



2013

Management Plan

DG COMMUNICATION

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1. MISSION STATEMENT

DG Communication is in charge of informing and communicating about the policies of the European Union with the public at large through the media, opinion leaders, as well as through Representations and information networks in the Member States. It is also responsible for informing the Commission on trends in public opinion and in the media landscape and on political developments, as well as for coordinating communication actions within the Commission.

In particular,

The Spokesperson's Service (SPP):

- is - under the authority of the President - the official voice of the Commission vis-à-vis the media. The SPP, in charge of political communication, designs the narrative and provides information about the policies and decisions of the Commission.

DG COMM:

- anchors communication into the policy-making process by reinforcing the consistency required by a collegial communication and by coordinating priority communication actions;
- offers communication services (web communication, speechwriting, audiovisual services, media networks, management of framework contracts) to the SPP, Cabinets and DGs' communication units to be deployed on major priorities;
- develops the Commission's corporate image including its visual identity;
- offers a dedicated analytical capacity to exploit Eurobarometer surveys and media analysis and report back to the College on public opinion, media trends and emerging concerns;
- provides political information and ensures effective communication with media, stakeholders and citizens in Member States through Representations, regional offices and networks, and supports Commissioners and staff on mission;
- provides information to citizens on EU policies;
- seeks partnerships and synergies with other institutions, Member States and stakeholder organisations.

2. THIS YEAR'S CHALLENGES

The Commission's decisions and activities have an important impact on citizens' lives and effective communication via all media, new and traditional, forms an integral part of policy preparation and implementation. The Communication Steering Board, chaired by DG COMM, will continue to ensure throughout 2013 that the various communication activities of the Commission are more focussed and better aligned to the Commission's key political messages, reinforcing the narrative of economic and political integration. DG COMM, also in cooperation with other institutions and national partners, will communicate about the benefits that the EU brings to citizens and explain with concrete examples how the EU deals with the challenges of the economic crisis.

Furthermore, DG COMM will pro-actively engage in communicating on the deliverables of *Europe 2020 - Europe's Growth Strategy*, and on the European Semester process - the latter being a two-way communication process, not only better explaining our policies to the citizens and to the media once adopted, but also much more upstream - involving analysis and intelligence gathering on the ground in the Member States, which will then feed into the European Semester process at Headquarters.

2013 is the European Year of Citizens, management and implementation of which will be one of the key deliverables of DG COMM in 2013, in particular to raise awareness about citizens' rights in view of the upcoming European elections in mid-2014. In his State of the Union Address in September 2012, President Barroso called for the development of a European Public Space where European issues are discussed and debated from a European point of view. As a corporate service DG offering a wide range of communication tools and services in the Member States (via the Representations, Antennae, EDICs and EDCs), DG COMM will be heavily involved in contributing to developing this European Public Space, by implementing a series of Citizens' Dialogues and by realising Pilot Projects, in close cooperation with the EP (initiatives like *Share Europe Online* or *New Narrative on Europe*).

Another communication challenge DG COMM and SPP will accompany with their various tools and services is the process to put in place the next generation of investment from the EU budget and the preparation of the implementation of the next Multiannual Financial Framework.

2013 will also mark an important step in the enlargement process: as of 1 July, Croatia will become a Member State of the European Union and DG COMM will open a Representation in Zagreb.

Reflecting the common inter-institutional communication priorities defined by the Inter-institutional Group on Information (IGI) for 2013/2014, DG COMM's priority areas for communication activities in 2013 will be:

- the economic recovery, growth, Europe 2020
- the European Year of Citizens 2013 / Citizens' Europe
- the European elections 2014

Turning from the "what we do" to the "how we are going to do it", i.e. issues of internal management: In an environment of scarce resources, DG COMM will strive to streamline its internal processes and identify further efficiency gains whilst ensuring that senior and middle management are flanking the respective change management processes appropriately including re-launching focussed trainings and activities of staff engagement / well-being and internal communication.

3. GENERAL OBJECTIVES

DG COMM's 2013 Management Plan is based on general and specific objectives, reflecting:

- the main policy priorities fixed by the Commission, in particular those set out in the European 2020 Strategy¹, in the State of the Union Address on 12 September 2012², and in the Commission Work Programme for 2013³;
- the resources subject to the Budget 2013⁴.

GENERAL OBJECTIVES

DG COMM has defined three general objectives:

- To render EU citizens more aware of EU policies by delivering the policy message through media, other opinion leaders as well as the Representations.
- To allow the Commission to be better informed on trends in public opinion and in the media landscape and on political developments.
- To develop for European citizens a sense of ownership of European integration and of European identity and to enable civic participation in the EU context.

The specific objectives described in chapters 4 and 5 either directly link into these three general objectives or are cross-cutting specific objectives which detail the necessary planning and administrative support activities. In the 2013 Management Plan, for the first time, all units of DG COMM define specific objectives and indicators/output.

In 2013, DG COMM will work, subject to final agreement with DG BUDG, to translate the new general objectives 2014-2020 (nomenclature 2014-2020) into a more coherent system of objectives, deriving for all its operational activities a set of specific objectives, which contribute to achieving its general objectives 2014-2020. It is in this context, that the Internal Control Standards prioritised for 2013 have been defined in Annex 3 of the Management Plan. In 2013, DG COMM's management will be called upon to take ownership of the Management Plan as a management tool (even more important in times of scarce resources), to fully engage in the re-definition of the specific objectives and to improve the quality of the indicators for the 2014 Management Plan.

¹ COM(2010)2020 final of 3 March 2010.

² http://ec.europa.eu/soteu2012/index_en.htm

³ COM(2012)629 final of 23 October 2012.

⁴ http://ec.europa.eu/budget/index_en.cfm

POLICY AREA: COMMUNICATION																																																																																					
General Objectives		Indicators																																																																																			
		Indicator	Current Situation	Interim milestones	Objective (long term)																																																																																
1	To render EU citizens more aware of EU policies by delivering the policy message through media, other opinion leaders as well as the Representations.	Percentage of EU citizens having a positive, neutral or negative image of the EU (source: Eurobarometer)	<p>QA12 In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image?</p> <table border="1"> <caption>Data for QA12: EU Image Perception (2006-2012)</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>Sp.2006</td><td>50%</td><td>32%</td><td>15%</td><td>2%</td></tr> <tr><td>Apr.2006</td><td>46%</td><td>34%</td><td>17%</td><td>3%</td></tr> <tr><td>Sp.2007</td><td>52%</td><td>31%</td><td>15%</td><td>2%</td></tr> <tr><td>Apr.2007</td><td>49%</td><td>34%</td><td>14%</td><td>3%</td></tr> <tr><td>Sp.2008</td><td>48%</td><td>35%</td><td>15%</td><td>2%</td></tr> <tr><td>Apr.2008</td><td>45%</td><td>36%</td><td>17%</td><td>2%</td></tr> <tr><td>Jan.-Feb.2009</td><td>43%</td><td>38%</td><td>17%</td><td>2%</td></tr> <tr><td>Sp.2009</td><td>45%</td><td>36%</td><td>16%</td><td>3%</td></tr> <tr><td>Apr.2009</td><td>48%</td><td>35%</td><td>15%</td><td>2%</td></tr> <tr><td>Sp.2010</td><td>42%</td><td>37%</td><td>19%</td><td>2%</td></tr> <tr><td>Apr.2010</td><td>40%</td><td>38%</td><td>20%</td><td>2%</td></tr> <tr><td>Sp.2011</td><td>40%</td><td>38%</td><td>20%</td><td>2%</td></tr> <tr><td>Apr.2011</td><td>41%</td><td>31%</td><td>26%</td><td>2%</td></tr> <tr><td>Sp.2012</td><td>39%</td><td>31%</td><td>28%</td><td>2%</td></tr> <tr><td>Apr.2012</td><td>39%</td><td>30%</td><td>29%</td><td>2%</td></tr> </tbody> </table>	Year	Total 'Positive'	Neutral	Total 'Negative'	Don't know	Sp.2006	50%	32%	15%	2%	Apr.2006	46%	34%	17%	3%	Sp.2007	52%	31%	15%	2%	Apr.2007	49%	34%	14%	3%	Sp.2008	48%	35%	15%	2%	Apr.2008	45%	36%	17%	2%	Jan.-Feb.2009	43%	38%	17%	2%	Sp.2009	45%	36%	16%	3%	Apr.2009	48%	35%	15%	2%	Sp.2010	42%	37%	19%	2%	Apr.2010	40%	38%	20%	2%	Sp.2011	40%	38%	20%	2%	Apr.2011	41%	31%	26%	2%	Sp.2012	39%	31%	28%	2%	Apr.2012	39%	30%	29%	2%	Contribute to maintaining and further developing a positive image of the EU	To get and further maintain a <i>Positive image of the EU</i> ≥ 50%
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POLICY AREA: COMMUNICATION					
General Objectives		Indicators			
		Indicator	Current Situation	Interim milestones	Objective (long term)
2	To allow the Commission to be better informed on trends in public opinion and in the media landscape and on political developments.	Number of senior executive level reports and analyses prepared and read	6	8	12
		Number of political reports produced by the Representations	950	500	1 000

POLICY AREA: COMMUNICATION					
General Objectives		Indicators			
		Indicator	Current Situation	Interim milestones	Objective (long term)
3	To develop for European citizens a sense of ownership of European integration and of European identity and to enable civic participation in the EU context.	Percentage of participants of the "Europe for Citizens" programme events feeling more European	Data not yet available ⁵ .	End of the programme in 2013	N.A.
		Percentage rate of <i>Satisfied</i> visitors of the Commission Visitors Centre	95%	96%	98%

⁵ Study measuring the impact of the "Europe for Citizens" programme to be carried out during the second semester 2012. Results foreseen in January 2013

4. SPECIFIC OBJECTIVES FOR OPERATIONAL ACTIVITIES

4.1. ABB ACTIVITY 16 02: COMMUNICATION AND THE MEDIA

4.1.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

The objective of the audiovisual communication tools managed by the Commission is to put citizens at the centre of the European integration project informing them and providing an entry point about the EU policy activities and their impact.

To achieve this objective a set of actions is developed under the communication and the media activities:

1. Direct financial contribution to the production and broadcast of programmes on EU issues.
2. Internal production of raw audiovisual material that the media professionals can use free of charge.
3. Information events for journalists to raise their awareness on specific EU topics.

4.1.2. SPECIFIC OBJECTIVES

1. SPECIFIC OBJECTIVE	Ensure media coverage of the Commission through a pro-active media strategy and reactive engagement with media	
<i>Result indicators</i> [owner SPP]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of press material issued (press releases, memos, speeches)	2 273 ⁶	2 500 - 2 700
Number of press events organised (press conferences, VIP, technical briefings)	201 ⁷	220 - 250
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner SPP]		
<ul style="list-style-type: none"> • Pro-active engagement with the media: <ul style="list-style-type: none"> - Pro-active media strategy for the College as a whole and the individual members of the College on media communication. - Design messages in clear language about the Commission's work. - Media action plans on the communication of specific policy issues in cooperation with other services of DG COMM and relevant portfolio DGs. - Media communication of individual members of the College. - Press material on the College's decisions. - "Lines" to take' on policy issues related to the work of the Commission. - Briefing sheets and communication plans on the key priority policies of the College: Economy strategy, federation of nation states, debate and democracy, ambition with results. - President's speeches, including the State of the Union Address. - Written press material and speeches. - Daily press briefing "Midday briefing". - Briefings for journalists in Brussels, in EU Member States and worldwide. - Internal (news ahead) and external press planning tools (Top news, weekly calendar of visits and meetings by the Members of the Commission). • Reactive engagement with the media: <ul style="list-style-type: none"> - Respond to press enquiries. - Rebuttal. - Myth-busting. • Plan and coordinate the timing of communication on the different policy issues. • Accreditation of the journalists based in Brussels. 		
<i>Main expenditure-related outputs for 2013</i>		
N.A.		

⁶ Figures as of September 2012

⁷ Figures as of September 2012

2. SPECIFIC OBJECTIVE		To support the TV, Radio and Internet media coverage of EU news	
<i>Result indicators</i> [owner A6]	<i>Latest known result</i> (2012)	<i>Target</i> (2013)	
Euronews (Average number of viewers per day)	5.9 million	6 million	
Euranet Plus (Average number of listeners per day)	18.25 million	25.9 million	
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A6]			
<ul style="list-style-type: none"> • Additional languages versions of Euronews (GR and HU). • A new contract for radio networks (to be launched in December 2012). 			
<i>Main expenditure-related outputs for 2013</i>			
<ul style="list-style-type: none"> • Partnership with Euronews Broadcasts: <ul style="list-style-type: none"> - Programmes on EU affairs. - Linguistic and broadcast extension in additional EU languages. - Euronews in Arabic. • Radio and Internet networks: <ul style="list-style-type: none"> - Support Radio networks. - PressEurop (Digital Media Network). • Studies and data in the audiovisual field. 			

3. SPECIFIC OBJECTIVE		To produce and distribute audiovisual material concerning EU news and policies	
<i>Result indicators</i> [owner A4]	<i>Latest known result</i> (2012)	<i>Target</i> (2013)	
Number of multimedia productions downloads	96 143	120 000	
Number of video items transmitted by broadcasters	34 817	40 000	
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A4]			
<ul style="list-style-type: none"> • Audiovisual (AV) coverage of EU related policies events, including European Year of Citizens 2013 and the Citizens' Dialogues. • Consolidation of digital distribution of audiovisual content. • Preparation of the candidature of the AV archives to UNESCO's "Memory of the world" register, to be submitted in 2014. • Achievement of the digitalisation of audiovisual archives. 			
<i>Main expenditure-related outputs in 2013</i>			
<ul style="list-style-type: none"> • Audiovisual productions and multimedia projects. • Coverage of the EU current affairs and Europe by Satellite (EbS) Teletrax. • Management of audiovisual technical facilities. • Media library: conservation and availability to the public of audiovisual material (audio, video and photo); web development. • New contracts to optimise at Commission level the number and quality of communication service providers. 			

4. SPECIFIC OBJECTIVE	To improve the quality and accuracy of the media coverage through the information events for journalists	
<i>Result indicators</i> [owner A3/A6/B]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of journalists attending information events for journalists	1 207	1 300
Number of journalists attracted by REPs organised events	17 000	17 000
Average degree of satisfaction concerning the information events for journalists	Good	Good
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A3/A6/B]		
<ul style="list-style-type: none"> • Information seminars for journalists. • A focus on seminars on the key priority policies (Economic recovery and Citizens). 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • Information events for journalists. • Meetings with Media. • Preparatory Action "<i>European research grants for cross-border investigative journalism</i>". 		

4.2. ABB ACTIVITY 16 03: "GOING LOCAL" COMMUNICATION

4.2.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

The objective of this activity is to bring the EU closer to citizens, multipliers, media, politicians and other stakeholders by providing them, locally, with clear information on the EU policies and their impact and challenges.

The best way to initiate this debate is to launch it at local level, as close as possible to citizens. Actions are implemented in partnership with the European Parliament (European Public Spaces), Member States (e.g. Management Partnerships), around 500 Europe Direct Information Centres and through 37 Representations and Regional Offices of the European Commission in the Member States.

Furthermore, this debate enriches the community decision-making process, contributing to define policies which are closer to citizens' needs and expectations.

To this end, Representations have developed action plans to reply to the challenges of the economic crisis (European Semester) and the citizens' concerns (see annex 9). The concrete actions will be embedded into the local policy context and will involve national, regional and local actors and stakeholders.

The Pilot Project "*Share Europe Online*" in cooperation with the European Parliament will contribute to adapt the Union's communication strategy to the reality of web 2.0 to better equip the EU institutions to interact with citizens, and will be implemented through the European Public Spaces.

4.2.2. SPECIFIC OBJECTIVES

1. SPECIFIC OBJECTIVE	To support the Europe Direct Information Network in order to: - provide citizens, locally, with information on the EU and its policies and develop synergies with the other Commission's information networks - contribute to streamlining the access to EC information networks and contact points by supporting line DG's communication activities in Member States	
<i>Result indicators</i> [owner C3]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of events organised by the Europe Direct Information Centres (EDICs)	8 300	9 000
Number of EDICs personal contacts	750 000	800 000
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner C3]		
<ul style="list-style-type: none"> • Trainings, seminars and other information material, Annual General Meetings (AGMs): <ul style="list-style-type: none"> - Encourage and promote a European public debate with citizens on the EU's future; - Actively promote and contribute to the European Year of Citizens; - Contribute to the mobilisation of EU citizens for the European elections with an additional budget allocated specifically to EDICs. • New generation network of EDICs as of January 2013 for 5 years. • New EDICs in Croatia following its accession in 2013. • Central support services for the network. • Improved and simplified the web presence of the Europe Direct services. • New feedback mechanism on citizens' views and concerns. • Improved awareness amongst Commission's DGs and services on the possibility of using the EDIC network for their communication activities with their own budget. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • EDICs. • Training, support and coordination of the Europe Direct information network. 		

2. SPECIFIC OBJECTIVE	To promote the dialogue with citizens on the EU and its policies.	
<i>Result indicators</i> [owner B]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of participants to events organised by the Representations or events organised by third parties	2.25 million	2.25 million
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner B]		
<ul style="list-style-type: none"> • Deliver to the media and the public the policy message according to the political priorities of the Commission through the best mix of communication actions (conferences, Commissioners' visits etc.). • Together with the European Parliament Information Offices (EPIOs), development of innovative political and cultural actions, using the European Public Spaces (EPS). • Implementation of the action plans by Representations (see annex 9). 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • Organisation of event: <ul style="list-style-type: none"> - The Debate of the Future of Europe with the Citizens' Dialogues. - European debates and events. - Communication actions linked to the political priorities - Representations. • Seminars and conferences organised by the Representations. • European Public Spaces' activities. • Pilot Project "<i>Share Europe Online</i>". 		

3. SPECIFIC OBJECTIVE	To develop EU information and communication actions in partnership with Member States	
<i>Result indicators</i> [owner B]	<i>Latest known result</i> (2012)	<i>Target</i> (2013)
Number of EU communication operations financed by the Management Partnerships	83	90
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner B]		
<ul style="list-style-type: none"> • With the political Declaration on "Communication Europe in partnership" of 22 October 2008⁸, the European Parliament, the Council and the Commission recognised <i>"the importance of addressing the communication challenge on EU issues in partnership between Member States and the EU institutions to ensure effective communication with, and objective information to, the widest possible audience at the appropriate level. They wish to develop synergies with national, regional and local authorities as well as with representatives of civil society."</i> This partnership approach is mainly materialised through the Management Partnerships, which coordinate the communication efforts of the Commission, the European Parliament and the Member States at the local level, according to the EU political priorities. • Implement and draw conclusions from the five individual (Germany, Hungary, Slovenia, Slovakia and Estonia) plus one horizontal evaluations of the Management Partnerships. 		
<i>Main expenditure-related outputs in 2013</i>		
Development of Management Partnerships with interested Member States.		

⁸ Political Declaration on "Communication Europe in partnership" of 22 October 2008, OJ C 13, 20/01/2009, p. 3.

4.3. ABB ACTIVITY 16 04: ANALYSIS AND COMMUNICATION TOOLS

4.3.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

The communication tools managed by the European Commission aim at increasing the interest, the understanding and the involvement of the EU citizens in the EU integration process and in the development of a European Public Space (State of the Union Address).

The Commission's measurement of public opinion is essential, since it guarantees methodological unity and comparability across Member States.

As regards the online and written information and communication tools such as audio-visual and web, their deployment is essential to spread information about the EU decision-making and policy outcomes, including to ensure a multi-lingual communication, a *sine qua non* for reaching European citizens. It has become without doubt vital to explain to citizens how EU policies impact their lives: "*The times of European integration by implicit consent of citizens are over.*"⁹

The development of media analysis will contribute to the development of a coherent, well-targeted long-term media relations strategy: accurate media analysis of how the EU, the Commission, and EU policies/activities are perceived by the media; identification of the lessons learned, focusing on how to integrate them to help the Commission in its communication with media; identification of the media coverage which could impact on EU activities, its reputation with a particular focus on risks and opportunities; identification of the key media that have the most influence on views and opinions about EU issues, so as to better target the European Commission's media communication channels.

⁹ State of the Union Address; SPEECH/12/596 of 12 September 2012.

4.3.2. SPECIFIC OBJECTIVES

1. SPECIFIC OBJECTIVE	To measure and analyse the evolution of the public opinion on EU issues	
<i>Result indicators</i> [owner A2/A3]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of surveys executed compared with the annual programme agreed at Cabinet level	39	45
Number of senior management executive reports based on media analysis flash reports	3	8
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A2/A3]		
<ul style="list-style-type: none"> • Better use of Eurobarometer and qualitative studies according to the political priorities¹⁰. • Further development of the qualitative Media Monitoring analysis. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • Eurobarometer polls. • Realisation of surveys, and qualitative Media Monitoring analyses. 		

2. SPECIFIC OBJECTIVE	To develop online communication tools in order to facilitate the general public's access to EU information	
<i>Result indicators</i> [owner A5/C3]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Total number of visits to EUROPA (inter-institutional and Commission domains including the Representations' and RAPID websites)	339 million	339 million
Number of queries replied by the Europe Direct Contact Centre (EDCC)	98 000	115 000
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A5/C3]		
<ul style="list-style-type: none"> • Better digital communication through rationalisation of the Commission web presence and implementation of a corporate mobile strategy optimising the Commission's social media presence. • Extended EDCC service to Croatia. • Improved web presence of Europe Direct. • Central contact point and a front-office desk. • Expanded EDCC corporate services to other Commission DGs and EU services. • Regular and <i>ad hoc</i> feedback products on citizens' concerns as expressed in their contacts with the EDCC. 		

¹⁰ Note of EB 2013 from G. Paulger to others DGs-Ares(2012)1258778 - 24/10/2012.

Main expenditure-related outputs in 2013

- Improved EUROPA website¹¹.
- Improved Representations' electronic newsletters.
- Maintenance of the Europe Direct Contact Centre.
- Optimisation of the Commission's social media presence; training courses on use of social media.
- Technical excellence in digital communication: new generation of web content management system.
- Corporate strategy for mobile applications.
- Improved digital communication through the rationalisation of the Commission web presence.

3. SPECIFIC OBJECTIVE	To issue printed and online publications in order to facilitate the general public's access to EU information with a special focus on young people and schools	
<i>Result indicators</i> [owner C1]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of distributed publications	4 million	3.5 million ¹²
Number of online consultations of e-publications	(new activity)	0.5 million
Number of online consultations of Teachers' Corner and Kids' Corner (page views)	9 million	11 million
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner C1]		
<ul style="list-style-type: none"> • Improved publication policy mainly by intensifying its multimedia dimension (web, e-publications and videos) and reduction of paper publications by 30 % compared to 2010. • Improving communication on the annual achievements of the EU (General Report and other publications). • Better communication on EU political priorities, by focusing on the achievements and the citizens' rights, thus contributing also to the European Year of Citizens. • Increased reach out to young people and schools. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • Update of 18 (e-)publications and websites including the EU's history pages, Teachers' Corner and Kids' Corner; completing a new series on all EU policies, and videos on the cost of non-Europe; General Report on the activities of the European Union. 		

¹¹ http://europa.eu/index_en.htm

¹² In its "12 proposals for more effective communication" DG COMM calls for a considerable reduction of paper publications: "The Commission decided to cut costs and waste by reducing the use of paper publications by 25 % by 2012 compared to 2010".

4.4. ABB ACTIVITY 16 05: FOSTERING EUROPEAN CITIZENSHIP

4.4.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

The "Europe for Citizens" programme (2007-2013)¹³ encourages the participation in civil society, community and/or political life, characterised by mutual respect and in accordance with Human Rights and democracy. Such civic engagement includes the participation in actions, debates or projects concerning the European Union or including a European perspective. It increases citizens' understanding of Europe and of European citizens from different countries. This raises their awareness of the common values, history and culture, together with the feeling of solidarity and it develops the sense of ownership towards the European integration and of European identity. It enables debate, reflection and joint actions between citizens from different countries.

The "Europe for Citizens" programme (2007-2013) gives citizens the opportunity to participate in constructing a closer Europe. It is implemented through four actions which address the issue of citizenship from different, complementary angles taking due account of equal opportunities. The Work Programme of the EACEA outlines objectives and indicators (see annex 7).

The 2010 EU Citizenship Report has highlighted the main obstacles which citizens encounter in their daily lives when seeking to exercise their rights. Among these obstacles is a lack of awareness of the meaning of EU citizenship. Hence, the Commission has announced its intention to step up the dissemination of information to Union citizens about their rights as such and in particular about their free movement rights by designating 2013 as European Year of Citizens. Moreover, the European Year aims at linking the promotion of citizens' rights with the strengthening of a sense of belonging of people to the EU. It will raise awareness on the policies and programmes that exist to support the enjoyment of these rights and will foster civic and democratic participation, especially in view of the 2014 European elections, and contribute to the pan-European debate on what kind of EU we would like to design for the future. It will thus not only have a positive impact on the internal market and societal cohesion, but also contribute to the strengthening of democratic life in the EU.

¹³ Decision N° 1904/2006/EC of 12 December 2006 of the European Parliament and of the Council establishing for the period 2007 to 2013 the programme "Europe for Citizens" to promote active European citizenship (OJ L 378, 27.12.2006, p. 32).

Through the Pilot Project "*Civil Society House*" DG COMM intends to fund a scoping study and the first steps in setting up a resource centre and advice bureau on European rights and civic participation for both citizens and civil society organisations, and a user-friendly space for brainstorming, ideas exchanges and networking of likeminded individuals about the future of Europe.

The Pilot Project "*New Narrative on Europe*" will initiate a process where central figures and opinion makers from the creative sector will be brought together to formulate a new narrative on Europe.

4.4.2. SPECIFIC OBJECTIVES

1. SPECIFIC OBJECTIVE	Ensure higher awareness about citizens' related issues	
<i>Result indicators</i> [owner C2]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Media monitoring – number of printed and outline articles	100	7 390 ¹⁴
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner C2]		
<ul style="list-style-type: none"> • Raised awareness among Europeans about citizens' related issues. • Enhanced inter-institutional cooperation in the field. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • European Year of Citizens 2013. • Support to communication campaign (see annex 8). • Citizens' Dialogues. • Pilot Project "Civil Society House". • Pilot Project "New Narrative on Europe". 		

2. SPECIFIC OBJECTIVE	Through the "Europe for Citizens" programme, to promote European citizenship, reinforce mutual understanding between citizens and develop civil society at European level	
<i>Result indicators</i> [owner C2/EACEA ¹⁵]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of participants directly involved in the "Europe for Citizens" programme	1 043 930	1 144 052
Number of civil society organisations participating in the structured dialogue with the Commission	93	93
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner C2]		
<ul style="list-style-type: none"> • Implementation of the "Europe for Citizens" programme. • Adoption of the proposed Regulation on the 2014-2020 "Europe for Citizens" programme. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • 8 citizens panels; 440 town-twinning citizens meetings; 42 thematic networks of twinned towns; 10 measures to enhance the evolution of town twinning; structural support for around 52 European-level organisations (including public policy research organisations, civil society organisations, pan-European platforms and organisations for European Remembrance); 33 projects initiated by civil society organisations; 44 projects for European remembrance; 4 high visibility events and support to national information structures. 		

¹⁴ Compared with 2012, this figure includes the number of printed and outline articles for "Citizens' Dialogues" and "European Year of Citizens 2013".

¹⁵ See annex 7

3. SPECIFIC OBJECTIVE	To maximize the impact of the Commission's visitors' service by identifying and attracting new multipliers on EU issues and by improving the service provided to citizens	
<i>Result indicators</i> [owner C4]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Number of visits to the Commission	1 637	1 550 ¹⁶
Percentage of visits being priority visits and multiplier visits	61%	65%
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner C4]		
<ul style="list-style-type: none"> • Better insights of citizens into EU affairs and the European Commission. • Enhanced image of the Commission as a collegiate body and its role as the executive power in the EU. • Enhanced cooperation on inter-institutional level. 		
<i>Main expenditure-related outputs in 2013</i>		
<ul style="list-style-type: none"> • 1 550 information visits annually representing around 50 000 visitors. • Increased number of tailored information visits of high-profile groups and key multipliers. • Opening of the new Visitors Centre in the Charlemagne building. 		

¹⁶ In parallel to the move of the Visitors' Centre from the Van Maerlant 18 to the Charlemagne building, a new concept endorsed by VP Reding will be implemented. This concept foresees – in terms of visiting groups - to move from "quantity to quality", i.e. to receive a lesser number of groups but with a higher profile. This will be achieved through a closer co-operation with key Commission DGs, the Commission Representations in the Member States and the Permanent Representations of the Member States in Brussels.

5. SPECIFIC OBJECTIVES FOR HORIZONTAL ACTIVITIES

5.1. ABB ACTIVITY 16 01: ADMINISTRATIVE EXPENDITURE OF "COMMUNICATION" POLICY AREA

5.1.1. DESCRIPTION AND JUSTIFICATION OF THE EU INTERVENTION

This activity corresponds to:

- administrative support actions: technical assistance, media monitoring, copyrights including legal assistance and
- proper administrative actions directly linked to external or local staff, real estate expenses and other relative expenses.

5.1.2. SPECIFIC OBJECTIVES

1. SPECIFIC OBJECTIVE	To ensure corporate communication within the Commission	
<i>Result indicators</i> [owner A1/A2]	<i>Latest known result</i> (2012)	<i>Target</i> (2013)
Number of CSB meetings	27	35
Number of ECN meetings	8	11
Number of "speechnet" meetings	13	12
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A1]		
<ul style="list-style-type: none"> • Opinion on DG's communication strategies, especially those related to political priorities. • Ensuring that the narrative/messages of communication priorities appear in related communication campaign of DGs. • Advising on specific communication projects executed by DGs. • Development, coordination and management of specific communication material for supporting communication activities by Commissioners, SPP and other communication actors. 		
<i>Main expenditure-related outputs in 2013</i>		
N/A		

2. SPECIFIC OBJECTIVE	Media Monitoring an analysis of media as an element of informed decision-making	
<i>Result indicators</i> [owner A3]	<i>Latest known result</i> (2012)	<i>Target</i> (2013)
Media items provided in the DPR/DNS	380 000	400 000
Agency wires selected in the LAN	50 000	50 000
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner A3]		
<ul style="list-style-type: none"> • Daily availability of Daily Press Review, Daily News Summary, Daily News Digest and Latest Agency News as well as alerts on main press agency wires 		

<i>Main expenditure-related outputs for 2013</i>
<ul style="list-style-type: none"> • Media monitoring products (Daily Press Review, Daily News Summary, Daily News Digest) • Contract with press agencies, online databases and content aggregators.

3. SPECIFIC OBJECTIVE	Ensure sound financial management and the legality and regularity of operations	
<i>Result indicators</i> [owner D1/D3]	<i>Latest known result (2011)</i>	<i>Target (2013)</i>
Budget execution by commitments with respect to the annual forecast	97,45 %	Close to 100%
Budget execution by payments with respect to the annual forecast	90,55 %	More than 95%
Payments executed within contractual payment deadlines	85 % ¹⁷	85 %
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner D1/D3]		
<ul style="list-style-type: none"> • Sound and efficient management of financial resources through an efficient programming of appropriation's implementation and timely completion of the pre-contractual procedures, including support to all staff involved in the financial flows (with support from D: all Directorates). • Control activities (ex-ante) in order to provide reasonable assurance to the senior management that the financial transactions and related operations are compliant with the Financial Regulation, Rules of Application and Internal Rules and that they protect the financial interests of the EC. • Completion of the preparation phase for the 2014 Draft Budget by collecting all necessary information requested. • Management of DG COMM's risks register including reporting to senior management. • Definition and implementation of DG COMM's anti-fraud strategy in line with the OLAF guidelines¹⁸. 		
<i>Main expenditure-related outputs for 2013</i>		
<ul style="list-style-type: none"> • "Ex-post control on-the-spot": EUR 550 000 foreseen for externalisation of the function related to the grants. 		

¹⁷ June to September 2012

¹⁸ COM(2011)376 final of 24.06.2011. SEC(2011)787 - Concerning the anti-fraud strategy, DG COMM risk analysis on existing transactions is done in different ways and frameworks. Each year the action plan on the accounting quality provides already the control framework and the means in place to reduce possible risks in the management of DG COMM's expenditure. Moreover additional analysis has been done in the framework of the setting up of the new financial circuits adopted half of 2012 in the framework of the validation of local systems. DG COMM will continue to report to OLAF and copy to BUDG on the financial and administrative follow-up given to OLAF investigations. Therefore taking into account the already existing environment DG COMM will focus its 2013 strategy on raising awareness of potential fraud among staff (in particular project managers, financial staff and auditors at headquarter and in Representations) using material provided by OLAF and HR.

4. SPECIFIC OBJECTIVE	Recruit, integrate, train, assess and retain staff while promoting equal opportunities to develop their potential and enhance the effective and efficient operation of DG COMM	
<i>Result indicators</i> [owner D2]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
% of permanent staff leaving the DG before two years of employment	1.3% ¹⁹	< 2%
Staff satisfaction of the service and advise/assistance of the local HR unit	56 % ²⁰	70%
<i>Main outputs for 2013 (including policy outputs when relevant)</i> [owner D2]		
<ul style="list-style-type: none"> • Methodology for a pro-active HR management in a negative growth environment ensuring efficiency gains, including staff reduction and redeployment. • Smooth recruitment, mobility, rotation of staff and promotion modern methods of work organisation in line with operational priorities. • Recruitment of staff for the Representation in Croatia. • Align learning activities of DG COMM staff with the priorities areas and identified competences gaps. • New DG COMM talent management scheme. • Implementation of action plans on Well-being at work and of Equal Opportunities. 		
<i>Main expenditure-related outputs for 2013</i>		
<ul style="list-style-type: none"> • Budget execution in commitments of the Training appropriations managed by DG COMM. 		

5. SPECIFIC OBJECTIVE	Ensure effective management of the DG's infrastructure (IT, document management, mail, delivery and for the Representations: security and buildings) and become an environmentally responsible organisation	
<i>Result indicators</i> [owner D1/D2/D4]	<i>Latest known result (2012)</i>	<i>Target (2013)</i>
Satisfaction of users (HQ and Representations) with IT applications developed by the IT Unit	New indicator	70%
Satisfaction of Operational Units and Representations with the services of the D1 local helpdesk (support on procurement and grant processes)	New indicator	70%
Representations' satisfaction with the local infrastructure (buildings, security)	New indicator	70%

¹⁹ Figures as of end 2011.

²⁰ Based on a survey more focused on all the services provided on HR matters than on service provided exclusively by the HR unit.

Main outputs for 2013 (including policy outputs when relevant) [owner D1, D2]

- Optimal IT infrastructure for the Representations.
- New COMM-specific applications in line with the IT strategy²¹.
- Improved document management processes and systems.
- Efficient management of buildings in the Representations, through enhanced inter-institutional relations with the European Parliament.
- Assistance, support, advice and written communication, including the set-up of a website dedicated to the Representations in the fields of security, health and safety.
- Implementation of the EMAS action plan.
- Opening of the new Representation in Croatia, mid 2013.
- Support and management of the technical operations linked to the accommodation of the Task Force Greece in Athens.

Main expenditure-related outputs for 2013

- Consumption of the infrastructure budget for the Representations (budget line 16.010303)

5.2. OTHER HORIZONTAL ACTIVITIES

5.2.1. EVALUATION FUNCTION

The evaluation function is responsible for coordinating and following up the DG's evaluation and other studies. For more details, please see annex 4 "Planning of evaluation and other studies".

5.2.2. INTER-INSTITUTIONAL RELATIONS AND ACTIVITY BASED MANAGEMENT /STRATEGIC PLANNING PROGRAMMING

COMM.002²² coordinates two fields of activities that contribute to achieving the general objectives:

- COMM.002 is responsible for relations between DG COMM and its counterparts in the other European institutions and committees in the field of communication.

The team coordinates and facilitates a constructive and efficient dialogue to ensure the Commission's role in the inter-institutional communication in line with the political declaration "Communicating Europe in Partnership"²³. In this context, the timely definition of the inter-institutional communication priorities is of significant importance.

²¹ As described in the annual "Schéma Directeur".

²² Established following the DG COMM re-organisation in May 2012.

²³ OJ C13 – 20.01.2009.

- COMM.002 is responsible for coordinating the ABM/SPP process so that DG COMM identifies priorities, objectives and indicators and delivers on commitments taken by the DG.

In both fields, COMM.002 also ensures relevant inter-service cooperation.

1. SPECIFIC OBJECTIVE	Ensure enhanced inter-institutional cooperation/dialogue by coordinating and preparing DG COMM's participation in inter-institutional meetings, strengthening its coordination role in inter-institutional communication and ensuring proper follow-up.		
<i>Result indicators</i> [owner 002]	<i>Latest known result (2012)</i>	<i>Target result (2013)</i>	
Total number of parliamentary questions received and percentage of replies provided in time and respecting quality and new reply criteria. Total number and percentage of timely replies to EP petitions and cases opened by the European Ombudsman.	100 % ²⁴	100 %	
Number and quality of meetings and conferences, e.g. (technical) IGI, CEP, EuroPCom, meetings with individual MEPs, trilogues, within the WPI and other Council Working Parties and EP Committees	2 IGI meetings, 15 WPI meetings and meetings of EP Committees (relating to the budgetary procedure, EYC 2013, "Europe for Citizens" programme) ²⁵	2 IGI meetings, all WPI meetings and relevant meetings of EP Committees	
<i>Main outputs for 2013 (including policy outputs when relevant)</i>			
<ul style="list-style-type: none"> • Enhanced cooperation with EP, Council, EESC and CoR, also within the (technical) IGI and inter-institutional conferences (e.g. CEP conference). • Meetings and conferences, e.g. (technical) IGI, CEP, EuroPCom, meetings with individual MEPs, trilogues, within the WPI and other Council Working Parties and EP Committees. • Annual report on the implementation of the inter-institutional communication priorities 2012. • Adoption of the inter-institutional communication priorities. 			
<i>Main expenditure-related outputs for 2013</i>			
N.A.			

²⁴ (Never on GRI "black list"); 42 questions as lead DG; associated to 454 questions; 3 cases with EO, all of which followed the informal procedure (non-reply); 2 have been closed by EO; associated to 2 petitions (figures as of 16 November 2012).

²⁵ Figures as of 16 November 2012.

2. SPECIFIC OBJECTIVE	Ensure coordination and facilitation of the planning process (ABM/SPP), for the establishment of reports in accordance with the political guidelines	
<i>Result indicators</i>	<i>Latest known result (2012)</i>	<i>Target result (2013)</i>
Timely delivery of ABM/SPP documents in line with SG standard	100 %	100 %
<i>Main outputs for 2013 (including policy outputs when relevant)</i>		
<ul style="list-style-type: none"> • Annual Activity Report 2012. • Bi-annual Management Plan 2013. • Management Plan 2014. • Contribution to the Commission Work Programme 2014. • Attendance of and contributions to (inter)service meetings. 		
<i>Main expenditure-related outputs for 2013</i>		
N.A.		

5.2.3. INTERNAL AUDIT CAPABILITY

The Internal Audit Capability (IAC)²⁶ will continue to provide independent, objective assurance and consulting services to the Director-General, designed to improve the operations of the DG by bringing a systematic, disciplined approach with the aim to evaluate and make recommendations for improving the effectiveness of governance, risk management and internal control processes – including promoting appropriate ethics and values within the organisation, ensuring effective organisational performance management and accountability.

²⁶ Ares(2012)1493370 – 14/12/2012.

6. LIST OF ACRONYMS

ABM	Activity Based Management
AV	Audiovisual
CEP conference	Communicating Europe in Partnership Conference
CSB	Communication Steering Board
CWP	Commission Work Programme
DND	Daily News Digest
DNS	Daily News Summary
DPR	Daily Press Review
EbS	Europe by Satellite
EC	European Commission
ECI	European Citizens' Initiative
ECN	External Communication Network
EDCC	Europe Direct Contact Centre
EDIC	Europe Direct Information Centre
EO	European Ombudsman
EP	European Parliament
EPIO	European Parliament Information Office
EPS	European Public Space
EYC 2013	European Year of Citizens 2013
GR	Greek
HQ	Headquarter
HU	Hungarian
IAC	Internal Audit Capability
IGI	Inter-institutional Group on Information
IPM	Interactive Policy Making
LAN	Latest Agency News
MEP	Member of the European Parliament
MFF	Multiannual Financial Framework
MP	Management Plan
NGO	Non-governmental organisation
REP	Representation
SPP	Strategic Planning and Programming Spokesperson's Service
WPI	Council Working Party on Information

INTERNAL ANNEXES

ANNEX 3 – PRIORITISED INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT

Standard	Brief description of the reasons for prioritisation (if the Standard was prioritised in n-1 state the reason for continuing to do so)
ICS 1 Mission	Given the rapidly changing communications environment, DG COMM has decided to update and simplify its mission statement, so that its role and corporate services are stated more clearly and better understood by its customers (other DGs). Also the aim is to have for all Directorates and Units up-to-date mission statements which are linked across all hierarchical levels. The mission statements will be explained to staff and will be made easily accessible.
ICS 2 Ethical and organisational values	Given the specific nature of DG COMM (SPP, REPs and HQ), DG COMM has decided to raise awareness of management and staff of the appropriate ethical and organisational values, in particular ethical conduct, avoidance of conflicts of interest, fraud prevention and reporting of irregularities.
ICS 13 Accounting and financial reporting	DG COMM has decided to prioritise the aspect of financial reporting of ICS 13 to ensure that financial reports are accurate, complete and timely to enable informed decision-making of DG COMM's senior management.

ANNEX 4 – PLANNING OF EVALUATIONS AND OTHERS STUDIES

N°	Title of evaluation or study (possibly working title)	Intended use of the evaluation or study		Type of evaluation or study		Timing		Associated services
		CWP initiative/expenditure instrument that the evaluation or study will support	Other purpose*	Prospective** (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Start (month/year)	End (month/year)	
I. Ongoing evaluations (work having started in previous years)								
	Horizontal evaluation of the Management Partnerships		In accordance with the six-year rule set in the Implementing Rules (21, 3B)	R	E	Dec-12 / Jan-13	Jul-13	COMM/A3, COMM/B1
	Evaluation of material on Teachers' Corner		The ongoing evaluation will assist in the evolution of the site	P&R	I & E	Mar-12	Mar-13	COMM/C1
II. Evaluations planned to start in 2013 or later								
	Evaluation of the Management Partnership in Germany		Intermediary evaluation of the MP. Condition for the signature of a new Delegation Agreement.	R	E	Feb-13	Jun-13	COMM B BER
	Evaluation of the Management Partnership in Slovenia		Intermediary evaluation of the MP. Condition for the signature of a new Delegation Agreement.	R	E	Mar-13	Feb-14	COMM B LJU
	Evaluation of the Management Partnership in Estonia		Intermediary evaluation of the MP. Condition for the signature of a new Delegation Agreement.	R	E	Jun-13	Nov-13	COMM B TAL
	Evaluation of the Management Partnership in Slovakia		Intermediary evaluation of the MP. Condition for the signature of a new Delegation Agreement.	R	E	Oct-13	Feb-14	COMM B BRA
	Evaluation of the Management Partnership in Hungary		Intermediary evaluation of the MP. Condition for the signature of a new Delegation Agreement.	R	E	Nov-13	Apr-14	COMM B BUD

	Interim evaluation of framework contract (FWC) PO/2010-24/A6 Information Events for Journalists	Information seminars organised under this FWC by the European Journalism Centre - to analyse the performance of the contract		R	E	Mar-13	Oct-13		COMM/A6
	Evaluation of the European Year of Citizens 2013		The evaluation will assist in the implementation of the European Year and will draw lesson that will be of use in future European Years	P&R	E	Mar-13	Jun-14		COMM/C2
	Mid-term evaluation of the Europe Direct Contact Centre (EDCC)		The evaluation will assess the operation of the EDCC with a view to informing a future procurement procedure to renew the EDCC Framework Contract	P&R	E	Nov-13	Nov-14		COMM/C3
II. Evaluations planned to start in 2013 or later									
	Evaluation of visits to the Commission		To be able to better assess fine impact of visits to the Commission and make them "sustainable"	P	I&E	Sep-13	Dec-13		COMM/C4&A3

*For example: as required in the specific legal acts, for use in Fitness checks or for accountability purpose

** Please note that impact assessments should not be included

*** Study understood as 'a document resulting from intellectual services necessary to support the institution's own policies or activities' [ARES(2012)247073]

ANNEX 6 – ACTIONS STEMMING FROM ANNUAL ACTIVITY
REPORTS, AUDIT RECOMMENDATIONS AND SYNTHESIS REPORT

N.A.

ANNEX 7 – ANNUAL WORK PROGRAMME OF THE EDUCATION,
AUDIOVISUAL AND CULTURE EXECUTIVE AGENCY (EACEA)

(1st draft was presented to the Steering Committee of the EACEA end November 2012)



Annual Work Programme 2013

Draft November 2012

Education,
Audiovisual
& Culture
Executive Agency

<http://eacea.ec.europa.eu/>

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ANNEX 8 – COMMUNICATION STRATEGY

European Year of Citizens 2013

Communication strategy

The European Year of Citizens 2013 (EYC 2013) will be one of three common inter-institutional communication priorities in 2013, together with "economic recovery" and the "European elections 2014", as defined by the Inter-institutional Group on Information (IGI).

The European Year 2013 and the EU Citizenship Report 2013 – one of the main deliverables of the European Year – are important elements of the Commission's Citizens' Agenda and a contribution to Europe 2020. They will demonstrate throughout the year, by concrete examples, what benefits EU citizenship brings to citizens in their various roles in life – as private individuals, consumers, residents, students and workers, or political actors.

The global aim of the Year is to show that EU Citizenship is not an empty concept, but a true status which brings tangible rights and benefits to EU's citizens.

The communication campaign will focus on raising awareness of the EU-level rights (notably in a cross-border context), how we can directly benefit from these rights and what policies and programmes exist to support the enjoyment of these rights. The Year will also stimulate a debate about the impact and potential of EU citizens' rights and foster civic and democratic participation, especially in view of the 2014 European elections. In short, the Year will promote a pan-European debate on what kind of EU we would like to see "tomorrow", thereby also responding to President Barroso's call for a "*serious discussion between the citizens of Europe about the way forward*" in his State of the Union Address 2012.

Considering the limited budget, the campaign will **make the most of existing tools and materials** (such as websites, portals, videos, brochures, events etc.) created by the EU institutions and will seek to fully exploit their potential, informing citizens and enabling their participation in the EU. This requires a close cooperation with all the different actors of the EYC 2013, including services of the European Commission, other EU institutions, Member States (at national, regional and local level) and by civil society organisations.

The campaign will primarily raise awareness on and promote the use of **existing multilingual information and participatory tools** (including Europe Direct, YourEurope, SOLVIT, IPM (Interactive Policy Making), ECI (European Citizens' Initiative), Petitions, European Ombudsman) to address citizens' concerns and to bring tangible effect to their rights and more generally in achieving the objectives of the European Year.

The **campaign will involve key events and activities organised on the themes of the EYC 2013** and will ensure that relevant information and promotional material, in all 24 languages (already taking into account Croatian) and branded under the EYC 2013 sign, produced by other EC services or EU institutions, will be widely disseminated.

An external contractor under DG COMMs framework contract will support the Commission in the **overall communication strategy** and in the coordination and follow-up of the national communication campaigns, the activities of the civil society and the high visibility events being planned. These events will be published, as the Year unfolds, in a special section on the **EYC 2013 website** (<http://europa.eu/citizens-2013/>), which will serve as the central hub of the Year.

Template VIII - Communication strategy

No	Communication Objective(s)	Message	Audience	Proposed actions/ type of activity	Date/ location	DG COMM Services ²⁷	Ex-ante evaluation	Budget
Policy objective/Policy output								
European Year of Citizens 2013								
1	To enhance awareness and knowledge of the rights and responsibilities attached to Union citizenship, in order to enable citizens to make full use of their right to move and reside freely within the territory of the Member States. In this context, the EYC shall also promote the enjoyment by Union citizens of the other rights attached to Union Citizenship.	EU citizenship is not an empty concept, but a true status which brings tangible rights and benefits to EU's citizens. <u>Slogan:</u> It's about Europe, it's about you, join the debate!	General public	Implementation of the centrally managed information and communication campaign, designed and launched in 2012, including the conception and launch of a media strategy, in line with EC rules on media relations and in collaboration with the SPP services. The campaign will be further boosted by stakeholder actions at the national, regional and local levels.	Jan-Dec 2013	Unit C.2	6.7.2011	2 Mio EUR

²⁷ Please consult DG COMM/A1 on how COMM services can best support your activities. The full list of DG COMM services can be consulted here:

http://www.cc.cec/home/dgserv/comm/helping_you_communicate/index_en.htm

1.a			General public, stakeholders, media	Preparation, production, translation and dissemination of additional information and promotional material to complement the material produced under the 2012 service contract. Conception and launch of a media strategy, in line with EC rules on media relations and in collaboration with the SPP services.	First half of 2013	Unit C.2	n/a	1 Mio EUR
1.b			General public	Design and production of EYC2013 touring stands	First half of 2013	Unit C.2	n/a	0.55 Mio EUR
1.c			General public, stakeholders, media	Regular updates of and text contributions to the EYC 2013 website: europa.eu/citizens-2013	Throughout 2013	Unit C.2	n/a	0 EUR
1.d			Civil society	Grant towards the pan-European "Alliance" of civil society organisations "European Year of Citizens 2013	First half of 2013	Unit C.2	n/a	0.3 Mio EUR

				Alliance" (EYCA) for coordination of civil society activities and input in 2013.				
1.e			General public, stakeholders, other EU institutions	Evaluation of the European Year of Citizens 2013	First quarter of 2014	Unit C.2	n/a	0.15 Mio EUR
1.f			College, representatives of the Irish Presidency, media	Opening ceremony	10 January 2013, Dublin, Ireland	Unit. C.2	n/a	0 EUR
1.g				EU-level thematic conference	25 January 2013, Brussels	C.2 (in cooperation with EESC)	n/a	0 EUR (committed in 2012)
1.h				Closing ceremony	December 2013, Vilnius, Lithuania		n/a	0 EUR (financed under line 16.05.01.01)

Policy objective/Policy output

Citizens' Dialogues

2	To bridge the perceived gap between the EU institutions and the general public.	<i>"This debate is about you, about your rights and about your future. The European Commission is now coming to a town near you. High level European personalities will listen to your views. This is your chance to tell them what kind of Europe you want to live in and what you expect from the European Union of tomorrow."</i> (President Barroso)	General public	A series of "town hall" meetings all over Europe between Vice-President Reding (sometimes involving other Commissioners) and citizens from all walks of life. Open agenda, no panels, and no pre-fixed conclusions.	Throughout 2013	Unit C.2 + Assistant to DG / Audiovisual Services (A4)	n/a	0 EUR
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ANNEX 9 – COMMUNICATION PLAN FOR REPRESENTATIONS²⁸

The Action Plan for more focused, efficient and effective Representations was formulated and approved in April 2012 as a basis for focusing the work of Representations for the remainder of the Commission's mandate²⁹.

Since rolling over the Action Plan the signs are that it is bearing fruit as a pragmatic management tool to provide more focus for the work of the Representations coupled with the reorganisation in COMM/HQ generally, and, specifically, with the creation of two sectors in COMM/B "Stability, solidarity and growth" and "Citizens" in line with the Commissions priorities.

Challenges and opportunities

Challenge - a radically new environment

Representations face an increasingly complex and challenging political environment, especially in the context the overall economic situation, falling trust in the Union itself, the new economic governance arrangements in force, the implementation of the Lisbon Treaty and significant external challenges.

These challenges can be seen through the prism of the results of the Eurobarometer on the Future of Europe.

Opportunity - country specific action

With Europe constantly in the news there are clear opportunities to intervene in the public debate with the EU's messages. Such opportunities must be seized to best advantage and across all areas of Representations' competences and mandate. While line DGs have broad horizontal competence, Representations can bring value-added through vertical, country-specific knowledge, and on-the-spot intelligence, media and outreach.

Representations on their own will, however, cannot solve all of the problems and address all the challenges. They have the potential, nevertheless, to make a bigger difference in meeting the challenges faced by the Commission in conveying the message, and in reporting back, if they become more focused, more efficient and more effective.

²⁸ As requested by SG (ref. ARES(2012)1052334 – 11/09/2012.

²⁹ ARES(2012)1516472 – 18/12/2012.

More focused Representations as a strategy

The best means to achieve more focus in the work of Representations over the second half of this Commission's mandate is to develop a shared understanding of their main priorities, specifically: Stability, solidarity and growth; and Citizens' concerns.

Stability, solidarity and growth

The Secretary-General has requested the assistance of Representations to support this agenda, particularly explaining the new governance arrangements and supporting the Commission's endeavours throughout the second European Semester as well as its follow up for the rest of the year. In addition the Head of Service of the Spokespersons' Service (SPP) has asked that economic and growth related topics be prioritised. **Representations have been actively involved in the European Semester** (e.g. participating in country teams, supporting the development of staff working papers and the country specific recommendations) and work is on-going to ensure substantial delivery. Europe 2020 and, in particular, the single market are our most important assets for growth.

Representations' involvement in the European Semester process will continue via the Europe 2020 country teams chaired by the Secretariat General: input into the development of the Staff Working Documents and Country Specific Recommendations (CSR); on the basis of country specific European semester communication plans assistance in the development of messages accompanying the CSR; providing outreach and media opportunities to promote, at country-level, the new governance arrangements and the CSR in particular; greater attention to political feedback via the Political Reporting system.

The recruitment and posting of the 24 Economic Semester Officers will strengthen the Commission's and Representations' overall capacity in the delivery of the 2013 European Semester, starting with the Annual Growth Survey 2013. The first 10 officers have or will take up their position between 16 November 2012 and 1 February 2013. A second publication of posts will be launched at the beginning of next year.

Citizens' concerns

The economic/growth agenda focuses prominently on citizens' concerns. In line with the President's and our Vice-President's approach, communication should convey to citizens the message that the Union is at their service and developments are designed to improve their

lives in the short, medium and long term (explaining the "what" and the "why" of Commission proposals).

Restoring confidence in Europe and demonstrating its value-added will be top priorities. In addition to explaining economic and growth policies, communication also needs to concentrate on the implementation of the Citizenship Report 2010 and on preparations for its successor due in 2013.

This more focused approach will be adapted to the specifics of each Member State, and some topics will resonate better from one marketplace to another. Moreover, the focus must be applied and contextualised, but it must be clear that prioritisation is essential and Representations cannot be everything to everyone.

In particular, the attention in 2013 will be given to:

- Assisting with the Citizens' Dialogues and promoting the 2nd Citizenship Report (publication in May 2013)
- Assisting in the preparations for and carrying out the European Year of Citizens 2013.
- Rolling out the "*Share Europe Online*" pilot project in the 17 Representations with European Public Spaces to promote the development of social media at these locations and mapping social media in all Member States.
- Developing the "*Europe around the Corner*" initiative to help citizens to access information about European projects in their region.
- Promoting synergies between the Representations and the "**Europe for Citizens**" programme.

Horizontal issues

DG COMM will continue assisting Representations by filtering competing demands not in line with the main priorities. The Action Plan was presented to the External Communications Network of line DGs with a standing invitation to discuss priorities in the future.

While prioritisation can be sensitive or create difficulties, pragmatic solutions can often be found to assist DGs while minimising work for Representations