



MANAGEMENT PLAN

2018

DG COMMUNICATION



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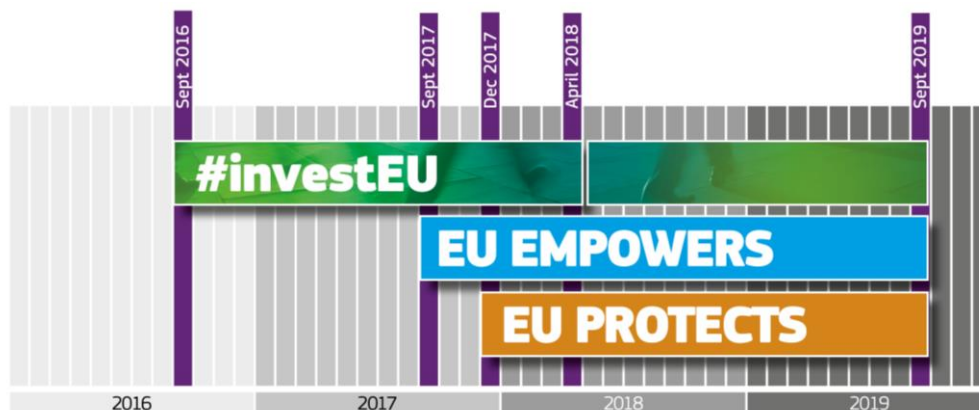
INTRODUCTION

The State of the Union Address of President Jean-Claude Juncker on 13 September 2017 recalled his commitment made in 2016 to continue delivering a "Europe that protects, a Europe that preserves the European way of life", and a "Europe that empowers and defends". The State of the Union Address as well as the Letter of Intent sent to European Parliament President Tajani and Estonian Prime Minister Ratas on 13 September 2017, put forward an agenda with a list of concrete initiatives for the months ahead, as detailed in the Commission Work Programme 2018 which includes as action 24 a "*Communication on how to make the Union more united, stronger and more democratic in communication terms*"¹.

The need to bring the European Union closer to citizens was re-confirmed in the Bratislava Declaration and the Rome Declaration adopted by the 27 Member States on 16 September 2016 and on 25 March 2017 respectively which state:

- "*We need to improve the communication with each other – among Member States, with European Union institutions, but most importantly with our citizens. We should inject more clarity into our decisions. Use clear and honest language. Focus on citizens expectations, with strong courage to challenge simplistic solutions of extreme or populist forces.*" (Bratislava Declaration 16/09/2016);
- "*We pledge to listen and respond to the concerns expressed by our citizens (...).*" (Rome Declaration 25/03/2017).

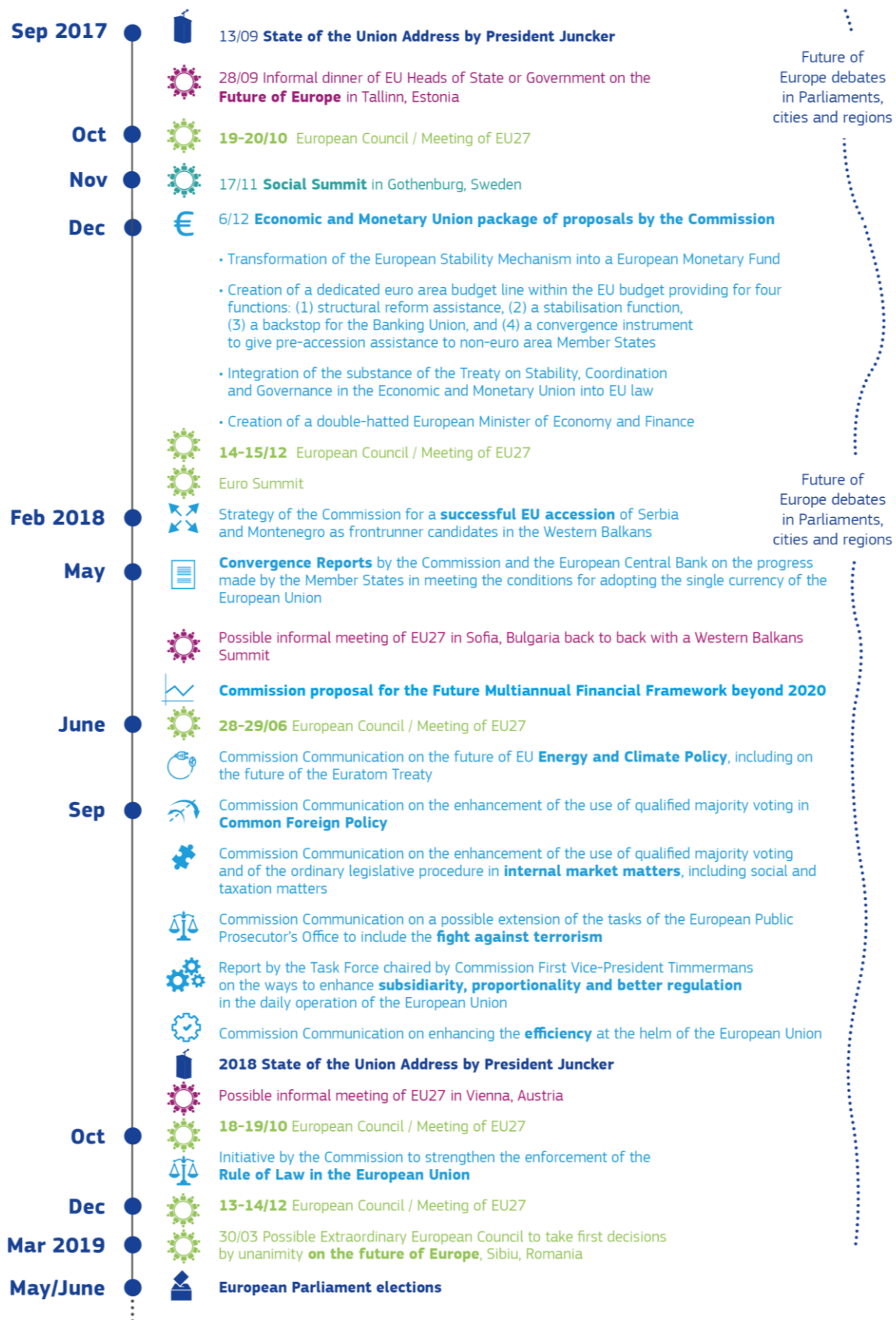
Following the President's 2016 State of the Union Address, the Directorate-General for Communication has been implementing communication activities around to three-strand narratives for 2017 to 2019 "*EU delivers (#InvestEU) – EU empowers – EU protects*". Building on the current momentum, a special focus will be put on the concrete deliverables as defined in the *Roadmap² for a More United, Stronger and More Democratic Union* (see next page) and outlined in the State of the Union Address of the President on 13 September 2017. To this end, the Directorate-General for Communication will continue playing a vital role on delivering the Commission's core messages with clarity and strength, focussing on concrete actions that are important for European citizens and national Parliaments.



Timeline for implementing the three-strand narrative.

¹ Non-legislative, Q2 2018.

² Various communications activities will focus around the miles stones of the Roadmap to Sibiu: e.g. social media, videos, graphic designers for the fact sheets, etc.



The Roadmap to Sibiu: Milestone deliverables and related communication measures.

The 2018 Management Plan of the Directorate-General for Communication is aligned to its 2018 work programme / financing decision³ supporting the main political priorities identified in the Political Guidelines as well as in the Commission Work Programme for 2018.

DG COMM MISSION STATEMENT:

Listen – Advise – Engage
**DG COMM, as a corporate communication service,
brings Europe closer to its citizens.**

The Directorate-General for Communication provides state of the art communication products and media advice to the President and the College. Such services are complemented by high quality country specific information and analysis.⁴ Some planned outputs of these **executive services** will be in 2018:

- Ensuring communication activities following up on the President's *State of the Union Address 2017* and preparing the President's State of the Union Address 2018;
- Communicating the deliverables outlined in the *Roadmap for a More United, Stronger and More Democratic Union*.

With its corporate services, the Directorate-General for Communication ensures coherence in the Commission's communication aligning the Commission's corporate messages to the political priorities and ensuring that the relevant Commission services contribute to a coherent and efficient corporate communication.

With its communication products and services for citizens, the Directorate-General for Communication ensures that simple, clear and understandable messages focus on the Commission priorities. This also means:

- Communicating messages with the appropriate media mix - or directly - to European citizens via corporate campaigns;
- Informing the public and stimulating exchange and engagement via Citizens' Dialogues, Europe Direct Networks or Visitors Services.

Being a Presidential Service, the Directorate-General for Communication has steered the process to streamline and define one sole overarching Commission-wide objective for external communication in its Strategic Plan 2016-2020⁵. The objective is aligned with the political agenda, the increasing expectations of the political level and the Directorate-General's role as domain leader for external communication⁶.

³ C(2017)8516 - 18/12/2017.

⁴ Representations political and economic intelligence, Eurobarometer polls, media monitoring, feedback from local citizens' contacts, etc.

⁵ "Citizens perceive the European Union is working to improve their lives and engage with the European Union. They feel that their concerns are taken into consideration in the European decision making process and they know about their rights in the European Union" - Ares(2016)2183954 of 10/05/2016.

⁶ To note that this objective has been mainstreamed in the context of the Synergies & Efficiencies process across the Communication Units of all Directorates-General via the annual Management Plan exercise. This cross-cutting objective for the Commission's communication domain can be summed up as "information to and engagement with European Union citizens". It is measured by the Eurobarometer survey on the image of the European Union.

Beyond the strategic objectives, defined in its Strategic Plan 2016 – 2020, the objectives, outputs and actions defined in the Management Plan 2018 of the Directorate-General for Communication are anchored in:

- **Commission Work Programme (CWP) 2018⁷:** In a joined-up approach, the Directorate-General for Communication is leading communication activities on the priority "Jobs and Growth" and is steering the communication products and services developed under the three strand narratives "*EU delivers (#InvestEU) – EU empowers – EU protects*". In addition, it steers the communication around the deliverables defined (see page 4) in the *Roadmap for a More United, Stronger and More Democratic Union* and in the Joint Declaration on the European Union's legislative priorities for 2018 - 2019 of 14 December 2017⁸. Also, action 24 of the Commission Work Programme will be prepared for adoption in the first semester 2018⁹;
- **Communication to the Commission on Corporate communication actions in 2017-2018¹⁰:** The Directorate-General for Communication will implement campaigns together with all contributing Directorates-General. Requests for services will be launched for one or more integrated corporate communication campaigns under the three strand narrative (*EU delivers (#InvestEU) – EU empowers – EU protects*). Part of this corporate communication budget will be implemented through other types of local actions, mainly by the Representations of the European Commission in the Member States (Representations) and via Citizens' Dialogues;
- **Communication to the Commission on Corporate communication actions in 2019-2020:** In 2018, the respective Commission Decision will be prepared for adoption via the College;
- **Communication on Synergies and Efficiencies in the Commission – New Ways of Working¹¹:** The Directorate-General for Communication, together with the Directorate-General for Human Resources for internal communication, as domain leader for communication, has put in place since 2016 new governance structures (Corporate Communication Steering Committee and Communication Network) leading a joined-up approach with all Directorates-General. This has been done by defining parameters for implementing a Right of Consent, centralisation of communication framework contracts, implementing a new Commission web presence and by developing a structured Domain Professionalisation Programme. Thus, the Directorate-General for Communication will continue playing a key role in ensuring that communication actions of other Directorates-General support the political priorities of the College.

⁷ COM(2017)650 - 24/10/2017.

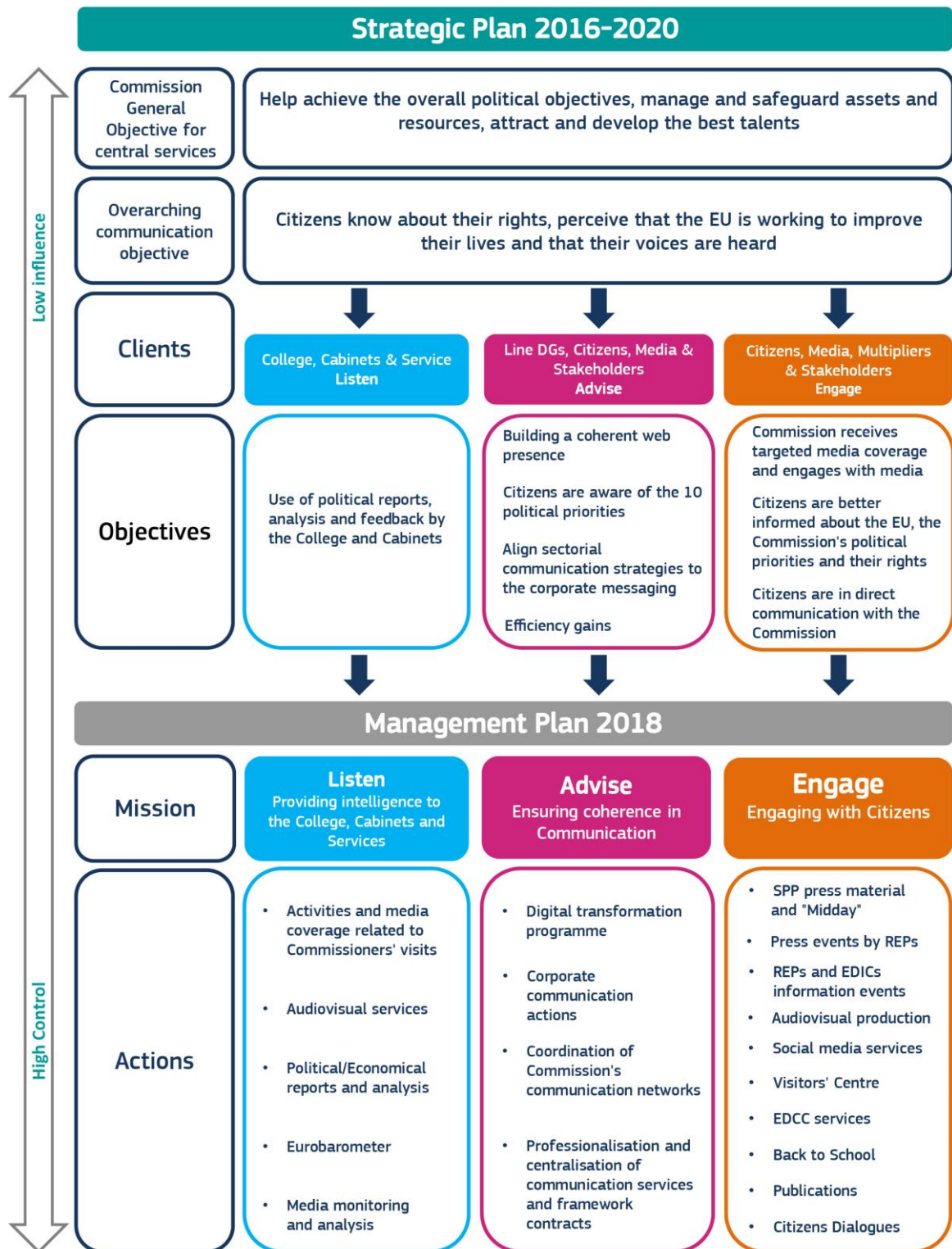
⁸ Press release: IP/17/5266 - 14/12/2017.

⁹ Communication on how to make the Union united, stronger and more democratic in communication terms (non-legislative, Q2 2018).

¹⁰ C(2016)6838/1 - 25/10/2016.

¹¹ SEC(2016)170 - 04/04/2016.

DG COMM – Planning for Success



PART 1. MAIN OUTPUTS FOR THE YEAR

In 2018, activities will focus on the political priorities as set out in the 2014 Political Guidelines for the Commission, the 2017 State of the Union Address and the 2018 Commission Work Programme, in line with the Bratislava and Rome Declarations. The intervention logic on the previous page depicts the objectives of the Directorate-General for Communication for different client groups for the planning period 2016 – 2020 as defined in its Strategic Plan and reflected in its Statement on Financial Intervention of the Communication Policy Area to 2018. From these strategic objectives flow the main planned outputs and actions for year 2018.

DIRECTORATE-GENERAL FOR COMMUNICATION AS EXECUTIVE SERVICE

The Directorate-General for Communication, working as **executive service for the** College, aims to provide the President, the Commissioners and senior management with **communication tools and audio-visual / multimedia products**.

The Commission's communication actions support - upstream - the decision making and the policy making process. Therefore, the executive services of the Directorate-General for Communication ensure political and economic intelligence and media advice to College, Cabinets and Commission senior management by feeding high quality country specific information and analysis from a variety of sources (Representations, Spokespersons' Service, Headquarters¹²) into the Commission's decision making process.

All this, ultimately, supports **increased visibility of European Union policies and activities and better informed European Union policy making for citizens**.

Representations of the European Commission in the Member States

Within this framework, **each Representation will develop and implement a country strategy** for 2018 setting out a plan of activities and using a range communication tools including social media tailored to local audiences. The activities will range from debates and conferences for opinion leaders and multipliers to Citizens' Dialogues and similar platforms of exchange for the general public, providing ample opportunities to discuss the deliverables defined in the *Roadmap for a More United, Stronger and More Democratic Union*, for example Convergence Report in May 2018.

In addition to the communication activities, the Representations will continue their activities to engage stakeholders on the Commission political agenda and priorities and gather political and economic intelligence. Those activities contribute to providing country specific knowledge to the Headquarters where the feedback from the Representations is then complemented with further analysis informing the political decision-making process of the Commission.

¹² 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).

Headquarters

Moreover, Headquarters provide further analysis, taking different forms, for example:

- **Eurobarometer surveys analyse trends in public opinion** in the Member States, including specific ad hoc studies;
- **Quantitative and qualitative media analysis** on the media impact of Commission priority policies in Member States. The College and senior management receive regularly different types of reports and summaries to inform their decisions.

Specific objective 1 - Executive Service: College, Cabinets and services use political reports and analysis, Eurobarometer results, media analysis products and stakeholders and citizens' feedback for decision making on communication purposes			
Main outputs in 2018:			
Important items from work programmes/financing decisions/operational programmes			
Output	Indicator	Target 2018	Lead Unit/Service
Activities related to Commissioners' visits and roadshows in Member States	Number of Commissioners' activities in Members States on Commission's priorities	1 500	B
Representations Political Reporters and European Semester Officers produce a variety of political and economic reports, analysis and briefings	Country profiles: number of hits/downloads ¹³	4 000	B
	Political reports	450	B
	Weekly summaries of political reports	48	B
	Horizontal and thematic reports	80	B
	Weekly reports to the President	48	B
	Country specific economic reports	1 000	B
Management of audiovisual technical facilities ¹⁴	Number of audio-visual products provided to the College (messages, interviews, statements, clips, Google hangouts)	600	A4
	Number of hours provided in Electronic News gathering (TV Crews)	3 500	A4

¹³ 2017 should serve as the reference year for determining realistic figures for the use of Country profiles in the Commission as the system of Political Reporting is being upgraded.

¹⁴ Audio-Visual studios of the Commission (2 TV studios - 1 radio studio).

	Number of hours of shooting in COMM studios/VIP corner/press room	2 800	A4
	Number of hours in video editing	8 500	A4
A full programme of 28 opinion poll surveys (Eurobarometer) ¹⁵	Percentage of programmed opinion polls implemented	80%	A3
Production of media monitoring and other media analysis products (365 days/year)	Number of days when the media monitoring and analysis service was ensured	365	A3

DIRECTORATE-GENERAL FOR COMMUNICATION AS CORPORATE SERVICE

Coherent web presence

The Commission defines and gets across impactful top level messages and narratives on key political priorities and European Union values: Hence, **corporate services** of the Directorate-General for Communication ensure coherence in the Commission's messaging by aligning all Commission communication services to contribute to a coherent and effective corporate communication¹⁶ on the political priorities. This is leading, step by step, to the definition of **clearer corporate messages and narratives and distinctive visual branding (eventually brand recognition) and economies of scale, thus contributes to achieving a better image of the Commission and the European Union.**

In 2018, the Directorate-General for Communication will further optimise the Commission's web presence to increase its coherence, relevance and cost effectiveness under the Digital Transformation programme.¹⁷ The focus will be on:

- The introduction and enforcement of a new governance;
- The alignment of web sites across the Commission, including the Executive Agencies;
- The standardisation of the Information Technology solutions.

¹⁵ Each opinion poll should produce an output in the form of a political memo to the Cabinet(s).

¹⁶ 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.

¹⁷ This follows the conclusion of the building phase of the programme, in line with the strategic direction decided by the Corporate Communication Steering Committee in January 2017. Following an initial rationalisation of existing websites resulting in the cutting of 114 websites or 800,000 pages in 2013-2014, the building phase of the Digital Transformation programme has been carried out. It included the creation of one single central website for the 28 Commissioners in 2014, the cutting of 48 websites whose content has been transformed into the new info site in 2015-2016, as well as the creation of the overall new thematic structure of the web presence with the publication of the first three levels of the content of the fifteen themes by the end of 2017. As a result, the Directorate-General for Communication, will no longer report on the completion rate of the themes and start reporting on the qualitative indicator of visitor satisfaction.

Specific objective 2.1 - Corporate Service 1: Building a coherent web presence of the Commission, by implementing the digital transformation programme by 2017

Main outputs in 2018:

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target 2018	Lead Unit/Service
New Commission web presence	Visitor satisfaction rate for ec.europa.eu ¹⁸	62-65% ¹⁹	A5

Public awareness

Through the 2018 Corporate Communication budget (EUR 22,8 million), activities will continue to focus on the European Union's contribution to jobs and growth and showing that the *EU delivers, empowers and protects* in line with the President's State of Union Address 2016 and 2017. The 2018 corporate actions will enlarge the scope to highlight the deliverables of the *Roadmap for a More United, Stronger and More Democratic Union*, for deliverables see page 4. Also, first conclusions that can be drawn from the debate on the Future of Europe will be taken into account, or - as the President put it in his State of the Union Address 2017 - *"Time to move reflection to action. From Debate to Decision."*²⁰

- **EU delivers (#InvestEU)** - The European Union responds to key socio-economic challenges and acts as a catalyst boosting the local economy (jobs, new business prospects, improved services, modernised infrastructure...). European Union funding has a tangible impact on people's lives. The campaign has been rolled out in all Member States, with a particular emphasis on 14 focus countries where proactive communication was most likely to generate more impact.



- **EU empowers** - This is an "umbrella" communication campaign linking symbolic milestones and major European Union initiatives, showcasing European Union values in action and celebrating the European way of life, which makes the European Union a place like no other.



¹⁸ Based on the results of an annual satisfaction survey among visitors to ec.europa.eu.

¹⁹ Baseline 2014: 60%.

²⁰ State of the Union Address, 13 September 2017.

- **EU protects** - The campaign will showcase European Union action to address people's safety and security concerns. This action is anchored in the European Union values of peace, security, rule of law, democracy and respect for human rights.



Furthermore, the Directorate-General for Communication will continue **to work closely with the other European Union institutions**, also in view of the European Elections 2019 (through the implementation of a joint statement) and to promote the political priorities in order *"to build a more united, stronger and more democratic Europe for 2025."*²¹

This collaboration is particularly timely in view of the rising tide of disinformation in recent years, which increasingly threatens democratic processes the world over. The Directorate-General for Communication in collaboration with the others Directorates-General and in particular Directorate-General for Communications Networks, Content and Technology is working on the communications front in the fight against disinformation. Wherever errors occur in the media, it is the Spokesperson's Service and the Representations that step in to ensure rebuttals while there is also a back office work on myth busting²². The Representations in all Member States are also active in the area of rebuttals and fact-checking and step up their efforts in this field.

Specific objective 2.2 - Corporate Service 2: Citizens are aware of the Commission's 10 political priorities, in particular delivery on "jobs, growth and investment" as the overarching priority			
Main outputs in 2018:			
Important items from work programmes/financing decisions/operational programmes			
Output	Indicator	Target 2018	Lead Unit/Service
Communicating Europe ²³ (action 24 of the CWP 2018)	Interservice consultation closed May 2018	Adoption before 30/06/2018	COMM A/SPP
Decision on Corporate Communication 2019/2020	Interservice Consultation closed	Adoption before 31/03/2018	A1
Implementation of corporate communication actions 2017/2018	Execution of budget delegated for 2018 to DG COMM (depending on timing of the campaign) ²⁴	EUR 22.8 mio committed and contracted in 2018 ²⁵	A1

²¹ State of the Union Address, 13 September 2017.

²² SEC (2017)204 – 17/11/2017.

²³ COM(2017)650 – 24/10/2017.

²⁴ Subject to budget being made available on time by the contributing Directorates-General.

²⁵ EUR 22.8 million should be co-delegated in 2018, based on Decision C(2016)6838.

EU delivers: Continuation of the Phase 2 (Citizens) of the 2016 campaign on the Investment Plan and other Jobs and Growth initiatives ²⁶	Reach (number of contacts made during the campaign) ²⁷	40 000 000	A1
	Recall (% of reached audience able to recall the campaign) ²⁸	20% ²⁹	A1
EU empowers: Continuation of the Public information and communication campaign towards European Union citizens "A Union that empowers"	Reach (number of contacts made during the campaign)	50 000 000	A1
	Recall (% of reached audience able to recall the campaign)	20%	A1
EU protects: Public information and communication campaign towards European Union citizens "A Union that protects"	Reach (number of contacts made during the campaign)	40 000 000	A1
	Recall (% of reached audience able to recall the campaign)	20%	A1
Interinstitutional relations – 2019 European elections: Implementation of the Joint statement ³⁰	Number of meetings of specific steering group and working group	6 ³¹	A2

Commission's communication networks

In 2018, the Directorate-General for Communication as domain leader for external communication will steer, coordinate and support corporate communication activities and implementation of the Synergies and Efficiencies Communication³².

This work will continue to further align and professionalise external communication community to better support the political priorities through the established governance structures: the Corporate Communication Steering Committee and the Communication Network.

²⁶ EUR 21.25 million were co-delegated in 2016, based on Decision C(2015)7346.

²⁷ Aggregate figure of channels used in the campaign (website, social media, outdoor advertising, media).

²⁸ For all "recall measurements" will be measured with a survey towards the end of the campaign, targeting the profile of the audiences (clearly defined per campaign), which will be selected via control questions.

²⁹ The Directorate-General for Communication use at least 20% recall as a benchmark because that was what we measured in the pilot campaign "EU Working for you" – now benchmark for all three corporate campaigns.

³⁰ This statement between the Directorates-General for Communication of the European Parliament and the Commission lays down the objectives to be achieved in communicating together by the 2019 European elections, and how both institutions will collaborate, maximising synergies and avoiding overlaps in their communication activities.

³¹ Interinstitutional meetings - Governance: A steering group at Directors' level and three working groups at service level in the areas of audio-visual services, digital communications (web and social media), graphic design and campaigns services, outreach communication (events, visitors' centres, outdoor advertising,...), national working groups country by country and using existing interinstitutional working groups and structures as communication channels towards the other Institutions and the governments of the Member States.

³² SEC(2016)170 of 4 April 2016, "Synergies and Efficiencies in the Commission – New Ways of Working".

Specific objective 2.3 - Corporate Service 3: Via the Corporate Communication Steering Committee (CCSC) and the Communication Network (CN) DGs exchange best practices, receive assistance on technical issues of communication tools and services and they align their sectorial communication strategies/plans to the corporate messaging

Main outputs in 2018:

Other important outputs

Output	Indicator	Target 2018	Lead Unit/ Service
Coordination of Commission's communication networks	Number of Corporate Communication Steering Committee Meetings organised ³³	3	A1
	Number of Communication Network Meetings organised ³⁴	10	A1
	Number of Audiovisual Correspondent Network meetings organised	4	A4
	Number of Communication Network Masterclasses organised	4	D1/A1
	Number of consultations provided to other Directorates-General	500	A1
	Number of Graphic Designers' Network meetings organised	2	A2
	Number of Social media Network meetings organised	4	A1
	Number of Europa Cross-editorial board meetings	2	A5
Monitoring the implementation of the Visual Identity Guidelines	Number of awareness raising meetings and workshops	3	A2
	Number of Directorates-General involved in the update of the logo exceptions list ³⁵	19	A2
Mapping and rationalising of existing communication prizes	1. Communication Network Mapping delivered	1	A
	2. Rationalisation criteria defined and approved by Corporate Communication Steering Committee	1	
	3. Implementation as of Draft Budget 2020 per Directorate-General	Per DG	

³³ Corporate Communication Steering Committee and Communication Network Meetings are jointly organised by Units COMM.A1 and HR.A4.

³⁴ See previous footnote.

³⁵ Revising the logo exception list has the aim to remove obsolete logos and update any logos that have been revamped.

Streamlining of communication framework contracts

Rationalising of communication framework contracts currently spread amongst line Directorates-General will continue, helping to streamlining the Commission's corporate communication. Placed under the domain leadership of the Directorate-General for Communication, this centralisation generates significant benefits in terms of:

- **Corporate approach** – This centralisation will ensure co-ordinated activities among Directorates-General along the political priorities. Also, concentrating oversight communication activities will contribute to mitigating potential reputational risks of the production and diffusion of products below professional standards;
- **Efficiency gains** – centralising procurement to generate economies of scale, staff reallocation, and increasing expertise as regards market behaviours, actors and prices;
- **One stop shop** - In 2018, the Directorate-General for Communication will manage centrally the set of new communication framework contracts, accessible to all Commission services, agencies and institutions. A one stop shop service will be gradually rolled out by:
 - Providing advice and expertise to the users of these framework contracts with a view to maximising synergies and efficiencies;
 - By reducing duplications³⁶.

Specific objective 2.4 - Corporate Service 4: More consistency, efficiency gains and savings			
Main outputs in 2018:			
Other important outputs			
Output	Indicator	Target 2018	Lead Unit/Service
Centralisation of communication related Framework-Contracts (FWC)	Less duplication of communication-related FWC in the Commission's services	Two to three new corporate communication framework contracts put in place by DG COMM ³⁷	A2
	Number of Framework contracts focusing on the communication of the 10 Commission political priorities centralised by DG COMM	Number of the total FWC across the Commission reduced to 37	A2

³⁶ In line with the recommendations of the Directorates-General level working group on synergies and efficiency gains in external and internal communication and Ares(2016)4415509 of 12 August 2016.

³⁷ With the new framework contracts, the total of DG COMM FWC managed centrally will be between six and eight.

	Level of assistance to line DGs and project management for individual actions undertaken by Commission services in order to increase alignment with the 10 political priorities	Project management for 25 collaborative actions ³⁸	A2/A5/D1
Strengthened mutual support in the Graphic Designers Network, following the decision of CCSC of 30 May 2017	Number of projects with the strengthened mutual support (including two or more DGs temporarily pooling their graphic design services)	6 projects ³⁹	A2

DIRECTORATE-GENERAL FOR COMMUNICATION AS COMMUNICATION SERVICE

The Directorate-General for Communication provides the tools and services to **inform and exchange and engage directly with European citizens.**

These, **communication services for citizens** of the Directorate-General for Communication ensure information for and engagement with citizens 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.⁴⁰ Together, **this helps citizens to access up-to-date and user-friendly information on European Union policies and values. It contributes to citizens' increased awareness and understanding of European Union affairs. In turn, this stimulates citizens interest to directly engage with "the faces of the Commission" be it locally, nationally or Europe-wide.**

Targeted media coverage

In 2018, the main activities of the Spokespersons' Service will include facilitation of Commissioner's interventions in the Berlaymont press room, online press releases, speeches, memos, etc. This work in the press room will be flanked by localised messaging of the Representations media work in the capitals and regions.

As regards audiovisual services, main activities in 2018 will concentrate in particular on:

- **Video news** with the production of Commission-centred video news intended for use by the media and available on the interinstitutional Europe by Satellite (EbS) distribution platform;

³⁸ Corporate communication actions, with significant budgets (minimum 20.000 EUR) managed jointly by COMM and one or more line Directorates-General. Usually, they are integrated campaigns, outreach actions, audiovisual products and events.

³⁹ These would be graphic projects to visualise content of major political initiatives and events. They would consist of strengthened mutual support among graphic designers from various Directorates-General to design and deliver in good time (multilingual) fact-sheets, infographics, visuals for social media, leaflets, brochures, etc.

⁴⁰ Communication services for citizens include media support for the Spokesperson's Services, audiovisual and multimedia productions, Visitors Centre, Europe Direct Information Services, Representations' outreach and information events, back to school activities, and Citizens Dialogues.

- **Photographs** with the production of Commission-centred photo news, thematic photos illustrating the political priorities and diplomatic/ceremonial activities of the Commission, all made available to the media and the general public on the Commission's corporate Audiovisual Portal;
- **Journalists information events** and other support for journalists;
- **Audiovisual resources** (photos, videos, films and audio recordings) continuously made accessible to the public (for example, central repository of the Commission's audiovisual production, organising the Audiovisual Portal as the single point of distribution etc.).

Specific objective 3.1- Communication Service 1: Commission receives targeted media coverage through relevant publications and continuous engagement with media			
Main outputs in 2018:			
Important items from work programmes/financing decisions/operational programmes			
Output	Indicator	Target 2018	Lead Unit/Service
Increased relevance of press material produced by Spokespersons' Service	Number of online views of all press releases	10 000 000	SPP
Commissioners presence triggering media interest in the Commission "midday" press conference is ensured by Spokespersons' Service	Frequency of appearance of the President, Vice-Presidents and Commissioners in the press-room	Minimum appearance of two members of the College per week ⁴¹	SPP
Press activities of the Representations	Number of press events organised by Representations	320 press conferences 130 journalist visits/trainings	B
	Number of participants in press events organised by Representations	Press conferences: 6000 Journalist training and visits: 1500	B
Audio-visual productions and multimedia projects	Number of Corporate Video productions	60	A4
	Number of items downloaded (Audio/Video/Photos)	130 000	A4
Europe by Satellite (EbS) News coverage	Number of EbS video items, photo reports and audio files produced	40 000	A4
	Number of TV Uptakes from EbS (in minutes)	70 000	A4

⁴¹ Based on statistics of appearances per week reported by Spokespersons' Service.

	Number of hours transmitted by EbS	4 000	A4
	Number of unique visits to Audiovisual Portal	750 000	A4
Conservation and availability to the public of audio-visual material (audio, video and photo) via Media library	Number of archived audio, video and photo	42 000	A4
	Number of archived video versions from other DGs ⁴²	2 500	A4

Better informed citizens

In 2018, the **Social Media** Team of the Directorate-General for Communication will further develop social media strategies centrally while also, providing support for the local corporate social media platforms of the Commission. This includes support to the Commission's Social Media Network and the Representations, as well as monitoring and analysis of social media communication and data.

The **europa.eu website** is the entry point for most citizens looking for information on the European Union. In 2018, the Directorate-General for Communication will manage operation, structure, design, functions and editorial tasks of the political content of the Commission site (e.g. College, priorities, news) and of the inter-institutional site. It will also provide structured support for development and maintenance of the Representations' websites.

The **Visitors' Centre** is a key communication tool, giving visitors an insight into the work and functioning of the European Commission as the political executive of the European Union, as well as explaining European Union policies and Commission priorities. Visits are organised around the political agenda and priorities of the Commission. The Centre currently receives visitors only in groups and upon prior registration and therefore is not open for the general public. A **new Information Centre** for the general public will be set up in 2018 by the Directorate-General for Communication, in cooperation with the Office for Infrastructure and Logistics in Brussels, the Directorate for Security and Directorate-General for Informatics, to be operational in the beginning of 2019.

The **Europe Direct Contact Centre**, managed by the Directorate-General for Communication, will continue to provide free of charge, general multilingual information services about European Union matters, replying to questions received via phone, email. An evaluation of the Europe Direct Contact Centre will be conducted in 2018.

The **Europe Direct Network** contributes to the communication about European Union matters via its three branches: 1) Europe Direct Information Centre, 2) European Documentation Centres and 3) Team Europe.

1. **Europe Direct Information Centres** contribute to the Commission's communication about the European Union, in particular, about the Commission's political priorities, with the objective of engaging with citizens at local and regional level. The Europe Direct Information Centres' outreach actions towards citizens, focus on organising

⁴² Central repository as a corporate tool.

events and enhancing communication through social media, contribute to better inform citizens on European Union matters, the Commission's political priorities and their rights as European Union citizens. A next generation of Europe Direct Information Centres covering the years 2018–2020 will increase outreach activities⁴³.

2. **Europe Documentation Centres** encourage and facilitate the study and the research of European Union policies, initiatives and actions, provide expertise on searching for information sources and documents on the European Union and engage in debates on the future of Europe.
3. **Team Europe** supports the Directorate-General for Communication in reaching out to the general public and facilitating the debate on the Future of Europe at local level in the Member States. The network is composed of experts on European Union politics who inform the general public and stakeholders about political priorities and engage them in the debate about European Union policy.

Representations and European Parliaments Information Offices join communication efforts in organising outreach activities as well as, management of **European Public Spaces** in 18 "Houses of the European Union" in the Member States. The Commission will manage event organisation as well as logistical arrangements for the 18 European Public Spaces⁴⁴ that have been created since 2007/2008 for the benefit of both institutions.

Representations are also strongly involved in implementing the European Union **Back to School initiative**, encouraging European officials to go, as European Union ambassadors "Back to School" and give young people direct access to learn about the European project.

As regards **audiovisual and multimedia** in 2018, production for the general public will be intensified and diversified and dissemination improved through the:

- Audiovisual Portal;
- Various technological platforms, including social media.

Publications will be provided in print on demand and in electronic formats presenting the activities and priorities of the Commission in particular and the work of the European Union in general. Furthermore, this also covers the publications envisaged by the Treaties and other institutional or reference publications, such as the General Report⁴⁵ on the activities of the European Union.

⁴³ The mid-term EDIC evaluation revealed that inter-institutional cooperation could be further enhanced while EDICs visibility, relevance and impact could be further improved. The Europe Direct Information Centres' 2018 communication priorities take into account: (i) communicating on a Europe that protects, empowers and defends⁴³ and (ii) the elections for the European Parliament in 2019.

⁴⁴ Athens, Berlin, Bucharest, Budapest, Copenhagen, Dublin, Helsinki, Lisbon, London, Madrid, Nicosia, Prague, Riga, Rome, Stockholm, Tallinn, The Hague and Vienna.

⁴⁵ DECIDE reference: PLAN/2017/2154.

Specific objective 3.2. - Communication Service 2: Citizens are better informed about the European Union, in particular about the Commission's political priorities and their rights

Main outputs in 2018:

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target 2018	Lead Unit/Service
Visits to the Commission	Number of visits	1 700	C4
	Average number of participants in each visit	30	C4
	Percentage of visitors to the Commission very satisfied with the visits (8+/10)	85%	C4
	Percentage of visitors declaring to have increased their knowledge of the Commission and its ten priorities (8+/10)	90%	C4
Europe Direct Contact Centre (EDCC)	Percentage of EDCC users satisfied with EDCC service	90%	C3
	Launch of an evaluation of the Europe Direct Contact Centre	Before 30/09/2018	C3
Europe Direct Information Centres (EDICs)	Number of events	9 000 ⁴⁶	C3
	Percentage of users who would recommend the Europe Direct Information Centres service ⁴⁷	92% ⁴⁸	C3
Representations events under the Commission's 10 political priorities by the Representations	Number of Representations' events on the Commission's 10 political priorities ⁴⁹	7 200	B
	Number of participants in Representations events on the Commission's 10 political priorities	950 000	B
European Public Spaces ⁵⁰ (EPS) organise events	Number of EPS events on the Commission's 10 political priorities	700	B

⁴⁶ Figure based on experience from current EDIC network (2013-2017). New incoming EDIC generation as of 2018 is expected to maintain this positive trend.

⁴⁷ Based on the results of the on-going satisfaction survey among EDIC users. Its outcome might be influenced by the change of network as the new generation of EDICs will start as of 1 January 2018.

⁴⁸ This also contributes to satisfaction rate of indicators 3 and 4 of this specific objective as set in the Strategic Plan.

⁴⁹ Comprises political meetings, workshops and consultations; Journalist visits and training, press conferences and other media events; Lectures, conferences, events in schools, universities etc., and other public and outreach events.

⁵⁰ Athens, Berlin, Bucharest, Budapest, Copenhagen, Dublin, Helsinki, Lisbon, London, Madrid, Nicosia, Prague, Riga, Rome, Stockholm, Tallinn, The Hague, Vienna.

	Number of participants in these events on the Commission's 10 political priorities	120 000	B
Back to School	Number of Back to School visits organised	500	B
	Number of pupils addressed in total in Back to School events	58 000	B
	Percentage of Pupils' confirming their knowledge on the EU issues has increased after Back to School events	80%	B
Europa websites	Number of unique visitors to all EC-managed europa.eu and ec.europa.eu websites	130 000 000	A5
	Number of visits to all EC-managed europa.eu and ec.europa.eu websites	184 000 000	A5
	Number of visits to europa.eu (inter-institutional website)	21 000 000	A5
	Visitor satisfaction rate for europa.eu (inter-institutional website)	85%	A5
	Number of visits to the Commission's political and information sites	8 200 000	A5
Commission social media corporate accounts including the Representations	Number of followers/fans/subscribers:		
	Twitter	1 000 000	A1
	Facebook	950 000	A1
	Google+	1 900 000	A1
	LinkedIn	450 000	A1
	EUTube	50 000	A1
	Twitter (Representations)	600 000	A1/B
	Facebook (Representations)	750 000	A1/B
	Engagement rate on social media ⁵¹ :		
	Twitter	370	A1
	Facebook	650	A1
	Google+	150	A1
	LinkedIn	250	A1
EUTube	2	A1	

⁵¹ The Engagement Rate is calculated by the number of engagements (retweets, tweets, replies to tweets, likes, shares and comments on Facebook as well as other channels like Instagram, Google+ or YouTube) received from the audience on a specific channel divided by the number of that profile's posting activities within 365 days preceding the benchmark date.

Audiovisual (AV) productions and multimedia projects linked with the 10 political priorities	Number of AV productions linked with the 10 priorities	60	A4
	Number of AV products provided to the College (messages, interviews, statements, clips, Google hangouts)	600	A4
Eurobarometer web pages	Total number of unique visitors to Eurobarometer pages	750 000	A3
Publications for citizens, including the European Union's General Report ⁵²	Number of on-line consultations of e-publications and distributed paper publications	5 000 000	C1
	Number of visits to Kids' Corner and Teachers' Corner ⁵³	1 500 000	C1
Visual communication output in print and online	Number of factsheets including data and message visualisation (graphs, charts, infographics, timelines, etc.)	100	A2
	Number of other static or animated visuals and infographics	70	A2

Direct communication with citizens

In 2018, Citizens' Dialogues will remain an important tool for engaging with citizens. The Dialogues are closely synchronised with the Commission's political priorities and political calendar. They are a modern communication tool, that operationalises the pledge of the Rome Declaration "to listen and respond to the concerns expressed by our citizens"⁵⁴, offering a platform for debate about major European initiatives and allowing Members of the Commission or senior officials / Heads of Representation, to harvest citizens' feedback notably on the Future of Europe⁵⁵ and the deliverables of the *Roadmap for a More United, Stronger and More Democratic Union* (see page 4 for details of deliverables).

As such, Citizens' Dialogues:

- "Give Europe a face" and allow citizens to discuss and to better understand the political responsibility for decisions which have a great impact on their lives";
- Provide a channel to engage citizens in the debate on the Future of Europe as a contribution to the opinion-building process ahead of the elections for the European Parliament in 2019;
- Contribute to re-building the trust of citizens in the European Union⁵⁶.

⁵² DECIDE reference: PLAN/2017/2154.

⁵³ http://europa.eu/kids-corner/index_en.htm and <http://europa.eu/teachers-corner/>.

⁵⁴ Rome Declaration of 25 March 2017.

⁵⁵ White Paper on the Future of Europe 01 March 2017: https://ec.europa.eu/commission/white-paper-future-europe-reflections-and-scenarios-eu27_en.

⁵⁶ Standard Eurobarometer 87 (May 2017), p. 14: "More than four in ten Europeans trust the European Union, Trust in the European Union has gained 10 percentage points since autumn 2015. The positive development observed in autumn 2016 (when trust in the three institutions had gained ground since spring 2016) is confirmed, and has even strengthened." Correspondingly, Standard Eurobarometer 87 (May 2017), p. 20 also states that "more than four in ten Europeans agree that their "voice counts in the EU" (42%), after a second consecutive increase (40% since autumn 2016, 38% since spring 2016). This is the highest score achieved by this indicator since autumn 2004.

Whenever possible these various communication actions are organised in partnership with the European Parliament and/or the Member States as well as the Committee of the Regions and the European Economic and Social Committee. This creates or reinforces synergies between the means of each partner and it helps coordinating their information outreach.

Specific objective 3.3 - Communication Service 3: Citizens express themselves towards and engage with European Union Commissioners through Citizens' Dialogues and other forms of direct communication (like Social Media) which stimulate citizens' interest in European Union affairs and contribute to restoring trust in European Union institutions			
Main outputs in 2018:			
Important items from work programmes/financing decisions/operational programmes			
Output	Indicator	Target 2018	Lead Unit/ Service
Organisation of Dialogues ⁵⁷	Number of events	300 events	C2
Attendance of Dialogues	Number of participants:		
	- Total	50 000	C2
	- Average per event	170	C2
Multiplying the effect of Dialogues via TV coverage	Number of events that are covered by TV for a minimum of 90 sec/event	60	C2
Multiplying the effect of Dialogues via print/online media coverage	Number of articles/features	800	C2
Multiplying effect of Dialogues via Social media	Mentions of Twitter hashtag #EUdialogues and of Citizens' Dialogues by citizens on Facebook	35 000	C2
Multiplying effect through media reporting	Number of viewers / listeners / readers reached through reporting on Citizens' Dialogues in TV / radio / print and online media	70 000 000	C2

With the three services outlined above, (i) **executive communication**, (ii) **corporate communication** and (iii) citizens **communication services**, the Directorate-General for Communication contributes to all of the 10 general objectives and therefore also the 10 priorities of the Commission.

⁵⁷ "In addition to the Dialogues centrally organised in cooperation with the Representations, a multitude of Dialogues can be organised with Commissioners, senior Commission officials and other representatives of the European Institutions by relying on the Europe Direct Network.



Targets for 2018



Participants

50,000



Social media mentions

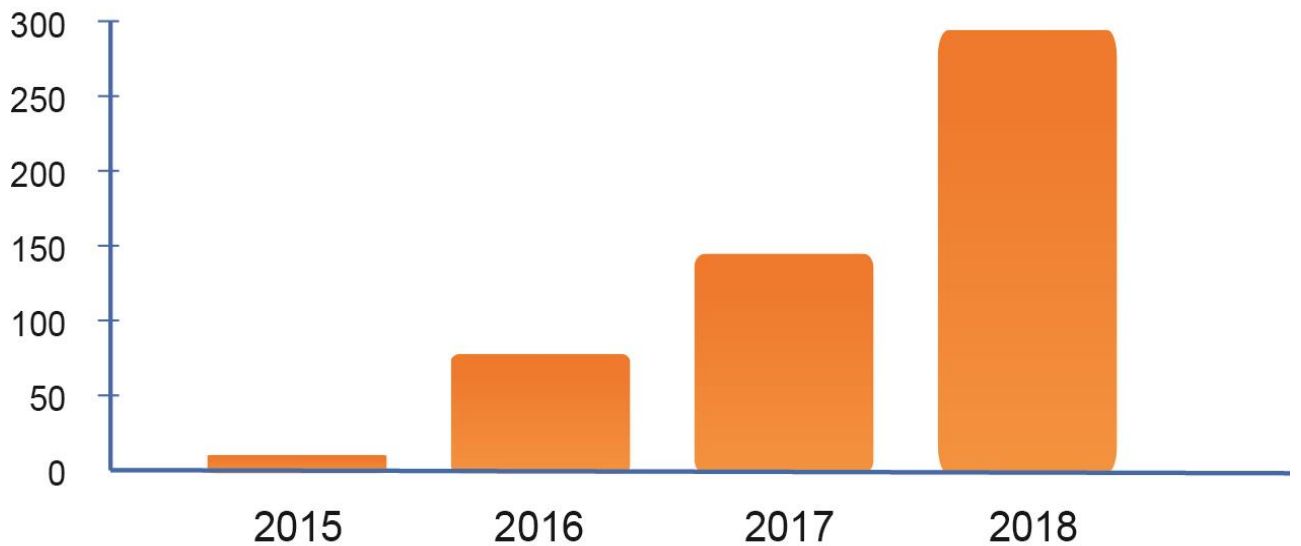
35,000



Potential outreach

70,000,000

Development of Citizens' Dialogues in the Management Plans 2015-2018



PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

As a Presidential service and domain leader for external communication, the Directorate-General for Communication with its three entities (Spokesperson's Service, Representations and Headquarters services), is striving to increase performance and professionalisation. Silo-breaking and change management are key ingredients for successfully achieving cultural change or, at least, progressively adapting to new ways of working whilst becoming more "digital".

A. Human resources management

The Human Resources Modernisation project as laid down in the Communication on Synergies and Efficiencies continues to be rolled out in the Commission. Human Resources services for Directorates-General have been delivered since July 2016 by the Account Management Centres (AMCs). Within the Directorate-General for Communication, the Human Resources Business Correspondent coordinates strategic Human Resources matters and prepares the related decisions of the management of the Directorate-General.

The Strategic Plan 2016-2020 for the Directorate-General for Communication set targets in the areas of female representation in middle management, staff well-being and staff engagement. In 2017, the Directorate-General for Communication continues to exceed its target regarding female representation in middle management at 44.1%⁵⁸ which is above the 40% original Commission target for 2019⁵⁹. The Directorate-General for Communication has also been assigned a target of seven first female appointments by 2019⁶⁰. It is estimated that about four of these first female appointments can be implemented in 2018. Regarding staff well-being, the target relating to the Staff survey results was missed by 3% in 2016⁶¹. However, following a variety of internal communications actions to keep staff informed about the work of the Commission and the Directorate-General for Communication⁶², overall results in the well-being category were all up from 2014, mostly above 60% and the Commission average. The Staff engagement index stood unchanged at 64%⁶³ and was equal to the Commission Staff engagement index. However, the 2016 Staff survey results indicated some areas that had a negative impact on staff engagement. These included issues related to staff mobility and career opportunities — or the perceived lack thereof — and the guidance given by managers on their staff's learning needs and feedback on their performance, the promotion of physical activities and fit@work, and concerns about processes and procedures. The next Staff survey, which is expected for spring of 2018, should provide more updated information on progress on these issues.

⁵⁸ Human Resources Dashboard 16/10/2016, target >35%.

⁵⁹ SEC(2015)336 - 10/07/2015.

⁶⁰ SEC(2017)359 - 19/07/2017 - "Quantitative targets of first female appointments to be made per Directorate-General and service at middle management level" by 1 November 2019: 44% or 7 first female appointments for DG COMM.

⁶¹ Staff who feel that the Commission cares about their well-being: 37%, target 40%.

⁶² For example, thematic campaigns, information sessions, videos, screen presentations and features/online content on intranet sites.

⁶³ Target 65%.

In 2018, the Human Resources Business Correspondent team will focus on the following priority actions:

- Learning and Development initiatives for the Directorate-General for Communication, also linked to the Professionalisation of the External Communication Community across the Commission;
- Defining and carrying out the Talent Management Strategy for the Directorate-General for Communication covering the career arc from recruitment through learning and development, mobility, staff engagement and staff well-being;
- The Directorate-General for Communication has a high proportion of external service providers, in its audio-visual and web-related departments in particular. As these teams offer services to the whole Commission, it has become necessary to develop an Outsourcing Strategy for the Directorate-General for Communication to frame and address current issues linked to these high numbers of intramuros contractors.

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

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Gender-balanced management in DG COMM: - Gender-balanced pre-selection panels; - Gender-balance reports in pre-selection procedures for middle management; - Senior management awareness (through regular updates).	Percentage of female representation in middle management	44%	HRBC
Staff well-being measures, in particular regarding promotion of physical activity, health issues and working conditions including: - Proposals for physical activities promoted by DG COMM (e.g., Yoga, Tai Chi classes); - Analysis (through the organisation of a Health Day & Ergonomics Day) of recurrent/relevant health issues in the DG	Score in next Staff survey for well-being question ("I feel that the Commission cares about my health")	40%	HRBC

<p>Staff engagement measures⁶⁴, in particular regarding managers' role in identifying staff development needs, including:</p> <ul style="list-style-type: none"> - Development of recommended training paths for managers' and the 20 external communication profiles identified in the inventory/taxonomy, within the context of professionalising the Communication function, both within the DG and across the Commission; - Awareness-raising actions on learning opportunities available to staff and managers; - KnowledgeCOMM sessions on the subject (open to all staff); - ManageCOMM sessions co-organised with the Internal Communication team on the subject (open to managers). 	<p>Staff engagement index⁶⁵ for DG COMM⁶⁶</p>	<p>65%</p>	<p>HRBC</p>
	<p>Suggested awareness-raising actions on learning opportunities available to staff and managers</p>	<p>4</p>	<p>HRBC A1</p>

B. Financial Management: Internal control and Risk management

In 2018, the Directorate-General for Communication will continue to closely monitor budget implementation ensuring compliance with the Financial Regulation and sound financial management principles. In the context of the new Internal Control Framework⁶⁷, the Directorate-General for Communication will also ensure an effective implementation of the **internal control principles**. The aim of internal control is to provide reasonable assurance of the effectiveness, economy and efficiency of the operations, the reliability of reporting, fraud prevention and detection, and the legality and regularity of underlying transactions.

⁶⁴ Staff engagement can be reinforced by better information about the Commission's political priorities and a better understanding on how they relate to their daily work. A variety of internal communications actions will be implemented (thematic campaigns, information sessions, videos, screen presentations and features/online content on the MyDGCOMM site).

⁶⁵ Staff engagement at the European Commission is measured as an average percentage of positive replies to a predetermined set of seven questions throughout the Staff survey.

⁶⁶ DG COMM Staff engagement index in 2016 Staff survey was 64% (Commission index was also 64%).

⁶⁷ The Commission adopted on 19 April 2017 a revised framework for internal control which represents a shift from a compliance-based to a principle-based system, in line with international best practices and in particular with the 2013 COSO Internal Control-Integrated Framework (Communication to the Commission from Commissioner Oettinger. Revision of the Internal Control Framework, C(2017)2373).

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

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Managerial assessment of effectiveness of the internal control system, including definition of indicators and baseline of new DG COMM Internal Control Strategy	Satisfaction rate of DG COMM management with the effectiveness of internal control systems (ICAT) survey	More than 80%	D3
Ex-ante control of needs analysis performed and documented for all high value procedures (over the Directive threshold) ⁶⁸	Percentage of formalised needs analysis presented for high value procedures	More than 80%	D3
Implementation of recommendations given by ex post control ⁶⁹	Percentage of recommendations implemented within the set time frame by units and representations	More than 50%	D3

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

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Timely budget execution	Percentage of operational Budget execution by commitments with respect to the annual forecast ⁷⁰	Close to 100%	D1
	Percentage of operational Budget execution by payments with respect to the annual forecast ⁷¹	More than 95%	D1
	Percentage of payments executed within contractual payment deadlines ("Time to pay")	More than 96% within contractual delay	D3
	Percentage of grants where "Time to inform" ⁷² has not exceeded 6 months	100%	D3
	Percentage of grants awarded within 3 months ("Time to grant") ⁷³	100%	D3

⁶⁸ Recommendation no. 1 of the Audit on Procurement Process in DG COMM (Ref. Ares(2016)5135489 - 09/09/2016) specifies that "DG COMM should document the needs analysis for every high value procurement procedure."

⁶⁹ Recommendation no. 3 of the same audit specifies that 'DG COMM should develop and document a systematic risk-based approach to support the planning of ex post control'.

⁷⁰ 2015 DG COMM budget implementation for commitments: 99,93%.

⁷¹ 2015 DG COMM budget implementation for payments: 99,95%.

⁷² As set up in Article 128.2 of the Financial Regulation.

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

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Implementation of the new Anti-fraud strategy ⁷⁴	<p>Pro rata implementation of the Strategy 2017-2019, as for example:</p> <p>1) Awareness raising actions on fraud/conflict of interest</p> <p>2) Awareness raising on copyright compliance</p>	<p>33% of the 3-years target</p> <p>1) Two presentations for Head of Representations /Deputies Head of Representations and Head of administration</p> <p>2) Different internal communication materials distributed</p>	D3

C. Infrastructure

Headquarters of the Directorate-General for Communication provides a full range of infrastructure support to the Representations and Regional Offices/Antennae in the Member States⁷⁵, from identifying adequate premises and defining negotiating terms, to providing architectural, logistic and procedural support for the procurement of supplies, services and renovation works.

The Directorate-General for Communication is also in charge of monitoring, assistance and follow-up of security and health & safety matters related to the Representations' personnel and buildings, in close collaboration with the competent services of the European Parliament and with the Security Directorate of the Directorate-General for Human Resources. The contribution to the Health and Safety report is essential, as well as, the user satisfaction with the quality of services provided.

The Technologies Unit develops Information Systems for both Headquarters and the Representations and fully manages the Information Technologies infrastructure and services of the Representations.

⁷³ As set up in Article 128.2 of the Financial Regulation.

⁷⁴ comm.d.dir(2016)7758841 of 19/12/2017.

⁷⁵ Representations in the 28 Member States as well as 9 Regional Representations / Antennas, for a total of 37 offices; this includes the Representations in Brussels (CHAR) and Luxembourg (MAEU). Of these 37 offices some are rented or owned jointly with the European Parliament while others are rented or owned separately.

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

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Overview of health and safety measures in the Representations	Status of Health and Safety as annex to the annual Health and Safety report sent to DG HR	June 2018 for 2017 report	D2
Development of Information Technologies (IT) applications	Satisfaction with the quality of services (source: user satisfaction survey)	75%	D4
Provision of IT infrastructure and helpdesk function for Representations	Satisfaction with the quality of services provided (source: user satisfaction survey)	75%	D4

D. Information management

The Directorate-General for Communication has always kept and will continue to keep to a strict minimum (below 0,5%) the number of registered documents that are not filed. To achieve this, monthly reports are produced by the Document Management Center (CAD) and sent to the Document Management Officer correspondents in the Units and in the Representations. In addition, this indicator is brought to the attention of the Senior Management at least once per year. Finally, an Ares Statistical Report is sent quarterly to the Heads of Unit and the Heads of Representations for appropriate follow-up.

At present, 17,8% of HAN⁷⁶ files are readable for the Commission. In 2018, the Directorate-General for Communication will continue to assess the feasibility to open access to other Directorates-General and will try to increase the transparency to 20% of the HAN files, continuing to open files which have limited visibility outside the Directorate-General for Communication.

Objective 1: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/ Service
Registered documents that are not filed ⁷⁷	Percentage of registered documents that are not filed	0,05%	D2
HAN files readable/accessible by all units in the DG	Percentage of HAN files readable /accessible by all units in the DG	95%	D2
HAN files readable by the whole Commission	Percentage of HAN files visible by the whole Commission	20%	D2

⁷⁶ Hermes-Ares-Nomcom - Set of tools designed to implement the e-Domec policy rules.

⁷⁷ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and Principle 13 requirements). The indicator is to be measured via ARES reporting tools.

E. External communication activities

Core business of the Directorate-General for Communication is external communication for which it plays the role of domain leader, aligning line Directorates-General external communication to the political priorities of the Commission.

For overall budget expenditure of the Directorate-General for Communication see title 16 of 2018 budget⁷⁸, for the figures of funds pooled for the Corporate communication actions 2017-2018, see respective College Decision⁷⁹.

F. Other communication activities of the Directorate-General for Communication

As part of its executive services, the Directorate-General for Communication provides daily media monitoring services to the College and the Commission's senior management.

Objective 1: MEDIA MONITORING: Media Monitoring and analysis of media are used by the College, Cabinets and Services as an element of informed decision-making			
Main outputs in 2018:			
Output	Indicator	Target 2018	Lead Unit/Service
Service ensured during 365 days as requested	Satisfaction rate concerning media monitoring products	75%	A3

To ensure capacity building and knowledge exchange between staff posted in the Representations and Brussels Headquarters, regular exchanges including updates on latest policy developments, notably on the ten political priorities, and management issues are organised for the Representations.

"MAKING THE NETWORKS WORK" (1)			
Objective 2: MANAGEMENT AND SUPERVISION OF THE REPRESENTATIONS: The Commission's network of Representations and regional offices is managed and supervised in a way that enables Representations to provide political and economic intelligence, media coverage and outreach activities focussing on the Colleges political priorities and working in partnership with the European Parliament Information Offices and the Member States⁸⁰			
Main outputs in 2018:			
Output	Indicator	Target 2018	Lead Unit/Service
Meetings attended by Head of Representation, Deputy Head of Representation, Political Reporter, Press Officer, Communication Officer, Digital leaders and European Semester Officer	Number of meetings	13	B

⁷⁸ <http://eur-lex.europa.eu/budget/data/DB/2018/en/SEC03.pdf>.

⁷⁹ See C(2016)6838/1 – 25/10/2016.

⁸⁰ Commission Work Programme, Management Plan, Mid-term Management Report and Annual Activity Report.

The Europe Direct Network comprises:

- Europe Direct Information Centres (EDICs);
- European Documentation Centres (EDCs);
- Team Europe (TE).

They all benefit from coordination and support services offered by the Directorate-General for Communication to develop synergies with other Commission information networks. To increase the network members' knowledge of European Union policies and to keep the networks up to date on latest developments, in particular on the Commission's political priorities, the Directorate-General for Communication provides training seminars, promotional activities, information services and information material.

"MAKING THE NETWORKS WORK" (2)

Objective 3: MANAGEMENT OF THE EUROPE DIRECT SERVICES: The Commission's Europe Direct services (Contact Centre and Europe Direct network⁸¹) are managed and supervised in a way that enables the Contact Centre and the Europe Direct network to provide reliable question and answer service to citizens and the Europe Direct Information Centres (EDICs) provide outreach activities focussing notably on the College's political priorities⁸²

Main outputs in 2018:

Output	Indicator	Target 2018	Lead Unit/Service
Europe Direct Contact Centre (EDCC)	Cost per EDCC enquiry	Below EUR 30	C3
Europe Direct Network	Number of training days x number of participants	7 days of training/ 900 participants	C3
	Percentage of EDICs managers satisfied with DG COMM support	90% ⁸³	C3

⁸¹ Europe Direct network comprises Europe Direct Information Centres, European Documentation Centres and Team Europe.

⁸² Commission Work Programme, Management Plan, Mid-term and Annual Activity Report.

⁸³ This percentage is equivalent to 3,75 points in a 5 points scale.

G. Examples of initiatives to improve economy and efficiency of financial and non-financial activities of the Directorate-General

In 2018, examples of efficiencies will mainly come from initiatives linked to the Synergies and Efficiencies Decisions, notably:

Efficiency gains thanks to the new Europa site

Less content, less custom Information Technologies development and more shared Information Technologies infrastructure are the factors contributing to more efficiency in the work on the web. Based on the decision of the Corporate Communication Steering Committee in January 2017, Directorates-General were invited to cut 40% of content. The Directorate-General for Communication will continue to maintain the three levels of the thematic, corporate information site and assist Directorates-General to improve their websites by adopting the corporate design and components, thus limiting the need for custom development. The main focus will be given to web governance and a strong web publishing platform to ensure the efficiency factors.

Efficiency gains in the context of creating a one stop shop for centralised Framework contracts

In July 2016, the Corporate Communication Steering Committee endorsed a timeline for centralising most of communication framework contracts within Directorate-General for Communication. The objective of the process is to reach a maximum of 20-22 framework contracts managed by the Commission, most of them concentrated in services of the Directorate-General for Communication. By January 2017, the number of such contracts had dropped from 58 to 43, while they were consolidated into 8 main areas, 6 of which are to be managed by the domain leader⁸⁴.

Following the Corporate Management Board suggestion of 18 July 2017, the Directorate-General for Communication will start the pooling of a limited number of Full Time Equivalents in order to sustain progress in the centralisation/rationalisation of Framework Contracts and offer modern and streamlined services as discussed under the Synergies and Efficiencies Review.

⁸⁴ A one stop shop for corporate Framework Contracts, will provide indicatively services like: Assessing systematically and regularly needs in close and personal cooperation with Directorates-General to define solutions and fine-tune new contracts and build up a trusted relationship; Identifying of the appropriate corporate contracts managed by Directorate-General for Communication (but not only) and support Directorates-General in their use; Assisting Directorates-General in drafting Terms of References for specific contracts and provision of visual and graphic elements in line with the political priorities/corporate campaigns; Helping Directorates-General in using the price list in single Framework Contracts in line with stricter requirements of the Financial Regulation; Liaising with the Directorates-General, contractors, the financial team and all other parties involved throughout the Framework Contract lifecycle; Providing guidance on financial and legal matters; Monitoring ceiling consumption to prevent any disruption; Helping with the monitoring and evaluation of contracts at all stages