

Statement on Financial Intervention of the Communication Policy Area

Lead DG: COMM

I. Overview

What the programme is about?

The activities of the Directorate-General for Communication (DG COMM) cover communication products and services directly addressed to citizens as well as executive and corporate services provided to the President, the College of Commissioners and across the communication domain of the Commission services, aligning the Commission's communication to the political priorities of the Commission.

EU added value of the programme

Joined-up, corporate communication of EU policies contributes to achieving a better image of the Commission and the European Union by raising public awareness about the EU as a whole, its values and its works to address current issues, in line with the political priorities of the Commission and detailed by the Commission in the annual Commission Work Programme. This includes further alignment of political and corporate communication as well as synergies and efficiencies across the communications domain of the Commission (for example, the new EUROPA website or the one stop-shop for communication framework contracts).

1. *DG COMM's communication products and services directly addressed to citizens* ⁽¹⁾ provide information for and engagement with citizens and ensure communication services for 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 engagement face to face. Together, this helps citizens to access up-to-date and user-friendly information on European Union policies and EU values. 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.
2. *DG COMM's corporate communication products and services* ⁽²⁾ are provided to the external communication domain of the Commission and reflect its role as domain leader in external communication, ensuring coherence in the Commission's messaging by aligning all Commission communication services to contribute to a coherent and effective corporate communication on the political priorities. 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 contributes to achieving a better image of the Commission and the EU.
3. *DG COMM's executive services* ⁽³⁾ are provided to the President and the College of Commissioners in support of the communication activities of President, College, Spokesperson's Service and Commission senior management by ensuring political and economic intelligence and media advice, and by feeding high quality country specific information and analysis from a variety of sources into the Commission's decision-making process. This leads, ultimately, to better informed European Union policy-making for citizens.

Implementation mode

The Directorate-General for Communication is the lead DG for the programme implementation. The programme is implemented through direct (public procurement) management and grants.

II. Programme Implementation Update

Implementation Status (2017-2019)

The Directorate-General for Communication Work Programme 2019 (i.e. Financing Decision) was implemented as planned. The Directorate-General for Communication 2019 operational budget overall implementation rate is 100 % and all communication activities were implemented as per management plan 2019 and annual activity report 2019.

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- (1) Communication services for citizens include media support for the Spokesperson's Service, audiovisual and multimedia productions, Visitors Centre, Information outlet and Call Centre services, Representations' outreach and information events, back to school activities, and citizens dialogues / democratic conventions.
- (2) Corporate services include service mode of the new Europa website, implementation of corporate communication actions (campaigns and flanking measures), alignment/coordination of networks, central management of communication framework contracts and professionalisation measures as well as identifying further potential for Synergies & Efficiencies and Pooling & Sharing.
- (3) 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).

Key achievements

DG Communication Headquarters, together with the Spokesperson's Service and the Representations in the Member States, communicate with the media, stakeholders and citizens on European policies and their direct impact on citizens' daily activities. As per its Annual Activity Report, the Directorate-General for Communication achievements in 2014 to 2019 are based on the general and specific objectives defined in its Strategic Plan.

The general overarching communication objective shared across the whole 'communication domain' of the Commission 2016 to 2019 was to ensure that 'Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision-making process and they know about their rights in the EU'.

To reach this general objective, DG COMM defined a number of specific objectives depending on the client groups targeted. As detailed in DG COMM Strategic Plan 2016-2020 intervention logic, there are 3 main focus groups; 1) College, Cabinets and Services; 2) Line DGs, and 3) Citizens, Media, Multipliers and stakeholders.

Specific objectives per target group are then for example 'use of political reports, analysis and feed-back by the College and Cabinets' or 'Building a coherent web presence' or 'Citizens are in direct communication with the Commission' amongst others.

Key achievements per specific objectives are detailed in the DG COMM Annual Activity Report and in this Programme Statement as illustrated by below, small selection:

- The coherence, relevance and cost effectiveness of the Commission's web presence on Europa further improved through the strengthening of governance, better editorial and visual alignment of websites across the European Commission and increased standardisation of Information Technology solutions. In 2019, more than 250 million unique visitors visited the Europa website compared to 200 million in 2018. At the end of 2019, the europa.eu domain continued to rank first in popularity worldwide among websites in the category government / society ⁽⁴⁾. Overall satisfaction rate of the external users increased to 94 % (from 60 % in 2014).
- Traditional and new media play an important role in relaying the Commission's political messages. To this end, in 2019, the Spokesperson's Service organised close to 250 midday briefings, 111 presentations of the President, Vice-Presidents and Commissioners in the pressroom, over 80 press conferences and around 55 technical briefings and more than 50 VIP corner press events.
- Citizens' Dialogues ⁽⁵⁾ serve as an important channel to trigger a broad debate on the future of Europe. In 2019, 484 Citizens' Dialogues were organised where President Juncker and the Commissioners along with Members of the European Parliament and the Committee of the Regions, including the Presidents, and national and regional politicians engaged with citizens.
- Audio-visual productions and multimedia projects for the general public are now better focused on the priorities of the Commission, entailing fewer productions but of a higher quality and better serving general communication objectives:
 - the number of audiovisual products provided to the College is 716 in 2019,
 - the number of TV uptakes from 'Europe by Satellite ⁽⁶⁾' (in minutes) was 64 482 in 2019,
 - Investments in the media library activity have been made in 2019 to launch the Central Deposit, obligatory for archiving all the AV productions of the Commission.
 - A new version of the AV portal was released in March 2019.
- Social media is one of the fastest growing media channels that allows not only for pushing information but also for engaging with interested citizens. In 2019, 5 057 683 in followers/fans/subscribers were registered on the DC COMM managed social media corporate accounts.
- In 2019, over 1 200 events were organised at Representations and European Public Spaces– with a 84 % of participants agreeing that the event improved their knowledge on EU issues.
- Throughout 2019, the Europe Direct Network continued contributing to the communication about European Union matters, engaging proactively with civil society and promoting awareness and debate about the European Union. In 2019, these Centres organised 11 427 events. The European Documentation Centres, for their part, continued adapting to digital times and increased their outreach actions.

⁽⁴⁾ Source: Alexa.com. This ranking combines several parameters (traffic, number of visits, page views over three months) and presents a website 'popularity trend' compared to similar competitors.

⁽⁵⁾ Citizens' Dialogues are an innovative tool to reach out to and engage with citizens. They are instrumental in bringing new voices and ideas of citizens from all backgrounds into the discussion regarding the Future of Europe.

⁽⁶⁾ The European Union's TV information service which provides EU related audiovisual material via satellite and online to media professionals.

- The Europe Direct Contact Centre (EDCC) answered 123,000 individual questions from citizens in 2019, by phone and email and using all 24 official languages. This was 14 % more than in 2018. The satisfaction rate on queries replied by the Europe Direct Contact Centre reached 85.3 % compared to 84.2 % in 2018.
- In 2019, 83 % of the visitors to the Commission's Visitors' Centre declared themselves 'very satisfied' with the visits compared to 90 % in 2018.
- In 2019, about 67 510 pupils were addressed during 'Back to school' and 'Back to University' in 916 visits compared to 41 000 pupils in 789 visits in 2018.
- In 2019, over 1 590 000 copies of 63 publications, including the General Report, were disseminated for use during EU summits, Citizens' Dialogues, and events organised by Representations and Europe Direct Information Centres.

In the field of increased efficiency, DG COMM contributed in 2019, amongst other initiatives, by:

- further rationalising the Europa website;
- creating a Corporate Communication Contracts Team (i.e. a one stop shop) for centralised Framework contracts. Centralisation of Commission wide communication framework contracts has already brought efficiency gains in terms of human resources, corporate communication and better procurement practices;
- concluding a new Audiovisual Services framework contract.

Evaluations/studies conducted

In 2019, DG Communication concluded three studies, 'Synthesis Study of the Corporate Communication Campaigns', 'Study of Representations' Communication Activities in the Member States' and 'Study of the performance of the Europe Direct Contact Centre (EDCC)'.

The key findings of these studies were the following:

Synthesis study evaluating EC corporate communication campaigns

- The corporate approach has filled a gap in EC communication and has promoted greater cooperation between DGs under the leadership of DG COMM; this was facilitated by the thematic breadth of the corporate communication campaigns, which make it possible for information drawn from different policy areas to be communicated with a single and coherent 'EU' voice.
- Overall, the corporate communication approach has allowed EC communicators to reach more people more often, disseminating high quality and professional materials through channels and approaches that would have been otherwise beyond reach, based on research into target groups' needs and performance measurement.
- The evidence available suggests that corporate campaigns have achieved and, in some cases, significantly surpassed many of the objectives that have been set, for example in relation to overall campaign reach and recall but also in relation to message acceptance, awareness and understanding. However, the campaigns did not have sufficient focus and intensity to achieve a breakthrough and the budgets were not sufficient to cover all Member States.
- The study proposes a list of recommendations that will have an impact on the governance of corporate communication, on the approach to research, on the design, budget, procurement, management and evaluation of corporate campaigns, on the involvement of the REPs, EDICs and on work with other Institutions.

Study of Representations' Communication Activities in the Member States

- Representations at present tend to focus on setting broad objectives and monitoring mainly the outputs of the activities (e.g. number of people in attendance), without necessarily collecting other indicators related to the results and impacts (e.g. how have attendees' perception of the EU evolved from taking part in the activity).
- Main lessons learned by phase of activity (e.g. planning, implementation, and follow up) were; as regards the planning, Representations have a keen understanding of the overall needs of EU citizens but they have difficulty in defining SMART objectives for their activities; as regards the implementation and follow up of activities, there is a limited use of the information collected.
- The follow-up of the study relies on three pillars: exchanges of good practices between Representations, promotion of existing tools and materials and organisation of training sessions for the Representations on how to better plan, monitor and evaluate their activities. The aim of these efforts is to encourage the Representations to build or to strengthen a performance culture increasing the quality and impact of their local communication actions.

Study of the performance of the Europe Direct Contact Centre (EDCC)

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Study of the performance of the Europe Direct Contact Centre (EDCC)

- As regards effectiveness, the EDCC generally meets the requirements ensuring comprehensive access for the public to information on the EC and the combination of channels used seem to be good; there is higher KPI achievements than with the previous contractor. The quality of interactions is considered overall satisfactory by the users but it varies according to the channel, telephone contacts enjoying much higher satisfaction.
- The working arrangements with the relevant Commission services are globally effective regarding the quality of the relationship, flexibility in the organisational set up, timely escalating and treating of cases; there was an improvement compared to previous contractor. The EDCC is relevant for the Commission communication policy but it should support better DG COMM’s and other back offices listening function. Other areas of improvement identified concern the format of trainings, procedures and the stability of human resources.
- The EDCC has EU added value as it is unlikely that the services it provides to citizens could be delivered by Member States or other decentralised bodies; the main option for decentralisation would be EC Representations and EU Delegations.
- The results of the study have helped guide and inform the work on the future of the EDCC to continue improving the service that the Commission provides to citizens in response to their questions.

Concerning the forthcoming studies there are:

Two on-going studies:

- ‘Study of EC publications’ (October 2019-December 2020);
- ‘Study on Eurobarometer’ (December 2019-September 2020).

The planned studies to start in 2020 or later:

- ‘Study on EC social media accounts’ (October 2020-September 2021)’;
- ‘Study on youth audience sub-segmentation’ (May 2020-Mai 2021);
- ‘Study on the Europa site and online publications’ (October 2020-September 2021);
- ‘Study on target audience analysis’ (2020);
- ‘Monitoring of ongoing corporate communication campaigns’ (2021);
- ‘Study on Experience Europe’ (2022);
- ‘Study on the Green Deal corporate communication’ (2023);
- ‘Study on the Europe Direct Contact Centre’(2023);
- ‘Study on the Europe Direct Information Centres’ (2023);
- ‘Study on EC Visitors’ Centre’ (2024).

Forthcoming implementation

The commitment appropriations is EUR 87 149 000 as defined in the Directorate-General for Communication Work Programme 2020 (?). Its implementation is through direct (public procurement) management and grants.

Payment needs for 2020 and following years are estimated taking into account the average implementation rates of previous years, by budget line. Fresh commitments made on 2020 will implement payment appropriations between 30 % and 60 % of the amount committed – depending on the budget lines. The RAL (Rest à Liquider) carried over from previous years is implanted at around 80 %.

Outlook for the (2021-2027) period

Director-General for Communication’s 2021 budget focusses on its core business and includes coverage of new financing needs for DG Communication’s future-oriented activities, where the Commission needs to be up to speed with the constantly evolving communications industry and media environment, anticipating trends and challenges. For example for:

- Innovative communication services such as social media, including in particular more localised social media messaging via Representations;
- Graphic design and multimedia productions to comply with the increasing demand for attractive and visual media content.
- In identifying those new financing needs, DG Communication also took into account political developments such as for example:
- Increasing need for data analytics and fact checking / rebuttals in the context of disinformation / fake news to enhance the Commission’s rebuttal and myth busting capacity;
- Strong demand for authentic face to face events, e.g. Citizens’ Dialogues, Visitors’ Centre / Experience Europe info-point and local outreach activities of Representations and local / regional Information Centres and Information Services.

III. Programme key facts and performance framework

1. Financial programming

Legal Basis	Period of application	Reference Amount (EUR million)

	Financial Programming (EUR million)							
	2014	2015	2016	2017	2018	2019	2020	
Administrative support - Heading 3	1,2	1,2	1,0	1,1	1,1	1,2	1,3	8,1
Operational appropriations - Heading 3	60,2	64,2	69,2	72,2	72,2	75,9	78,1	492,1

(?) C(2019)8514 dated 28.11.2019.

Total	61,4	65,4	70,3	73,3	73,4	77,1	79,4	500,3
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2. Implementation rates

	2019				2020			
	CA	Impl. Rate	PA	Impl. Rate	CA	Impl. Rate	PA	Impl. Rate
Voted appropriations	77,118	100,00 %	72,800	98,96 %	79,403	29,63 %	76,760	22,82 %
Authorised appropriations (*)	77,378	99,71 %	73,869	98,93 %	79,625	29,55 %	77,539	22,79 %

(*) Authorised appropriations include voted appropriations, appropriations originating from assigned revenues (internal and external) as well as carried-over and reconstituted appropriations; the execution rate is calculated on 15 April 2020

3. Performance information

Programme performance

Building on the recognition that policy and communication are the two side of the same coin, as set out in the Commission's contribution to the EU27 leaders' meeting in Sibiu on 9 May last year ⁽⁸⁾, the Directorate-General for Communication deals with Europe's unique communication challenge (in more than 24 languages) and the need to communicate effectively across a whole continent in times of increasing fragmentation and disinformation. The overall goal is to communicate simple, clear and understandable messages to citizens.

As outlined in DG COMM's Strategic Plan 2016 – 2020 and the respective annual Management Plans 2016-2019, 'external factors and actions by other stakeholders are likely to enable or limit (the DG's) achievements'

Necessarily, the degree of control or influence of the Commission varies along the chain of steps (of the intervention logic): whereas the Commission has full control over the outputs of its own actions, various external factors and players exert influence on the final outputs, results and impacts of European Union (EU) action. This general observation applies to EU policy and law-making interventions, but it applies in particular to its communication actions.

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

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

With these important factors and constraints in mind, DG COMM has established 3 main key performance indicators and follows their evolution to measure the fulfilment of the general objective:

1. Percentage of **European Union citizens having a positive image of the European Union** (impact indicator of the overarching objective): 45 % in spring and 42 % in autumn 2019 vs. a 2020 target of ≥ 50 %
2. Number of unique visitors to the EUROPA websites (interinstitutional and Commission domains including the Representations' and RAPID websites): 254 190 470 in 2019 vs. a 2020 target of 120 000 000.
3. Budget execution by commitments (output indicator defined in Management Plan): 100 % vs. a 100 % target.

In 2019, 42 % of European citizens have a positive image of the European Union. This continues the sustained upwards trend from a low of 35 % in 2016, which was mainly due to the impact of the migration crisis. While many factors are playing a role in this upwards trend, a clear and consistent focus on improving our corporate EU communication effort has clearly contributed. This is clearly supported also by the fact of the significant increase in unique visitors that have visited the Europa website.

The coherence, relevance and cost effectiveness of the Commission's web presence on Europa further improved through the strengthening of governance, better editorial and visual alignment of websites across the European Commission and increased standardisation of Information Technology solutions. In 2019, more than 250 million unique visitors visited the Europa website compared to 200 million in 2018. At the end of 2019, the europa.eu domain continued to rank first in popularity worldwide among

⁽⁸⁾ Europe in May 2019: Preparing for a more united, stronger and more democratic Union in an increasingly uncertain world The European Commission's contribution to the informal EU27 leaders' meeting in Sibiu (Romania) on 9 May 2019 (COM(2019)218 – 30.4.2019).

websites in the category government / society ⁽⁹⁾. Overall satisfaction rate of the external users increased to 94 % (from 60 % in 2014).

More details on specific objectives and indicators are found in the following sections.

General objectives

General Objective 1: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision-making process and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2014	Milestones foreseen							2020
39 %	Actual results							≥50 %
				32 %	34 %	36 %	≥50 %	
	39 %	37 %	35 %	40 %	43 %	42 %		

Specific objectives

Specific Objective 1: A simple, clear, understandable message is communicated to citizens explaining the direct impact of EU policies on their lives.

Performance

DG COMM’s communication products and services directly addressed to citizens ⁽¹⁰⁾ provide information for and engagement with citizens and ensure communication services for citizens are made available through simple, clear and understandable messages. This offer is provided either via a mix of channels and media (traditional and new media), or by directly communicating with citizens and stimulating exchange and engagement face to face. Below an overview of the main trends and explanations on the different indicators presented in this section.

- Whilst the Spokesperson’s Service manages traditional media relations and political communication messages, a key example of new media use is DG COMM’s management of the Commission’s presence on the **Europa website**. Here, a crucial change of structure, i.e. a merge of the two main entry points on the Europa site of political and information site ensured an impressive increase in the number of unique visitors (254 190 470 in 2019 as compared to 218 016 623 in 2018).
- 2017 saw a drop in the **unique visitors of the Europa websites** since the website reported data came from a new web analytics tool (Europa Analytics) based on the open-source platform Piwik. This new tool provides more accurate reporting than the previous, older tool (SAS Analytics) and this was reflected in 2017 reported data for all Europa websites. On average, the new corporate analytics tool records 60 % less unique visitors and visits than the previous one. This is due mainly to document downloads and internal site searches being recorded as separate indicators in the tool (e.g. as ‘downloads’ and ‘site searches’). See IPG: http://ec.europa.eu/ipg/services/analytics/faq_en.htm#section_3_5.

The following year in 2018, an increase in the number of visitors for the Europa Sites from 140 053 076 in 2017 to 218 076 623, mainly due for three reasons:

- New sites have been included in the traffic Europa analytics track (like EurLex, DG TAXUD or the consumers’ site);
- Traffic increased due to improvements on search engine optimization and other technical improvements;
- Specific events attracting high amounts of traffic took place in 2017 (GDPR changes, summertime public

⁽⁹⁾ Source: Alexa.com. This ranking combines several parameters (traffic, number of visits, page views over three months) and presents a website ‘popularity trend’ compared to similar competitors.

⁽¹⁰⁾ Communication services for citizens include media support for the Spokesperson’s Service, audiovisual and multimedia productions, Visitors Centre, Information outlet and Call Centre services, Representations’ outreach and information events, back to school activities, and citizens dialogues / democratic conventions.

consultation.

This trend continued in 2019, when more than 250 million unique visitors visited the Europa website more than 350 million times. At the end of 2019, the europa.eu domain continued to rank first in popularity worldwide among websites in the category government / society.

- In 2019 the decrease in number of **multimedia downloads** is due to a replacement of the Audio Visual portal. The results shown are until March 2019. In 2020, a new version of the Audiovisual portal will be available which will not allow distinguishing previewed and downloaded photo items.
- In addition, intensified **social media and visual communication** contributed to the Commission’s more prominent presence on social media where the number of followers /fans/subscribers increased in 2019 on all five platforms (on Twitter from 1 100 000 to 1 192 111, on Facebook from 950 000 to 1 014 197, on Instagram from 230 000 to 366 925, on LinkedIn from 480 000 to 818 572 and on EUtube from 55 000 to 88 500).
- As regards direct contacts and exchange with citizens positive feedback from participants of Representation’s events and events organised by Representations in the **European Public Spaces** considerably increased: from 74 % agreeing in 2018 that they improved their knowledge of the EU due to the event to 84 % in 2019 (i.e. 9 % above the target of 75 %). Similarly, the satisfaction rate of users of the **Europe Direct Call Centre** increased from to 84.2 % in 2018 to 85.3 % in 2019.

2019 was a year of institutional transition with elections of the European Parliament held in May 2019, and the new von der Leyen Commission taking up office on 1 December 2019. This affected the total number of visits to the **Commission’s Visitors centre**, which, in 2019, was below target with 1 616 (compared to a target of 1 700. This was accompanied by a slightly decreasing satisfaction rate of visitors (83 % in 2019 as compared to 90 % in 2018) which probably reflects the uncertainties linked to the delayed start of the von der Leyen Commission). On the other hand, the performance of other face to face events like the Citizen’s Dialogues impressed in 2019 by going well beyond targets identified for 2019. The number of Dialogues organised was 484 (with a number of total participants of 56 471, also more than doubling the target of 20 000) with a multiplier effect via reporting through the media reaching 42 000 000 citizens (compared to a target of 25 000 000).

Together, these various information and outreach activities of DG COMM has helped citizens to access up-to-date and user-friendly information on European Union policies and EU values. They contributed to citizens’ increased awareness and understanding of European affairs, in turn, stimulating citizens’ interest to directly engage more with ‘the faces of the Commission’ be it locally, nationally or Europe-wide.

Indicator 1: Percentage of the 100 top press releases consulted in EN with more than 10 000 online views								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2013	Milestones foreseen							2020
43 %	Actual results							
		60 %		65 %				
		65 %	100 %	17 %				

Comment: Discontinued Indicator

Source: Rapid reporting – DG COMM. Website reported data: As of 2017, data comes from a new web analytics tool(Europa Analytics) based on the open-source platform Piwik It provides more accurate reporting than the previous, older tool (SAS Analytics) and this is reflected in this year’s reported data for all Europa websites. On average, the new corporate analytics tool records 60 % less unique visitors and visits than the previous one. This is due mainly to document downloads and internal site searches being recorded as separate indicators in the tool (e.g. as ‘downloads’ and ‘site searches’). See IPG: http://ec.europa.eu/ipg/services/analytics/faq_en.htm#section_3_5

Indicator 2: Number of multimedia productions downloads								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2012	Milestones foreseen							2020
96 143	Actual results							140 000
		120 000		150 000	130 000	130 000	140 000	
	146 094	179 964	119 700	112 326	137 861	37 231		

Source: AV Analytics and Web Analytics.

Indicator 3: Satisfaction rate on queries replied by the EUROPE DIRECT Contact centre								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2013	Milestones foreseen							2020

82 %				85.0 %	90.0 %	90.0 %	95.0 %	95.0 %
	Actual results							
	83.0 %	87.0 %	84.0 %	87.5 %	84.2 %	85.3 %		

Source: Ratings extracted from the EDCC citizens' enquiries database and submitted in monthly reports.

Indicator 4: Percentage of visitors to the Commission very satisfied with the visits								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2012	Milestones foreseen							2020
69 %				80 %	85 %	90 %	90 %	90 %
	Actual results							
	80 %	90 %	94 %	93 %	90 %	83 %		

Source: Forms filled in by each visiting group.

Indicator 5: Percentage of participants at Representations and European Public Spaces events agree that the event improved their knowledge of EU issues								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2014	Milestones foreseen							2020
71 %				80 %	75 %	75 %	75 %	75 %
	Actual results							
	71 %	77 %	75 %	75 %	74 %	84 %		

Source: Based on responses to questionnaires distributed after events.

Indicator 6: Number of unique visitors to the EUROPA website								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2014	Milestones foreseen							2020
258 298 695	258 298 695	233 635 832		300 000 000	130 000 000	218 076 623	250 000	>250 000 000
	Actual results							
	258 298 695	233 635 832	220 420 315	140 053 076	218 076 623	254 190 470		

Source: SAS Analytics 2017: Europa Analytics.

Indicator 7: Number of followers/fans/subscribers of the EU Commission social media corporate accounts including the Representations								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2013	Milestones foreseen							2020
Twitter 172 000		391 417	608 000	850 000	1 000 000	903 000	1 000 000	1 000 000
	Actual results							
	319 700	510 631	675 000	876 032	1 012 505	1 192 111		
2013	Milestones foreseen							2020
Facebook 230 000		481 250	545 000	750 000	950 000	780 000	800 000	800 000
	Actual results							
	417 500	537 017	633 700	778 696	882 847	1 014 197		
2013	Milestones foreseen							2020
Google+ 711 000		1 309 583	1 407 667	1 900 000	1 900 000	1 780 000	1 800 000	1 800 000
	Actual results							
	1 211 500	1 597 844	1 700 000	1 680 000	1 663 057			
2013	Milestones foreseen							2020

LinkedIn 174 591		241 326	308 061	365 000	450 000	508 265	575 000	575 000
	Actual results							
	174 591	243 601	309 000	370 000	517 216	818 572		
2013	Milestones foreseen							2020
EU Tube 22 500		31 000	35 000	45 000	50 000	46 000	50 000	50 000
	Actual results							
	28 100	33 372	38 500	43 100	50 531	88 500		
2013	Milestones foreseen							2020
Representations: Twitter 88 000				540 000	613 000	735 000	883 000	883 000
	Actual results							
	164 000	306 000	420 000	511 000	559 000	607 373		
2013	Milestones foreseen							2020
Representations: Facebook 150 000				670 000	980 000	1 324 000	1 788 000	1 788 000
	Actual results							
	251 000	374 000	500 000	727 000	887 000	970 005		

Source: Engagor (corporate social media monitoring tool) and the data available on the social media platforms themselves.

Indicator 8: Percentage of participants agreeing that the Citizens' Dialogue event improved their knowledge on EU issues								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2015	Milestones foreseen							2020
		30 %	70 %	80 %				
	Actual results							
		73 %	77 %					

Comment: Discontinued Indicator

Source: Based on information collected on the site through voting devices or on responses to questionnaires distributed after events.

Expenditure related outputs

Outputs	Budget line	Draft Budget 2020	
		Number	EUR million
RAPID	16 03 02 03	1	0,5
Audio-visual productions and multimedia projects for the general public	16 03 01 02	200	0,7
TV uptakes from Europe by Satellite (in minutes)	16 03 01 02	140 000	3,3
Media library: conservation and availability to the public of audiovisual material (audio, video and photo), web development	16 03 01 02	61	1,8
Meetings with the media/HQ	16 03 01 02	1	0,1
Information events for journalists/REPs	16 03 01 02	650	0,5
Management of audiovisual technical facilities (number of AV products provided to the College – messages, interviews, statements, clips) (Heading 5)	16 03 02 02	850	5,6
Visits to the Commission	16 03 02 01	1 700	4,2
Number of Europe Direct Information Centres (EDICs)	16 03 01 03	518	16,1
Organisation of events under the 10 priorities of the Juncker's Commission and information events by the Representations (Events&Actions database)	16 03 01 04	n/a	21,5
Communication actions on budget focused on results(BUDG)	16 03 01 04	n/a	0,1
European Public Spaces organise information events (Events&Actions database) (Heading 5)	16 03 01 05	1 600	1,2
European Public Spaces (Heading 5)	16 03 01 05	23	
Number of consultations kids' corner and teachers' corner (Heading 5)	16 03 02 04	1.5M	0,4
Publications, including Commission's General Report (Heading 5)	16 03 02 04	30	1,7
Operation of EDCC	16 03 02 03	1	4,1
Electronic/paper publications (REPs)	16 03 02 03	30	2,4
Local social media profiles regularly updated (REPs)	16 03 02 03	90	2,5
Number of Citizens' Dialogues	16 03 01 04	50	0,8
Management of EUROPA websites (COMM) and EU results	16 03 02 03	n/a	6,6

website(BUDG/DIGIT)			
House of European History (budget to DG EAC)	16 03 04	n/a	n/a

Outputs		Number of outputs foreseen (F) and produced (P)						
		2014	2015	2016	2017	2018	2019	2020
RAPID	F	1	1	1	1	1	1	1
	P	1	1	1	1	1	1	
Audio-visual productions and multimedia projects for the general public	F	176	75	150	200	200	200	200
	P	64	125	107	84 ⁽¹¹⁾	103	198	
TV uptakes from Europe by Satellite (in minutes)	F	40000	85000	85000	85000	120000	130000	140000
	P	80091	94320	64113	70630	72273	64482	
Media library (in thousands): conservation and availability to the public of audiovisual material (audio, video and photo), web development	F	28,5	50,0	50,0	50,0	61,0	61,0	61,0
	P	47,0	48,6	50,0	60,1	61,4	60,8	
Meetings with the media/HQ	F	1	1	1	1	1	1	1
	P	1	1	1	1	1	1	
Information events for journalists/REPs	F	540	560	580	600	620	630	650
	P	540	517	620	610	520	380 ⁽¹²⁾	
Management of audiovisual technical facilities (number of AV products provided to the College – messages, interviews, statements, clips)	F	900	800	800	800	600	800	850
	P	780	762	647	738	844	716 ⁽¹³⁾	
Visits to the Commission	F	1700	1700	1700	1700	1700	1700	1700
	P	1733	1736	1700	1568	1728	1616 ⁽¹⁴⁾	
Number of Europe Direct Information Centres (EDICs)	F	500	515	518	518	518	518	518
	P	507	518	513	510	442 ⁽¹⁵⁾	442	
Organisation of events under the 10 priorities of the Juncker's Commission and information events by the Representations (Events&Actions database)	F	N/A	3000	3000	2500	7200	7200	
	P	N/A	2989	2910	7900 ⁽¹⁶⁾	7300	6700 ⁽¹⁷⁾	
European Public Spaces organise information events (Events&Actions database)	F	1200	1200	1300	1350	1400	1450	1600
	P	1000	1208	1440	1150	1300	700 ⁽¹⁸⁾	
European Public Spaces	F	18	18	19	20	21	22	23
	P	18	18	18	18	18	18	
Number of consultations kids' corner and teachers' corner (in millions)	F	10,8	13,5	15,0	1,5	1,0	1,5	2,0
	P	11,8	11,1	10,5	0,67 ⁽¹⁹⁾	2,26 ⁽²⁰⁾	0,84 ⁽²¹⁾	
Publications, including Commission's General Report	F	50	50	50	58 ⁽²²⁾	30	30	30
	P	50	50	48	65	54	63	
Operation of EDCC	F	1	1	1	1	1	1	1
	P	1	1	1	1	1	1	
Electronic/paper publications (REPs)	F	50	50	30	30	30	30	30
	P	50	32	40	40	40	85 ⁽²³⁾	

- ⁽¹¹⁾ Since 2016 the AV Corporate production team has refocused on the 10 priorities of President Juncker and by doing so, the number of productions has gone down. The aim is to go for fewer, but higher quality productions – each of them therefore requiring more production time. However, production is constantly adapted to the changing media environment, notably as regards formats needed for integrating into the increasing social media exchanges.
- ⁽¹²⁾ A decrease in information events for journalists is because the Representations intentionally reduced the number of events but increased the number of participants per event.
- ⁽¹³⁾ During 2019, the Audio-visual service had stronger focus on the priorities of the Commission, entailing fewer productions but of a higher quality.
- ⁽¹⁴⁾ 2019 was a year of institutional transition with elections of the European Parliament held in May 2019, and the new von der Leyen Commission taking up office on 1 December 2019 explains the decrease in visiting groups.
- ⁽¹⁵⁾ The number of Europe Direct information Centres (EDICs) decreased in 2018 as the Call for Proposals for the new generation of EDICs (2018-2020) enabled EDICs to obtain higher grants to optimise the outreach potential of the network within a stable global allocation. The budgetary framework for the 2018-2020 Europe Direct Information Centres had been set in the current Multiannual Financial Framework and allowed only for relatively small nominal increases until 2020.
- ⁽¹⁶⁾ The higher figure is due to both intensified activities of the Representations and improved reporting.
- ⁽¹⁷⁾ During 2019, a decrease in terms of events on the Juncker priorities, as the Representations are clustering events with bigger size so to ensure greater impact and multiplying effects.
- ⁽¹⁸⁾ The decrease was due as DG COMM focused more on the dissemination of various materials via social media and the promotion of specific online platform so fewer events were organised.
- ⁽¹⁹⁾ The way of measuring consultations of Kids' Corner and Teachers' Corner was modified in 2018/2019 to reflect visits rather than page views/consultations, as this is a more accurate way of measuring audience and aligns the methodology for calculating the figures with that used by other services, thus ensuring a corporate approach across the institution.
- ⁽²⁰⁾ The result includes the number of visits to all four websites managed by DG COMM while the target had omitted two of the unit's websites and concerned only Kids' Corner and Teachers' Corner.
- ⁽²¹⁾ The decrease in consultations was due to a delay in the promotion activity of the new Learning Corner website because of the need to ensure General Data Protection Regulation compliance by end of 2019.
- ⁽²²⁾ The 32 titles in the 'EU explained' series of publications will be phased out and replaced by short citizen-friendly factsheets on the EU's 10 political priorities. Both the 'EU explained' series and the factsheets will co-exist in 2017, resulting in a higher number of publications than in previous years, before stabilising at a lower number of far more regularly updated publications from 2018.
- ⁽²³⁾ The number is higher due to the production of brochures/publications ahead of European Elections.

Local social media profiles regularly updated (REPs)	F	67	70	90	90	90	90	90
	P	67	90	90	90	90	90	
Number of Citizens' Dialogues	F	n/a	10	80	85	300	250	50
	P	n/a	53	73	317 ⁽²⁴⁾	842	484 ⁽²⁵⁾	

Specific Objective 2: A coherent and effective corporate communication is developed and maintained.

Performance

In 2019, DG COMM provided its *corporate communication products and services* ⁽²⁶⁾ to the external communication domain of the Commission, reflecting its role as domain leader in external communication, ensuring coherence in the Commission's messaging by aligning all Commission communication services to contribute to a coherent and effective corporate communication on the political priorities.

- A key example of this type of corporate service is DG COMM's management and governance of the Europa site for the whole Commission. Completion of the digital transformation project was achieved to a 100 % in 2018 and stabilised in 2019 at the 100 % level. The restructuring and merge of the two entry points of the Europa site (political site and information site) was characterised by a strong user-focus (increased number of unique visitors, see specific objective 1) and reinforced governance approach.

This corporate approach leads, step by step, to the definition of clearer corporate messages/narratives and distinctive visual branding (eventually brand recognition) and economies of scale, thus contributes to achieving a better image of the Commission and the EU.

Indicator 1: Digital Transformation/overall completions								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2012	Milestones foreseen							2020
547 websites, 3 000 000 web pages for all DGs		1 class transitioned 50 %, 3 classes transitioned 25 %, (8.3 % overall completion)	4 themes transitioned 100 %, 3 themes transitioned 50 %, (37 % overall completion)	15 themes at 100 %, (100 % overall completion)	One coherent web presence for the entire Commission, to be continuously improved and maintained.	One coherent web presence for the entire Commission, to be continuously improved and maintained.	One coherent web presence for the entire Commission, to be continuously improved and maintained.	One coherent web presence for the entire Commission, to be continuously improved and maintained.
	Actual results							
	133 websites cut for all DGs; 925 070 webpages cut.	8 classes at 15 %, (8 % overall completion)	2 themes at 60 %, 1 theme at 58 %, 1 theme at 46 %, 1 theme at 37 %, 1 theme at 32 %, 1 theme at 25 %, 1 theme at 20 %, 1 theme at 16 %, 1 theme at 1 %, (31 % overall completion).	15 themes at 100 %, (100 % overall completion)	One coherent web presence for the entire Commission to be continuously improved and maintained.	One coherent web presence for the entire Commission to be continuously improved and maintained.		

Source: Commission sites inventory.

Expenditure related outputs

⁽²⁴⁾ The number of Citizens' Dialogues increased steeply in 2017 and 2018 due to the fact that they became a major channel for the debate on the future of Europe and the introduction of a second series of Dialogues with senior Commission officials.
⁽²⁵⁾ The target of Citizens Dialogues for 2019 was 250 nevertheless; we achieved almost double the dialogues.
⁽²⁶⁾ Corporate services include service mode of the new Europa website, implementation of corporate communication actions (campaigns and flanking measures), alignment/coordination of networks, central management of communication framework contracts and professionalisation measures as well as identifying further potential for Synergies & Efficiencies and Pooling & Sharing.

Outputs	Budget line	Draft Budget 2020	
		Number	EUR million
Intra-muros expertise to create the new web presence (data analysis, user research, user experience, design, usability, content and communication)	16 03 02 03	43	6,0

Outputs		Number of outputs foreseen (F) and produced (P)						
		2014	2015	2016	2017	2018	2019	2020
Intra-muros expertise to create the new web presence (data analysis, user research, user experience, design, usability, content and communication)	F	23	30	45	43	43	43	43
	P	23	28	36	37	36	36	

Specific Objective 3: Country specific information and analysis are fed into College’s decision-making process

Performance

In 2019, DG COMM provided a variety of executive services (27) to the President and the College of Commissioners in support of the communication activities of President, College, Spokesperson’s Service and Commission senior management by ensuring political and economic intelligence and media advice.

- Examples of such services are media monitoring and media analysis products and Eurobarometer surveys, summarised and visualised for the College or the Commission’s senior management. These target audiences are participate at different intervals in satisfaction surveys. For example, the latest results show a 70 % satisfaction rate for media monitoring products (5 % below the 75 % target) in 2018 (28) and a 80 % satisfaction rate in 2019 for Eurobarometer (5 % above the 75 % target). Feedback from these surveys is systematically taken into account by DG COMM services to improve the next generation(s) those products.
- As regards the various political reporting products provided by the Representations, nature and frequency of the products were adapted following the 2016 satisfactions survey (which resulted in a satisfaction rate of 60 %) and the purely quantitative meaning was replaced by a stronger focus on qualitative and joined up / themed reporting whereby for example one Reports covers the reactions in all Member States on one topic (European Council; Negotiations on the Multiannual Financial Framework, EU-ASEM summit etc.) which explains the stabilisation of the overall number of reports at a lower level (than at the beginning of this financial planning period, in 2019 totalling 572 reports as compared to 478 in 2018).

Thus, DG COMM was feeding high quality country specific information and analysis from a variety of sources (Representations intelligence, media analysis, Standard and specific Eurobarometer survey etc.) upstream into the Commission’s decision-making process. This contributed, ultimately, to better-informed European Union policy-making for citizens.

Indicator 1: Number of political and economic reports and analysis produced								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2012	Milestones foreseen							2020
940	Actual results							500
	940	634	606	437	478	572		

Source: Political reporting tool and statistics on ESO reports (DG COMM).

Indicator 2: Satisfaction rate on the media monitoring services

(27) 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).

(28) In 2019, no satisfaction survey was conducted. Its results would have been of only limited informative value due to the transition to the new Commission as well as the phasing-in of a new framework contract.

Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2013	Milestones foreseen							2020
		60.0 %		76.0 %	75.0 %	70.0 %	75.0 %	75.0 %
	Actual results							
		76.0 %		80.0 %	70.5 %			

Source: DG COMM survey.

Indicator 3: Satisfaction rate concerning Eurobarometer products								
Baseline	2014	2015	2016	2017	2018	2019	2020	Target
2015	Milestones foreseen							2020
				70 %	70 %	70 %	75 %	75 %
	Actual results							
					80 %	79 %		

Source: COMM.A1 survey – Survey conducted as of 2018 annually each Autumn.

Expenditure related outputs

Outputs	Budget line	Draft Budget 2020	
		Number	EUR million
Production of media monitoring and other media analysis products	16 03 02 05	30	5,5
Production of Eurobarometer public opinion surveys	16 03 02 05	7	1,5

Outputs		Number of outputs foreseen (F) and produced (P)						
		2014	2015	2016	2017	2018	2019	2020
Production of media monitoring and other media analysis products	F	60	50	30	30	45	45	30
	P	51	21	30	48 ⁽²⁹⁾	41	92 ⁽³⁰⁾	
Production of Eurobarometer public opinion surveys	F	7	7	7	7	7	7	7
	P	8	11	9	8	8	8	

⁽²⁹⁾ Due to a new project related to the Future of Europe (in the context of the 60 years anniversary of the Treaties of Rome, and the White Paper), we produced more media analysis products, hence the foreseen outputs have been increased until 2019.

⁽³⁰⁾ The number of reports indicated for 2019 increased significantly because of specific focus on EP elections and reporting on the European Parliament hearings.