



Management Plan 2020

DG COMMUNICATION

Contents

INTRODUCTION	3
PART 1. Delivering on the Commission's priorities: main outputs for the year	5
PART 2. Modernising the administration: main outputs for the year.....	10
A. Human resource management	10
B. Sound financial management	11
C. Fraud risk management	11
D. Digital transformation and information management.....	12
E. Sound environmental management.....	13
F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities	14
ANNEX: Performance tables.....	16

INTRODUCTION

DG COMM MISSION STATEMENT:

Listen – Advise – Engage

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

DG Communication is the corporate communication service of the European Commission (Commission).

Acting under the authority of the President, DG Communication leads the Commission's communication about the headline ambitions of the College and EU policies. It aims to inform and engage citizens on the role of the EU and EU policies on the basis of common values and enable them to fully participate in European democracy.

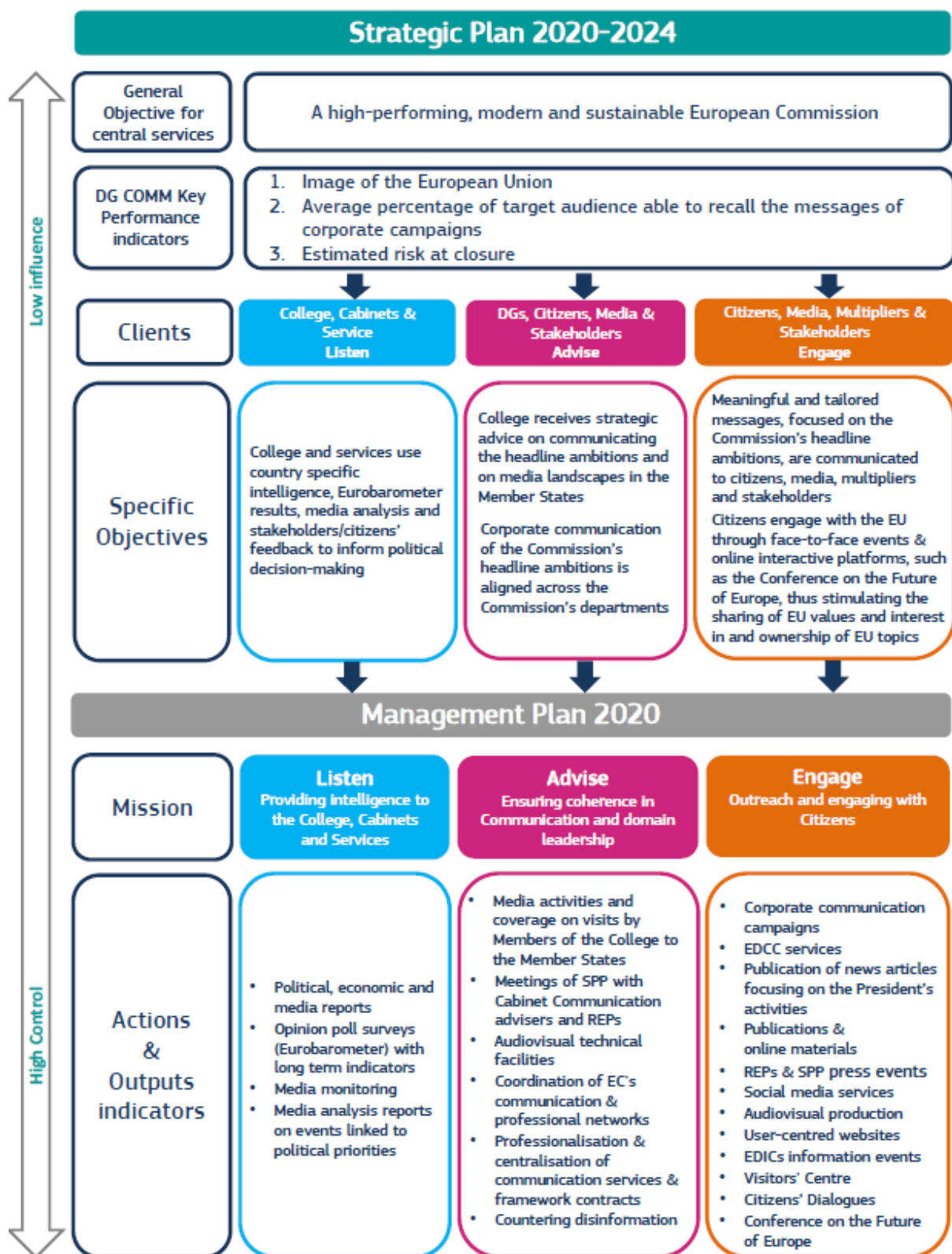
DG Communication provides the President and the College with evidence-based corporate communication actions, media advice, state-of-the-art communication products and services, both centrally and in all Member States. As domain leader for external communication, it coordinates the communication activities of other Commission services¹ and assists them in professionalising their communication activities.

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

Being a Presidential service, DG Communication contributes to the general objective of a modern, high-performing and sustainable Commission through the strategic objectives defined in its Strategic Plan 2020-2024 and the objectives, outputs and actions defined in this 2020 Management Plan, as illustrated in DG Communication's intervention logic (see page 4).

¹ In this document the word 'service' is used to refer to Directorates-General, offices and other services.

DG COMM – Planning for Success



* For more information visit the 'Strategic Planning & Programming' section on MyDGCOMM

The 2020 Management Plan of DG Communication is aligned to its 2020 Work Programme / Financing Decision² supporting the main headline ambitions identified in the President's political guidelines as well as in the 2020 Commission Work Programme in its revised version and the programme statements for the 2020 budget. The first part of this Management Plan identifies DG Communication's main outputs for 2020 and shows how they contribute to the relevant objectives.

PART 1. Delivering on the Commission's priorities: main outputs for the year

In 2020, DG Communication is continuing the implementation of its core activities in the external communication domain, founded on communication around the Commission's six headline ambitions and in line with the recommendations on communication that were set out in the Commission's contribution to the informal EU27 leaders' meeting in May 2019³. At the same time, the COVID-19 crisis has added the challenging task of communicating the Commission's and the EU's response through a full range of tools, products and services and in increasingly close cooperation with the other Commission departments and EU institutions. This work has evolved along three axes, from communication on the first immediate crisis response through the gradual implementation of exit strategies and measures towards increasing focus on the proposal for a Recovery Plan for Europe. It follows the key principles of transparency, clarity, visibility (of leaders and action), speed and trustworthiness.

DG Communication has taken a leading role in communicating the EU's response to this unprecedented crisis, by launching without delay a relevant web presence early March 2020 that already by the beginning of June 2020 registered more than 6.5 million page views and by aligning the messaging on the crisis in a coronavirus communication task force. Against this very dynamic backdrop, the design of a Management Plan for 2020, let alone of individual external communication actions, is particularly challenging.

Communication on the EU response to the COVID-19 pandemic is essential to address the impact of the crisis on public opinion, as it is affecting the levels of trust in the European Union and its perceived capacity to deliver for citizens. DG Communication ensures that the public is served with all pandemic-related information as fast as possible, through the dedicated coronavirus website, through the media via the Spokesperson's Service and through increasingly important social media activities.

The recovery from the coronavirus crisis will be the subject of a particular citizen-focused corporate communication effort. A NextGenerationEU-branded campaign is due to be launched in the early autumn. Communication on NextGenerationEU and on recovery will be

² C(2019) 8514 final – 28.11.2019.

³ COM(2019) 218 of 30.4.2019: Europe in May 2019 Preparing for a more united, stronger and more democratic Union in an increasingly uncertain world.

done as much as possible in cooperation with the other EU institutions in the spirit of shared responsibility for communicating on what the EU does, aiming at aligned narrative, messages, signature, web presence and visual identity.

The recovery campaign will be the headline campaign, under which the other two forthcoming priority campaigns – the European Green Deal and Europe fit for the digital age – will be developed. Communication activities to support the recovery plan will focus on raising awareness about the EU's added value and rekindling a European sense of solidarity and trust.

In addition, DG Communication will continue its work on planning, designing and implementing short and medium-term communication activities. Communicating the major political initiatives of the College is at the heart of what DG Communication does. 2020 started strongly with the communication around the presentation of the European Green Deal, showing what is in it for citizens and stakeholders. Another major priority is the communication around the revamped multiannual financial framework and NextGenerationEU. Moreover, DG Communication has begun to prepare the communication around 'A Europe Fit for the Digital Age' and an 'Economy that works for People' which are other key priorities for communication, linked to the economic and social impact of the COVID-19 crisis.

In this context, DG Communication is stepping up its work on the fight against disinformation and misinformation, which have been specifically pronounced in the COVID-19 context. The approach followed in this field comes in three steps: first, monitor and report on false EU-related narratives that are arising in the media and online; second, assess their potential impact; and third, create positive and compelling evidence-based narratives to counteract them, and distribute those through social media, the press and the Representations.

DG Communication works closely with the Secretariat-General, which chairs the Corporate Communication Steering Board. It chairs the relevant operational networks and task forces on corporate communication and on coronavirus communication specifically. It ensures, on the one hand, that the Commission's messages are aligned and coherent across all services and, on the other hand, that they have an increased impact by leveraging all corporate communication channels and networks.

Taking into consideration that EU citizens expect an EU response to this multidimensional crisis, DG Communication is also increasing its cooperation with the other EU institutions. Starting from the principle of solidarity and highlighting the role of citizens as both actors and beneficiaries from the EU and its policies, external EU communication (for example in the case of Europe Day on 9 May) adopts the approaches of joint messaging and EU branding. This interinstitutional cooperation will be further exploited and consolidated in the course of 2020 as the EU transitions into the recovery phase. Cooperation with the European Parliament builds on the principles set out in a joint statement signed by the Directors-General of the two communication departments in December 2019, taking the cooperation commitment of both services enshrined in a previous statement to a new level.

With the forthcoming Conference on the Future of Europe, DG Communication intends to translate the joint declaration on the Conference, once agreed between the European Parliament, the Council and the Commission, with its partners in the European institutions, in Member States and in civil society, into concrete action. This headline ambition of President von der Leyen will be sustained by other forms of citizens' engagement, including the Citizens' Dialogues that continue to be a first line outreach activity of the Commission, in social media and – when again possible – on-site. Other priorities for 2020 are: further improving the user friendliness and coherence of the Europa websites and preparing the opening of the new Commission's interactive centre 'Experience Europe' at Rond Point Schuman 14.

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

Taking into consideration that the European Green Deal urges DG Communication to practice what it preaches, in 2020 DG Communication will become an even greener service, both in headquarters and Representations, with sustainability being part of its corporate culture.

Complementing the work done in headquarters, the Representations, managed by DG Communication, are reporting on the situation on the ground across the Member States and are at the centre of the European engagement and communication efforts, maximising outreach at national, regional and local level. They play a key role in amplifying the Commission's response to the COVID-19 crisis and enable targeted communication in the Member States hardest hit, for example by adapting outreach, facilitating priority interviews and promoting the messages of the President.

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

DG Communication contributes to the Commission being a high-performing organisation by providing state-of-the-art communication-related products to the College and other Commission entities. Such services are complemented by high quality country specific information and analysis, such as country specific reporting on the COVID-19 crisis, major political milestones such as European Council meetings, key political developments in Member States, economic, social and other issues under the European Semester, on the multi-annual financial framework and on the Recovery Package and other major Commission initiatives.

Above services are complemented by several political, economic and media reports and analyses, such as ad hoc political reports on topical issues (from domestic and EU politics, to COVID-19, economic trends or migration issues); regular COVID-19 reporting, dedicated reporting on economic recovery (including green and digital transitions); reporting on the European Semester and the rule of law or on important international issues. DG Communication will also conduct three Eurobarometer surveys, while continuing

monitoring, analysing and reporting on media coverage, both in traditional media and on social platforms.

Furthermore, DG Communication provides analysis reports aggregating EU wide data resulted from media coverage, and where available, think tanks' research papers, and opinion polls, to investigate correlations and identify trends related to crisis response measures and to events linked to the headline ambitions of the Commission.

Lastly, in their country strategies, Representations assess the political and communication environment in their Member States and design communication and outreach strategies that translate corporate objectives into country-specific actions.

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

DG Communication contributes to the Commission being a high-performing organisation by providing strategic advice to the College, based on its expertise in communication and media.

In 2020, this work will focus on communicating in an impactful and positive way on recovery measures and on the green and the digital priorities. In practical terms, measures that will support achieving this objective will range from preparing and disseminating press materials, delivering midday press briefings and other media events, to managing audiovisual facilities and ensuring media coverage of visits by Members of the College to the Member States.

It will also include the preparation of specific reports with information collected from Representations with a view to accompany the local communication of major initiatives.

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

DG Communication also contributes to the Commission becoming a more modern and high-performing organisation by aligning corporate communication across the Commission. This corporate service is vital to increase efficiency and to assist the services to align better their sectoral communication to the Commission's headline ambitions. The Coronavirus Communication Task Force managed by DG Communication for example, is ensuring consistency in Commission messages such as public health, research and innovation, the economy, travel, the flow of goods and services, and the global response to the crisis.

In addition, the work of DG Communication in this field varies from coordinating internal structures and networks to managing the Commission's online presence. Therefore, the main outputs and other relevant indicators for 2020 will range from the coherence of the Commission's web and social media presence to the number of participants and of meetings organised of the several professional networks (for example, communication network, disinformation network, social media network). Via steering such networks,

DG Communication ensures continuous professionalisation and performance management across the Commission's 'external communications family'.

Last but not least, and as mentioned above, the fight against disinformation is one of the main focal points of DG Communication's work throughout 2020 and it will be measured through several indicators, including the number of visits to the relevant webpage and the number of rebuttals.

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

DG Communication works on communicating the Commission's headline ambitions to the wider European audience, through a variety of channels and tools, ranging from producing and disseminating paper and online publications and audiovisual material, to organising press events, managing a relevant and coherent web presence, driving the strengthened interinstitutional cooperation in a spirit of joint responsibility (for example, around Europe Day) and managing the Europe Direct Contact Centre and the replies to citizens' enquiries.

In 2020, DG Communication will continue delivering on all of the above mentioned fields. It will also continue implementing corporate communication campaigns which in 2020 would focus on the launch of the campaigns on NextGenerationEU and the recovery, the European Green Deal and making Europe fit for the digital age. More specifically:

- given the restrictions imposed by the COVID-19 crisis, on the one hand, the rural campaign had to be cancelled in spring 2020, so no further activities will take place. On the other hand, the 'EU in the World' campaign, which was due to be launched in May 2020, has been further postponed to adapt it to the new, worldwide situation;
- the planned campaign to support the European Green Deal has been aligned to the current context;
- lastly, recovery / NextGenerationEU campaign will start in the autumn of 2020.

Specific objective 5: Citizens engage with the EU through face-to-face events and online interactive platforms, such as the Conference on the Future of Europe, thus stimulating the sharing of EU values and interest in and ownership of EU topics

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

This, in practical terms, translates into many different communication activities and outputs on which DG Communication will continue to deliver in 2020. To name just a few: the organisation of Citizens' Dialogues online or – when possible again – also face-to-face; online direct engagement with citizens via the central Commission social media accounts; a variety of information events (in both face-to face and online modes) and visits organised by the Representations or the Europe Direct Network or the Visitors' Centre.

Due to the COVID-19 crisis in 2020, all physical events mentioned above have been temporarily suspended, though some of them could be replaced by virtual events. Moreover, the general contractor for works in Rond Point Schuman 14 temporarily suspended works on the project for this interactive centre. As a result, the new 'Experience Europe' Centre at Rond Point 14 will open only in 2021. However, coordination tasks and preparatory work related to the activities that will be taking place in the Centre, once it is open, will continue.

Last but not least, in 2020 the preparations for the Conference on the Future of Europe will continue. The Conference will reinforce representative democracy in Europe by encouraging citizens to have a greater role in shaping the future policies and ambition of the Union.

Communication, and especially ensuring that the Conference reaches wide and far, will be one of the most important keys to its overall success. DG Communication (both in headquarters and Representations) will build on its extensive experience with Citizens' Dialogues, while developing other methods of engagement at the same time, such as deliberative panels. It will also work on an online platform that will ensure the transparency of all the events and outcomes of the Conference.

PART 2. Modernising the administration: main outputs for the year

The internal control framework⁴ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls. This framework covers human resources, sound financial management, risk management, communication and the safeguarding and protection of information.

DG Communication has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

In 2020, the priority is given to the areas of talent management, data protection and control and anti-fraud strategies, with their respective action plans.

A. Human resource management

As for all Commission services, the Strategic Plan 2020-2024 for DG Communication sets targets in the areas of female representation in middle management and staff engagement. As of 1 January 2020, DG Communication almost reached the 50% target for women in middle management positions, being currently at 48% and missing only one further first time female appointment by the end of 2022 to reach its specific target set by the Commission.

⁴ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

On staff engagement, DG Communication will continue implementing its strategies for talent management and learning and development, as well as its policy of active internal communication and engagement with staff, emphasising, in particular, two-way communication and making full use of new digital collaborative videoconferencing tools to foster the participation and engagement of Representation-based staff.

In 2020, the Human Resources Business Correspondent and Internal Communication teams will focus on the following priority actions:

- actively supporting DG Communication staff and managers through the COVID-19 crisis and its aftermath, through guidance on learning and professional development, internal communication actions, participatory events and flexible solutions for *ad hoc* service reinforcements;
- drafting a Human Resources strategy for the next years consistent with the overall corporate Human Resources strategy (once available);
- continuing professionalisation initiatives for the external communication community across the Commission as part of DG Communication's domain leader role;
- coordinating DG Communication's responsibilities as domain leader internally and towards the central services and other domain leaders.

B. Sound financial management

Sound financial management indicators (for example, timeliness of payments, budgetary execution, cost of controls, and number of detected errors) in recent years in DG Communication have been overall satisfactory.

In 2020, DG Communication plans to develop a new financial procedures dashboard, containing information broken down by unit or Representation. Together with targeted training actions, they will allow managers to increase their awareness of potential issues and risks in the processes they supervise and to improve further internal processes and procedures.

C. Fraud risk management

Fraud prevention is essential to ensure sound financial management of the budget. A new anti-fraud strategy of DG Communication, in line with the new Commission anti-fraud strategy, was adopted on 17 June 2020.

This new strategy focuses on reinforcing staff awareness of ethics principles, and fraud patterns, while optimising effectiveness and efficiency of preventive and detective measures. It also identifies other priority actions such as developing financial data analytics (to detect potential fraudulent behaviours and support targeted *ex ante* and *ex post* controls), encouraging adequate rotation of staff participating in evaluation committees, establishing a procurement board for high-value strategic procedures and reviewing situation of actors in the financial circuit, who have been in the same function for many years. The reporting towards senior management on the action plan linked to the strategy will be done on annual basis.

D. Digital transformation and information management

In 2020, following the Commission's Synergies and Efficiencies approach and complying with the European Commission Digital Strategy (ECDS) high-priority objectives for the year⁵, DG Communication will pursue the modernisation of digital solutions in its portfolio, as well as in digital communication and collaboration. More precisely, since 2018, DG Communication has been moving its system from the local data centre to DIGIT's cloud-on-premise or hosting services. Whenever possible, the move has been coupled with the switch to technologies alternative to the obsolescent ColdFusion (which DIGIT will stop supporting as from 2021). Moreover, the deployment of collaboration tools in the Representations is ongoing, along with the reduction of printing (complying with the 'digital only' principle).

DG Communication has also a relevant stake in the European Commission Digital Strategy Communication objective, and it will explore the use of the European Commission Data Platform to reuse content, with a special focus on the reuse of digital textual news, cross-platform and cross-audiences⁶. The project is rooted on the Strategy principles, in particular the 'once-only' principle, in which information is encoded once and shared across multiple digital systems and 'digital by default', in which the production of textual news will have a digital focus mainly. The project has a cross-DG, cross-family nature and will involve other services, especially DG Human Resources, in charge of internal communication. The first goal will be the integration of the solution with the corporate content management system (the Europa Web publishing platform).

Also linked to the Digital Strategy Communication objective and to the corporate Data Ecosystem, DG Communication will in 2020 start or continue IT projects linked to the strategic directives of reaching out to and engaging with EU citizens, as well as to knowledge management and more articulated data analytics⁷. More specifically, the IT projects for 2020 share these requirements:

- instances of interactive and user-centric web-presence: participative and deliberative platform for the Conference on Future of Europe, EU in the World Corporate Campaign, pilot project developing AI-based virtual assistance;
- knowledge management (Eurobarometer and Europe Direct Contact Centre);
- data analytics (Social Media Analytics and Campaign Data Analysis);
- implementation of the data protection rules (data protection compliant system to manage contact details in Representations).

Since the adoption of Regulation 2018/1725 on Data Protection, DG Communication has worked intensively to ensure compliance, to align the management of personal data with the new internal Regulation and to each the objectives established by the Commission's Data Protection Action Plan (C(2018)7432). This work will continue in 2020 with the

⁵ EC Digital Strategic 2020 Implementation Plan, presented at the IT & Cybersecurity Board of 2 March 2020, page 2.

⁶ EC Digital Strategic 2020 Implementation Plan, page 23.

⁷ EC Digital Strategic 2020 Implementation Plan, page 23.

publication of all pending records on the public register. As a domain leader in external communication, DG Communication will also produce new corporate records if required, and will continue to update corporate guidelines for the communication community.

The Data Protection Coordinator in DG Communication will continue to raise awareness and engage staff through the internal network of data protection coordinators, and to give tailored support and training to units in headquarters and Representations, for which two training events are planned in 2020.

On the technology side, work will continue in order to develop a customised Information Technologies application to automatise the management of personal data in the context of the organisation of events and meetings in the Representations, in full compliance with the Regulation.

Furthermore, data protection will continue to be one of the internal control elements, under Internal Control Principle 13, checked in the context of the annual ex-post control exercise in units and Representations.

Lastly, the Europe Direct Contact Centre has already made contractual preparations to contribute significantly to cross-cutting knowledge management. The knowledge base of the Centre will from 2021 be structured to interact with other databases and will invest in helping to set up specific cooperation, e.g., with social media or ARES, as well as the development of Artificial Intelligence assistance. This should, among other things, allow the replies that the Europe Direct Contact Centre gives to individual citizens to be re-used for other purposes.

E. Sound environmental management

DG Communication will support the Commission's commitment to implement the objectives of the European Green Deal for its own administration, including becoming climate neutral by 2030. To support this target, DG Communication will increase, in 2020, efforts related to the Commission's Eco-Management and Audit Scheme and initiate new actions related to both its area of business and its ways of working. These include the preparation of an Eco-Management and Audit Scheme certification of Representations; the shift towards electric and hybrid cars when renewing the car fleet in Representations; and the further implementation of Green Public Procurement through training and the incorporation of green criteria in all relevant calls for tender, focusing on (but not limited to) high-value procurement procedures.

DG Communication will pursue and further develop a digital and paperless strategy through the further promotion of existing electronic processes (e-signatories, electronic financial workflows, e-Invoicing), and the launch of new ones (inventory workflows, additional modules of e-Prior), among others.

Staff engagement will be an important element to achieve behaviour changes in this area and other Eco-Management and Audit Scheme priorities, to which DG Communication will contribute with awareness-raising campaigns and activities. These initiatives will strengthen the Commission's position as a modern and green institution and work place.

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities

Efficiency gains in governance of external communication domain

As a Presidential service and as leader of the external communication domain, it is one of DG Communication's central tasks to improve the economy and efficiency of financial and non-financial activities.

As described in specific objective 3, DG Communication aims at aligning corporate communication of the Commission's headline ambitions across the Commission's services. This implies an overview and assessment of communication expenditures, and DG Communication is mandated to grant or withhold consent for external communication actions of a value exceeding EUR 1 million. Key to a successful governance system is the effective coordination and steering, together with DG Human Resources and Security and the Secretariat-General.

Efficiency gains in the context of running a Corporate Communication Contracts Team (i.e. a one stop shop) for centralised Framework contracts

DG Communication has achieved significant progress in the area of the centralisation of corporate communication framework contracts. The original number of 58 in 2016 was reduced to 27 in January 2020, and will decrease even further to around 20 framework contracts by 2021.

The centralisation of the framework contracts has been bringing economy and efficiency gains in four main areas:

- human resources: It allows to free resources in Directorates-General and dedicate them to other priority areas. It also allows communication units to concentrate on their core activity, rather than deal with procurement procedures;
- corporate communication: It allows to align messaging and communication spending to major Commission priorities;
- better procurement practice: It allows the gradual implementation of measures to mitigate some of the supply-side distortions in the communication market around the Commission;
- quality/clients satisfaction: stepping up service delivery by establishing a Corporate Communication Contracts Team, professionalisation through the creation of a communication procurement network, and measuring satisfaction of client Directorates-General through EUSurveys as one of the main key performance indicators.

Efficiency gains from enhanced governance of replies to citizens questions via the Europe Direct Contact Centre

A new Europe Direct Contact Centre charter decided by the Corporate Communication Steering Committee in 2020 will:

- transform the Europe Direct Contact Centre into a corporate tool, better equipped to deal with the public's queries, so that Directorates-General can focus on their core business and save further resources;
- streamline and further professionalise the way the EU deals with citizens by providing speedy, relevant and factually correct replies, thus contributing to a positive image of the EU among the public;
- lay down coherent, transparent and fair rights and responsibilities for all parties involved, including enhanced sharing of knowledge.

ANNEX: Performance tables

General objective: A modern, high-performing and sustainable European Commission		
Specific objective 1: College and services use country specific intelligence, Eurobarometer results, media analysis and stakeholders/citizens' feedback to inform political decision-making.		Related to spending programme: N.A.
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Political, economic and media reports	Number of reports (Source database C2)	1 400
Opinion poll surveys (Eurobarometer) with long term indicators	Number of comprehensive Eurobarometer surveys	3
Media monitoring	Number of comprehensive media monitoring reviews	365
Media analysis reports on events linked to headline ambitions	Number of media analysis reports	20

General objective: A modern, high-performing and sustainable European Commission		
Specific objective 2: College receives strategic advice on communicating the headline ambitions and on the media landscapes in the Member States.		Related to spending programme: N.A.
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Meetings of Spokespersons with Cabinet Communication advisers and Representations	Number of weekly meetings of Spokespersons with Cabinet Communication advisers and Representations per year	35
Lines to Take prepared daily for the College members	Number of Lines to Take prepared daily by Spokespersons	6
Media activities and coverage related to visits by Members of the College to the Member States	Number of visits by Members of the College to the Member States with Representations' involvement (including virtual visits)	400
	Number of media and press activities related to visits by Members of the College to Member States	200
Management of audiovisual technical facilities	Number of hours provided in Electronic News Gathering Television Crews, 'Very Important Persons' video/photo-shooting and video editing	7 000
	Number of audiovisual products provided to the College (messages, interviews, statements, clips)	700
Analytical reports based on Representations' assessment of local communication needs and opportunities	Number of analytical reports on outreach adapted to local needs	20

General objective: A modern, high-performing and sustainable European Commission		
Specific objective 3: Corporate communication of the Commission's headline ambitions is aligned across the Commission's departments.		Related to spending programme:N.A.
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Coordination of Commission's communication networks (Corporate Communication Steering Committee and Communication Network)	Average percentage of member Directorates-General attending Corporate Communication Steering Committee meetings with at least one participant	80
	Average percentage of Directorates-General attending Communication Network meetings with at least one participant	80
Coordination of communication professional networks (graphists, audiovisual, social media, media monitoring and analysis, communication procurement experts, Europa web governance bodies, Europe Direct Contact Centre Back offices, etc.)	Number of meetings of professional networks organised per each network separately per year:	
	Network against disinformation	6
	Network of communication procurement practitioners	2
	Community of practice of Europe Direct Contact Centre back-offices	3
	Europa cross-editorial board, Europa Forum, Europa Steering Board	2
	Audiovisual Correspondents networks meetings	3
	Social Media Network meetings	2
	Graphic Design Network meetings	2
Professionalisation and centralisation of communication services.	Number of workshops on the Commission's visual identity	3
	Percentage of logo exception requests handled within 4 weeks ⁸	Over 50%
	Number of training sessions (data clinics) on the central social media publishing and monitoring tools	Over 40
Centralisation of communication framework contracts ⁹	Number of Corporate Communication Framework Contracts	24
	Number of specific contracts concluded using Corporate Communication Framework Contracts ¹⁰	300

⁸ Logo exception requests are handled through a complex procedure coordinated by the Directorate-General for Communication and involving the Secretariat-General, the Directorate-General for Human Resources and the requesting service(s). The objective is to establish the need for a logo, examine alternatives and provide guidance and graphic design support.

⁹ The smart recentralisation of the corporate communication framework contracts was established in the 2016 Synergies and Efficiencies Communication and was confirmed and reinforced following the audit and political stock-taking of the process in 2019. The number of these contracts was reduced from 58 on 1 January 2016 (baseline) to 27 in January 2020, and will decrease even further to around 20 framework contracts by 2021.

Countering disinformation	Reach of awareness-raising activities ¹¹ fighting disinformation	1 000 000
	Number of visits to anti-disinformation web pages	50 000
Consultation of Eurobarometer studies on Europa	Number of visits to Eurobarometer web page	1 500 000
Representations support to Directorates-General in outreach actions coordinated through DG Communication	Number of requests from line Directorates-General for support dealt by the Representations	40

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

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

Related to spending programme: N.A.

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Corporate communication campaigns targeting citizens in the Member States	Percentage (non-duplicated) of target audience reached by the recovery campaign	50%
	Number of targeted social media campaigns ¹² focusing on the Commission's headline ambitions	4
Europe Direct Contact Centre response to users' enquiries	Number of replied inquiries	130 000
Publication of news articles focusing on the messages and activities of the President of the Commission	The overall annual number of news articles published on Europa website by the Spokesperson Service, focusing on the activities of the President of the European Commission ¹³	48
Publications ¹⁴ and online materials for the general public and for young people	Number of factsheets published	2 000
	Number of static and animated visuals developed for backdrops/social media	100
	Number of readers / visits to publications and online materials for the general public and for young people	6 000 000
	Number of publications / online materials produced by DG Communication / other Commission services for which testing panels provided advice	15
Press events organised by Representations	Number of press events	120
	Number of journalists during press events	75

¹⁰ Corporate Framework contracts managed by DG Communication Corporate Communication Contracts and Evaluation teams.

¹¹ Ranging from the production of communication products (including videos and social media posts) to the coordination of the relevant Commission Disinformation Network, etc.

¹² A targeted campaign means a series of posts on the same topic, cross-platform, supported by an advertising budget.

¹³ News articles represent multimedia content, tailored to convey messages and explain events or policies to non-expert audiences. Published on Europa website by the Spokesperson Unit, they are frequently used to highlight and promote President's activities and messages, and usually contain photos and videos. Some examples: https://ec.europa.eu/commission/presscorner/detail/en/AC_20_76
https://ec.europa.eu/commission/presscorner/detail/en/AC_20_1170

¹⁴ All paper publications are printed on 100% recycled paper from 100% post-consumer waste, using a totally chlorine-free process.

Press events organised by the Spokesperson's Service	Number of press events of College members: - press conferences: - press points - technical briefings	150 45 50
Visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	Average number of visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	210 000
Social media following of the President of the Commission on twitter and on Instagram	Number of followers on the President's social media accounts	100 000 Instagram 300 000 Twitter
European Commission central and local social media accounts	Number of followers on European Commission central and local social media accounts	6 300 000
Audiovisual and multimedia productions, Europe by Satellite (EbS) news coverage and media library	Number of Corporate Video Productions	120
	Number of items downloaded (Audio/Video/Photo)	40 000
	Number of hours transmitted by EbS	2 100
	Number of TV uptakes from EbS (in min)	55 000
User-centred websites.	Number of visits to the European Commission core site ¹⁵	35 000 000
	Number of visits to the Europe Union website	31 000 000
	Number of visits to all Commission owned websites enrolled in Europa Analytics ¹⁶	355 000 000

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

Specific objective 5: Citizens engage with the EU through face-to-face events and online interactive platforms, such as the Conference on the Future of Europe, thus stimulating the sharing of EU values and interest in and ownership of EU topics.

Related to spending programme: N.A.

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Events organised by Representations	Number of outreach activities (physical and online)	8 000
	Number of participants at events and actions	200 000
Information events organised by Europe Direct Information Centres	Number of events	6 000
	Percentage of users who would recommend the Europe Direct Information Centres service	90%
Information visits organised by the Visitors' Centre	Number of visiting groups to the Commission per year	600 ¹⁷
	Number of visitors per year	19 000

¹⁵ The Commission core site (ec.europa.eu) includes information on the Commission's headline ambitions, organisational structure and functioning, stable information common to most Commission departments. It serves as a hub for onward navigation to further thematic or specific content that are either hosted in the site or on other more specialised websites.

¹⁶ +/-330 websites.

¹⁷ Due to the pandemic, physical visits were suspended in March 2020 with a significant impact on the numbers of groups and visitors. However, the Visitors' Centre put in place the Virtual Visits in order to fill the gap to achieve the objectives. The figures of the visiting groups and visitors would be further affected subject to changes in pandemic situation towards the end of the year.

Citizens' Dialogues ¹⁸	Number of Citizens' Dialogues on-site and online	150
Conference on the Future of Europe ¹⁹	Number of participants of the Conference and its side events	2 000
	Number of Conference contributions via the online platform	100 000
Social media engagement with citizens (Community management)	Number of social media replies published	2 400

Objective: DG Communication employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2020:

Output	Indicator	Target
Gender-balanced management in DG Communication	First time female appointments in middle management ²⁰	Net increase by one by 31.12.2022
Healthy staff engagement	Staff engagement index in Survey 2020	68%
Human Resources Strategy for DG Communication	Draft Human Resources Strategy for DG Communication based on corporate Human Resources strategy if available	Document available by 31.12.2020
Stronger and more modern external communication community	Close collaboration with the central learning unit in the Directorate-General for Human Resources and Security to convert classroom-based learning actions into eLearning variants for the External Communication Community, to allow for more flexible learning, via online means.	Target of 20% of classroom-based (presence-based) learning actions in the field of communication to be converted into eLearning options by end of 2020
	Development of learning paths for distinct communities of practice within the communication domain	Learning paths for four of the nine ²¹ external communication communities of practice in place and on offer by 31.12.2020; formal launch of 2 communities by end of 2020
Active two-way communication with staff	Number of participatory events	Five staff meetings (virtual or real) with the Director-General during 2020

¹⁸ The mission letters of President von der Leyen call upon all Members of the Commission to visit the Member States and participate in Citizens' Dialogues, in particular under the umbrella of the Conference on the Future of Europe. Hence, a part of Citizens' Dialogues will be considered also as actions of the Conference, in particular when Members of the College are involved.

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²⁰ Target set in SEC(2020)146.

²¹ Media and public relations, Spokespersons and related services; Social media; Speechwriting and political communication; Visual Communication; Audiovisual production; Project management, governance and guidelines; Webmasters and web design; Communication procurement; and Monitoring and evaluation.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Time-to-pay	Becomes >97% of payments within contractual delay
Economical controls	Overall estimated cost of controls	Remains <7% of funds managed
Budget execution	Percentage of the commitment appropriations, for the operational budget delegated to DG Communication, committed with respect to the annual forecast	Close to 100% commitment appropriations for the operational budget delegated to DG Communication
Budget execution	Percentage of the payment appropriations, for the operational budget delegated to DG Communication, paid with respect to the annual forecast	More than 95% payment appropriations for the operational budget delegated to DG Communication

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)²² aimed at the prevention, detection and correction²³ of fraud

Main outputs in 2020:

Output	Indicator	Target
Targeted awareness-raising actions for DG Communication managers, capacity-building seminars and presentations during ex post controls missions.	Number of participants	>60% of managers and staff in concerned unit or Representation
Periodical analysis of data on procurement procedures stored in ABAC Data Warehouse to detect possible fraud patterns	Presentation of the reports to Authorising Officer by Delegation and Authorising Officers by Subdelegation	Bi-annually
Systematic verification of red flags indicators in ex-ante and ex post controls	Periodic reporting on number of events identified	Transactions identified as containing potential 'red flags' do not exceed 2% of all transactions checked

²² Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the Commission Anti-Fraud-Strategy Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

²³ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Objective: DG Communication is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2020:

Output	Indicator	Target
Knowledge Management and Data Analytics	Progress of the involved projects (Eurobarometer, Europe Direct Contact Centre, Social Media Analytics and Campaign Data Analysis)	50%
Data-protection compliant tool to manage contact details in Representations	Percentage of Representations with a tool deployed	60%
Collaboration tools for Representations	Percentage of Representations with tools deployed (Skype for Business, Office 365, Webex)	75%
Records approved and published on the Data Protection Officer public register	Number of records specific to DG Communication	100%
Staff awareness about data protection	Number of trainings and other awareness-raising activities per year	2

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

Main results and outputs in 2020:

Output	Indicator	Target
Paperless DG Communication	Reduction of the average number of printed pages per user	>5% reduction
Greening of the car fleet	Environmental upgrade of Representations' car fleet with electric or plug-in hybrid vehicles	50% of new cars purchased in 2020 are electric or plug-in hybrid ²⁴
Green public procurement for supplies and services	Percentage of relevant ²⁵ high-value calls for tender incorporating green procurement criteria	50%
Staff engagement	Number of participatory events or awareness-raising actions on Eco-Management and Audit Scheme priority areas	2

²⁴ In consideration of current market conditions, the purchase of electric or hybrid plug-in cars will initially be focussed on official cars (saloon type) which represent 50% of the Representations' fleet.

²⁵ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.