2022)	Target (2024)
40.50%	Increase	50%
Impact indicator 4: Environmental performance in the Commission		
Explanation: This indicator looks at percentage reductions compared to 2014 levels. It gives the weighted average for eight Commission sites participating in the Eco-Management and Audit Scheme (EMAS) on specific core parameters. The sites are Commission buildings in Brussels and Luxembourg, as well as JRC sites Geel (Belgium), Petten (the Netherlands), Seville (Spain), Karlsruhe (Germany), and Ispra (Italy), along with DG SANTE at Grange (Ireland)		
Source of data: Environmental Statement 2018 results (pg. 23)		
Baseline (2018)	Interim milestone (2020)	Target (2024)
Energy consumption of buildings (MWh / person): -8.8%	-5.2%	Achieve greater reduction
Water use (m ³ / person): -9.5%	-5.4%	Achieve greater reduction
Office paper consumption (sheets / person / day): -32%	-34%	Achieve greater reduction
CO ₂ emissions from buildings (tonnes / person): -24%	-5.1%	Achieve greater reduction
Waste generation (tonnes / person): -15%	-9.7%	Achieve greater reduction

Part I: What we do

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: N.A.
Result indicator 1: Users' satisfaction rate and usefulness concerning Representations' reporting		
Explanation: This indicator will assess the users' satisfaction and overall usefulness of Representations' internal reporting products (political and economic reports, briefings, country strategies and country profiles)		
Source of data: European Commission, DG Communication, Survey unit C2		
Baseline (2020)	Interim milestone (2022)	Target (2024)
70%	73%	75%
Result indicator 2: Number of downloads by users from the Country Profiles database		
Explanation: This indicator will provide a total number of how many times the political reports have been accessed		
Source of data: European Commission, DG Communication, Statistics unit C2		
Baseline (2020)	Interim milestone (2022)	Target (2024)
5 000	5 250	5 500
Result indicator 3: Percentage of briefing notes delivered in preparation of Citizens Dialogues with Members of the College, that include media analysis and opinion polls data		
Explanation: This indicator will measure the percentage of the briefing notes delivered ahead of Citizens Dialogues events, and which include Eurobarometer and media analysis data		
Source of data: European Commission, DG Communication, Statistics unit A3		
Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	90%	95%
Result indicator 4: Percentage of timely delivered daily social media digests		
Explanation: This indicator will measure the percentage of social media digests delivered on time; Social media digests are produced daily, compiling the top social media stories about the EU and other relevant topics		
Source of data: European Commission, DG Communication, Statistics unit A1		
Baseline (2019)	Interim milestone (2022)	Target (2024)
99% digests delivered before 10 am	Close to 100%	Close to 100%

Specific objective 2: College receives strategic advice on communicating the headline ambitions and on media landscapes in the Member States.		Related to spending programme: N.A.
Result indicator 1: Percentage of on-demand ex ante media analysis reports timely delivered in preparation of selected communication actions linked to the Commission's headline ambitions		
Explanation: This indicator will measure the percentage of ex ante reports for a selection of communication actions. These reports contain main findings in terms of media analysis, and pertinent results of opinion polls when relevant		
Source of data: European Commission, DG Communication, Statistics unit A3		
Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	90%	100%
Result indicator 2: Usefulness of Representations' reports in preparation of major policy or legislative initiatives linked to the Commission's headline ambitions		
Explanation: This indicator will measure via a survey, the user satisfaction (usefulness) of the Representations' outreach reports in preparation and for the promotion of major policy or legislative initiatives		
Source of data: European Commission, DG Communication, Survey unit C2		
Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	To be defined once 2020 result known	To be defined once 2020 result known
Result indicator 3: Percentage of on-demand social media reports delivered on time		
Explanation: This indicator will measure the percentage of on-demand social media reports delivered on time in preparation of major communication actions linked to the Commission's headline ambitions		
Source of data: European Commission, DG Communication, Statistics unit A1		
Baseline (2019)	Interim milestone (2022)	Target (2024)
100%	100%	100%
Result indicator 4: Percentage of Spokesperson's Service communication narratives delivered on time about major EU initiatives and Commission's headline ambitions		
Explanation: This indicator will measure the percentage of communication narratives that the Spokespersons' Service timely delivered ahead of major EU initiatives or Commission's headline ambitions		
Source of data: European Commission, DG Communication, Statistics SPP		
Baseline (2020)	Interim milestone (2022)	Target (2024)
40%	50%	60%
Result indicator 5: Percentage of 'top-line messages' (curated input from President's media interviews) timely shared with the members of the College		
Explanation: Top-line messages are curated collection of President's media interviews, which Spokesperson's Service produces to the end of efficiently guiding political communication. This indicator will measure the percentage of interviews converted into top-line messages and timely delivered		
Source of data: European Commission, DG Communication, Statistics SPP unit 01		
Baseline (2020)	Interim milestone (2022)	Target (2024)
70%	80%	90%

Specific objective 3: Corporate communication of the Commission's headline ambitions is aligned across the Commission's departments.		Related to spending programme: N.A.
Result indicator 1: Percentage of important external communication expenditure in line with corporate communication priorities		
Explanation: This indicator will measure what percentage of external communication expenditure, as communicated by Directorates-General' to DG COMM is in line with the corporate communication priorities		
Source of data: European Commission, DG Communication, Desk analysis, unit B1		
Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	>70%	>80%
Result indicator 2: Users' satisfaction concerning corporate communication contracts services and contractors		
Explanation: These two indicators will assess the percentage of users' satisfaction with the centralised corporate communication contracts services and with the relevant contractors		
Source of data: European Commission, DG Communication, Survey, units B2/D1		
Baseline (2020)	Interim milestone (2022)	Target (2024)
Services: 70%	75%	80%
Contractors: 60%	65%	70%
Result indicator 3: Degree of awareness in Commission services and managing authorities of the requirements for communication and visibility for all EU programmes		
Explanation: This indicator will measure the results of DG COMM communication actions aiming to raise the awareness of Commission services and managing authorities regarding the requirements for communication and visibility for all EU programmes under the EU long-term budget 2021-2027. Final beneficiaries' awareness is not covered by this indicator		
Source of data: European Commission, DG Communication, Survey, unit B2		
Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	To be defined once 2021 result known	To be defined once 2021 result known
Result indicator 4: Coherence of Commission's web presence in line with the corporate rules and guidelines		
Explanation: This indicator will assess the compliance rate of the Commission's web presence with the rules and guidelines as described in the Europa Web Guide		
Source of data: European Commission, DG Communication, Compliance checks report, unit B3		
Baseline (2020)	Interim milestone (2022)	Target (2024)
The baseline will be defined once 2020 result known	To be defined once 2020 result known	To be defined once 2020 result known

Result indicator 5: Alignment of messaging and visuals on Commission priorities across all social media channels

Explanation: This indicator will measure the results of DG COMM coordination efforts aiming to align messaging, hashtags and visuals around key communication moments of the Commission

Source of data: European Commission, DG Communication, Survey unit A1

Baseline (2020)	Interim milestone (2022)	Target (2024)
To be defined once the first EU survey carried out	To be defined once 2020 result known	To be defined once 2020 result known

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

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

Result indicator 1: Average percentage of target audience able to recall the messages of corporate campaigns

Explanation: This indicator will measure the recall of the corporate campaigns messages of the audience reached. This is an average percentage of all the different ongoing campaigns per calendar year

Source of data: European Commission, DG Communication, Survey unit B1

Baseline (2020)	Interim milestone (2022)	Target (2024)
20% of audience reached	22% of audience reached	25% of audience reached

Result indicator 2: Percentage of users satisfied with the answers received from the Europe Direct Contact Centre

Explanation: This indicator will measure the percentage of the Europe Direct Contact Centre users that was satisfied with the answer the service provided them

Source of data: European Commission, DG Communication, Survey unit B2

Baseline (2020)	Interim milestone (2022)	Target (2024)
80%	83%	86%

Result indicator 3: Number of joint projects/actions with the European Parliament in the context of the Joint Statement on ‘Communicating together at the service of citizens and European democracy’

Explanation: Only implemented and/or accomplished projects in a given year, i.e. excluding those, which are at planning stage¹⁶

Source of data: European Commission, DG Communication, Statistics unit B2

Baseline (2020)	Interim milestone (2022)	Target (2024)
5	10	15

Result indicator 4: Number of projects/actions between Representations and European Parliament Liaison Offices

Explanation: This indicator covers activities at local level deriving from the cooperation between Representations and European Parliament Liaison Offices in the form of joint communication and outreach events with citizens, stakeholders and partners

Source of data: European Commission, DG Communication, Statistics units B2/C1 collected from COSMA reporting tool

Baseline (2020)	Interim milestone (2022)	Target (2024)
500	550	600

Result indicator 5: Average satisfaction rate for publications and online materials for the general public and for young people

Explanation: Through an online survey, this indicator will measure, in percentage terms, the satisfaction of those who have accepted to reply to the survey after having accessed online publications and relevant material

Source of data: European Commission, DG Communication, Users’ survey unit A2

Baseline (2019)	Interim milestone (2022)	Target (2024)
84%	86%	88%

Result indicator 6: Average satisfaction rate for the Audiovisual Portal

Explanation: This indicator will measure the average satisfaction of the Audiovisual Portal users

Source of data: European Commission, DG Communication, pop-up survey unit A4

Baseline (2020) ¹⁷	Interim milestone (2022)	Target (2024)
N.A.	To be defined once 2020 result known	To be defined once 2020 result known

¹⁶ The cooperation between the two Institutions takes place through agreed joint activities - with one institution taking the lead and the other providing support, or with both working together - but also through the mutual support of respective communication initiatives, notably through complementary and mutually reinforcing channels, tools, networks and materials. Joint activities fall under one of the areas of cooperation subject to the Joint Statement (for example partnerships, outreach and communication activities with citizens, stakeholders and partners; tackling disinformation; media relations and other areas) and cover a jointly agreed political priority.

¹⁷ The pop-up survey of the Audiovisual portal is planned on four quarter of 2020. The results of this pop-up survey will be used as a baseline and only then, we will be able to set up milestones and targets for 2022 and 2024.

Result indicator 7: Average satisfaction rate for the core websites of the Commission (ec.europa.eu)

Explanation: This indicator will assess the satisfaction of the visitors to the EC core websites (ec.europa.eu), managed by DG Communication

Source of data: European Commission, DG Communication, pop-up survey unit B3

Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	To be defined once 2020 result known	To be defined once 2020 result known

Result indicator 8: Average satisfaction rate for the core website of the EU (europa.eu)

Explanation: This indicator will assess the satisfaction of the visitors to the EU website (europa.eu), managed by DG Communication

Source of data: European Commission, DG Communication, pop-up survey unit B3

Baseline (2020)	Interim milestone (2022)	Target (2024)
N.A.	To be defined once 2020 result known	To be defined once 2020 result known

Result indicator 9: Public interest/ take up of the Commission midday press briefing

Explanation: This indicator will measure the number daily viewers (V), number of downloads (D) and time spent on features (F) in audiovisual media of the daily midday press briefing

Source of data: European Commission, DG Communication, unit A4

Baseline (2020)	Interim milestone (2022)	Target (2024)
V: 43-218 F: 10-20 minutes	100-250 Increase	250 Increase

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.

Result indicator 1: Percentage of attendees of Conference on the Future of Europe events declaring that their voice is heard

Explanation: This indicator will measure the percentage of the total number of attendees of the Conference of Europe declaring that their voice is heard

Source of data: European Commission, DG Communication, Surveys unit C3/Joint Secretariat of the Conference

Baseline (2020/21) ¹⁸	Interim milestone (2022)	Target (2024)
N.A.	70%	N.A.

¹⁸ Depending on the launch of the Conference.

Result indicator 2: Percentage of Conference on the Future of Europe events organised outside the capitals (geographical reach)

Explanation: This indicator includes the events organised by the Commission as well as those of other institutions and partners. The indicator is based on counting and comparing the numbers of events in the capitals and those in other areas

Source of data: European Commission, DG Communication, Surveys unit C.3/Joint Secretariat of the Conference

Baseline (2020/21) ¹⁹	Interim milestone (2022)	Target (2024)
new indicator	50%	N.A.

Result indicator 3: Diversity of backgrounds of participants in Conference on the Future of Europe events (age, gender, socio-economic and educational background)

Explanation: This indicator measures the deviation of aggregate data from participants to aggregate data of the population as a whole (% women/men + % age groups + % professional category + % educational level [participants] / % women/men + % age groups + % professional category + % educational level [total population])²⁰

Source of data: European Commission, DG Communication, Surveys unit C.3/Joint Secretariat of the Conference and Eurostat²¹

Baseline (2020/21) ²²	Interim milestone (2022)	Target (2024)
new indicator	<= 10%	N.A.

Result indicator 4: Percentage of users satisfied with their activities in the Visitors' Centre

Explanation: This indicator will measure the percentage of users declaring they were satisfied with the activities in the Visitors' Centre

Source of data: European Commission, DG Communication, Visitors' Centre survey unit B4

Baseline (2021)	Interim milestone (2022)	Target (2024)
85%	90%	95%

Result indicator 5: Percentage of users satisfied after visiting Experience Europe / Brussels Rond Point 14

Explanation: This indicator will measure the percentage of users declaring they were satisfied with their visit to the Centre Brussels / Rond Point Schuman 14

Source of data: European Commission, DG Communication, visitors' survey, B4 unit

Baseline (2021)	Interim milestone (2022)	Target (2024)
80%	85%	90%

¹⁹ Depending on the launch of the Conference.

²⁰ This will be done mainly for the EU citizens' panels that would rely on the random selection of citizen + the composition of panels based on these specific criteria so the data will be available. For the Conference on the Future of Europe relying more on Member states or third parties' events, some information (from individuals' login or from event organisers) will also be available on the platform from which analysis will be drawn.

²¹ https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=ilc_lvps01&lang=en;
<https://ec.europa.eu/eurostat/documents/3217494/10164469/KS-EI-19-001-EN-N.pdf/33ab6c0c-a0c6-5294-3948-b1fb9973d096>

²² Depending on the launch date of the Conference.

Result indicator 6: Engagement rate on social media

Explanation: Based on the relevant metrics and appropriate methodology, this indicator will measure the engagement rate in the European Commission centrally managed social media accounts

Source of data: European Commission, DG Communication, social media metrics, unit A1

Baseline (2019)	Interim milestone (2022)	Target (2024)
Twitter: 2.85 ²³ Facebook: 1.7 ²⁴ Instagram: 3.4 ²⁵ LinkedIn: 1.6 ²⁶ EUtube: 73.3 sec ²⁷	Stable engagement rates	Stable engagement rates

Part II: How we do it

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

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: DG HR

Baseline (female representation in middle management) (12/2019)	Target (2022) ²⁸
15 (48%)	+1

Indicator 2: DG Communication staff engagement index

Source of data: Commission staff survey

Baseline (2018)	Target (2024)
67%	70%

²³ The engagement rate on Twitter is calculated based on Twitter Analytics as follows: Engagements / Impressions x100 OR directly: the indicated engagement rate x 100.

²⁴ The engagement rate on Facebook is calculated via Facebook insights as follows: number of unique users that engaged with a post / the number of unique users that have seen the post x 100.

²⁵ The engagement rate on Instagram is calculated by all engagements on a post (= likes + comments) / the number of impressions on that post x 100.

²⁶ The engagement rate on LinkedIn is calculated based on LinkedIn analytics via (('Total Interactions' on all posts + 'Clicks') / Impressions on all posts) x 100.

²⁷ The engagement rate on Youtube is calculated based on Youtube Insights: 'Average view duration'. Average view duration is the total watch time of a video divided by the total number of video plays, including replays. This metric measures a video's ability to engage viewers. YouTube has optimized its algorithm to promote videos with a high average view duration, this indicator is thus an important metric to track.

²⁸ The target will be revised and extended by January 2023 for the period 2023-2024.

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

Indicator: **Estimated risk at closure**

Source of data: European Commission, DG Communication, Ex post controls performed during the reporting year, unit D3

Baseline (2019)	Target (2024)
0.5% of relevant expenditure	< 2% of relevant expenditure

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy aimed at the prevention, detection and correction²⁹ of fraud

Indicator: **Implementation of the actions included in DG Communication's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)**

Source of data: DG Communication's annual activity report, DG Communication's anti-fraud strategy, OLAF reporting

Baseline (2018)	Target (2024)
100% of action points implemented	100% of action points implemented in time

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

Indicator 1: **Degree of implementation of the digital strategy principles by the most important IT solutions³⁰**

Source of data: GovIS, Digital Solutions Modernisation Plan fiches, DG Communication units B3, A4 and D4

Baseline (2018)		Interim milestone (2022)	Target (2024)
IT Solutions			
Europa Web publishing platform	50%	77%	100%
Audiovisual services	60%	80%	100%
EC Press Corner & News Management System	68%	90%	100%

²⁹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

³⁰ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made based on the proposed modernisation plan. For each of the three solutions, a table will reflect – per principle - the progress achieved during the last year.

Indicator 2: Percentage of DG Communication key data assets³¹ for which corporate principles for data governance³² have been implemented

Source of data: GovIS, Digital Solutions Modernisation Plan fiches, unit D4

Baseline (2020)	Interim milestone (2022)	Target (2024)
20%	50%	80%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: European Commission, DG Communication Participants' lists of related training and awareness raising sessions, DG Communication unit D2

Baseline (2019)	Interim milestone (2022)	Target (2024)
10%, of all staff	40% of staff in Representations 60% of staff in Headquarters	50% of staff in Representations 70% of staff in Headquarters
80% of Controllers and assistant Controllers	100% of Controllers and assistant Controllers.	100% of Controllers and assistant Controllers

³¹ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata. Commission key data assets have been documented in the data inventory.

³² This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory (see the [DataStrategy@EC action plan](#)). In summary, this means that for each key data asset, services should assess if the following principles have been respected:

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

A data governance hub will shortly offer a single point of access on the intranet for related guidance and information. It will be complemented by further practical guidance in the course of 2020.

Objective: DG Communication takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Indicator 1: Degree of implementation of the Green Communication Action Plan

Source of data: Green Communication Action Plan monitoring and reporting. DG Communication unit D2

Baseline (2018)	Interim milestone (2022)	Target (2024)
0%	50%	100%

Indicator 2: Percentage of Eco-Management and Audit Scheme audited Representations sites³³

Source of data: Eco-Management and Audit Scheme audit reports, DG Communication unit D2 and DG Human Resources unit D2, EMAS

Baseline (2018)	Interim milestone (2022)	Target (2024)
0%	30%	70%

³³ The scope and pace of the audits will be determined by the results of a gap analysis performed in 2020, with the auditing activity planned to start in 2021.