



Management plan 2022

DG COMMUNICATION

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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. Acting under the authority of the President, DG Communication leads the Commission's communication on the institution's political priorities and the implementation of EU policies and initiatives. It informs and engages citizens on the role of the EU and EU policies based on common values and enables them to contribute to European democracy.

In 2022, DG Communication will continue to provide the President and the College with evidence-based corporate communication actions, media advice, state-of-the-art communication products and services, both in headquarters and in all Member States. As domain leader for external communication, it will coordinate the communication activities of other Commission services¹ and will assist them in professionalising their communication activities. Through the Representations of the European Commission in the Member States (in 27 capitals and six regional offices), and its extensive local network of EUROPE DIRECT centres, DG Communication will engage with citizens, national authorities, media and stakeholders on the ground, supporting the President and the College with political and economic reporting, informing policy and communication as two sides of the same coin.

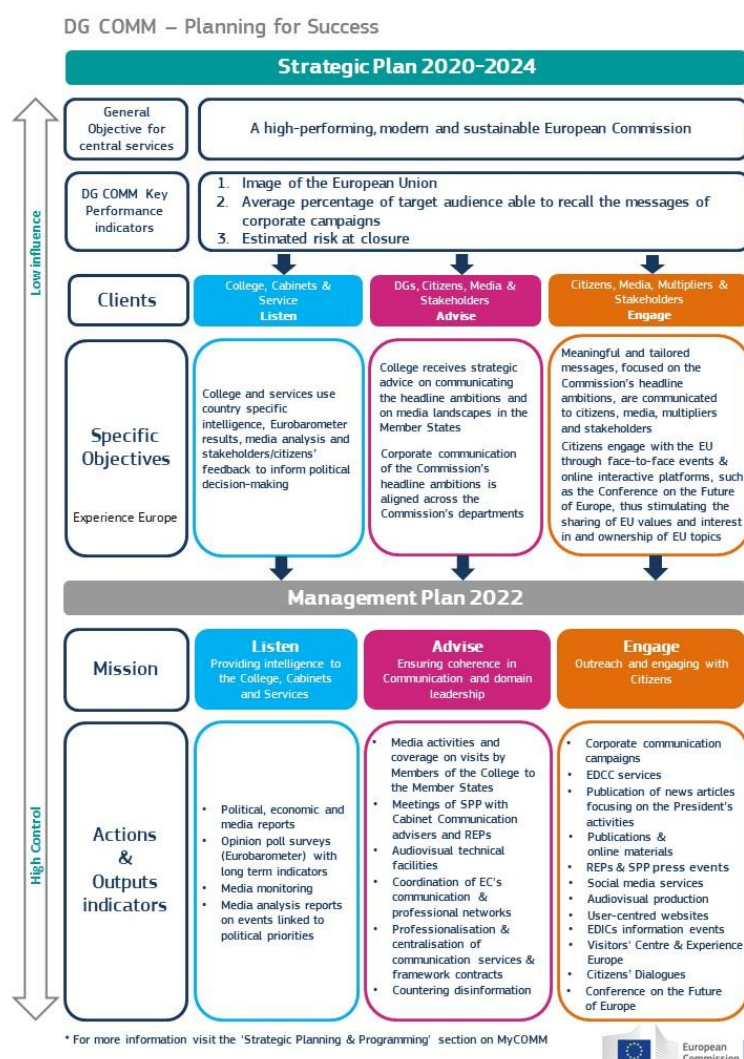
In 2022, DG Communication will continue to communicate on the six headline ambitions of the von der Leyen Commission, including the green and digital transitions, and on the geopolitical Commission. It will communicate on the response to the COVID-19 pandemic and the ongoing recovery from it, while focusing on the NextGenerationEU recovery plan and fighting disinformation. It will continue to support the ongoing rollout of the Conference on the future of Europe (and subsequent follow-up) and of the pilot project 'Building Europe with Local Entities', and will support the implementation of the European Year of Youth 2022.

As a Presidential service, DG Communication will contribute in 2022 to achieving the Commission's general objective of a modern, high-performing and sustainable Commission through the strategic objectives defined in its Strategic Plan 2020-2024 and the objectives,

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

outputs and actions defined in this 2022 Management Plan, as illustrated in DG Communication's intervention logic (see page 4).

The 2022 Management Plan of DG Communication is aligned to the 2022 Work Programme of DG Communication / Financing Decision², supporting the headline ambitions identified in the President's political guidelines, the 2022 Commission Work Programme³ and the programme statements for the 2022 budget.



The first part of this Management Plan identifies DG Communication's main communication priorities and challenges for 2022 and shows how the main outputs contribute to the relevant objectives. The second part of this Management Plan defines priorities and challenges for 2022 on the management side, illustrating how these horizontal activities support the operational units and the Representations in achieving their specific objectives.

² C(2021)8346 – 25.11.2021.

³ COM(2021) 645 final – 19.10.2022.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

Communication on the EU response to the COVID-19 pandemic will continue to be essential in 2022, in particular addressing the impact of the crisis on public opinion, as it has an effect on the levels of trust in the European Union and its perceived capacity to deliver for citizens.

The recovery from the coronavirus-induced crisis will also be the subject of a particular citizen-focused corporate communication effort. In 2022, DG Communication will continue its **NextGenEU-branded campaign** that will run until 2024. The NextGenEU campaign is the overarching campaign of the Commission's corporate communication priorities – such as the **European Green Deal** and **Europe Fit for the Digital Age**. Communication activities to support the recovery plan will focus on raising awareness about the EU's added value and reinforcing a European sense of solidarity and trust, as well as supporting the green and digital twin transition.

DG Communication will work closely with other Commission departments so that they align, when appropriate, major communication actions with the NextGenEU umbrella campaign. Communication on NextGenEU will also be done as much as possible in cooperation with the other EU institutions and Member States in the spirit of shared responsibility for communicating on what the EU does and how it benefits its people, aiming at aligned narrative, messages, web presence and visual identity.

In addition, DG Communication will continue its work on planning, designing and implementing short and medium-term communication activities linked to the major political initiatives of the President and the College.

Under the long-term budget 2021-2027 and in the context of NextGenerationEU, the Commission will continue to implement a set of corporate minimum requirements for communication and visibility, which not only streamline the Commission's approach across all EU programmes but also involve recipients of EU funding in EU communication in a spirit of joint responsibility, increasing the EU's visibility on the ground with the involvement of Representations as well as the 424 EUROPE DIRECT centres at local level. As domain leader for external communication, DG Communication will continue to monitor the roll-out of the requirements by services, to raise awareness and to provide corporate guidance. It will help ensure enforcement where needed, both inside the Commission and vis-a-vis Member States through the Council's Working Party on Information and in close cooperation with the Secretariat-General, SG-RECOVER, DG Budget and relevant policy Directorates-General. This should also contribute to increasing EU visibility and communication around the NextGenerationEU recovery plan as its implementation will be progressing.

DG Communication will continue stepping up its work on the fight against disinformation and misinformation, which have been specifically pronounced in the COVID-19 context, by

implementing the new mandate for the internal Network against Disinformation⁴. In addition, DG Communication will continue to detect and report on misleading and false EU-related narratives that are arising in the media and online; assess their potential impact; and create positive and compelling evidence-based narratives to counteract them, and distribute those through social media, and/or the press. In this regard, and in addition to the important role of the Representations, the EUROPE DIRECT centres will contribute to detecting misinformation and disinformation by signalling significant concerns in this area at local level as well as flagging local perception of EU policies or projects on the ground that are likely to affect negatively local public opinion of the EU.

Concerning communication governance and corporate communication, DG Communication will continue to work closely with the Secretariat-General of the Commission. DG Communication will continue to manage the relevant operational networks and, if applicable, task forces on corporate communication and on coronavirus response communication specifically. This will ensure, also in 2022, 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.

Building on the experience of the rollout of the first phases of the NextGenEU campaign, DG Communication will in 2022 take forward the strategy developed for the NextGenEU campaign as the umbrella campaign until the end of the mandate. Taking into consideration that EU citizens expect an ambitious EU response to the COVID-19 multidimensional crisis and on the path to recovery, DG Communication will continue to cooperate closely with the other EU institutions and Member States in order to communicate as a Union and will continue to provide communication assets in order to promote a joined-up approach and maximise the impact of communication on priorities such as the green and digital transitions. DG Communication will implement a new strategy for communication in all its dimensions. In line with the Joint Statement on 'Communicating together at the service of citizens and European democracy'⁵ and the strategy on interinstitutional communication, DG Communication will work with the **European Parliament** to maximise strategic and operational synergies ahead of the European elections in 2024 at headquarters level and on the ground in Member States.

The new generation of Europa Experience installations, starting with Paris in May 2022, and coinciding with the French Presidency of the Council, will provide a paperless, more climate friendly communication environment, hence conducive to the principles of the New European Bauhaus. According to the plans of the European Parliament, Europa Experience

⁴ In June 2021, the European Court of Auditors report on disinformation called for a more action-oriented approach and better coordination between various EU bodies, including the EEAS. The new mandate of the internal Network against Disinformation, in effect since June 2021, has addressed a large number of the ECA's concerns.

⁵https://myintracomm.ec.europa.eu/dg/comm/whatwedo/iir_planning_reporting_evaluation/Documents/Signed%20Joint%20Statement.pdf

exhibitions will be rolled out in all capitals by the end of 2024. In 2022, five new Europa Experience projects are scheduled to open: Paris, Rome, Stockholm, Warsaw and Prague.

Cooperation with the **Council of the European Union** is being strengthened, notably through the Working Party on Information⁶. The Working Party on Information is a forum for DG Communication to reach out to and engage with Member States' communicators. DG Communication will continue to share communication assets and planning through the Communicators' Portal (established in 2020) and expects the Council General Secretariat to provide regular feedback on its uptake by Member States and other institutions that access the portal.

The cooperation with the **European External Action Service** will be further enhanced to intensify cooperation in areas of mutual interest, namely structured dialogue and more exchanges of information, joined up communication/public diplomacy and countering disinformation. DG Communication will strengthen the relations with the European External Action Service at the level of meetings of Heads of Delegation/Representation in Brussels and by organising joint regional seminars and further structured exchanges between Heads of Representation and Heads of Delegation. DG Communication will also work closely with the external relations Directorates-General and the European External Action Service on communicating the 'Global Gateway', the model of trusted connectivity in partner countries that was set out by the Commission in December 2021.

The interinstitutional dimension of **Europe Day 2022** will be coordinated by DG Communication, in particular highlighting the European Year of Youth⁷. A hybrid approach will be adopted, combining online activities with physical activities, including an Open Doors Day of the institutions, sanitary situation permitting.

The Commission will continue to step up its outreach, with the **Conference on the Future of Europe** playing a central role. With the development and operation of the Conference platform and the organisation of the EU Citizens' Panels, DG Communication together with the Secretariat-General intends to follow up on the joint declaration on the Conference of the European Parliament, the Council and the Commission, with its partners in the European institutions, in Member States and in civil society. Both the Platform and the Citizens' Panels inform the Conference Plenaries. The Citizens' Panels will deliver in the first semester of 2022 a set of recommendations for concrete action to the EU institutions. In the course of 2022, the Conference will be sustained by other forms of citizens'

⁶ Following the invitation by the Integrated Political Crisis Response to the Working Party on Information to launch a work strand on the coordination of communications efforts in the context of COVID-19, the newly created Communicator's Portal was launched beginning of October 2020. This interinstitutional portal hosted on the Rapid Alert System platform is a repository for communication material to be shared between the EU institutions (Council, European Commission and Parliament) and the Member States. In 2022, the Commission will continue the sharing of relevant communication materials and editorial planning and expects the Secretariat-General of the Council to enable the monitoring of its use by Member States.

⁷ Decision (EU) 2021/2316 of the European Parliament and of the Council of 22 December 2021 on a European Year of Youth (2022), OJ L 462 of 28.12.2021..

engagement, including Citizens' Dialogues in new and innovative formats, as a first line outreach activity of the Commission, online, in social media and on-site.

Thanks to the progress that was made so far and the maturity (in terms of features and functionalities), of the **Commission's corporate web-publishing platform**, DG Communication transitioned over 60 existing websites to it and published a further 30 new websites on it. These included the websites of the Representations and the inter-institutional EU website. The platform now offers a cost-effective software as service that underpins the Commission's editorial strategy on Europa: a family of websites, presenting the Commission and the EU in a coherent way through navigation and look and feel. In 2022, DG Communication will finish the transition of the Commission's main website. It will also further improve the visual design and build up an advisory service to help Commission services to build more user-friendly, state of the art websites that are compliant with the legal obligations stemming from data protection and web accessibility.

Also, DG Communication will connect with citizens through the Commission's new flagship interactive information centre 'Experience Europe' at Rond Point Schuman 14. The Centre will present the European Commission, its roles and activities in an easily understandable, relatable and interactive way through eight multimedia communication stations including virtual reality.

Moreover, in 2022, DG Communication will consolidate its professionalisation efforts for the external communication domain within the Commission, while continuing its close collaboration with DG Human Resources to foster the professionalisation of the Commission's communication community.

In 2022, DG Communication will become an even greener service, both in headquarters and Representations, with sustainability being part of its corporate culture. This will be in line with the Communication and Action Plan on greening the Commission, scheduled for early 2022.

Complementing the work done in the Commission headquarters, **the Representations**, managed by DG Communication and serving the whole Commission, are reporting on the situation on the ground across the Member States to inform EU's actions. Moreover, they are at the centre of the European engagement and communication efforts, maximising outreach at national, regional and local level. In 2022, they will continue playing a key role in communicating the EU's contribution to the fight against the pandemic and in the recovery from the crisis through the Recovery and Resilience Facility implementation, with a focus on the twin green and digital transitions and rebuilding the economy. They will engage in targeted communication, for example through amplifying the political messages of the President in the Member States on her Commission's priorities, promoting the Conference on the Future of Europe and adapting outreach to local needs. In the context of the European Year of Youth, Representations are planning communication actions engaging with young people and emphasising their role in building the future of Europe.

Last but not least, in 2022, DG Communication will continue joining forces with UEFA, the Union of European Football Associations, to fight climate change and to raise awareness about how citizens can contribute to reducing its adverse effects. The 3-year partnership between the European Commission and UEFA, which was signed in October 2021, will allow the Commission to reach very diverse audiences and to connect with millions of citizens on green issues. Other potential partnerships will also be explored.

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

In 2022, DG Communication will continue to contribute to the strategic objective of 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 country-specific information and analysis, such as country-specific reporting on the economic recovery and related twin transition, ongoing COVID-19 responses, major political milestones such as European Council meetings, G7/G20 meetings, key political developments in Member States, other economic and social issues under the European Semester and related Commission initiatives. These services are complemented by political, economic and media reports and analyses, such as ad hoc political reports on topical issues (from domestic and EU politics, to COVID-19, progress on the European Green Deal, social and economic trends); regular COVID-19 reporting; dedicated reporting on economic recovery (including NextGenerationEU and the Recovery and Resilience Facility, and the green and digital transitions), on the European Semester; the rule of law and migration, and Member States' positioning on important geopolitical issues such as foreign policy and defence, neighbourhood, trade, climate and other global challenges.

DG Communication will also continue to conduct comprehensive Eurobarometer surveys as well as specific surveys (such as those on public opinion at regional level), while continuing monitoring, analysing and reporting on media coverage, both in traditional media and on social media platforms.

Furthermore, in 2022, DG Communication will provide analytical reports aggregating EU-wide data resulting 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 will assess the political and communication environment in their Member States and will design activities that match communication objectives at European level, while also being anchored in the local context, tailored to the local media environment and responding to local needs.

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 strategic objective of the Commission being a high-performing organisation by providing strategic advice to the College, based on its expertise in communication as well as on its knowledge of the different media landscapes in the Member States.

In 2022, DG Communication will continue to focus communication efforts on the EU's response to the COVID-19 pandemic, in both the field of speeding up the global vaccination rates and the continuing economic recovery. DG Communication will continue to ensure that the public is served with all pandemic and recovery-related information as fast as possible. This will be done through the dedicated coronavirus and recovery web presence, through the media via the Spokesperson's Service and through increasingly important social media activities and dedicated campaigns, including in Member States.

In 2022, this work will focus on communicating in an impactful and positive way on recovery and resilience plans and other support measures and on the green and the digital priorities, with health being a crucial component of the communication tryptic. Measures that will support achieving this objective will include preparing and disseminating press and social media materials (data visualisation, snippets from factsheets, animated explanatory content), delivering midday press briefings and other media events and creating social media campaigns. DG Communication's social media team will, for example, develop new social media posts on priority topics such as vaccination, recovery, and the new 2030 climate target and will nurture a community of 'EU ambassadors on social media' through ever increasing and improving community management work. Compelling visual identities will be developed and explanatory videos and video messages produced and disseminated. Video and radio studio productions will continue, along with podcasts and video/photo coverage of visits by Members of the College to the Member States and to third countries. New online and offline publication materials for the general public and for children, teenagers and their teachers will be developed.

DG Communication will also maintain seven days a week media monitoring and the preparation of specific reports on key political priorities of the Commission for 2022, as described in the Commission Work Programme, with information collected from Representations with a view to informing major policy initiatives of the College and adapting communication to the national and local environments.

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

DG Communication will also contribute to the strategic objective of 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, while ensuring the necessary agility and flexibility to factor in evolving priorities. In this context, for 2022, DG Communication will continue to ensure consistency in the Commission's messages related to the ongoing coronavirus crisis in areas such as the recovery, public health, research and innovation, and travel.

The overall coherence of external communication actions across the Commission is ensured by the 'right of consent' procedure exercised by DG Communication. The right of consent includes DG Communication's guidance, ongoing monitoring and oversight to ensure that the Commission's communication is effective and that the campaigns are coherent and cost-effective.

Through its operational networks (such as the graphic design, social media and audiovisual networks), ad-hoc task forces (which can be created quickly when the need arises, such as the coronavirus communication task force which was operational from March until July 2020), and the corporate tools placed at the disposal of the Commission, such as corporate framework contracts, DG Communication will facilitate the overall alignment of Commission services' activities on various communication channels, such as social media, audiovisual and the web. The governance bodies and networks related to the Europa web presence will concentrate their work in 2022 on the further evolution of the **new web publishing platform, web accessibility and increasing multilingual content** (including the further roll out of DG Translation's e-translation tool on all Commission websites). In 2022, DG Communication expects to treat more than 170 web requests and assist Commission services in setting up and maintaining their web presence.

In 2022, DG Communication will work closely with other Directorates-General to include the examples from their policy areas in order to contribute content to the overarching NextGenerationEU corporate campaign and the European Green Deal and digital strands. DG Communication will also collaborate with the other services for the convergence of their major communication actions, when appropriate, with the NextGenEU visual identity.

In the context of the 2022 Country Strategies, enhanced coordination with relevant policy Directorates-General will ensure more coherent and impactful communication on the ground. Directorates-General are encouraged to engage with Representations actively on planned priority communication actions while DG Communication will continue to coordinate requests from Directorates-General to Representations on supporting their outreach actions.

Last but not least, in 2022, DG Communication will continue to work against disinformation and reinforce a shared understanding across the Commission's staff of the challenges posed by disinformation and misinformation in the EU Member States and at European level. It will participate in the implementation of relevant initiatives such as the European Democracy Action Plan. It will also continue its efforts in awareness raising, in close coordination with the European External Action Service, the European Parliament and other relevant bodies and will further develop targeted counteraction, also with the support of the Commission's Representations in the Member States.

Therefore, the main outputs and other relevant indicators for 2022 will range from the coherence of the Commission's web and social media presence to the number of participants and meetings organised by the several professional networks (for example, communication network, disinformation network, social media network, audiovisual networks). In steering such networks, DG Communication ensures continuous guidance on professionalisation and performance management across the Commission's 'external communications family'. For example, in 2022, the Graphic Design Network will benefit from three hands-on workshops on accessibility of online documents and copyright of visual material.

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

DG Communication will continue contributing to the strategic objective of the Commission being a high-performing organisation through its work on communicating the Commission's headline ambitions to wider European audiences, both in headquarters and in the Member States through the Representations. A variety of channels and tools are used, ranging from producing and disseminating online content, print publications, social media and audiovisual material, to organising press and stakeholder events, managing a relevant and coherent web presence, driving the strengthened interinstitutional cooperation in a spirit of shared responsibility (for example, around Europe Day, youth projects and to amplify the Commission's corporate campaigns) and managing a presence at the local level through the EUROPE DIRECT network and the Contact Centre (replies to citizens' enquiries).

DG Communication launched the interinstitutional [Learning Corner website](#) for 5-18 year olds, their teachers and parents in 2019. It added a major new section for the general audience called [Top Publications](#), in November 2021. DG Communication will continue to develop both sections of the site in 2022 and to maximise their targeted outreach to their respective audiences. It will ensure the integration of its websites, publications and other online materials on the EU's priorities into all relevant activities planned for the European Year of Youth 2022. Furthermore, DG Communication will continue to support other services developing publications and other online materials by (i) sharing the results and best practices of two studies⁸ it completed in 2021, (ii) making its two testing panels⁹

⁸ 'Review of EC publications for citizens' (December 2019-February 2021) and 'Study on youth audience sub-segmentation' (May 2020-May 2021).

⁹ DG Communication coordinates both the Teachers' Testing Panel and the Europe Directs' Testing Panel. The Teachers' Testing Panel, comprising 54 primary and secondary school teachers, tests materials produced by DG Communication, by other Directorates-General, and by other EU Institutions for 5-18 year olds, their teachers and parents. The feedback provided by the panel enables the services to optimise their materials for use in schools. The Europe Directs' Testing Panel, comprising 27 managers of Europe Directs, provides a similar service for materials produced for 18-118 year olds.

available to test materials before they are finalised, and (iii) making other services' materials available on the Learning Corner.

The Commission's web presence on the Europa web domain will continue to underpin all communication actions. In particular, the core Commission and EU websites that are at the centre of the 'Europa family' of websites provide both unique content regarding the political priorities and the functioning of both the Commission and the EU, and act as a gateway to navigate further towards more specialised websites owned by various Commission services.

Social media and visual communication work will continue and intensify their support to the NextGenerationEU corporate campaign. As a complement to the major messages in the campaign, specific targeted social media campaigns will also run, focusing on new legislative proposals in the Commission's 2022 work programme and on testing communication's approaches and visual assets to fine-tune and optimise the production and distribution work. The main topics will be green, digital, health and economic recovery.

Furthermore, DG Communication's audiovisual, graphic design and social media teams began in late 2021 a joint reflection on further aligning their strategies, products and activities to maximise synergies, efficiency and reach. This process will be finalised and bear fruit through enhanced coordination in 2022.

The role of online, in particular audiovisual, communication will be important in all these communication actions, if the sanitary situation limits face-to-face gatherings. Video communication will probably have to continue to replace some or all large, in person meetings and will remain a privileged means of communication for the President and the College in 2022. In addition to this, audiovisual services will be boosted by a new podcasting platform that will be added to the audiovisual portal and will strive to inform the public about all key EU policies via engaging podcasts.

In 2022, the Europe Direct Contact Centre will start offering instant messaging as a communication channel in addition to phone and emails, thereby increasing the options for citizens to interact with the EU.

Finally, the new generation of Europa Experience installations in the Member States capitals will introduce a new multimedia communication station focussing on country-specific information. This Local Station can be adapted to meet national needs, proposing locally relevant content for tailored communication on the ground. DG Communication is in the lead of the communication content of this station, to be developed in close cooperation with the respective Representations and European Parliament Liaison Offices, while the European Parliament caters for the hardware.

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 strategic objective of 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 2022. 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 Commission's various social media accounts; a variety of events organised by the Representations, including the promotion of the online platform on the Conference on the Future of Europe and the conclusion of the Conference, EUROPE DIRECT centres' engagement with citizens via different activities; network and visits organised by the Visitors' Centre (in both face-to face and online modes).

Due to the COVID-19 crisis, the Visitors' Centre shifted its offer to virtual formats in record time. Seeking synergies with the new 'Experience Europe' Centre in Rond-Point Schuman 14 in Brussels, the refurbished Charlemagne Visitors' Centre will be ready in April 2022, with a new narrative and communication concept and with modernised, sustainable facilities in line with the principles of the New European Bauhaus. Apart from proposing a new visitor journey underpinning the forward-looking headline ambitions, the Centre will also feature interactive audiovisual equipment and propose revised formats for physical, hybrid, and virtual visits.

The 'Experience Europe' Centre in Rond-Point Schuman 14 provides a unique point of view on the EU. It consists of an exhibition based on multimedia devices, providing a paperless, more climate friendly communication environment towards citizens, bringing also a new dynamism to the European quarter in Brussels, and contributing to the interinstitutional visitors' experience.

After the launch of the Conference on the Future of Europe in the spring of 2021, 2022 will see the activities of this interinstitutional initiative continuing to take place online, on-site or in hybrid formats, with a view to arriving at realistic and achievable recommendations. This is also underlined in President von der Leyen's 2021 State of the Union address ('the Commission will be ready to follow up on what is agreed by the Conference')¹⁰. Notably through its work on the Conference platform and the citizens' panels, DG Communication will help to ensure that what has been discussed leads to outcomes from this exercise in deliberative democracy in Europe. The EUROPE DIRECT centres will play a major role in communicating the results and the impact of the Conference at local and regional level.

¹⁰ [State of the Union Address, 15 September 2021](#)

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 in Representations) in cooperation with the Secretariat-General will build on its extensive experience with Citizens' Dialogues and the Conference Citizens' Panels and further develop participatory and deliberative methods of engagement. While the multilingual Conference platform has proven its value as an online hub of the Conference on the Future of Europe, its operations can be adapted to new needs of the Commission in 2022.

Audiovisual and social media communication means will continue to be proactively deployed in 2022 to reinforce awareness of the work of the Conference and of the results of its deliberations.

The Back to School/University initiative will continue in 2022 in both physical and virtual formats. Participants' presentations will be focused on the following topics: Next Generation EU, the role of the EU in the pandemic and active European citizenship.

In 2022, with the launch of the pilot project 'Building Europe with Local Entities', DG Communication will engage with locally elected councillors from all across the EU in communicating at the local level about EU topics. The project will be implemented by DG Communication in close cooperation with the Committee of the Regions and will capitalise on synergies with other communication initiatives present at the local level, starting with the EUROPE DIRECT centres.

PART 2. Modernising the administration: main outputs for 2022

The internal control framework¹¹ supports sound management and decision-making in DG Communication. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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 2021, the DG Communication's Internal control and risk management group identified three internal control priorities, namely internal control principle 3 (structure, authority and responsibility), internal control principle 12 (control activities through policies and procedures) and internal control principle 13 (document management and data protection). These internal control priorities will be reviewed for 2022 in the light of the assessment of internal control deficiencies to be conducted at the start of 2022. This assessment will take into account the evolution of the Internal control monitoring criteria, the results of the DG Communication internal control assessment tool (iCAT), the results of audits, and other relevant indicators.

Overall, in 2022, DG Communication will focus on the areas of talent management, data protection and control and anti-fraud strategies, with their respective action plans, as well as DG Communication's Equality Work Plan¹², its implementation and monitoring in 2022.

A. Human resource management

The Strategic Plan 2020-2024 for DG Communication, as for all Commission services, sets targets in the areas of female representation in middle management and staff engagement. As of 1 February 2022, DG Communication stands at 61% women in middle management positions and went beyond the specific target set by the Commission for the end of 2022 by three further first-time female appointments.

In all relevant functions, DG Communication's management is gender balanced:

- Senior management in headquarters: 4 women (Director-General, Director A, Director B, Director D), 3 men (Chief Spokesperson, Director C, Principal Adviser)
- Middle management in headquarters: parity with 8 women and 8 men (remaining posts vacant)

¹¹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

¹² DG Communication's Equality Work Plan aims to mainstream equality across all practices and initiatives of DG Communication. The plan has actions relating to external communication and internal awareness-raising, both in headquarters and Representations.

- Heads of Representation and of regional offices: 12 women and 13 men (including 3 heads of regional offices) (remaining posts are vacant).

On staff engagement, in 2022, the new Commission Decision on Working Time and Hybrid Working will set the basis for new hybrid ways of working, which require a change of culture across the organisation. DG Communication will support and accompany its staff during the transition from the crisis mode that prevailed since the spring of 2020 towards this long-term 'new normal'. 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. DG Communication will continue using digital collaborative videoconferencing tools to foster the participation and engagement of remote working and teleworking staff.

In 2022, DG Communication will focus on the following priority actions:

- actively supporting DG Communication staff and managers through the COVID-19 crisis and its aftermath, as well as in the transition to the new ways of working ushered in by the Commission's new corporate Human Resources strategy, through support for going digital, guidance on learning and professional development, internal communication actions, participatory events and flexible solutions for *ad hoc* service reinforcements;
- drawing lessons from the Staff Survey 2021 and adjusting the new local Human Resources strategy where needed. The strategy supports the Commission's corporate Human Resources strategy and DG Communication's specific business needs;
- updating the DG Communication Learning and Development strategy to incorporate options offered by LinkedIn Learning licences to further upskill the Directorate-General's staff's digital skills and competences;
- supporting DG Communication's domain leader role in external communication, including the launch of new communities of practice for certain specialised profiles in the domain (notably in the areas of press and media relations and the evaluation of the impact of communication actions);
- supporting DG Human Resources (as domain leader for internal communication) in its corporate actions to inform and engage with staff.

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 2022, DG Communication will continue to implement the action plan of the control strategy of DG Communication, adopted in 2020.

The verification of selected high-value procurement procedures by the Procurement Board of DG Communication, established in 2020, contributes to more effective controls and will thus be continued in 2022.

As in 2021, DG Communication will perform a number of ex-post controls in its headquarters units and in the Representations. The controlled entities are selected in line with DG Communication risk-based methodology. The ex-post controls highlight potential recurrent issues, which may require global mitigating actions.

DG Communication plans to refine further the financial procedures dashboard, containing information broken down by unit and Representation, which will allow managers to monitor and rationalise the number of procurement procedures and financial transactions. This is also facilitated by the use of the corporate Public Procurement Management Tool, which has become compulsory for all procurement procedures above EUR 1 000.

The efforts made in 2021 by DG Communication to reinforce the segregation of duties in the financial circuits, increase awareness and training of the actors in the financial circuits and ensure the transition towards a fully paperless financial transactions process have been successful and will be consolidated.

DG Communication will take on board the conclusions of the Internal Audit Service following the consulting engagement on 'Synergies and efficiencies in procurement in DG Communication'. This consulting engagement, performed upon request of DG Communication, aimed at assessing the possibilities to achieve synergies and efficiency gains in procurement and related internal control activities. The Internal Audit Service provided in October 2021 its final report, identifying a number of issues for consideration, related to procurement procedures, financial management and cross-cutting subject matters. DG Communication will assess this report and implement proposed actions, where appropriate, aimed at achieving synergies and efficiency gains.

DG Communication has put in place a full programme of capacity building for actors in financial circuits. The programme, delivered by COMM.D.1 and COMM.D.3, consists of 17 training modules scheduled for 2021-2022, which cover key aspects concerning public procurement, financial management, internal control, planning and budget. The purpose is to increase the administrative capacity across DG Communication, contributing to a more robust and coherent procurement and financial process, starting from developing strategies to the more technical aspects, and leading to economies of time in the control process. The capacity building programmes should be continued, as the administrative capacity of units and Representations should be strengthened in aspects pertaining to finance, procurement, planning and budget.

C. Fraud risk management

Fraud prevention is essential to ensure sound financial management of the budget. In 2022, DG Communication will continue to implement the action plan of the anti-fraud

strategy of DG Communication, adopted in 2020, at Headquarters and in the Representations.

The capacity building programme mentioned under point B above contributes to reinforcing staff awareness of ethics principles and fraud patterns, while optimising effectiveness and efficiency of preventive and detective measures.

DG Communication encourages adequate rotation of staff participating in evaluation committees and the Procurement Board examines the high-value strategic procedures before publication of the contract notices and/or before award of the contracts.

A community of financial actors has been set up and a clear segregation of duties in the financial circuits is ensured. These actors in the financial circuit are formally appointed and required to attend a number of mandatory training sessions to reach full awareness on their roles and responsibilities.

The follow-up of non-compliance / exception events (Internal Control Principle 12) contributes to enhancing awareness of DG Communication's staff and management about rules and procedures related to the management of procurements and implementation of contracts.

Periodical analysis of data on procurement procedures stored in the ABAC Datawarehouse and systematic verification of red flag indicators will be carried out to detect potential fraudulent behaviour and support targeted ex ante and ex post controls.

D. Digital transformation and information management

In 2022, DG Communication will proceed to modernise further digital solutions in its portfolio, as well as in digital communication and collaboration. The guidelines and the objectives of this modernisation have been provided throughout several corporate programmes, starting from the Commission's Synergies and Efficiencies exercise, through the ColdFusion Transformation Programme, to the European Commission Digital Strategy (ECDS). Moreover, recently DG Communication overhauled its internal IT governance, to enhance the ownership of business stakeholders in the inception and management of digital solutions, to ensure the effective overview and steering at the senior management level, striking the right balance between the operational (and more technical) aspect of IT governance and the strategic insight. The main objective is to steer the digital transformation process in DG Communication and ensure alignment with the Commission Digital Strategy. The new internal IT governance would not be achieved as long as IT risk management is not fully integrated to business processes. More than 30% of DG Communication information systems have performed or are finalising IT risks analysis and study. Business managers and owners have been involved and System Security Officers appointed. The coverage for the whole IT portfolio can be achieved within a reasonable timeline, reaching objectives and deadlines defined at the corporate level.

In 2021, headquarters and Representations successfully shared common collaboration tools (notably Microsoft *Skype for Business*, *Teams* and *Webex*) that mitigated the barriers to internal communication caused by the working conditions under lockdowns and telework. However, the same level of connectivity is still to be achieved in communication with other institutions and external correspondents. Central services have already designed an ambitious plan to reach an analogous level of integration, yet the calendar will be necessarily influenced by the other parties' collaboration. The IT-infrastructure upgrades required to support the digital transformation of communication and collaboration have been already implemented and improvements are continuing (for example, the provision of a new wide area network connecting all Representations offices with enhanced performance being rolled and will be completed in early 2022; major upgrades are planned every two years).

Another ongoing project that will continue in 2022 concerns the Representations' political reporting platform, with the focus for 2022 being, on the one hand, on introducing further programming adjustments, taking account of experience and evolving reporting needs and, on the other hand, on launching a new project ensuring the automatic ARES registration of political reports managed on it (to be compliant with the rules on document management and lessen the increasing manual administrative burden).

Other initiatives to expand collaboration outside the Commission perimeter, and foster citizens' engagement, are progressing and increasing. In 2022, both Representations and headquarters will continue adopting solutions to allow external remote attendance in virtual or hybrid meetings, or conferences. Moreover, the Visitors' Centre is in close collaboration with DG Interpretation (DG SCIC), and participates in the relevant DG SCIC user group for immersive platforms in view of inclusion of its specific needs in the future shortlisted platforms, which shall be available under the DG SCIC framework contract at the end of 2022 / beginning of 2023. More generally, close and complementary cooperation between DG Communication and DG SCIC will also continue on supporting Commission services through corporate framework contracts in the areas of communication and events, respectively. With the return to normal, Representations are also looking into ways to keep virtual options for meetings and conferences for harder to reach regions. During the pandemic, the EUROPE DIRECT centres have been deploying new digital outreach tools allowing to reach new local audiences and to trigger new forms of digital interaction. Moreover, the new system *EU Around Me* will provide EU citizens with detailed information on EU networks' outlets through an easily accessible and searchable geographical map.

The Representations are also set to experience a change in management of communication and outreach activities with external stakeholders by the deployment of CONREP (Contact and Consent Repository) in 2022. The tool will facilitate the coherent management of personal data in Representations' daily communication activities, in line with the applicable data protection framework (i.e. Regulation 2018/1725).

One of the key projects (linked to the Digital Strategy Communication objective and to the corporate Data Ecosystem) undertaken by DG Communication is the deployment of the digital platform for the Conference on the Future of Europe. This project is linked to the

strategic objective of reaching out to and engaging with EU citizens. The platform will continue its function in 2022 in support of the Conference.

The COVID-19 pandemic and the shift to remote working caused a popularisation of digital collaboration tools as well an intensification of the Commission's communication activities via social media. In 2022, DG Communication will map its social media activities in order to assess the exact need for Data Protection Impact Assessment concerning their use and will provide corporate guidance if necessary.

In 2022, DG Communication will continue IT projects linked to this directive, as well as to knowledge management and more articulated data analytics. More specifically, these IT projects will share these requirements:

- instances of interactive and user-centric web-presence, in line with the relevant user experience (UX) guidelines published last year;
- artificial Intelligence-based virtual assistance, in line with the Innovation Framework that will bring a corporate approach to Innovation and use of emerging technologies;
- 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).

In 2022, DG Communication will continue the preparation of IT risk analyses and security plans for its information systems. This process was started at the beginning of 2021 and progressed throughout the year, focusing first on big and critical systems. It will be continued in 2022 to cover all the information systems in the Directorate-General's portfolio.

In line with the objectives set by the President in her political guidelines, DG Communication will continue to preserve privacy, notably as regards the use of digital platforms and tools, bearing in mind the Schrems II judgement¹³ and the recommendations of the European Data Protection Board and the European Data Protection Supervisor. On the basis of the exercise launched by the European Data Protection Supervisor in July 2020, DG Communication will continue mapping and monitoring contractual relations with possible personal data transfers to third countries and assessing their impact on the individual rights and freedoms of data subjects.

DG Communication will continue to work on achieving the objectives set out in the review of the Data Protection Action Plan (C(2020)7625) adopted on 9 November 2020. In particular, it will:

- clarify the roles of processors and controllers with regard to contracts with external entities;

¹³ [EDPS Statement following the Court of Justice ruling in Case C-311/18 Data Protection Commissioner v Facebook Ireland Ltd and Maximilian Schrems \("Schrems II"\)](#).

- raise awareness of staff in general, and middle and senior management in particular, of the challenges of activities and contracts involving data transfers;
- provide training modules addressing data protection topics identified as essential for staff knowledge and more specialised sessions for the units within the Directorate-General, the Representations, in particular for CONREP¹⁴ users, EUROPE DIRECT centres, as well as to other operational controllers upon request.
- provide tailored assistance and training in order to minimise the risks of data breaches.

In addition, DG Communication will continue its cooperation with the network of Data Protection Coordinators and the Data Protection Officer in order to ensure coherent implementation and interpretation of Regulation (EU) 2018/1725 in the Commission, to discuss subjects of common interest and set up best practices.

Last but not least, following the putting in place of the Europe Direct Contact Centre on 1 February 2021, allowing to respond to questions from EU citizens in a more facilitated way, DG Communication will help in providing tailored training sessions and specific assistance in terms of the Commission's document management and development of artificial intelligence. It will assist in the establishment of a base of cooperation across the Commission's services, as well as with third parties.

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, in 2022, scale up its greening ambition, focussing efforts on the areas of buildings, mobility and events and conferences as the activities with the greatest environmental impacts. This will be in line with the Communication and Action Plan on greening the Commission, scheduled for early 2022.

For buildings, improvement of the environmental performance is expected through the reduction of office space driven by the Commission's new Human Resources strategy, implemented in new market prospections for Representations' premises, as well as by gradually reducing the number of buildings open during holiday periods.

With 19 leases of Representation buildings terminating by the end of 2026, DG Communication will seek proper weighting of environmental criteria in the evaluation of potential premises. The European Parliament leads market prospections of buildings for joint Houses of Europe in the Member States where DG Communication shares premises and, therefore, DG Communication is not entirely independent in the process. The final

¹⁴ CONREP ("Contact and Consent Repository") - System for managing personal data in European Commission Representations.

choice of the buildings will be driven by the market offers and their price, coupled with the infrastructure requirements of the European Parliament.

The Eco-Management and Audit Scheme (EMAS) certification of two pilot Representations is expected to complete the process initiated in 2021, with additional sites engaged in the certification process afterwards.

Actions to increase the energy efficiency of Representations' buildings, such as the installation of smart energy meters and LED lighting, and a switch to green electricity providers, will be supported in 2022 by awareness raising campaigns.

The mission of DG Communication staff located in 31 sites outside headquarters (Brussels and Luxembourg) is to cover the entire territories of the host Member States and liaise with headquarters on country specific issues. In 2022, DG Communication will aim to reduce further the environmental impact of its mobility. DG Communication will leverage the successfully deployed use of videoconferencing and collaborative platforms to organise online or hybrid meetings whenever possible, reduce the number of non-essential missions, promote greener means of transport, continue to upgrade the Representations' car fleet to low and zero emission vehicles and promote the use of public transport for commuting, including by reducing the number of staff parking places available. Provided no new exceptional situations emerge, DG Communication will carefully analyse its mobility profile during 2022 in order to establish a baseline for the stabilised operational mode and inform a strategy for further reducing the corresponding carbon footprint.

Further efforts will be invested in making the numerous events and conferences organised by DG Communication more sustainable, using the recently developed corporate guidelines and best practices. As these events attract a large and diverse audience across all Member States, they have the potential to underpin the Commission's green agenda in public opinion.

Other actions to be promoted during 2022 include 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 and those linked to the management of the Representations' buildings, logistics, health and safety, the improvement of waste management and recycling.

DG Communication will pursue and further develop in 2022 its digital and paperless strategy in combination with the promotion of the use of collaborative technologies (e.g. through the M365 Digital Champions scheme). The efforts will be further strengthened through the promotion of existing electronic processes (e-signatories, electronic financial workflows, e-Invoicing). The rollout of the qualified electronic signature will be extended to almost all documents (beyond the financial ones) and will be accompanied with relevant training activities for all staff.

In line with this paperless strategy, BASIS - the Commission's corporate tool for preparation and management of briefings and speeches - will be deployed across DG Communication during the first half of 2022 following its introduction in a pilot phase in late 2021.

Staff engagement is an important element to achieve behavioural changes as well as a source of ideas for continuous improvement. DG Communication will promote the corporate Eco-Management and Audit Scheme (EMAS) priorities with awareness-raising campaigns and participatory-style activities involving the EMAS Correspondent of DG Communication and a to-be created network of volunteers. An example are the Green Talks which were introduced already in 2020. They serve to crowd source ideas from staff for a Green DG Communication Action Plan, to be further developed once the Communication on the Greening of the Commission is available.

The Commission announced its Arctic Strategy in October 2021. One of the elements of the strategy is the opening of a Commission Office in Nuuk, the capital of Greenland. The Office will be attached to the Commission Representation in Copenhagen. DG Communication will provide logistical and technical support to the DG for International Partnerships regarding the search for premises and their management.

DG Communication, having in its remit health and safety matters of the Commission Representations, organises various actions to improve the security, health and safety in the premises hosting the Houses of Europe. These will be continued in 2022 and include projects to improve the security of the buildings, issuing guidelines and standard procedures, performing training and evacuation exercises.

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

Efficiency gains in web communication

DG Communication provides technical enablers to realise the editorial strategy of its web presence that should render it more relevant, coherent and cost-effective. These are:

- the Europa Component Library: providing technology agnostic, standardised design to be used on online solutions;
- the Europa Web Publishing Platform: an 'off the shelf' content management system, allowing for setting up websites within a matter of days;
- webtools: various technology agnostic visualisation or other technical solutions such as machine translation, maps, charts, etc.

By using these tools, other services are saving important resources, as they reuse existing solutions and do not pay for custom IT development. By the end of 2021, almost 100 websites were using the new web publishing platform, thus achieving savings for all Commission services using it.

Regarding webtools, they allow the creation of thousands of maps and charts on all Commission websites, sparing the effort in the services of costly custom IT development to be able to display the information in such formats. The new technical solution proposed by

DG Communication under webtools already allows Commission services to install DG Translation's e-translation tool on their websites, saving important resources in human translation for the Commission and proposing better services to citizens. In 2021, the solution was installed on 10 000 web pages. The human translation cost on average of a page is EUR 100. While not all those pages would have ever been subject to human translation, this ratio clearly illustrates the value of a service provided to citizens.

Efficiency gains in recovery orders issued – shared expenses with the European Parliament for the Houses of Europe in the Member States

In spring 2021, DG Communication signed a new administrative arrangement with the European Parliament for the central management by DG Communication of shared expenses in the Houses of Europe. 2022 will be first full year of operationalisation of the new arrangements, which replace previous local management by the Representations. Both institutions now issue centrally their respective recovery orders. This new arrangement should bring to the Representations a saving of an estimated 200 recovery orders issued, and all the related bilateral exchanges with the European Parliament, per year.

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(s): N.A.

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Political, economic and media reports ¹⁵	Number of reports (source: database C2)	1 200
Opinion poll surveys ('Standard Eurobarometer surveys') with long term indicators	Number of comprehensive Eurobarometer surveys	3
Additional opinion poll surveys (other Eurobarometer surveys) on specific issues	Number of Eurobarometer surveys	2
Media monitoring	Number of comprehensive media monitoring reviews	365
	Number of ad-hoc media reviews on major initiatives	50
Media analysis reports on events linked to headline ambitions	Number of media analysis reports	70

¹⁵ As European Semester Officers are attached to SG RECOVER as from 1 October 2020, their reports for SG RECOVER and country teams should no longer be counted as DGCommunication, but as SG RECOVER reports.

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(s): N.A.

Main outputs in 2022:

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)	300
	Number of media and press activities related to visits by Members of the College to Member States	150
Management of audiovisual technical facilities	Number of hours provided in Electronic News Gathering Television Crews, 'Very Important Persons' video/photo-shooting and video editing	8 500
	Number of audiovisual products provided to the College (messages, interviews, statements, clips)	1000
Analytical reports based on Representations' assessment of local communication needs and opportunities	Number of analytical reports on outreach adapted to local needs	17

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(s): N.A.

Main outputs in 2022:

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	More than 80
	Number of Communication Network meetings per year	11
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, EC Representations, etc.)	Number of meetings of professional networks organised per each network separately per year:	
	<ul style="list-style-type: none"> Network against disinformation (targets: 6 meetings per year + adoption of the first workplan for the Network in 2021) 	6
	<ul style="list-style-type: none"> Network of communication procurement practitioners 	2
	<ul style="list-style-type: none"> Community of practice of Europe Direct Contact Centre back-offices 	2
	<ul style="list-style-type: none"> Europa cross-editorial board, Europa Forum, Europa Steering Board 	4
	<ul style="list-style-type: none"> Audiovisual Correspondents networks meetings 	3
	<ul style="list-style-type: none"> Social Media Network meetings 	2
	<ul style="list-style-type: none"> Graphic Design Network meetings 	2
	<ul style="list-style-type: none"> 'Penmasters' Network meetings (for speechwriters and writers of political content) 	2
	<ul style="list-style-type: none"> Conferences/meetings/training sessions for specific profiles of staff working in the Representations 	17
Professionalisation and centralisation of	Number of workshops on the Commission's visual identity	3

Output	Indicator	Target
communication services	Percentage of logo exception requests handled within 4 weeks ¹⁶	Over 60%
	Number of training sessions (data clinics) on the central social media publishing and monitoring tools	Over 40
Centralisation of communication framework contracts ¹⁷	Number of Corporate Communication Framework Contracts (maximum)	22
	Number of specific contracts concluded using Corporate Communication Framework Contracts ¹⁸	370
Professionalisation of external communication communities	Learning paths for the nine distinct communities of practice within the communication domain, enhanced by curated content from LinkedIn Learning.	4 ¹⁹
	Formal launch of additional communities	2
Reduction of reliance on intra-muros service providers in the external communication domain	Corporate Communication Framework Contracts aligned with corporate and domain guidelines on the use of in-house service providers	All framework contracts renewed or amended by end 2022
	Item presented to Communication Network meetings for information	1
Countering disinformation	Reach of awareness-raising activities ²⁰ fighting disinformation	1 000 000 ²¹
	Number of visits to anti-disinformation web pages	50 000
	Number of Network subgroups successfully online	3

¹⁶ Logo exception requests are handled through a complex procedure coordinated by the DG Communication and involving the Secretariat-General, the DG 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.

¹⁷ 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 stocktaking of the process in 2019. The number of these contracts was reduced from 58 (baseline on 1 January 2016) to 22 by the end of 2021.

¹⁸ Corporate Framework contracts managed by DG Communication Corporate Communication Contracts and Evaluation teams.

¹⁹ 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.

²⁰ Ranging from the production of communication products (including videos and social media posts) to the coordination of the relevant Commission Disinformation Network, etc.

²¹ The figure sums the reach for all the awareness-raising activities related to disinformation: webpages, social media posts, download of toolkits, etc.

Output	Indicator	Target
Consultation of Eurobarometer surveys on Europa	Number of visits to Eurobarometer web page	240 000
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(s): N.A.

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Corporate communication campaign NextGenerationEU	Reach: Number of contacts made during 2022	5 billion ²²
	Number of targeted social media campaigns ²³ focusing on the Commission's headline ambitions	4
Europe Direct Contact Centre response to users' enquiries	Number of replied inquiries	160 000
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 ²⁴	48

²² Contacts counted in terms of viewable ad impressions. Target based on the assumption 3 billion contacts on TV and 2 billion contacts on other channels. Concerning the latter, we forecast a net ad spend of EUR 24 million and an average vCPM (cost per one thousand viewable ad impressions) of EUR 12. Target does not include contacts made through press work..

²³ A targeted campaign means a series of posts on the same topic, cross-platform, supported by an advertising budget.

²⁴ 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.

Output	Indicator	Target
Publications ²⁵ and online materials for the general public and for young people	Number of static and animated visuals developed for backdrops/social media	750
	Number of readers / visits to publications and online materials	6 000 000
	Number of publications / online materials produced by DG Communication / other Commission services for which testing panels ²⁶ provided advice	15
Press events organised by Representations	Number of press events (physical or virtual)	120
	Number of journalists during press events	1 000 ²⁷
Press events organised by the Spokesperson's Service	Number of press events of College members (physical or virtual):	
	- press conferences:	130
	- press points	40
Visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	Number of visits to the webpages promoting the six Commission priorities, and the relevant material (factsheets, fact pages)	3 000 000
Social media following of the President of the Commission on Twitter, Instagram and LinkedIn	Number of followers on the President's social media accounts	250 000 Instagram
		800 000 Twitter
		800 000 LinkedIn
European Commission central and local social media accounts	Number of followers on European Commission central and local social media accounts	7 500 000
Audiovisual and multimedia productions, Europe by Satellite (EbS) news coverage and media library	Number of Corporate Video Productions	175
	Number of items downloaded (Audio/Video/ Photo)	100 000

²⁵ All paper publications are printed on 100% recycled paper from 100% post-consumer waste, using a totally chlorine-free process. The total number of copies of publications printed will continue to be lower in 2022 than in previous periods, while the readership of online publications and materials is expected to continue increasing, leading to a small net increase in the overall target.

²⁶ DG Communication coordinates both the Teachers' Testing Panel and the Europe Directs' Testing Panel. The Teachers' Testing Panel, comprising 54 primary and secondary school teachers, tests materials produced by DG Communication, by other Directorates-General, and by other EU Institutions for 5-18 year olds, their teachers and parents. The feedback provided by the panel enables the services to optimise their materials for use in schools. The Europe Directs' Testing Panel, comprising 27 managers of Europe Directs, provides a similar service for materials produced for 18-118 year olds.

²⁷ This indicator provides a total number of journalists attending all the 27 Representations' press events, both in physical and virtual format.

Output	Indicator	Target
	Number of hours transmitted by EbS	2 100
	Number of TV uptakes from EbS (in minutes)	55 000
User-centred websites.	Number of visits to the European Commission core site ²⁸	100 000 000
	Number of visits to the Europe Union website	35 000 000
	Number of visits to all Commission owned websites enrolled in Europa Analytics ²⁹	650 000 000

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(s): N.A.

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Events organised by Representations	Number of outreach activities (physical and online)	6 000
	Number of participants at events and actions	500 000
Information events organised by EUROPE DIRECT centres	Number of information and engagement activities	3 500
	Number of attendees	600 000
Information visits organised by the Visitors' Centre	Number of visiting groups to the Commission per year	800 ³⁰
	Number of visitors per year	24 000

²⁸ 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.

²⁹ +/-330 websites.

³⁰ Due to a limited access to and capacity of meeting rooms in COVID times, the final number of physical visitors, that resumed since September 2021, will be affected. However, DG Communication expects this to be somewhat counterbalanced by a continued high number of virtual visitors and the opening of the renovated Visitor's Centre in April 2022. .

Output	Indicator	Target
Experience Europe / Brussels Rond-Point 14 ³¹	Number of visitors Experience Europe / Brussels Rond-Point 14	45 000 ³²
EU-level Citizens' Panels and Citizens' Dialogues ³³	Number of EU-level Citizens' Panels and Citizens' Dialogues on-site and online	300
Conference on the Future of Europe ³⁴	Number of participants of the Conference and its side events	10 000
	Number of Conference contributions via the online platform	50 000
	Number of citizens reached via web-streaming and the media	2 million ³⁵
Assist the Conference's governance structures in setting up European Citizens' Panels	Number of panels that have been set up for the duration of the Conference	4 ³⁶
	Number of meetings for each panel by the end of the Conference	336
Social media engagement with citizens (Community management)	Number of social media replies published	10 000

³¹ The 'Experience Europe' centre in Rond-Point Schuman 14 is scheduled to open in January 2022.

³² Due to the uncertainty of the pandemic, this target is subject to change.

³³ 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, Citizens' Dialogues will be considered also as actions of the Conference, in particular when Members of the College are involved.

³⁴ 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, Citizens' Dialogues will be considered also as actions of the Conference, in particular when Members of the College are involved.

³⁵ Joint target defined by the COFE secretariat; digital platform management; DG Communication media monitoring.

³⁶ Total number of Panels since the launch in September 2021.

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 2022:

Output	Indicator	Target
Gender-balanced management in DG Communication ³⁷	Awareness raising of selection panels on gender-balanced management	All panels mixed-gender
		All panels to confirm in their report that gender balance was taken into account
	Regular monitoring and reporting to senior management about gender balance in management	Quarterly updates to senior management
Human Resources Strategy for DG Communication	Update of Human Resources Strategy for DG Communication	01.10.2022 ³⁸
Active two-way communication with staff	Number of participatory events (physical or virtual)	Two staff meetings (virtual or physical) during 2022 targeting both HQ and Representations staff
	Number of senior management debriefs to staff (with open questions)	Minimum of 30 online debriefs, for all staff, of Senior Management meetings in 2022
Staff digitally upskilled	Number of digital trainings followed by DG Communication staff (IT tools, digital communication)	50% of DG COMM staff having followed at least two hours' worth of the new learning opportunities including in LinkedIn Learning via EULearn in 2022.

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 2022:

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 in (value) on time

³⁷ Targets set in SEC(2020)146 have been reached. DG Communication now needs to ensure a gender-balanced management in the long term.

³⁸ Aligned with and complementary to the corporate HR strategy 2021.

Output	Indicator	Target
Economical controls	Overall estimated cost of controls	Remains <7% of funds managed
Efficient controls: 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
	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 Strategy³⁹ aimed at the prevention, detection and correction⁴⁰ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Targeted awareness-raising actions for DG Communication managers, capacity-building seminars and presentations during ex post controls missions.	Number of participants	>50% of managers and staff 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	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

³⁹ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁴⁰ 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 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG Communication's key data assets	Percentage of implementation of the corporate principles for data governance for DG Communication's key data assets	50%
Knowledge Management and Data Analytics	Progress of the involved projects (Eurobarometer , inter-institutional website, Europe Direct Contact Centre, Social Media Analytics)	50%
Data-protection compliant tool to manage contact details in Representations	Percentage of Representations with a tool deployed	100%
Collaboration tools for Representations	Percentage of Representations with tools deployed (Skype for Business, Microsoft 365, Webex)	80%
Records approved and published on the Data Protection Officer public register	Number of records specific to DG Communication	100%
	Number of identified corporate records needed by the communication community	100%
Staff awareness about data protection ⁴¹	Number of trainings and other awareness-raising activities per year	Minimum 2
	Tailored specific trainings	Minimum 2

⁴¹ Based on last years' experience, 5% of DG Communication staff is expected to attend these actions.

Objective: DG Communication takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2022:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG Communication's total energy consumption	Number of actions	2
Participation in the end of the year energy saving action, by closing down DG Communication's buildings at headquarters and in the Representations during the Christmas /New Year's and summer holiday period or by reducing energy consumption.	% of buildings participating	50% for Christmas/New Year's holiday
Implementation of the Paperless DG Communication strategy , training and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and raising awareness about DG Communication's consumption of office paper	% of staff informed	100%
	Number of new actions introduced	3
	Reduction of the average number of printed pages per user	40%

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Switch to green energy providers of gas and electricity in Representations, where this is possible ⁴²	% of energy supply contracts Representations which are green ⁴³	80%
Greening of the car fleet in the Representations	% of new cars purchased or leased that are electric or plug-in hybrid ⁴⁴	80%

⁴² Feasibility has to be assessed on a case-by-case basis, according to local market conditions (monopolies / existence of green electricity providers / financial impact / autonomy in concluding contracts).

⁴³ Providers whose energy mix includes renewable sources.

⁴⁴ In consideration of current market conditions, the purchase of electric or hybrid plug-in cars will initially focus on official cars (saloon type), which represent 50% of the Representations' fleet.

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on reducing greenhouse gas emissions, sustainable professional travel and commuting, and digital pollution	Number of actions	3
Gradual reduction of emissions linked to professional travel by analysing DG Communication's mission patterns, reporting on the generated emissions, reducing the number of non-essential missions in favour of videoconferencing and virtual events, and promoting more sustainable travel options	Reduction in the number of missions performed by DG Communication staff	Defined in Communication on the greening of the Commission
	Number of reports on mission patterns and generated CO2 emissions	1
III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and staff awareness actions about DG's waste generation in collaboration with OIB	% of staff informed	100%
Staff awareness actions on organising green meetings and events, including the promotion of the corporate Guidelines for sustainable meetings and events .	Number of actions	2
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target (2019 as baseline)
Gradual introduction of GPP criteria in contracts for supplies and services	Number of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>) Percentage of relevant ⁴⁵ high-value calls for tender incorporating green procurement criteria	Number of GPP-relevant contracts with green criteria (<i>relevant value in EUR</i>) 75%

⁴⁵ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.

V. Compliance with EMAS regulation

Output	Indicator	Target (2019 as baseline)
Enrolment of Representations to the Commission's Eco-Management and Audit Scheme (EMAS)	Number of Representations having completed audit and verification cycles, qualifying for EMAS registration	2
	Number of Representations in which the preparatory phase or the audit and verification cycle has started	2