

ANNEX II.

OVERVIEW OF THE NATIONAL RRF COMMUNICATION STRATEGIES

The overview includes unofficial and machine translations of the communication strategies included in the national Recovery and Resilience plans, endorsed by the European Commission by 5 October 2021.

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AUSTRIA

The Recovery and Resilience Facility is instrumental in tackling the COVID-19 crisis in the EU and Austria. The Facility also represents a historically unique act of unity and solidarity of the European Union and has the potential to strengthen trust in the Union. Communication about the Facility and the national plans is a shared responsibility of the EU and the Member States and is a key factor for the success of the action.

The aim of the communication strategy is to highlight the EU's contribution to the green and digital transformation of the Austrian economy, to increasing the innovative capacity, education and skills levels of all citizens, but especially the younger generation, and to social and health resilience. To this end, the plan and the measures it contains should be publicised as widely as possible and made visible on EU funding at all levels.

At the same time, communication on the plan will be used to involve Parliament and stakeholders more closely in the EU Semester process and to increase national ownership, in particular for necessary reform efforts. Targeted communication aims to increase the acceptance of reforms, the costs of which are often concentrated on specific groups, while the benefits cannot be directly captured. Increased visibility of the EU Semester process in Austria and greater visibility of the Council recommendations will increase the effectiveness of the EU Semester in the medium to long term.

The target groups and participants in the communication strategy are:

- The general public. It will be informed about the projects and the EU dimension through appropriate measures within the remit of the respective departments.
- Potential beneficiaries. In particular, they will be informed about access to RRF funds. This is done via the central website of the recovery and resilience plan, [help.gv.at](https://www.help.gv.at), the websites of the departments and the resolution bodies.
- Participants in the plan, in particular the resolution bodies. The aim is to provide the necessary information to ensure the effectiveness and efficiency of participation in the plan and the adequate fulfilment of the obligations under the plan.
- Media and external means of dissemination. The media play a crucial role in reaching large sections of the public. The portfolios will carry out press briefings in order to ensure an understanding of the functioning of the EU Facility, the concrete implementation, the target groups and the objectives to be achieved.
- The social partners also play a role by providing information and/or advice to potential beneficiaries. The departments will cooperate with them in their respective areas of competence.
- The National rat is to be regularly informed of progress and it can hold a discussion with the relevant ministers.

The communication channels to be used will be developed according to the target groups mentioned above in order to maximise the impact.

The central source of information is a dedicated website: <https://www.oesterreich.gv.at/nachrichten/allgemein/EU-Aufbauplan.html>. It publishes the Recovery and Resilience Plan and provides stakeholders with direct access to the national bodies responsible for managing the different funding streams. During the implementation phase, the website will regularly report on the milestones and targets achieved. The website will also provide information on the impact of the recovery and resilience plan on the economic and social situation through the development of key indicators of the recovery and resilience scoreboard of the European Union.

The website should also provide a clear explanation of the longer-term effects of the accompanying reform measures and provide general information on the EU Semester process. In order to strengthen the European dimension, the website should also provide information on individual measures taken by other countries at EU level and describe their indirect effects on the Austrian economy. The website should also link with other European policies, in particular the Green Deal and the European Pillar of Social Rights.

Communication on the actions and objectives of the Plan will be supported through press conferences and press releases. In doing so, the Federal Ministry of Finance, which is responsible for the technical implementation of the plan, and the specialist departments are working closely with the European

Commission. The EU Representation in Austria is the central point of contact for all departments involved in the implementation of the plan. In particular, it is also planned to organise press events on RRF-funded projects in conjunction with the EU Representation. The departments will ensure a balanced regional distribution of these press events. Press events will be held in particular in order to achieve important milestones and targets. In particular, and where appropriate, reference should be made to the six pillars of Regulation (EU) 2021/241.

In order to reach a wider public, in particular children and young people, existing communication projects such as the “Europe at Your School — Back to School” action will be used. At local level, European municipal councils can contribute as multipliers. The Austrian dialogues on the EU Future Conference will also be used to highlight the EU’s contribution to tackling the COVID-19 crisis.

The communication of the plan is illustrated by concrete lighthouse projects. In particular, the major projects include renovation offensive, circular economy plan, broadband support, investment premium and corona Job offensive because of the large circle of potentially favoured people (households, businesses, rural regions, disadvantaged people in the labour market). The selection of these lighthouse projects is in line with the priorities of the Facility to accelerate the green and digital transitions, to encourage private investment, especially in these areas, and to mitigate the social consequences of the crisis. Pension splitting and ‘early aid’ will be presented as particularly effective measures to increase social resilience. In relation to the above projects, the departments organise media and visibility events and provide information and pictures for the website.

The achievement of the plan’s communication objectives is determined by the number of visits to the website and the reception of the plan in the media. For reasons of economy, communication costs are managed within the budgets of the relevant ministries.

Communication at project level takes place through the established framework for implementing the relevant requirements of the EU Financial Regulation and the Structural Funds. § 31 of the General Framework Guidelines for the granting of funding from federal funds lays down the rules on publicity in the case of funding from EU funds.

When granting EU funding, the budgetary authorities must ensure that information and publicity measures are carried out in accordance with the relevant provisions of EU law. In particular, the specific information and publicity requirements should be laid down in the funding and winding-up contracts.

The applicant for funding shall be informed that, in particular, the name of the beneficiary, the name of the beneficiary, the name of the project and the amount of funding granted may be published in accordance with the applicable provisions of EU law.

The paying agencies must inform the beneficiaries of the EU funding as follows: “Funded by the European Union — NextGenerationEU”. The necessary information will be made available on the central website. An EU logo must be added to the services offered. The source of this is: https://ec.europa.eu/regional_policy/en/information/logos_downloadcenter/. Furthermore, the funding streams financed by the RRF will be recorded separately in the Transparency Portal (transparency.portal.gv.at) in order to increase visibility.

The portfolios shall raise awareness of the origin of Union funds by providing targeted information to multiple audiences, including the media and the public, and shall ensure the visibility of Union funding, in particular in the context of information campaigns on the actions and their results.

BELGIUM

Regulation (EU) 2021/241 establishing the Recovery and Resilience Facility stipulates that:

“Beneficiaries of Union funding shall recognise the origin and ensure the visibility of Union funding (...) by providing coherent, effective and proportionally targeted information to multiple audiences, including the media and the public” (Art. 34 (2)).

The European Commission’s guidance adds that Member States are invited to describe in their RRP their national communication strategy in order to raise public awareness of EU funding. Member States are invited to include the following elements in their strategy:

- Raise awareness of the FRR’s contribution to the recovery of Europe and to the double green and digital transition in particular, at project and Member State level.[...]
- All communication activities at project and Member State level must display the EU emblem with the words “financed by the European Union — NextGenerationEU” as agreed in the Regulation in an appropriate and prominent manner.
- Communicate at the time of approval of the final RRP and any subsequent important steps. The strategy should include a draft communication plan for the adoption of the RRP to guide future communication activities.
- Creation of a web space with information on their PRR and related projects. Publish their final PRR on this web space and communicate in advance the specific web link to the Commission.
- Identify the types of projects that Member States would like to promote and promote more actively and for which coordinated communication with the Commission would be envisaged.

Each entity remains responsible for its own communication. In its communication, each entity complies with the requirements of the Regulation and the Commission’s guidelines.

Taking into account the obligations of the Commission Regulation and guidelines, and in line with the above principle, entities shall coordinate their activities in order to ensure consistent communication to the public. This coordination involves two things:

(a) Creation of a website/tool for monitoring the PRR:

The website will be available in the three languages of the country (FR, NL, DE) and in English. It must enable users to easily view the plan measures by thematic axis, component, region/province and competent authority.

The website will be updated dynamically with information on the implementation of PRR measures shared in the Inter-federal Follow-up Committee. Any other information concerning a restoration project that is not included in the PRR may be sent to the Office of the Secretary of State for Strategic Relations and Investments at the request of a competent authority.

The website must have its own visual identity, which will also be used for communication purposes (e.g. in monitoring reports). This includes a logo and a colour/design model. The other graphical elements developed in the context of this mission may be provided to the federated entities upon request as part of their communication.

(b) Coordinated actions:

Joint events may be organised by the different entities, where appropriate.

CYPRUS

Below we outline the RRP communication strategy, providing the general framework for the communication of the RRP, in line with the provisions and objectives set out in the RRF regulation and guidelines. The communication strategy and plan are based on the communication requirements outlined under the RRP Regulation (EU) 2021/241, taking also into account the relevant guidelines provided under Chapter III and Annex VIII of the Proposal for the Common Provisions Regulation COM (2018) 375 final 2018/0196 (COD). Communication will start at the onset of the Plan and continue throughout its entire implementation period and beyond. Through strategically planned and targeted activities, the communication will raise public awareness regarding the European Union, the RRF funding and the Cyprus RRP. The communication strategy will ensure transparency regarding the implementation process of the RRP as well as the funding mechanisms highlighting and promoting the important role of the RRP in Cyprus' economic recovery and growth, green transition and digital transformation. The underlying vision The RRP aims to drive the country – its economy and society as a whole – into a new era. The green transition with energy-saving projects for households and businesses, the digital transformation with the rollout of 5G technology and the digitisation and digitalisation of government services; attracting private investment and revision of the legal framework will include strong incentives for private investments with a focus on innovation in all areas. An appropriate communication strategy is key to guaranteeing maximum impact of the RRP, raising awareness and ensuring recognition and tangible proof that the orchestrated actions of the European Commission (“EC” or “Commission”) and the National Authorities promote long-term, sustainable and inclusive economic growth and social cohesion. The communication strategy will emphasise on storytelling so we can ensure that all communication messages resonate with citizens and businesses. It is important to turn to a communication model that provides enhanced and unforced experiences using technologically simple yet innovative ideas and thus, increase engagement. The aim is to drive a more human and emotional communication strategy that creates customised and comprehensive messages with focus on holistic and omnichannel experiences. RRP updates and customised messaging will be created and promoted as needed and delivery channels will be selected based on the needs of the target groups to ensure maximum absorption and comprehension of the messaging which will aim to demonstrate the value of the RRP in all areas addressed. The general framework for RRF communication The key elements considered in the development of the communication strategy and plan are presented in the framework diagrammatically presented below: We envisage that the communication plan will breakdown and be planned in the following three phases, each of which has its own objective and duration: ● Phase A (2021 - 2022): Phase A includes a deep dive to the RRP communication strategy so as to develop detailed communication plans. During this phase flagship projects will be selected based on the final list of reforms and investments included in the Plan, key communication messages, activities will be designed, and main communication channels will be decided. Also, during this phase, it is envisaged that the Plan will be communicated in its entirety to the public to mark the commencement of its implementation; ● Phase B (2021 - 2026): Phase B consists of (1) the annual planning for the communication activities to be implemented in the year, (2) the implementation of the communication activities / campaigns tailored to the target audiences as planned and (3) the provision of information on the implementation and monitoring of the RRP to implicating bodies and enhance their capacity regarding their obligations around the Plan; ● Phase C (2022 - 2028): Phase C includes the implementation of communication activities which will highlight the results and impact of the RRP with an emphasis on the promotion of EU funding's role. Given that Phase C extends beyond the eligibility period of the Plan, some of the actions envisaged during this timeline will be covered by national funds. The information will be communicated in a simple and understandable way through communication activities outlined below. Outline of the communication strategy The communication strategy aims to inform, promote and communicate the Plan's reforms and investments and their anticipated and achieved results, by providing true, accurate and updated information to the target audiences in an effective manner.

A carefully designed and developed communication plan is instrumental in delivering the vision described in the communication strategy. Therefore, in the development of the communication plan, a set of appropriate methodologies, tools, channels and activities will be carefully selected and tailored to the specificities of the RRP and the identified target audiences. All communication activities will ensure that the RRP results are made known and accessible to the appropriate target groups, at appropriate times, via appropriate methods, and that those who can contribute to the development, evaluation and uptake of its outcomes can be identified and encouraged to interact with the beneficiaries on a regular basis. In order to maximise the

impact of communication activities: ● Information used must be accurate; ● Activities should be coordinated closely with the Commission; ● The right audiences (stakeholder groups) should be targeted; ● Messages should interest the target audiences; and ● Activities should be appropriate in terms of resources spent, timing and expected impact. While the key to a successful communication strategy is robust planning, it is noted that communication is a dynamic process that must be updated frequently to adequately communicate and promote the RRP as it unfolds throughout its implementation period. The main elements of the communication strategy are its objectives; target audiences; communication activities and channels; planned budget; selected key projects; coordination arrangements with the Commission; and monitoring and evaluation. Also, the activities considered include establishing a visual identity, developing and maintaining online communication tools (website, social media and electronic newsletters), organising and participating events, designing printed promotional material, promoting outdoor advertising and establishing a media coverage strategy by sending clear communication messages.

Objectives The main objectives of the communication strategy and plan of the RRP are as follows: ● Ensure transparency regarding the implementation process of the RRP as well as the funding mechanisms highlighting and promoting the role of the RRF; ● Raise public awareness and ensure maximum visibility of the Plan and its results within the identified target groups during and after the implementation period; ● Identify, employ and implement a wide and differentiated set of communication tools and events to maximise the results and impact of the Plan and the reforms and investments included within; ● Identify the communication KPIs useful to measure the effectiveness and efficiency of the activities conducted as part of the monitoring and evaluation task; ● Illustrate how the Plan will cooperate with other EC-funded projects or related initiatives; and ● Define how the communication activities will be administered.

Target audiences The RRP will impact the lives of all Cyprus citizens therefore, its communication and promotion will need to reach a wide and diverse audience. For this reason, the DG EPCD will develop links and collaborate with several organisations to support the promotion of RRP news and upcoming events. RRP target audiences can be clustered in three main categories: ● **Beneficiaries** - could be any public or private body (natural persons or legal entities) that have a direct and/or indirect benefit from the NRRP and thus could potentially be the final recipient of the EU funding (i.e. citizens via a support scheme) in the context of a reform or an investment and they are not engaged in the monitoring and implementation of the Plan. ● **Stakeholders** - the entire population of Cyprus is in principle a target group, which can be divided into specific sub-groups based on their respective direct and/or indirect benefits from, and thus interest on, the RRP. Examples of sub-groups of the RRP stakeholders include citizens - general public, decision makers, NGOs, enterprises, business associations, local authorities, educational/research institutions, etc. ● On the other hand, the media (television, radio, print and electronic media) act as propagators of the messages and play an important role in the continuous, accurate and timely information to the beneficiaries. Thus, this communication activity will aim to inform the beneficiaries about the Plan (progress, latest updates, results achieved) through the media. The communication messages, activities and channels will depend on the type of target audience and the characteristics and interests in relation to the RRP of each target sub-group on a case-by-case basis. Given that equal opportunities for all is one of the key priorities of the RRP, the national communication strategy will also consider how the communication activities will reach under-represented groups of the society, such as people with disabilities, and promote how the RRP invests in under-represented and marginalised people, including women, youth and elderly. In order to achieve this, the specific characteristics and communication needs of each target group and sub-group will be identified and factored in the design of appropriate communication channels and materials. Examples of this type of communication measures could be the printing of communication material with the Braille method to inform the blind people for the RRP, the RRP website to be compatible with the Web Content Accessibility Guidelines for the visually impaired, the content prepared for the social media to be friendly and accessible to people with disabilities as well as communicate the RRP via sign language for the deaf.

Communication activities and channels A comprehensive set of interrelated communication activities will be designed and implemented through appropriate channels of communication for the timely and effective reach out to the identified and selected target audiences. The communication activities will: ● Be effective (i.e. suited to achieving the Plan's communication goals); ● Be proportionate to the scale of the Plan; and ● Address audiences that go beyond the Plan's own community (including the media and the public). It is noted that the communication activities and tools presented below are indicative. During the development of the detailed communication plan, activities and tools that will be selected and designed based on the target audience and time conditions. We envisage that all the types of communication activities described below will be used in isolation and/or in combination during the implementation of the

RRP to achieve maximum results as each has its own strategic importance and can target different target audience groups and sub-groups. In response to the global Covid-19 pandemic and its consequences, the communication activities will be flexible enough and could be organised and implemented fully or partly virtually (online) so that the Plan's promotion is not interrupted during this unprecedented crisis. Communication activities and tools The following key communication activities are envisaged in the national communication strategy: ● Communication activities to build awareness regarding the contribution of EU funding and the submission of the RRP to the EC;

Communication activities to build visibility regarding the approved RRP and all the reforms and investments contained within; ● Communication activities to present achievements, results and impact of the RRP, including, where relevant, completion of key selected reforms and investments; ● Displaying the EU emblem at the premises of each implementation body involved in the implementation of the RRP; and ● Designing, creating, publicising and continuously updating the RRP website⁶⁴. In addition to the communication activities mentioned above, the following activities may also be implemented: A. RRP visual identity and communication messages A clear and uniform identity / branding regarding the RRP to ensure continuity, consistency and homogeneity between all communication activities so as to make them easily recognizable. All communication activities (website, social media, leaflets, posters, banners, videos, attendance certificates, etc.) should correctly and prominently display the EU emblem with the funding statement "funded by the European Union– NextGenerationEU" as agreed in the Regulation on the RRF⁶⁵ as well as the emblem of the Republic of Cyprus. The EU emblem and reference to EU funding must be displayed in a way that is easily visible to the public and with enough prominence, in line with relevant EU guidance⁶⁶. The messages in each case will be carefully designed to be simple and comprehensive so that they can be easily recalled. A prerequisite of a successful communication plan is to gain a good understanding of how the target audience will respond to a project's message. Thus, the content of the communication messages will move away from technical language and statistics, towards featuring stories, appealing to emotions and demonstrating the benefits in people's daily lives. The content of the communication messages will be determined on a case-by-case basis depending on the targeted audience group and in relation to the context of the reforms and investments communicated and promoted. B. Media coverage The communication tools available for the media coverage include the following: ● Marketing campaigns, e.g. broadcasting of TV and radio commercials, advertisements in magazines, print and electronic media; ● Public relations with the media, e.g. organising press conferences, publication of press releases in print and electronic media, interviews of executives of the competent services on television/radio/print and electronic media; and ● Promotional videos, e.g. TV commercials or documentary productions that will be displayed at events to be organised and uploaded on the website and social media. C. Online communication tools Electronic forms of advertising are envisaged to be used significantly for the communication and promotion of the RRP for two main reasons: 1. They reach a big percentage of the general public and can select multiple forms of targeting, such as gender, age, geographical location, behavioural patterns, etc. with a relatively low cost compared to other media; and

Their results are easily measurable and accurate. This allows the communication campaign to adapt while it is in progress and the conclusions after the end of the campaign are accurate and can help in better designing future campaigns. The online communication tools that may be used are presented below: I. Website A website will be developed to provide information on the Plan including its objectives, policy axis and reforms and investments contained within as approved by the EC, progress achieved to date, results on flagship projects, other highlights and upcoming events and activities. The website will be continuously updated to contain the latest information concerning the RRP. The dedicated web link will be shared with the Commission ex ante⁶⁷. The website will be designed to offer a complete overview of the Plan and an easy access to all its activities. Thus, it is essential that the website is optimised for browsing on tablets and smartphones, so the website will be developed using a responsive design approach. It will be also compatible with the Web Content Accessibility Guidelines for accessibility for people with disabilities. Website efficiency will be underpinned by the criteria of user experience through a clear and accessible structure, content updating, accuracy in the content suitability, clean, professional, brand-driver design and technical search engine optimisation. All involved bodies will be requested to deliver content for the website. The working language of the website will be Greek, but it is the ambition to have the most relevant parts accessible for non-Greek speakers and therefore have it translated in English as well. In addition, to increase the impact along the targeted audience, all involved bodies and organisations will be asked to mention the RRP and their involvement as well as, provide a link to the RRP website on their organisation website. The RRP website will

be the anchor for all communication activities related to the RRP and will serve as a central point of entry for all public material. II. Social Media Social media has become a very popular means of disseminating information fast across heterogeneous target groups. These online tools will strategically be integrated in the communication activities to enhance the Plan's reach to target groups and ensure an active interaction with them. The social media content will be developed so that they can be accessible by all people including marginalised groups, such as the persons with disabilities. Therefore, social networks (Facebook, YouTube, Twitter, Instagram and LinkedIn) could be used to promote the Plan's achievements, news and outcomes. DG EPCD will be responsible to moderate all social profiles, that means, control and filter inadequate contents and monitor the suitability and relevance of information to be published. III. Electronic Newsletters Electronic newsletters ("e-newsletters") are an easy and direct way of communicating information that could be sent by e-mail or be further broadcast by other electronic channels such as the social networks and the website. The e-newsletters can be synthesised in a way that provides relevant information in a summarised and appealing way to keep the target audience informed and engaged. The content may include infographics on results / impact achieved, key developments on flagship reforms and investments, success stories, etc. D. Events To ensure the RRP's visibility, events and seminars may be organised during which the target groups can be informed of the Plan (in its entirety or for specific reforms and investments under implementation), the positive role of the European Funds and the EU in the enhancement of the daily lives of Cyprus citizens, etc. If possible, some events may be coordinated and/or joint events with EC representation in Cyprus.

The media may also be invited as information multipliers, to cover and promote the events. It is a good practice to distribute printed communication material during the events, as well as promotional items, while ideally, they can be combined with parallel marketing campaigns in the media. E. Printed communication material The production of printed communication material such as leaflets, posters and roll-up banners both in Greek and English will widen the audience reached by the communication activities, allowing other potentially interested stakeholders to be informed about RRP. The content of the printed communication material will be written in simple and easily understandable language while providing the contact details of the competent authorities, as well as the relevant website where interested parties can find more information. The material could exist in electronic format to be disseminated via e-mail and/or posted on the website; furthermore, there will be printed versions to be used for conferences and live events. Information presented in the printed material will be adapted to additional formats such as posters and roll-up banners. Billboards or plaques for large projects and A3 posters for smaller projects could be also located at a location visible to the public to inform about the EU funding as outlined under the sub-section "RRP Visual Identity". F. Outdoor advertising Outdoor advertising is a dynamic measure of widespread dissemination of information to the beneficiaries. This information measure will be used alone or as complementary to other communication activities in order to strengthen it and create the conditions for the maximum possible recollection of RRP messages. The duration and frequency of the display of the content of the advertisement is perhaps one of the key benefits of this activity since the messages can be transmitted to the target groups 24 hours a day for a long time. In addition to the outdoor advertising activities used in previous EU programmes (i.e. placement of billboards in central locations, placement of posters at bus stations and the bus facelifts), other innovative ways of outdoor advertising could be the placement of billboards or picture projections on public buildings/governmental offices as well as the facelifts of these buildings/offices in all towns. This is an affordable option that will reach a mass amount of people categorised under several target groups. The following table presents a summary of the communication activities and the possible tools that could be used to reach the target audiences outlined above.

The following table presents a summary of the communication activities and the possible tools that could be used to reach the target audiences outlined above.

Communication Activity	Indicative Communication Tool	Target Audience	Media coverage
Marketing campaigns through media	Public relations with the media	Promotional videos	Beneficiaries
Media Online communication tools	Website	e-Newsletter	Social media
Events	Informational/Promotional Events	Seminars/workshops/trainings	Printed communication material
Leaflets	Posters	Roll-up banners	Outdoor advertising
Billboards	Posters at bus stations	Bus and public buildings facelifts	

Planned budget

A budget has been estimated for the implementation of the envisaged communication strategy. For the budget preparation, we used a common methodology for calculating costs factoring in the experience of

implementing similar initiatives (i.e. communication campaigns for Structural Funds 2014-2020, “Urban Revitalisation”, “Addressing Coronavirus Pandemic Consequences” and “Social Inclusion”) and current market prices. The total estimated budget of the RRP communication strategy is one (1) mln euro with a breakdown as presented in the table below:

Activity Amount (in €) Percentage of total budget (%)

Phase A 60.000,00 10%

Phase B 740.000,00 70%

Phase C 200.000,00 20%

Total 1.000.000,00 100%

Indicatively, the estimated budget may be further broken down into the following activities: outdoor advertising 10%, media coverage (TV, radio) 50% and online communication tools (website, social media, e-newsletter) 40%. It is noted that Phase C continues after the RRP eligibility period therefore, some actions envisaged under this phase will be covered by national funds. Selected key projects The RRP has been developed around five (5) policy axis, each of which contains a number of reforms and investments. Each policy axis has a distinct role to play in the recovery and resilience of the Cyprus economy therefore, it is envisaged that key reforms and investments (projects) will be selected from all policy axis for communication and promotion purposes. The selection of the key projects will be based on: 1. Anticipated quantitative impact on the Cyprus economy, society and environment; 2. Anticipated qualitative (long-lasting and positive) impact on the daily lives of Cyprus citizens and businesses; 3. Significance of the overall investment made for their implementation; Selecting a few key reforms and investments aims to communicate and promote provides them with the necessary publicity to gain further buy-in, acceptance and adoption. It is envisaged that selected key projects will include some that promote energy efficiency, clean transport (electromobility), diversification of the economy, entrepreneurship, research and innovation, employability as well as upskilling and reskilling of the active and inactive workforce. Also, reforms related to the development and adoption of new policies as well as new and / or simplified and updated regulatory framework and, which will create the conditions for an improved business environment (e.g. complete revision of the Companies’ Law), enhanced services to the public (e.g. transformation of the department of social insurance) and better quality of life (e.g. new law on flexible working) will also be actively promoted.

Also, reforms and investments related to the digital transformation of the country (e.g. digitisation of the public services) will also be among the key projects to be promoted through several communication activities. Implementation and monitoring arrangements The DG EPCD in its role as the Coordinator of the RRP has the overall responsibility for the implementation of the communication strategy and plan, coordinating and supervising all communication activities. In this context, the DG EPCD will: ● Set up the most appropriate mechanisms and tools for maximum visibility and impact in collaboration with an appropriate advertising agency; ● Ensure that the communication material and activities are designed in accordance with the communication strategy and are implemented in a way that achieves the widest possible media coverage using various forms and methods of communication at the appropriate level; ● Coordinate, monitor and evaluate the implementation of the communication activities; ● Be responsible for the creation and maintenance of the RRP website as well as, review of the communication material to ensure cohesion; ● Guide all involved bodies about the implementation of the communication strategy and ensure that all of them contribute to communicating specific reforms and investments within the target groups within their reach; and ● Inform the EC in a timely manner regarding the communication activities (implemented and upcoming ones) as well as their estimated results. The DG EPCD will appoint an Information and Communication Officer (ICO), who will be responsible for implementing the communication plan and will act as the contact point between the EC and the National Authorities. The ICO will be coordinating the communication measures and the development of the communication material including the maintenance of the dedicated website. All bodies engaged in the monitoring and implementation of the Plan should follow the communication guidelines to be set out by the DG EPCD. Coordination arrangements with the Commission The DG EPCD, through the appointed ICO who will coordinate the development and implementation of the RRP communication plan, will be in close collaboration with the EC in order to fulfil the requirements of the national communication strategy and communicate progress made against the

communication plan in a timely manner. The Cyprus ICO will participate in the INFORM EU network as well as in the national network of ICOs and other stakeholders for all EU co-funded programmes, to be established in accordance with the CPR. Close collaboration between the DG EPCD and the EC through the EC Representations and European Parliament Liaison Offices in Cyprus; as well as Europe Direct Information Centres and other networks will facilitate the exchange of information on the results of the implementation of the communication strategy, the exchange with regards to the experience in implementing the information and communication measures, the exchange of good practices and recommendations to enhance the outreach and impact of the communication activities. It will also help in amplifying the message of the RRP for example by notifying an event or the successful completion of a milestone through its dedicated communication tools. To this end, the Cypriot Authorities will share best practices with other Member States and the EU institutions, especially via the INFORM EU network. In addition, a joint event will be organised by DG EPCD and EC representation in Cyprus to promote the objectives of EU funding via the RRF instrument in Cypriots daily lives. As previously mentioned, if possible, some events may be organised, in coordination, or as joint events with EC representation in Cyprus. Such events will be organised in close collaboration with the Cyprus ICO. DG EPCD will also seek to enhance current links and synergies with other initiatives to ensure consistency. Therefore, a strong communication process is planned with other related programmes throughout Europe that will assist in the adoption of good practices extracted from other European initiatives that share common objectives. Contacts with officers responsible for other relevant initiatives will be pursued to join forces in cooperating and creating partnerships to tackle the common challenges and to further their common interests and future. The DG EPCD will also be represented in events organised by other EU funded programmes to communicate the results of the Plan to other countries as well as to exchange knowledge regarding the objectives addressed through its implementation. Monitoring and evaluation To ensure the high-quality implementation of the communication strategy and plan, communication activities will be monitored through a set of key milestones (qualitative indicators) and targets (quantitative indicators) which will be determined during Phase A as part of the preparation of the detailed communication plan. The ICO will be responsible to liaise with other involved parties, collect necessary data and monitor the set of indicators so as to measure the degree of achievement against stated objectives and drive corrective actions and/or revisions that may be required. The evaluation of communication activities will determine the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the stated goals. This analysis will help understand enablers of, and barriers to, successful communication and will serve to refine the communication activities as the RRP unfolds.

CZECHIA

The National Communication Strategy (NCS) of the Recovery and Resilience Instrument is a framework communication strategy for all owners of components and the ILO-DU in accordance with Regulation 2021/241 establishing the Recovery and Resilience Instrument and defines the main objectives of information, publicity, target groups, communication tools, monitoring and reporting rules on the achievement of milestones and targets. The main objective of the NCC is to set up and ensure awareness raising, understanding of financial contributions from the RRF, as well as ensuring effective communication of benefits to the general public and other target groups. The aim of the NCC is to increase the visibility of EU funding for individual reform and investment priorities and to set up an effective communication channel to inform the different target groups. The NCC aims to raise awareness and inform about the different activities, their results and their overall added value. The communication strategy is a live document, which will be updated and refined annually by detailed plans, following the state of play of the achievement of milestones and targets across all activities. The annual communication plans will help implement the National Communication Strategy, containing specific information on planned information and promotion activities, including monitoring progress in the year, implementation deadlines and allocations for the activities/projects. The annual communication plan shall be drawn up for the following calendar year.

The basic principles applied to the NCCs, VK and MPO-DU in the field of publicity are:

- Transparency and openness;
- “Easy to readmission” (clarity, clarity, brevity);
- Effectiveness, efficiency, economy;
- Neutrality and avoidance of political influence;
- Cooperation across the entire implementation structure of the RRF;
- Responsibility, honesty.

Each individual beneficiary of aid, the owner of the component and the participant in the implementation structure must comply with the uniform publicity rules laid down by the Commission for the work on RRF funds, pursuant to Article 34 of Regulation 2021/241 and depending on the nature of the activities, i.e. to allow for visible labelling of EU co-financing, known as NEXT GENERATION EU funding¹.

Figure 1: Linguistic mutation of the logo used for funding from NextGeneration EU.



**Financováno
Evropskou unií
NextGenerationEU**

1.1 Communication objectives

The main objectives of communication in the field of RRF are to inform the general and professional public about the NPO, its objectives, backgrounds, looting, megatrends and their implementation in the Czech environment through the 6 pillars, and to familiarise them with the timetable of the NPO by means of communication tools, which, in the light of the media analysis carried out, are:

- Creation of a single web-based environment to present the RRF, continuously expand and update it.
- Ensuring online promotion in the form of targeted advertising including social networks (facebook, twitter) of individual component owners

¹Guidelines for the presentation of uniform logos can be found at https://ec.europa.eu/regional_policy/en/information/logos_downloadcenter/

- Communicating successful VK activities/projects
- Production of NPO printed material containing the programme support offered (at VK level)
- Organisation of regional and online meetings
- Creation of organic content through interviews across news media (press + radio)
- Creation of a set of promotional and presentation videos

1.2 Description of the implementation structure in the field of publicity

The Ministry of Industry and Trade has a coordinating role over RRF communications. The Ministry of Industry and Trade is responsible for overall coordination and cooperation with component owners in the implementation of communication activities. A responsible officer of the Ministry of Industry and Trade is appointed as a focal point, a communication officer for the coordination of information and communication activities on RRF, VK, IPO-DU and progress implementation.

The NPO Communication Working Group will be the main platform for cooperation between the VK and the Ministry of Industry and Trade in the field of communication. Information on the implementation of the communication strategy is provided to the NPO's MA.

The VK is responsible for carrying out communication activities within the components. The VP will develop communication strategies and plans at their own level, which must be consistent with the overall communication strategy. Each VK is required to designate a person responsible for the communication activity. This person will be the basic communication hub for cooperation between component owners and the Ministry of Industry and Trade.

NPO communication consists of 3 basic stages:

- Initial communication – communication carried out during the approval of the NPO to inform about the overall NPO, its individual activities, the contribution to the Czech company, entrepreneurs, municipalities, etc.;
- Communication of activities in the implementation phase – communication on successfully implemented activities (investments, reforms), progress in the implementation of NPOs, planned activities;
- Final communication – Communication in 2026 with an assessment of the overall contribution to inform about the investments made and the reforms, results and benefits of the NPO.

1.3 NPO web presentation

The main website presenting the NPO is [www. PlanobnovyCR.cz](http://www.PlanobnovyCR.cz). There are also registered domains (planobnovycr.org; planobnovycr.net; planobnovycr.eu; planobnovycr.com; ceskyplanobnovy.cz; ceskyplanobnovy.org; Ceskyplanobnovy.net; Ceskyplanobnovy.eu; ceskyplanobnovy.com).

In particular, the website will communicate to the general public:

- Basic purpose of the NPO, including the full text of the NPO, description of the components
- Current NPO developments, planned activities related to NPOs
- Allocation
- EU pre-financing notice
- List of successful/model activities
- Link to specific websites of individual component owners
- Cooperation with associations, associations, chambers and associations

The Ministry of Industry and Trade is responsible for the management of the web.

1.4 Target group for NPO communications

The main target group, including in terms of communication, is the general and professional public throughout the Czech Republic, and individual component owners must ensure targeted promotion to potential applicants and beneficiaries of RRF support within their own communication channels. In particular, the broader meaning of the National Recovery Plan, simplicity and clarity of content will be communicated to the general public. In particular, more detailed information will be communicated to the professional public.

Each owner of a component is required to promote the National Recovery Plan (including the EU logo and the single text on RRF funding) on his or her website (or on the newly created website). Component owners are required to publish on their website an overview of calls (both active and closed) that are funded by the RRF and are part of the NPO.

1.5 Communication channels

The main channels of communication to be used at centralised level for the promotion of the National Recovery Plan are:

- Web, online, social networks
 - Website – regular update and development
 - Online
 - Etarget (targeted online advertising), expected intervention of 1.200.000 unique users with a frequency of ¼ of the year.
 - Social Networks – Facebook
 - Paid advertising, anticipated intervention of 165.000 unique users with a frequency of ¼ of the year.
 - Organic outreach, ILO profile contributions, using hashtag #NPO, #PlanObnovyCR, #NextGenerationEU partner labelling
- Interviews in print and radio media, online publications
 - Economic newspapers
 - Law newspaper
 - “People’s newspaper”
 - Businessinfo.cz
 - cnn.iprima.cz/
 - Český rozhlas (Czech Radio)
 - + continuous media replenishment
- Public seminars/webinars representing NPOs
 - presentation of NPOs in a selected region where, in addition to the representative of the Ministry of Industry and Trade, representatives of the business association, trade unions and selected department according to the NPO segment
- NPO media campaign
 - strategy
 - key Visual
 - two motifs
 - printing
 - outdoor advertising
 - Online display
 - social networks (FB post)
 - TV spot
 - Pre roll video, youtube video, social media video
 - motion design for video display formats
 - radio spot
- Press releases

ESTONIA

Purpose of communication:

The main objective of the communication is to raise awareness among target groups about the Recovery and Resilience Facility (RRF), including on the transparency of grant planning and distribution.

Sub-objectives supporting the objective:

- Ensure awareness of the purpose, results and impact of the Facility on Estonia's development
- Raise awareness of the importance of the digital and green transitions funded by the RRF in general and of the reforms, investments and results they carry out.
- Increase the quality and interest of grant applications through clear and simple communication procedures and rules and ensure access to information for all interested parties
- Ensure the visibility of supported and funded projects

Target and stakeholder groups:

- General public
 - o Higher public
 - media
 - Estonian population
 - Russian-speaking population o Beneficiaries
 - Estonian and Russian
 - regions
- Applicants
 - o Potential applicants (English and Russian) o Applicants (English and Russian)
 - o Beneficiaries (English and Russian)
- Partners
 - o umbrella organisations o Sectoral partners and experts o Third Sector Category
 - o Local authorities and county development centres (RDCs)
- Politicians and experts
 - o spokespersons of political parties o parliamentary groups o Ministers
 - o sectoral opinion leaders, experts
- Implementers
 - o Ministries o bodies and entities

The communication process will have a stronger focus in 2021, 2024 and the end of 2026. Around the major themes and events below, there is a plan to create a separate communication plan, e.g. media briefings, articles on major topics, briefings, audience-based audiences to ensure that messages reach all specific target groups:

- Public consultation and submission of the IRP to the IGC (May 2021)
 - o E.g. press release and explanations by ministers in the government press briefing, interview offer to the national paper page, newsletter for partners and implementers of background information.
- Official submission of the IRP to the EC (expected in June 2021)
 - o E.g. press release with short memo for the media, media briefing, opinion history in national

- media, interview in both radio morning and evening TV news, newsletter for partners, background and memo implementers
- Formal approval of the IRP (expected in September 2021)
 - o Nt media briefing with EC Representation, press release and outline of the programme; regional newspaper articles or theme offers, road-show in the counties, information memo for partners, those implementing background information and memo, business consultants, webinar by major themes for all interested parties, advertising campaign with SF funds
- Rrf timetable and rules
 - o E.g. for those implementing background information and memo, business consultants, webinar by major themes for all interested parties, for those implementing the background information and memo, for business consultants, for the webinar by major themes for all interested parties
- In addition, the related sectoral ministries plan for six key areas of communication: the digital revolution, the green transition, the digital nation, energy and energy efficiency, sustainable transport, health and social protection.
- Communication of all major events is integrated:
 - o visibility on social media, sharing of posts and cross-marketing with the EC Representation and the EPLO in Estonia;
 - o News and newsletters, including plans to include the views of the EC Representation;
 - o Update and visualise information on the homepage, including references to the EC Representation page and vice versa;
 - o media briefing, including, in selected cases, joint organisation and representation with the EC Representation;
 - o Press releases and articles, including the inclusion in press releases of quotes from the EC spokesperson, references to the role of the EC in the implementation of the Facility.

Projects that we intend to highlight in the IRP communication:

- Mitigating the social and economic impact of the crisis
 - o In particular in current communication (notifications, briefings, interviews, articles, social media)
- Development of hydrogen technology, awareness-raising, cooperation between sectors
 - o On-going communication, webinar and round tables communication
- Opportunities and benefits of the digital revolution
 - o Strong communication between the company and the research organisation through the activities of all actors – experience stories, joint debates, activities and results
 - o Public digital services reform e.g. #bürokret (Estonia is the first country in the world where you receive all important things with the country with the help of the chat) – on-going communication + strong visibility of intermediate steps and people's benefits
- Green transition for businesses and new initiatives resulting from it, Green Technology Development Programme
- Energy efficiency
 - o Communication-related publications on energy efficiency improvements in multi-dwelling and small residential buildings, national information flow, direct contacts – inertias, content marketing, specialised and sectoral publications/channels
- Major infrastructure projects – Upend Joint Terminal, Old Port tram, Haapsalu railway, Tallinn Hospital
 - o The communication of the construction phases, the continuous preservation of the media background from the project's progress and the opening events with accompanying communication are part of the communication process.
 - o High-level participation in opening events to highlight the importance of projects

delegation – possibly the minister responsible for the subject matter and a representative of the European Commission.

Ductwork:

- Home page:www.rrf.ee
- Infolist:answering questions-questionnaires on a rolling basis
- Direct contacts with potential applicants:regional information seminars, webinars, breakfasts
- Channels for ministries, agencies, RDPs and LAs:homepage, newsletters, social media
- Public events – Opinion Festival, conferences, urban-municipal days, etc., opening events for infrastructure sites
- Social media – posts, broadcasts, quizzes, calls, campaigns, posts on actions, opening rounds on FB page www.rrf.ee and;
- Media – Briefings, theme offers, press releases, articles-interviews – comments – stories in print, online and on audiovisual channels
 - o Special attention to the sectoral portals consumed by the relevant interest groups.
 - o For example, green portals associated with the green revolution, Bioneer.ee.At the same time, business day's sectoral business sector-specific thematic portals – in particular industrial news.
 - o press releases + content marketing blocs in Delfis EST+RUS green revolution, digital revolution;(the first blocks could be already in October/November if formal approval
- Information campaigns – at least once x 4 weeks in autumn + at the end of the period, separate outdoor media surfaces (tram)
 - o Outer media – tram advertising from upper to lecturer in 2024;

Indicative budget (2021-2026)

An indicative amount of EUR 95 000 has been planned for communication activities.Indicative annual breakdown:

- 2021-EUR 25 000 (browsing homepage, development of visuals-templates, fund opening campaign, information seminars, opinion festival, implementation of current communication activities, content marketing, etc.)
- 2022-EUR 15 000 (strong communication of actions, planned activities, memorable campaign, communication of major projects)
- EUR 2023-10 000 (ongoing communication of actions, planned activities, communication of major projects)
- 2024-EUR 10 000 (on-going communication of actions, planned activities, communication of major projects, intermediate results and impact)
- 2025-EUR 10 000 (on-going communication of actions, planned activities, communication of major projects, results and impact)
- 2026-EUR 25 000 (expected by the end of the campaign, results so far, opportunities still open + strong communication on results and impact)

Indicative budget breakdown between activities/channels:

- Homepage, information, direct contacts with potential applicants, current information flow management – EUR 2000 (assuming that the work is not increased but involves the involvement of an external partner, 2021, ordering designs and visuals)
- Information events and materials:seminars, webinars, interlocutors between national/regional publications, content marketing – EUR 25 000
- Public events – Opinion Festival, conferences, city-municipal days, organisation of major events, etc. – EUR 20 000

- Social media – Pockets, broadcasts, quizzes, Calls, Campaigns – EUR 5000 (provided that work money is not added but includes visual production, prizes, paid posts)
- Media – Briefings, theme offers, press releases, articles-interviews-comments – stories in print, online and on audiovisual channels – EUR 3000 (provided that there is no increase in the cost of work, but includes venues, administrative costs, transmission costs, production of video-clips)
- Information campaigns – at least once x 4 weeks in autumn 2021; once at the end of the period; separate few smaller field media/online campaigns (tramm) – EUR 40 000

Visibility:

- The mandatory logo and the reference to the Facility are used on homepages, newsletters and materials produced
- Press releases, articles and interviews indicate which financing the investment comes from
- Signs, plaques and references to logo/finance to ensure the visibility of the projects carried out

Monitoring and evaluation of communication

We assess the effectiveness of communication through awareness monitoring. Indicative objectives:

- Baseline of July 2021 (both spontaneous and predetermined + substantive awareness with 1-2 questions on areas, major projects)
- Awareness of July 2022 benchmark + 10 % increase in awareness (both spontaneous and predetermined + substantive awareness with 1-2 questions on areas, major projects)
- Awareness of June 2023 benchmark + 10 % increase of awareness (both spontaneous and predetermined + substantive awareness with 1-2 questions on areas, major projects + awareness of projects to be carried out)
- Awareness of July 2024 benchmark + 5 % increase in awareness
- Awareness of July 2025 benchmark + 5 % increase in awareness
- Awareness of July 2026 benchmark + 5 % increase in awareness

The implementation of the communication plan activities, the visibility in the media, the participants in information events, the results of the campaigns, the number of followers of the homepage and the social media account will be monitored on an ongoing basis, which are necessary to improve internal organisation and update the communication plan.

To monitor visibility in the media, we prepare a quarterly overview of RRF-related media coverage in news programmes from Estonian TV and radio channels, print and online media monitoring application Station.

For media coverage, the target is 100 RRF-related media coverage per quarter in 2022 and 2024 and 60 RRF-related media coverage per quarter in 2023, 2024, 2025 and 2026

Implementation and principles of communication:

The Communications Department of the Ministry of Finance and the Communications Unit of the State Support Service Centre are responsible for the organisation of communication.

Responding to media enquiries and preparing articles to be published in the media are organised by the Communications Department of the Ministry of Finance.

Common part with SF communication activities:

The common component with the planning and implementation of SF communication is high and there is close cooperation with ministries, sectors and partners. This is intended to:

- uniform management of queries and enquiries in the form of an information list
- joint seminars to promote grants
- joint events and media briefings to jointly complement, link and support SF and RRF instruments in areas and plans
- reference to both support options in information materials and channels

GERMANY

The EU Member States are invited to describe a sketch of their planned national communication strategy aimed at raising public awareness of Union funding. The national communication strategy provides the general framework for ARF communication in the light of the objectives set out in the Guidelines. Raising public awareness of EU funding is one of the overarching communication objectives. The contribution of EU funding to the overall plan and to each reform and investment shall be communicated and clearly visible.

The draft of the German Construction and Resilience Plan has already been publicly communicated, including in the reporting in the framework of the BMF's Monthly Bulletin as a flagship in the context of the Dt. EU Presidency (January 2021 report). In the run-up to the finalisation of the DARP, public training sessions strengthened awareness of the role of the European Recovery Facility and the DARP, such as the BaköV, the Financial Counsellors and the specialised events of the political foundations.

Communication strategy and activities on the German Building and Resilience Plan

Communication on the German Recovery and Resilience Plan (DARP) is based on a three-pillar strategy, a thematic centred communication that is integrated, cross-media and multi-perspective in order to reach both the general public and key multipliers such as journalists and journalists with the widest possible access to information.

In addition to continuously publicising the plan, its financial volume, its individual objectives and outstanding key projects, the aim is to put this in the context of national reconstruction and to highlight the importance of the DARP for the modernisation of the economy and society in Germany.

Three-pillar communication

The integrated communication approach, as the first pillar of the strategy, allows each department — coordinated by the Federal Press Office (BPA) and strongly interacting with the EU communication of the Foreign Office — to place its key projects within the DARP at the centre of their own communication activities, strengthening the DARP umbrella brand and demonstrating the concrete impact of the plan. In addition to a visual and textual narrative, the BPA develops a set of key messages in the form of a storyline, which is the basis for the consistency of portfolios in their various DARP communication activities and is designed as a communication bracket.

As a second pillar, a cross-media approach is adopted in order to reach as many different socio-demographic groups as possible in urban and rural areas around their everyday communication habits within the very broadly defined target group of the public. This is a mix of different textual, visual and audio-visual formats that are used both through the own channels of the different ministries and sub-national authorities, as well as through campaigns and play an inclusive interactive element.

This will be combined with various tools of live communication, i.e. events ranging from traditional panel events to digital citizens' dialogues, in order to strengthen dialogue aspects in this communication and ensure genuine exchange. In order to bring together the different formats and target groups, the websites of the departments serve as a hub. They provide a complete and continuous overview of information and show communication services in the various social media and print formats, as well as third party communication activities such as traditional media.

The third pillar is based on a close link between DARP and future communication by the various departments, by permanently linking the national aspects of modernisation projects and recovery programme parts to the DARP, which generates sustainability in the context of strengthening reconstruction in its Member States.

It is important that communication events are created and used continuously and consciously to ensure timeliness, interest and therefore communication relevance during the long implementation of the DARP. These visible milestones include the final submission of the plan, the approval, the launch of several key programmes, reviews of the success of the DARP, joint events and other activities with the European Commission, thus taking into account the lifecycle of the DARP.

Communication is funded, for consistency and continuity, by the budgets of the Federal Press Office and the individual ministries involved, which, in accordance with their budget titles, plan for communication and holistic public relations.

Adapt communication during the implementation of the DARP and monitor the success of communication activities

The monitoring of the performance of DARP communication activities is included in the communication analyses of the Federal Press Office and the relevant ministries, which constantly analyse the scope and impact of their communication platforms and tools and adjust their actions accordingly. This could be combined with a qualitative measurement of success in order to identify the impact of key messages in the sub-public. A deeper demographic review, especially after the first two years, could be a basis for fundamentally reviewing the communication strategy and developing new measures.

We will use the EU-wide INFORM network to coordinate our communication activities on the German RRF and to share best practices with other Member States and the EU institutions.

BMF's thematic and format-rich communication

By way of example, the implementation of the communication strategy is shown on the basis of the communication activities of the Federal Ministry of Finance. The BMF has focused on very early and in-process communication in order to reach out to the public.

Both the draft DARP and the submission of the plan, the approval and the retrieval of the individual funding tranches will be used as an opportunity not only to report directly on the volume and objectives of the DARP as part of transparent governance and to provide access to all information on the website as a central hub, but also to reach individual audiences and audiences across all BMF channels (Twitter, Instagram, LinkedIn, Youtube) using different video formats.

The continuous focus on key messages is achieved through the internal drafting plan and the adjustment of the individual instruments through the monthly statistical analysis of the formats (Tops & Flops).

With the start of the concrete implementation of the DARP, the focus will be less on the volume and process of implementation, rather than on the key projects and their funding, and will be closely linked to ECOFIN communication and will be taken into account in the planning of Citizens' Dialogues, Economic Panels and other BMF events.

As part of the integrated communication approach, representatives of the BMF will also act as speakers at events organised by third parties and in close cooperation with the Commission's Permanent Representation in Berlin and will strengthen exchanges with the interested public.

These include (hybrid) events, such as the Federal Government's Open Day or the (digital) Citizens' Festival for the Day of German Unity, as well as other events and citizens' dialogues that show citizens a common Europe and make the European project more visible through the DARP. This type of event formats are still to be agreed within the Federal Government (Pillar 2).

The BMFF homepage ([bundesfinanzministerium.de](https://www.bundesfinanzministerium.de)) contains information on the DARP as an essential element on the theme of Europe. There are also more links and cross-thematic portals of the European Commission. A thematic portal entitled 'DARP/Next Generation EU' could also be

developed along the lines of the portal www.bundeshaushalt.de. DARP also regularly focuses on the flagship publication for experts, the Federal Ministry of Finance's monthly report.

Due to the multiannual approach of the DARP, the BMF is planning serial formats, particularly in the social media sector, in order to ensure continuity in information, while at the same time explaining the complexity of the issues and the financing aspects that are often perceived by the public as complicated to citizens. For expert channels such as Twitter, there are particularly well-established series such as the Big Number, but also statements by the Federal Finance Minister.

In addition, the DARP is used as the main reason for the monthly social media announcements in the Monthly Bulletin at relevant communication events, in order to increase outreach.

Formats with high interaction, especially via the story, are planned for the wider target group on Instagram. Among other things, a DARP quiz and audio-visual content on the DARP will be designed to communicate the complex content of DARP and its concrete impact on their lives to younger subscribers and subscribers, in particular generation Z.

Moreover, concerted social media communication by all departments is desirable (pillar 1, lead BPA). A uniform look-and-feel in the form of a visual parenthesis generates recognition and trust among users, as well as greater visibility and outreach.

Consideration will be given to linking the above communication activities to annual thematic online campaigns. The precise objectives of the campaigns, their budget and, above all, the link with the activities of the other departments (Pillar 1) have yet to be clarified in the course of the implementation of the DARP.

On a case-by-case basis, it is planned to communicate publicly, together with the European Commission, in public events, the importance of the European Recovery Facility and the national recovery plans with a focus on the German plan. The result is not only communicated to the press public, but also at specialist events organised by the BMF, together with interested parties and the European Commission's representation in Germany.

A public event with the DIW on its assessment of the DARP is already planned for the second half of 2021.

For IPCEIs, the BMWI will organise joint kick-off events with representatives of the other Member States involved and will inform about the implementation of the projects. This was already done on 17. December 2020 for hydrogen IPCEI and earlier for battery IPCEI.

The Ministries involved will report on the progress of the DARP actions under their responsibility in their publications. They will also be active through their presence on social networks (Twitter, Instagram) on the progress of DARP actions.

GREECE

1. COMMUNICATION

1. Objectives and target audiences

The implementation of the Communication Strategy of the NRRP of Greece aims to:

- Provide **coherent and effective information to multiple audiences** regarding the reforms and investments undertaken by Greece under the RRF, giving emphasis to audiences that «need to know» specific information in order to respond to the opportunities, obligations etc. connected to the NRRP (people directly affected by investments or reforms included in the NRRP), including the wide dissemination of funding opportunities for potential recipients.
- **Increase awareness** of the NRRP's objectives, tangible benefits and impact on citizens' daily life.
- Give easy access to information on funded projects and reforms of the NRRP, facilitating the opportunity of any interested citizen or group to follow up on its implementation and thus promote the efficiency and transparency inherent to the NRRP, throughout the implementation period.
- **Inform, coordinate and support recipients to design and implement their own communication actions by providing guidelines, monitoring and networking.**
- Introduce a citizen focused approach by telling project stories “on the ground” or locally so as to **mobilize community participation** and build up a sense of ownership of the Plan.
- **Ensure** the visibility of EU funding and provide the opportunity to citizens to fairly judge the difference made in their lives by the RRF as both a national and an EU policy instrument.

The European dimension of the NRRP and the related projects will be highlighted through agreed communication assets (visibility of EU funding in all communication materials) and focused communication activities (e.g., joint press events with the participation of the European Commission at key communication moments throughout the NRRP implementation).

The four pillars of the NRRP (Green Transition, Digital Transformation, Employment, Skills & Social Cohesion, Private Investment & Transformation of the economy) allow the promotion of **powerful positive messages** that are connected with the country's new post-COVID profile:

- Green
- Digital
- Outward-looking
- Competitive
- Accessible

The **audiences** include the following categories:

- General public (NRRP level).
- Press and Media national and local coverage on plan and project level.
- Projects & reforms target audiences (identified under reform or project-specific users/beneficiaries, thematic scope, geographical/regional allocation, experts/non experts).
- Project recipients (e.g., national, regional and local institutions, SMEs and their associations, private investors).

The Communication Strategy seeks to bring the NRRP closer to the citizens by **translating technical terms into simple, clear and reliable messages**:

- The NRRF in a nutshell
 - The 4 pillars of the NRRF (Green Transition; Digital Transformation; Employment, Skills, and Social Cohesion; Private Investment and Economic & Institutional Transformation).
 - Key reform and investment projects
 - Financial resources data and its allocation (grants, loans)
 - Main recipients of financial resources (e.g., Government/Ministries, Local Government, SMEs)
 - Implementation timetable
 - Support of fundamental growth towards transition on a European level, as part of the NextGenerationEU Plan.
- How the NRRF will contribute to the recovery of the Greek economy
 - Elimination of inhibitors of economic growth (low level of productive investment, low productivity level, unemployment and low employment level).
 - Contribution to key macroeconomic figures (GDP, investment, unemployment rate).
 - Improvement of Greece's competitiveness position/ranking.
 - Reduction of the digital gap between Greece and the EU average.
- How the NRRF will benefit every citizen
 - Creation of new employment opportunities in multiple and more resilient sectors.
 - Creation of a business-friendly environment to foster entrepreneurship.
 - Improved access to modern, customer-friendly and efficient public services.
 - Improved quality of life and the environment.

The Communication Strategy will follow a **people-centred approach** to connect citizens with the NRRF and the EU.

2. Communication activities/channels

Communication activities / Twofold communication plan under a common communication platform:

Level 1: A central campaign for the NRRP (Timing: Approval of the NRRP)

- Branding: "**Greece 2.0**" was selected as the communication title of the National Recovery and Resilience Plan, highlighting the evolution/upgrade of the Greek economy and society. Foster identification of Greece 2.0 with RRF and the European Union
- Promotion and explanation of the main messages under the 4 pillars.
- A central Coordinating Committee will be responsible for the central campaign.
- The campaign will run on a national level.

Level 2: Project-specific (reforms/investments) targeted campaigns under the 4 pillars:

- Selection of key reform/investment projects per pillar

- Design and implementation of communication activities tailored to the nature/sector of the project and addressed to direct beneficiaries or/and end users.
- Cooperation with the relevant Authorities and Ministries per pillar and project to ensure synergies and multiplier effect.
- The campaigns will run on a national **and regional/local level, or at a sectoral level** depending on the various target groups of each project.

Communication Criteria | to be followed throughout the plan and activities

Criterion 1: Emphasis on usability of the NRRP (people-centred approach)

- A clear identification, structure and documentation of potential direct and indirect benefits associated with the implementation of the NRRP and the related projects (full range benefit identification, quantitative and qualitative information, establishment of detailed benefits profiles for each key benefit, use of testimonials)
- Matching pillars and projects of the NRRP with specific groups/beneficiaries.
- Citizen engagement that will foster active participation through the entire implementation phase of the NRRP, facilitate commitment and build a culture of public ownership of the NRRP.

Criterion 2: Reliability of information, transparency and accountability

- Provision of timely and accurate information to the public throughout the entire cycle of every project under the NRRP (initiation, planning, execution, monitoring, closure)
- Provision of real time, up-to-date information per pillar and project of the NRRP, applying data visualisation techniques.

Criterion 3: Highlight the European dimension of the NRRP

- The NRRP of Greece is part of the EU ambitious innovative plan to achieve a long-term sustainable and inclusive recovery in Europe, promoting the green and digital transitions (twin transition).
- The emblem of the European Union with the funding statement “funded by the European Union– NextGenerationEU” will be prominently featured on all communication materials (visibility of the EU funding, visually and verbally) produced by the RRF Coordination Agency and the project recipients.
- A wide range of joint activities with EU institutions (European Commission, European Parliament) will be determined per pillar and key project at various levels (e.g. design common events/press releases for milestone achievements, visits or events with Commissioners and other EU officials, joint social media campaigns on key pillars, selected key projects or regions etc.).

3. Communication Channels

- 1) A **dedicated website** for the NRRP and the related projects will be established in order to provide a single-entry point for all interested parties (institutional organisations, recipients, enterprises, media, general public) who wish to get information, and a destination hub for all communication materials. The website will feature:
 - The main information of the NRRP (objectives, aims and priorities, main pillars and thematic areas, key reform and investment projects, total amount allocated etc.).
 - Calls for projects (the entire life cycle)
 - List of reform and investment projects.

- Monitoring/Update of the implementation of the NPPR and the related projects.
- Achievements and results (data and examples of specific projects under implementation, KPIs etc.).
- Communication material (press events & coverage, campaign content, etc.)
- Human centric content: Projects' storytelling to enhance the comprehension and the benefits of the plan, by showcasing the real-life impact on the citizens' life. The website will have a responsive template for mobile devices and will conform to international standards for web accessibility WCAG 2.0.

The content of the website will be presented in a clear, simple and well-structured way (e.g., number and quality of figures/tables, infographics, data visualisation), using friendly language enabling people to easily understand the NRRP.

2) In an effort to increase the visibility of the NRRP and the EU role and funding the Communication Strategy will **integrate multiple activities/channels**:

- **Communication through traditional media** (e.g. TV, newspapers, radio, outdoor) that help to increase visibility of the NRRP (key messages), including the European dimension, on a national and/or regional level.
- **Communication through Digital Campaigns on various platforms/digital media** (e.g., Google, YouTube, Social Media, news and information websites) to enhance awareness and reach specific audiences with dedicated content, optimised accordingly to increase efficiency.
- **PR Communication Plan:** Promotion of **strong media coverage** of the Plan and specific projects through events (virtual and with physical presence), development of media relations, press conferences, distribution of press releases, journalists' visits to the projects,
- Design and production of communication material to be used in the aforementioned communication channels including audiovisual productions for TV, radio, digital and social media, online and printed publications, social media posts, infographics, printed and digital ads and promotional material.

4. Selected key projects

The Communication Strategy will specifically focus on **selected key projects (investments and reforms)** per pillar that are consistent with the objectives of the NRRF for more active promotion and extensive communication:

1.1 Pillar 1: Green Transition

- Incentives for energy efficiency investments (residential buildings, businesses, public sector).
- Electricity interconnections of the Greek islands and energy storage investments.
- National reforestation plan and biodiversity investments

1.2 Pillar 2: Digital Transformation

- 5G corridors, fibre optic infrastructure in buildings and digital interconnection of the Greek islands.
- Digital transformation in the public sector (health, education, Justice etc.), including central cloud computing infrastructure and service and digital interoperability within the general government & CRM for the general government.

- Full digitalisation of the tax authorities, usage of new methods against tax evasion (audits using AI, online monitoring of transport of goods etc.) and introduction of online cash registers and POS and e-invoicing for the totality of the private sector.

1.3 Pillar 3: Employment, skills, and social cohesion

- Labour law reform (modernisation & simplification), introduction of active labour market policies, big investment in reskilling and upskilling of the labour force (emphasis on digital skills).
- Investments for the social integration of vulnerable groups, assisting the access to the labour market of people with disabilities and facilitation of the creation of childcare units within company premises.
- Reform of the primary health care system and implementation of the national public health prevention program.

1.4 Pillar 4: Private investment and transformation of the economy

- Reforms for the simplification of the business environment, ease of doing business (ID: 16591) and investment support.
- Strong incentives for private investment (green, digital transformation of SMEs (ID: 16706), smart manufacturing, R&D).
- Public private partnerships in big new infrastructure projects (Irrigation projects, railway modernisation etc)

5. Coordinated activities with the Commission

As mentioned in section 2, a wide range of joint activities with EU institutions (European Commission, European Parliament etc) will be planned and implemented per pillar and key projects (identified in section 4) and will take different forms at relevant levels indicatively including e.g. organisation of common events, issuing of press releases for milestone achievements, projects visits or high-visibility events with Commissioners, MEPs and other EU officials, joint social media campaigns on key pillars, selected key projects or regions etc., information involvement of EU networks such as Europe Direct Information Centers, Liaison offices of the European Parliament, Europe Enterprise Network.

Furthermore, the Coordinating Committee of the Communication Strategy of the NRRP of Greece will collaborate on a continuous basis with the respective Commission's agencies to jointly organize and effectively implement high impact joint communication activities throughout the entire period of the NRRF implementation. Regular exchange of information and networking to explore cooperation options has already been established with the Representation of the European Commission in Athens.

6. Planned budget

The **financial budget** for the Communication Strategy of the NRRP of Greece is expected to be allocated as follows:

Level 1: Central Campaign, to introduce the main assets of the Plan

Timing: Launch after the approval of the NRRP and the initialization of the implementation in the various pillars (2021-22)

Tactics: 360 campaign, Publicity Plan, National Level

Estimated budget: EUR 2.5 million

Level 2: Project-specific (reforms/investments) targeted campaigns under the 4 pillars.

Timing: Upon approval of each project and throughout its implementation, with dedicated communication activities on milestones. (2022-2026).

Tactics: Campaigns of national or regional character. Appropriate channels (ATL, digital, PR) to be decided depending on the specific needs and audiences per project.

Estimated budget: EUR 4.5 million

Allocation of communication budget within the project budget enabling recipients to implement communication actions will be explored.

7. Monitoring and Evaluation

A **monitoring system** based on metrics and KPIs will be developed for the NRRP of Greece and for key large-scale projects in order to evaluate the effectiveness of the Communication Strategy (observe the progress, measure the impact, undertake corrective actions if needed), on a quantitative and qualitative level.

The evaluation of communication is specified at action level, since KPI's are set at the design stage of the individual communication action or tool and are monitored during implementation. Once the objectives of the respective communication action are defined, the evaluation is implemented utilizing implementation (outputs), result and impact indicators, a range of which is presented below:

- Indicative implementation indicators: Number of ads, frequency of radio spots, frequency, GRPs' and coverage of TV Spots, number of participants per event, followers / impressions / views on social media, web advertising impressions, website traffic, , number of applications in project calls.
- Indicative result indicators: Earned media, awareness rate (Program, projects / aid), campaign / action audience recall, degree of satisfaction from event, engagement on social media (reach, shares, likes, clickthroughs, comments), website conversions (sessions, downloads, subscriptions, bouncing rate, connection duration) and degree of user satisfaction.
- Indicative impact indicators: Positive view/perception of the Plan and the support of the European Union, spreading a positive message about the Plan or the EU as a result of communication activity, degree of confidence in National / European authorities.
- One of the most valuable evaluation tools will be the opinion surveys (e.g., to measure preliminary reactions/perceptions of target groups or the general audience after initial activities performed, after the implementation of a project etc.). KPIs and questionnaires to be agreed with the Commission.

Identifications of circumstances of any unexpected/not supportive/negative reaction by target groups and other stakeholders will be also carried out.

8. Draft communication plan upon NRRP adoption

A draft communication plan upon NRRP adoption may include the following actions:

- **Organisation and staging of a high-visibility event (digital or with physical presence) in the form of an official presentation and press conference, featuring the PM, the Steering Committee and government officials and EU Commissioners to ensure wide press media coverage.**
- Promotion and explanation of the main messages under the 4 pillars using audiovisual material

- Launch of website and official social media accounts
- **Gradual launch of central campaign as described above**

ROMANIA

The general objective of the Recovery and Resilience Facility (FRR), a key component of the NextGenerationEU package, is to promote the economic, social and territorial cohesion of the Union by improving resilience, crisis preparedness, adaptability and growth potential of Member States, by mitigating the social and economic impact of the crisis, by contributing to the green and digital transitions, thereby supporting the restoration of the growth potential of the Union's economies, the sustainable growth potential of the Union's economies, the creation of a sustainable economic and social crisis from the European Council, the economic and economic recovery of the crisis, by contributing to the green and digital transitions, thereby supporting the restoration of the growth potential of the Union's economies, the creation of a sustainable quality of the European Union, and the creation of upward and social convergence of the European Parliament from 12 February 2021. The Regulation also highlights the framework for how communication will be carried out in the framework of the National Recovery and Resilience Plans, with the aim of bringing their opportunities and impact closer to the general public and all categories of stakeholders.

Objectives of the communication strategy

In this context, the NRDP plays a crucial role for the country's economy over the next 6 years, but at the same time sets out the development paths for the next 20 years, as it includes key reforms to drive deep economic and social change.

Communication activities will reflect the overall importance of the NRDP for the development of Romania, closely linked to the six pillars established by the Mechanism, on the basis of which the plan was built: Green transition; Digital transformation; Smart, sustainable and inclusive growth, including economic cohesion, jobs, productivity, competitiveness, research, development and innovation, as well as a well-functioning internal market with strong small and medium-sized enterprises (SMEs); Social and territorial cohesion; Health, as well as economic, social and institutional resilience, with a view, inter alia, to increasing crisis preparedness and response; Policies for the next generation, children and youth, such as education and skills.

The overall timing of the communication strategy has two main moments: an initial implementation period, focusing on communicating the role and importance of FRR, programmatic documents, consultations, key times of the work process and available funds, launching programmes and calls for projects; and an implementation period focusing on reforms and investments in the NRDP and on results. However, with the **following objectives**:

- 1. Increasing public awareness of the financing instrument 'Next EU Generations', showing how FRR supports Romania to implement key reforms chosen for recovery and resilience (the target being mainly the general public)**
- 2. Increase the awareness of potential beneficiaries about the possibilities of NRDP funding (the target being mainly beneficiaries and potential beneficiaries)**

3. Bringing PNRR opportunities closer to the final beneficiaries (entrepreneurs, NGOs, citizens) and showcasing how the NRDP improves their lives (the target being mainly the final beneficiaries)

4. Involving and mobilising stakeholders in disseminating and multiplying information about results and impact of projects, at project and national level, through increased interactivity and dialogue (the target being mainly specific categories of stakeholders).

Target audience:

1. Media — general and specialised, audio-visual, print and online, both at central and local level .The information collected by the media ultimately reaches the other target audiences.
2. General public of all categories, indifferent age, educational level and field of interest.
3. Beneficiaries and potential beneficiaries of funding: public institutions and agencies, companies
4. Final beneficiaries: categories benefiting directly from the results of investments and reforms implemented
5. Interested actors (specialised public) — by different NRDP domains/components/projects defined by the field of interest (specialised NGOs, professional organisations, academia — teachers and students) and geographical area (local and regional media, local authorities in the regions/counties impacted).

1.1 Key messages

The strategy and communication activities will be organised around a set of key messages to meet the stated objectives, these messages will be included in the general awareness campaign and also in specific project campaigns.

“Modern and reformed Romania”:

6. FRR funds of EUR 29,2 billion, beneficial support for Romania to implement key reforms for the country’s development
7. NRDP, momentum for the green and digital transitions, keys for the economy of the future, in all major sectors (transport, energy, environment, public administration)
8. PNRR and its injection of funds, a vital aid to Romania’s economic and social recovery after the COVID-19 crisis, in particular for the most affected sectors (e.g. health, SMEs and other entrepreneurs)
9. The younger generation, better prepared for the challenges ahead, with the help of the ‘Next EU Generations’ tool
10. A unique opportunity for Romania to focus on sustainable development, quality jobs and convergence with the EU’s developed economies, by absorbing the EUR 29,2 billion from the NRDP.

The **organisation of communication activities** will take place on 2 levels: at central level (coordination and centralisation by MIPE) and project level (beneficiaries)

Central (national) communication — MIPE will oversee, coordinate and ensure that, overall, the communication campaign will be coherent and continuous throughout the implementation of the NRDP until 2026. A complex mix of communication tools and channels will be used to reach all target audiences.

- 11. A single webpage and dedicated channels on social media — in line with the recommendations of the Guide for Member States. A webpage** has been created where key documents are published in the preparation of the NRDP and where news and announcements, calls for projects, reports, other material will be centralised from beneficiaries.
- 12. Communication to the general and specialised media.** Overall, there are around 100 media that constantly follow and take over MIPE communications and topics related to European funds.
- 13. Communication to the general public:** through the social media accounts of the MIPE (Facebook, Twitter, Instagram) and the dedicated accounts to be created (Facebook, Twitter and others)
- 14. National online/offline events** — with a strong interactive component (Q & A online with the audience, via Facebook and other platforms such as sli.do, etc.); presence of a Member of the European Commission and representatives of the European Parliament (depending on the field of activity).

The **coordination of joint communication activities with the European Commission** will be discussed ex-ante with the Representation of the European Commission in Romania, and the European Parliament Information Office will also be involved for certain activities.

- 15. Monthly newsletter prepared by MIPE** which will centralise all information on core activities and at project level. It is also planned to be disseminated by the European Commission Representation through its own communication channels.

At beneficiary/project level

Beneficiaries implementing reforms/investments will carry out their own communication and publicity activities. Beneficiaries will communicate through similar channels: digital channels such as their own social media and website, press releases and press conferences, using their own databases of journalists, aiming at specialised media, but also:

- 16. Outdoor advertising** — for major infrastructure projects
- 17. Events/debates** involving ministers, beneficiaries, stakeholders, academia, media and also representatives of the European Commission, for projects and reforms of strategic importance, as listed in the table below, but not necessarily limited to them.
- 18. Video reports** — to be published on TV/social media/audio version for radio

The types of activities will be adapted to the importance and dimension of reforms/investments.

Visual identity

In all communication activities at national and project level, the EU emblem with the slogan set out in the Regulation will be displayed correctly and prominently: ‘PNRR. Funded by the European Union – Next EU Generations’.

A common, coherent visual identity will be ensured for communication at all levels. Furthermore, the MIPE intends to propose a public competition for the slogan and general campaign logo, where young designers will be encouraged to compete. This initiative contributes to increasing interaction with the public, raising awareness of the funding mechanism and the communication that will follow, ensuring maximum interest from young people in particular. Next, at national and project level, marking with visual elements will be similar to the guidelines applied in the communication of the Cohesion Policy implemented by the Common Regulation, taking into account specific Commission guidelines.

The MIPE will develop a Visual Identity Guide with mandatory communication rules for beneficiaries similar to those applied to the Structural and Cohesion Funds.

- **Implementation plan**

Preparation phase of the NRDP. The Communication focuses on the programmatic documents and the process for the development of the NRDP already taking place at central level (MIPE) since February 2021, including a dedicated webpage: mfe.gov.ro/pnrr and 13 live pre-event, postevent and live public debates.

Presentation event with the European Commission

An online/offline joint event with the Representation of the European Commission in Bucharest presenting the final plan submitted to the European Commission. The event aims to mark the “PNRR Starting Day” with an extensive presentation of the plan in a few discussion sessions. The main speakers would be: the coordinating minister, a European Commissioner, other ministers and beneficiaries. It will benefit from integrated communication with a complex mix of tools.

Implementation of the NRDP.

Communication, throughout the period 2021-2026, of the reforms and investments included in the NRDP, as part of the general concept: “Next Generation EU: NRDP. Funds for modern and reformed Romania”.

Each project/reform/investment will carry out a mix of communication activities, adapted to its size and specificities.

- **Key projects**

Communication of reforms and investments will be prioritised through a combination of the following criteria:

19. Green and/or digital content

20. Key reforms to modernise Romania

21. The most mature initiatives, those delivering results as soon as possible.

Selection of key projects to be communicated as a matter of priority:

Green transition	<p>4Increasing the energy efficiency of heritage buildings, part of the Renovation Fund, component:Refurbishment Wave National Afforestation</p> <p>4Programme:Planting of 45.000 new hectares of forest, forest curtains, support for management of small private property, digitisation of databases — forest register</p> <p>4Reform:Modern and safe railways and the project to modernise, electrify and implement the traffic management system for the Arad-Timişoara railway;</p> <p>TheA74motorway, known as the ‘Moldovei Motorway’, which will connect Bucharest to the North-East region of the country. PNRR will finance the Ploieşti-Paşcani section</p>
Digital transformation	<p>The4introduction of e-ID for 8,5 million people, an important part of the process of digital services for citizens</p> <p>4Reducing the bureaucratic burden for citizens and businesses through digitalisation: Government Cloud Reform, Interoperability Law, once only principle</p> <p>4Supporting the business environment through digital innovation hubs and funding schemes</p> <p>4Transforming libraries into competence hubs</p>
Smart, sustainable and inclusive growth	<p>4Reform of ANAF through digitalisation: increasing voluntary compliance through the development of digital services, improving digital services, improving the capacity to administer fees to meet current and future challenges.</p> <p>The4establishment of the National Development Bank, including the adoption of legislation to operationalise it, obtaining authorisation from DG Competition and the National Bank of Romania and launching the first financial instruments.</p>
Health as well as economic, social and institutional resilience	<p>The4reform of the Minister Inclusion Income, with the aim of bringing the inactive population closer to the labour market, reducing poverty.</p> <p>4Reform of the recruitment system in the public administration (through an EPSO model competition) and the creation of a new system for the promotion of officials.</p>
Policies for the next generation	<p>4Green schools and green buses for pupils and students in sparsely populated areas to facilitate their access to quality education while protecting the environment.</p> <p>4Digital schools:two major investments including the “ONLINE School:develop digital educational content and tools by encouraging innovation for the adoption of creative, interactive educational solutions and by developing and implementing accessible digital literacy programmes for students with</p>

	disabilities, athletes, hospitalised pupils' and 'Funding scheme for the digitisation of universities and the modernisation of laboratories in higher education'.
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(communication will continue with all components until December 2026).

Types of activities intended to be jointly organised with the European Commission at project level:

22. Inauguration of major investments, with the physical or virtual presence of a European Commissioner, together with national coordinators
23. Kick-off event for reforms, with the physical or virtual presence of a European Commission representative. In a similar format, for the closing event where the main results are presented
24. Video reports during project implementation, with images from the project location and relevant theories, which will include representatives of the Commission and possibly Members of the European Parliament.

- **Costs of communication activities**

In line with the type and size of projects, a mix of communication tools and channels for each project/beneficiary will be established. The MIPE will indicate a list of minimum communication activities to be carried out and costs will be part of the costs of projects/reforms.

With regard to the budget required at the level of beneficiaries, we have identified 3 major categories of projects: Major reforms with national impact and investments from EUR 100 million to EUR 1 billion

25. Indicative budget for communication measures: 0.1 % of the total budget of the project/component/sub-strand; but not more than EUR 1 million.

Investments from EUR 10 million to EUR 100 million

26. Indicative budget for communication measures: 0.2 % to 0.3 % of the total project budget

Other reforms and investments between EUR 1 million and EUR 10 million

27. Indicative budget: 0.4 % to 0.5 % of the total project budget

The **total budget allocated to the Communication, according to the percentage estimates above, amounts to around EUR 29 million, i.e. an overall 0.1 % of the total NRDP allocation.**

Monitoring and evaluation of the communication strategy

The Ministry of Investment and European Projects will centralise communication activities at beneficiary level with at least monthly frequency. The monitoring and evaluation of communication activities will be based on the following (minimum) indicators:

- 28.** Number of media publications receiving press releases (central and project level)
- 29.** Analysis of tuna and media published material (central level)
- 30.** Impact and reactions to social media posts (central and project level)
- 31.** Number of visualisations of the material published on the web pages (central and project level)
- 32.** Number of broadcasts of videos on TV
- 33.** Number of subscribers to newsletters created to communicate projects

The communication strategy will be subject to regular evaluations, for example at the end of 2022 and at the end of 2024, involving all target audiences. In this respect, representatives of target audiences will be invited through surveys on Facebook or specialised platforms to assess the efficiency and impact of the communication activities carried out and also to propose improvements.

SPAIN

In order to ensure the dissemination of relevant information on the Plan, access to finance for all businesses and citizens, and the identification of the Community nature of the funds financing the projects, the communication plan provides for meetings and presentations throughout the national territory, forums for consultation with business representatives, and the development of a website.

Achieving success in this recovery and transformation project requires, inter alia, ASPEC that all economic, social and government sectors have a high level of information, awareness and commitment to the development of the Plan. communication is therefore a key pillar in the implementation of the Recovery, Transformation and Resilience Plan, hence the need to develop comprehensive and ambitious planning, channelling messages in the most effective way to achieve the greatest possible capillarity.

The government is finalising a Communication Plan which aims to give appropriate visibility to the European funding underpinning the Recovery Plan, in line with the provisions of Article 34 of the Recovery and Resilience Facility Regulation and the corresponding guidance to Member States published by the European Commission.

The aim is therefore to achieve a broad visibility and a high level of transparency of all EU-funded actions under the National Recovery Plan.

to promote a cohesive and effective image of the Union in the response to the health crisis. This objective is developed into eight far reaching specific objectives:

- Inform the public about the development of reforms and investments ahead of the Plan, as well as progress towards meeting the milestones and targets set out in the Plan, highlighting their nature as financed and the results achieved.
- Make visible to the public the contribution of the Plan to the dual logical and digital transition, with social and territorial cohesion and equal opportunities between men and women, highlighting the alignment of the reforms and investments envisaged in the Spanish plan with the priorities set by the Sustainable Development Strategy and the Next Generation EU Plan.
- To increase citizens' awareness of the role of the European Union in overcoming the crisis and the impact of the Plan's actions on their quality of life, in order to increase the sense of Europe and the identification of the younger generations with the European project.
- Provide clear information on the financial and participatory opportunities offered to potential beneficiaries by the Recovery, Transform and Resilience Plan, as well as on the requirements, allocation and management of the funds, ensuring transparency.
- Inform the participants of the plan of their responsibilities for the management, monitoring, control, evaluation, information and publicity of the funded actions.
- Increasing the involvement of the media and external broadcasters
in the transmission of opportunities for participation and the development and impact of actions, enhancing their role in increasing public awareness and attention.
- Inform the managing bodies of the tasks to be carried out, including monitoring and communication, establishing information networks and bodies to ensure communication with the EU administration and institutions.
- To make visible the involvement in the management of the Plan of the Autonomous Communities and Local Authorities in order to underline Spain's commitment to co-governance and that the Plan is a common country and EU project.

To achieve these objectives, it is proposed to carry out a large number of actions, ranging from the winning of public, general or sectoral events; the publication of written or audio-visual news and other information content; publicity measures; the creation of a dedicated website on the Recovery Plan; the development of dissemination materials; the selection of key projects; and the establishment of reporting requirements for the beneficiaries of the funds.

These activities are designed to cover, in an organised manner, a significant number of targeted audiences with diverse interests in the Plan:

- I. General public. It potentially covers the entire population resident in Spain, so activities of a generalist nature will be carried out. Specific measures are also foreseen for groups who may have a priori less knowledge of the Plan and in turn have a particular interest in it: young people, women, professionals in sectors particularly affected by the crisis and unemployed.
- II. Potential beneficiaries. A large group includes all the teens and organisations (public or private, not-for-profit, companies, etc.) eligible for Community funding and becoming participants in the scheme. They are therefore the main recipient of the information related to the calls and the birth of the funded actions.
- III. Participants in the Plan. They are the organisations that have been selected to receive funding and implement the actions and will therefore receive messages that need to be more comprehensive and detailed, as compared to the information provided to the beneficiaries. The aim is to provide the necessary information to ensure the effectiveness and efficiency of participation in the Plan and the proper implementation of the benefits associated with the perception of funding.
- IV. Media and external broadcasters. The media play a crucial role in achieving the required breadth in order to maximise impact and reach large segments of the public or the general public, both in terms of media coverage and institutional community campaigns. External broadcasters also play a very important role in providing information or advice to potential aid beneficiaries and to the general public, which ultimately benefits from the effects of these actions.
- V. Managing bodies. These are the public participants who are considered to be managers in the context of public administrations, as bodies responsible for managing the co-financed operations efficiently. Since they can also receive funds for the implementation of projects, they may act as both a win-win manager and participants. Particular attention should be paid to the public employees of the various administrations involved in the implementation of the Recovery Plan, for whom effective internal communication is necessary to ensure that the Plan is properly implemented, to guarantee the transparency of actions and to facilitate compliance with Community legislation.

For all these target audiences, it is necessary to foster a climate favourable to the reforms and significant investments that this Plan will make, promoting and identifying initiatives in different sectors, as well as visualising and enhancing the positive impact of the funds on the recovery and transformation of the Spanish and European economy. The communication actions developed under this Plan will also serve as a tool to contribute to the communication actions the Commission carries out to ensure that these financial resources are made visible to the whole of European society.

The communication channels to be used will be developed according to the target audience.

in order to ensure the best arrival of the message, these include:

- a) Image of the Recovery Plan, which will integrate the European symbols into the institutional and media visual taste associated with the projects and achievements of the

Plan. The use of these elements, giving them the highest visibility, will allow for rapid recognition of all the actions under the Plan and their attribution to national actions and the European impetus for overcoming the crisis.

- b) Events and events. The Recovery Plan, its leveraged policies and its components, as well as the projects they carry out and their results will be presented by representatives of the Spanish institutions at events of various formats. Depending on the nature of the event, these representatives will have different rank and level within the administration, from the Prime Minister and other members of the Council of Ministers to senior officials. The media will be invited and receive regular press material, consisting of press releases, press packs and other items, in physical and digital format, and a briefing with additional technical insight.
- c) Web page. The government has now established a section devoted to disseminating all available information on the objectives and developments related to the preparation of the Recovery Plan. However, the diversity of areas and measures included in the Plan and the significant volume of resources mobilised make it necessary to develop a dedicated website in order to serve as a main and unified portal for information and to facilitate access to opportunities for participation by the targeted public through online communication channels. This website, which will be launched once the Plan is approved by the European Commission, will be a tool for the active motive of European recovery funds, business and investment opportunities, strategic projects and their results, responsibilities for beneficiaries and the tasks to be carried out by the managing bodies. It will also be a tool to raise general public awareness of the transition and potential economic and social transformation of the Recovery Funds.
- d) Social media, which is a powerful tool for achieving a multiplier promotional effect on the Plan's communication activities. Although the expected volume of information could justify the creation of specific profiles for the Reception Plan, its immediate impact would be very limited. For this reason, the choice will be made to use existing institutional profiles in order to maximise the impact on all audiences of the communication actions carried out through these channels.
- e) Audio visual communication. The growing demand for audio visual products, particularly during confinement, and their particular language, which are highly cognitive and emo effective, makes this channel a powerful vector for socialising the Plan's actions and bringing the concrete value of its achievements closer to large sections of the population.
- f) Communication with *stakeholders*. In order to have a greater penetration within the different sectors targeted by the projects, two different prescribers will be designated, through which a communication channel will be created in two directions where input can be received to improve the projects.
- g) Specific actions for media, ensuring that they have a clear vision of the Plan and the opportunity it offers for the country's economy. Transparency in the provision of data will be crucial, thus providing briefings, symposia, opinion articles and other specific visibility actions around concrete injections.
- h) Information materials, general and technical, with various audiences ranging from administrations to less specialised hearings. Also, if appropriate, merchandising materials related to the plans will be prepared, always with the presence of the image of the European Union and the Plan.

As a way to make the success of the Recovery Plan visible, a number of key projects will be identified which will show, on the one hand, the impact on the Spanish population and

economy and, on the other hand, their relevance and relevance in relation to one or more of its four cross-cutting axes: green transition, digital transformation, gender equality and social and territorial cohesion.

Firstly, so-called Strategic Projects for Recovery and Economic Transformation (cant) will be considered key projects by their nature, impact and size. They consist of a new form of public-private partnership to develop projects of a strategic nature and with strong leverage for the economic growth, employment and competitiveness of the Spanish economy. As key elements of the Plan, they require a targeted communication action, based primarily on its presentation and the knowledge of its main actors, its benefits and the success stories for the economy and society they generate. Beyond the cant, other projects (such as investments or reforms) will be selected to be emblematic or remarkable as good practices in the field of Recovery and Resilience mechanism.

As communication is a very important factor in achieving the objectives of the Recovery Plan, it is envisaged to have coordination groups with officials from the administrations involved, who will also carry out expert assessments on the development of this communication strategy in order to maximise its results. This communication plan will therefore be subject to a series of monitoring and evaluation mechanisms, in collaboration with the European Commission, in order to check its effectiveness throughout its implementation, to carry out appropriate analyses and to be able to consider any amendments deemed necessary to ensure its successful completion.

FINLAND

Communication on the sustainable growth programme

The aim of communications is to provide information about the content and preparation of Finland's sustainable growth programme as openly and clearly as possible. In particular, the aim is to open up reforms and investments as a whole and their effectiveness. The Ministry of Finance communicates matters as new things need to be said.

The main target group for communications is the following: regional councils, municipalities, business life, hospital districts, those preparing the health and social services reform, universities, research institutes, political parties, Members of Parliament and other ministries and authorities. The second most important target group is the media and the third most important citizen.

The Ministry of Finance has organised a communications network in which representatives from all ministries have been invited to participate. Several ministries have already communicated the programme through their own channels, for example by publishing ministers' blogs. As the preparation progresses, the role of other ministries in communications will grow.

The Ministry of Finance has preliminarily discussed cooperation in communications with the Representation of the European Commission in Finland. The Ministry and the mission will at least support each other's communication on social media and possibly organise joint events. The plans are to be specified later.

The Ministry of Finance conducts communications as part of its official duties and has not budgeted funds for it.

In terms of content, communications have focused on communicating the reforms, investments and effectiveness of Finland's Sustainable Growth Programme. Communication has been built on the four pillars of the programme, which have been translated into concrete terms from the perspective of citizens and businesses in particular.

As the preparation progresses, more emphasis will be placed on implementation in communications: distribution of funding over time, the measures required from Finland to obtain funding, and practical instructions for project funding applicants. The Ministry of Finance has organised several stakeholder groups on Finland's sustainable growth programme. Communications have supported stakeholder consultations: the Ministry has provided information about the consultation events in advance in its communications channels. Other ministries inform those interested in funding, for example, by organising stakeholder events and publishing press releases.

When the Ministry of Finance publishes its final recovery and recovery plan, two projects are listed for communications, at least one of which has a direct impact on citizens' daily lives. The examples illustrate the effectiveness and the progress of the projects. Initially, it has been thought that the phasing out of oil heating and funding from the Academy of Finland could serve as examples.

All communications make it clear that the programme's funding comes mainly from the EU's recovery instrument. On its website, the Ministry of Finance provides background for the EU's recovery instrument and Finland's role in it.

The Government Communications Department has designed a visual identity for Finland's sustainable growth programme. The visual identity helps to identify the programme as one of the Government's major reforms and connects communications between different

ministries. The visual material includes the Union emblem, combined with the text “NextGenerationEU financed by the European Union”. The Ministry of Finance has instructed all ministries to use the logo and text in its communications.

The most important channel of communication is the website of the Ministry of Finance. On the website, the Ministry has published press releases on the progress of preparations, updating of Finland’s assessment, government proposal on the decision on own resources, a preliminary recovery plan and consideration of the recovery package at EU meetings. Press releases will also be published automatically on the Government website. The Ministry of Finance has built a separate section on Finland’s sustainable growth programme on its website to make it easy to find essential information. The Ministry will update and supplement the website as the preparation progresses.

Twitter is the most important channel on social media, but LinkedIn, Facebook and Instagram are also available to the Ministry.

The Prime Minister’s Office published its preliminary recovery and recovery plan publication archives in Valto on 15 March. The final recovery and recovery plan will also be published in the same place once it is completed. In this way, the publication is available at one address to which different ministries and other actors can link.

The Ministry of Finance monitors the visibility of communications through online analyst, the analytics of social media platforms, the Social Bakers service and the media monitoring tool. The topic has attracted a lot of interest: At its best, press releases and social media content have become one of the most readable contents of the year. A wide range of discussion has taken place both in the media and in social media. The Ministry of Finance organised media events on Finland’s sustainable growth programme on 15 February and 15 March 2021. The next media event is scheduled for May 2021, when the final recovery and recovery plan is completed. In addition, Minister of Finance Matti Vanhanen will usually tell the media about discussions at EU meetings at a short telephone conference. The Ministry’s public officials regularly give interviews on the subject and hold background discussions with journalists.

Workplace communications are particularly important because a large number of public officials from different ministries participate in the preparation. The Ministry of Finance - regularly publishes news and short updates of the preparations on the ministries’ intranet.

Communication measures on the final recovery and recovery plan:

- press conference at the Ministry of Finance (public webcast)
- publications of social media on the ministries’ channels: Twitter, Facebook, Instagram and LinkedIn
- press release of the Ministry of Finance
- other ministries’ press releases, blogs and newsletters
- update of the Ministry of Finance’s website
- recovery and recovery plan (public archive Valto).
- news on the Government’s intranet
- interviews with ministers and public officials

FRANCE

The Government is pursuing a national communication strategy on the recovery plan in order to ensure the visibility of each resulting action. A logo has been created to ensure that each project resulting from the recovery plan is abbreviated to France Relance. In addition, each prefect was asked to inform citizens about the plan's measures and their practical effects on the territory. This communication strategy will involve the European Union for projects funded with the Facility at national and local level.

The Government shall also make the presentation of its recovery plan available to all on the website of the Ministry of Economy, Finance and Recovery and regularly communicate on the implementation and monitoring of the recovery plan; As early as 16 November, it published its scoreboard setting out progress by subject area. A monthly update of the data shall be carried out, allowing a high level of visibility of the whole plan and its measures. Finally, the Government ensures institutional communication with Parliament, the heads of local and regional authorities and trade unions (see above).

In this context, France Relance projects financed by the Facility for Recovery and Resilience will also be flagged as such, and Europe's role in economic recovery, ecological transition and the development of social cohesion will be highlighted and promoted via the Internet site Europe is committed to France (<https://www.europe-en-france.gouv.fr/fr>).

The French authorities, both at central and local level, are keen to make the European Union's recovery action as visible as possible to citizens, in particular by using the logo 'Funded by the European Union — NextGenerationEU', as provided for in Article 34 of the FRR Regulation.

CROATIA

OBJECTIVE AND PURPOSE OF THE COMMUNICATION STRATEGY

Taking into account the main objectives pursued by the RRF, in preparation of the NRP, the Government proposed a package of reforms and related investments aimed at achieving the recovery of the economy and strengthening its resilience in order to be ready to adequately respond to potential challenges in the future. In doing so, the government recognised the opportunity to focus the proposed measures for the recovery of the economy on achieving smart, sustainable and inclusive growth, leading to more jobs, productivity growth and strengthening the competitiveness of the Croatian economy.

Alongside the recovery of the economy, the government, through the NEPT, supported the implementation of reforms and related investments with a view to further building economic, social and institutional resilience. At the same time, reforms and investments that will enable the green and digital transitions and the development leap forward based on innovation, new technologies and internationalisation of business are at the heart of the Plan. Through these investments, the Government recognises the opportunities to achieve a long-term transformation of the whole economy.

As this crisis is caused by the COVID-19 pandemic, the government has paid particular attention to reforms and investments in strengthening the resilience of the health system to ensure its balanced geographical availability, but also to increase the capacity to respond to similar crises in the future. In addition, this NEPT also draws particular attention to demographic revitalisation, which is an additional challenge due to the pandemic.

In this context, the Communication Strategy sets out a clear framework with defined concrete tools to help publicise the objectives pursued by the Government through the implementation of the NEPT, as well as the possibilities for financing activities, programmes and projects.

Following the consultations, three strategic communication objectives have been identified and are intended to be achieved:

- 1) Familiarise the general public with the content of the NEPT so that potential beneficiaries who intend to make use of the funds provided for in this plan can be informed and prepared in due time.
- 2) Strengthen public trust in RRF institutions and processes through active communication and a transparent approach.
- 3) Raising awareness of the usefulness of EU membership through the possibilities offered by the RRF.

The purpose of the communication strategy is to inform the public about the national objectives and ways of using RRF funds, which is intended to influence citizens' perception of how Croatia benefits from EU membership and to be informed about the reform processes that follow.

COMMUNICATION TARGET GROUPS

The information and communication measures will be targeted and tailored to the following target groups: General public – in order to ensure transparency, trust and information about the direction of reform processes in Croatia, it is important that the general public is aware of what the resources available will be spent and what concrete benefits these investments will bring to them.

Beneficiaries – part of the available funding will be allocated directly to the private sector and part indirectly through large public investment. This makes it important that those who intend to express their interest in participating in this process have a clear picture of the time-limits, how to register

and the course of action.

Multipliers — where the primary focus is on the media that, as a ‘third party in the process’, provide accurate and timely information and, given their influence, help to create a positive public image of the processes that will take place and thus, indirectly, of the actual benefits of Croatia’s membership of the EU.

COMMUNICATION ACTIVITIES

An appropriate communication approach and tools will be chosen to ensure that the message is transmitted in the most efficient way to a specific target group. The use of a genuine communication tool also enables two-way communication aimed at achieving the objectives set out in the communication strategy.

In view of the objectives set and the audiences to be reached, the following actions are planned to be undertaken:

OFFLINE COMMUNICATION ACTIVITIES

- Organisation of briefings and press conferences
- Regular thematic announcements
- Guests of government members and government bodies in daily news and thematic broadcasts at television stations, daily, weekly, monthly and radio broadcasts.
- Organisation of public events (presentations, conferences, meetings)
- Production and broadcasting of promotional videos on television channels

WEB COMMUNICATION ACTIVITIES

- Launch a dedicated NEPT web page with the newsletter function to interested stakeholders.
- An information campaign on government social media, including Facebook, Twitter, Instagram and Youtube.

ESTABLISHING A FRAMEWORK FOR COOPERATION WITH THE EU INSTITUTIONS

- Joint press release and/or joint press conference
- Public promotional events with EC representatives
- Cooperation in an information campaign on social media (joint posts, guests of interviewers in Facebook and Youtube events, common visuals, infographics, videos and text content)

PROJECTS OF PARTICULAR IMPORTANCE

In order to further increase the visibility of the document itself, it is planned, in cooperation with the EC, to communicate more closely certain activities and projects with particular relevance and size and, consequently, greater public interest can be expected. Above all, this refers to:

- Projects related to strengthening the competitiveness and green transition of the economy
- Improving the use of natural resources and strengthening the food supply chain
- Reforming the education system and raising research and innovation capacity
- Initiative for building renovation after the earthquake

BUDGET

Any communication activities carried out by the Government in the context of communication and increasing the visibility of the NEPT either will not entail additional costs beyond those foreseen

through the day-to-day communication activities or will be included in the separate cost statements of individual projects.

MEASURING THE RESULTS AND OUTREACH OF THE CAMPAIGN

The government will monitor the impact of information and publicity measures in terms of transparency, awareness of NEPT opportunities and the role of the EU. The evaluation of the Communication Strategy shall provide for regular measurements and verification of achievement of objectives through the monitoring of performance indicators and for feedback that will make it possible to adapt communication approaches to ensure that they achieve the most efficient results. A report on the activities carried out and planned under the communication plan shall be drawn up by the Government.

HUNGARY

The Recovery and Resilience Plan covers a very wide range of interventions, areas of expertise that are essential to mitigate the impact of the COVID-19 outbreak, as well as laying the ground for making the Hungarian and European economies and societies more sustainable, preparing for the opportunities and challenges of the green and digital transitions. Communication tasks and expectations related to implementation should therefore take place in a number of areas, sometimes distant from each other.

The objective of communication related to the plan is to demonstrate, through the Hee projects, how and to what extent the instrument contributes to overcoming the crisis, to the digital and green transition of the Hungarian economy and society, to disseminate the results of HET as widely as possible and to inform the public about the useful, efficient and transparent use of resources. As it is a new aid instrument, it is not possible to communicate the results and experience of previous periods. However, it may be inspired by the tools and experience of cohesion funds and it is necessary to draw inspiration from joint communication. However, due to the nature of the novelty, raising awareness of the instrument and building trust in the institutional system are more pronounced than proven cohesion funds.

Phases and target audiences of the information

Communication opportunities related to planning have already been presented.

The **communication tasks related to implementation may be grouped into the following phases:**

1. **Adoption of HET and start of implementation:** a presentation event for professional audiences, with a strong focus on the design and the expected impact of media coverage reaching a wider audience. Through preparatory workshops, information publications, online training courses, potential beneficiaries shall be made aware of the way in which they are implemented and the communication tasks of the beneficiaries.
2. **Project implementation process:** regular information, in particular to professional audiences, on the achievement of milestones, management experience and the functioning of the implementing institutional system, presentation to the general public of individual partial results, with particular emphasis on implementation sites, to the population directly concerned. Operation of a stand-alone information website to ensure continuous availability of information to monitor progress and use of funds.
3. **Presentation of the implementation and results of the HET:** as was the case for the launch, a larger evaluation event/s will be available to the professional and decision-making circle, the wider population will also have access to the content of evaluations on the tools for public follow-up already in place, with a strong media campaign summarising the results.

The information tasks shall be set out in detail in the communication strategy drawn up by the National Authority. **The communication strategy shall be developed in the framework of the TSI project obtained by the Member State with the involvement of an expert.** The overall strategy will be based on annual communication plans, broken down by component, following the following structure.

- 1) Coordination/communication activities of the national authority
 - a) Communication messages
 - Main message (with link to common EU objectives)
 - Target groups and specific messages per target group
 - b) Campaigns

- Target groups
 - Messages
 - Campaign tools, communication channels
- c) Events
- d) Publications
- e) Regular non-campaign communication tasks
- press publication, website, newsletter
- 2) Separately for each component
- a) Presentation of communication objectives, target groups and messages
- b) Description of the means of communication
- c) Presentation of communication actions

Communication channels

Events

During the start-up phase, events can only be planned taking into account the restrictions due to the coronavirus pandemic. It is expected that interpersonal communication and direct face-to-face meetings with interested parties should be avoided in the first half of 2021. The communication tasks built on public events and face-to-face meetings should continue to be planned in such a way that they can be easily adapted to online implementation.

The organisation of information days is primarily important for potential stakeholders (stakeholders, beneficiaries, municipalities affected by developments, NGOs, professional and advocacy organisations, planners). A public event presenting the results shall take place at least once a year.

Social media

Social media presence shall be used at all stages of implementation and, in conjunction with the monitoring and reporting tasks of Hee, the extensive use of infographics and data visualisation shall be used.

Publications, posters

The importance of traditional written and electronic media tools, posters and paper-based publications is diminishing, but it is inconceivable for presentation, preparation of applicants and communication of the results of the implementation.

Website

The establishment of a stand-alone website is absolutely necessary, partly furthering the materials and functions of the current partnership website, while on the other hand it allows the publication of new briefings, news and the continuous monitoring of the results by the general public on a regular basis. In the framework of the unified communication, the palazat.gov.hu page will provide the Hee with an information space. This is the main domestic information platform and visibility of the coherent EU development policy, and it is therefore practical to keep at least part of the Hee information here.

The role of calls for proposals is very limited, but it cannot be excluded with the current state of planning. They may be published on the website palyazat.gov.hu in a procedure similar to that of the OPs. An opportunity to comment on this page would also be possible.

Communication tasks and image of beneficiaries

In order to ensure that beneficiaries indicate the source of the supported projects in an appropriate, coherent and efficient way, a communication manual for beneficiaries shall be drawn up. The design of the image elements to be used by the beneficiaries is also supported by the templates of an online “table generator”, a communication plan and a press release.

Mandatory elements of communication packages			
Tasks		Amount of aid awarded in the contract	
		Over HUF 150 million	HUF 150 million and below
	Preparatory phase of the project (1-3)		
	The implementation phase of the project (4-10)		
1	Drawing up a communication plan (to be prepared prior to the conclusion of the grant contract, not eligible).	x	
2	Preparation and distribution of printed fact sheets (brochures, leaflets, etc.) to the general public.	x	
3	Displaying the information page related to the project on the beneficiary's operational website or, failing this, on social media interfaces.	x	x
4	Send a press release on the launch of the project and collect press appearances (not eligible).	x	x
5	Organisation of a press conference.	Over HUF 100 million	
7	Preparation and placement of an information table of size 'A2' or 'A3' at the location of the investment.	'A2'	'A3'
9	Production of photo documentation suitable for communication purposes (only the cost of professional photographs shall be eligible).	x	x
10	Send a press release on the closure of the project and collect press appearances (not eligible).	x	x

The Arculati Manual, which must be applied both by the beneficiaries and by the National Authority, helps to ensure uniformity and order of appearance.

Hee logo in Hungarian



Hee logo in English



Horizontal aspects

In order to be aware of developments, equal access with the accessibility of the communication interfaces is of the utmost importance. It is also important, in connection with pan-European objectives, to ensure a high level of accessibility for the foreign public in foreign languages.

IRELAND

The Communications Strategy for Ireland's Recovery and Resilience plan will include a national plan aimed at ensuring public awareness and promoting the benefit of EU funding at programme level. This will be further complemented by communications at project level giving clear visibility for the reforms and investments detailed within the plan.

The Implementing Body will be responsible for all communications at programme level. Our communications strategy will target a broad range of stakeholders including but not limited to members of the public, Government, Parliamentarians, Government Departments, the Regional Assemblies, Local Authorities, Government Agencies, private companies, economic and social partners, citizens of the EU, the European Commission, the European Parliament, national and local media.

A dedicated National Recovery and Resilience Plan webpage linked to www.gov.ie is the central pillar in the delivery of Ireland's RRF Communications Strategy. The website www.gov.ie is a well-established central portal for all government services, communications and information in Ireland. The link to the NRRP webpage will also be placed in a prominent place on the homepage of the Department of Public Expenditure and Reform.

The NRRP webpage will act as the main repository of information pertaining to the Facility, in order to increase awareness of RRF funding. Initially, the webpage will include a list of project beneficiaries and an outline of the projects participating in the Recovery and Resilience plan. Over the duration of the programme, the webpage will be regularly updated with details of milestones and targets achieved per project and the benefits derived from Recovery and Resilience funding.

The Implementing Body will be responsible for updating the webpage on a regular basis as well as using existing communications channels, and developing digital media outreach by leveraging existing Government presence, and using video/graphic content as appropriate to deliver key messages during the lifetime of the programme. The Body will also consider opportunities for engagement at Ministerial level, and as appropriate with the Commission to announce the adoption of the National Plan and subsequently to promote early success stories and develop continuous messaging to promote the Recovery and Resilience plan.

Communications on individual projects will be a matter for each Accountable Department or Agency, further detail on specific project level communications is outlined in Part 2 of the plan. Additionally, project beneficiaries will, as a condition of funding, be required to prominently, display in all communications activities the EU emblem with the funding statement "funded by the European Union– NextGenerationEU".

The Implementing Body will issue an identity guideline to Accountable Departments and Agencies to facilitate continuity across project level communications. These guidelines will include graphics for use, such as logos, as well as key messages to be considered in communications.

Project level communications will be proportionate to the project size and purpose. A number of project will have extensive related communications activities that will comply with the Regulation and will promote the role of EU funding. For example, due to the nature of the project, extensive communications may be required surrounding the Census, which will highlight where appropriate the role of EU funding in developing the digital census option.

The Implementing Body will require Accountable Departments and Agencies to report on their communications and provide material, such as photographs, to be used promotionally on the National Resilience and Recovery Facility webpage.

The Implementing Body will engage with the Irish representative on the INFORM EU Experts group to ensure best practice and maximise the impact and synergies across communication strategies.

ITALY

During the implementation of the Plan, including in conjunction with the European Commission, information and communication activities aimed at involving all target groups, from *stakeholders* to the general public, shall be ensured in accordance with a specific strategy in accordance with the relevant Community guidelines.

In particular, these initiatives, intended to fully disseminate the Plan, ensure adequate visibility of the results of the investments and the role of the European Union in the support provided, and comply with Article 34 of Regulation (EU) 2021/241.

In this context, the PNRR Portal is the communication window of the Plan. It is a dynamic portal that will adapt over time to the needs of citizens and facilitate engagement through clear and accessible communication of the PNRR and its benefits for the country.

The experience offered by the new portal is based on four guiding principles: transparency, simplicity, timeliness and personalisation. The dynamic aspect is also a vital element both to meet the need to keep the ever-changing public informed and in the approach to editorial production and data sharing.

LITHUANIA

Effective mitigation of the economic and social consequences of the pandemic depends to a large extent on simultaneous and targeted communication. Clear reform and investment priorities, targeted communication and coherent and coordinated inter-institutional work have been identified, increasing public confidence and making a significant contribution to the efficiency and sustainability of change.

By strengthening visibility, publicity and effectiveness of change, two main strands of communication activities have been identified as a complementary and important contribution to addressing priority areas of public policy reforms and investment: **Enhancing the impact of investments** and increasing **visibility and transparency**.

In order to achieve a sustainable impact of investment, where communication activities are planned in parallel with those implementing reforms or investments, the investment planning phase identifies specific problems and identifies, as necessary, the need to change the beliefs of society and certain groups of society (what I say it is what I say) or values (this is “this is my behaviour”). Planning and quality of implementation of measures to strengthen the impact of these investments is the responsibility of the entity implementing the reform/investment.

Targeted communication responds to the public’s perception of the European Union and reflects changes in its acceptance, as well as shaping views on the benefits of EU funds for the region and for everyone personally benefiting from it. Thus, in order to ensure targeted visibility and transparency, at every stage of recovery and resilience investments, both planning, implementation and dissemination of the results achieved, communication will be strengthened by highlighting the contribution of the EU in all communication tools, i.e. using the EU emblem and the corresponding statement on funding “**Next Generation EU funded by the European Union**”.

Communication and visibility objective: Ensure visibility and transparency of EU investments to mitigate the economic and social consequences of the pandemic and to promote changes in the Green Deal and the digital transformation in Lithuania.

Challenges: provide potential applicants with accurate, comprehensive and relevant information on access to recovery and resilience funds; strengthen the expertise of project promoters in the planning and implementation of communication activities; provide assistance to project promoters on the promotion of their reforms/projects; to inform the public about the activities carried out by EU investments in Lithuania in order to: 1. mitigating the consequences of the pandemic, 2. changes in the green and digital transitions and other priority areas for Lithuania; Promote the change of opinion and behaviour of target groups needed to achieve the planned reform and investment objectives.

Reform or investment communication priorities. In line with the main objectives of the RDF and the Lithuanian Government’s public policy priorities, the main communication focus, in coordination with the EC, will be focused on the 4 components of the plan and 6 of them on the reform or investment strands: **Green Transformation:** sustainable production of electricity and sustainable transport; **Digital transformation:** State IT transformation and digital connectivity; **Education:** general education; **Health:** resilience of the health system:

Target audience:

- The **public** as the main beneficiary;
- **Social and economic partners** with an interest in achieving the objectives and results of reforms and projects;
- **Applicants who need to** be properly informed and assured about the possibility to submit applications without disruption and to participate in a transparent selection process;

- **Beneficiaries** who need to be aware of all reform/project implementation processes and requirements;
- The **media, opinion-makers, representatives of the European Commission and experts from relevant fields**, whose insights and advice are useful both in terms of informing and involving the public more actively.

Communication activities will link the choice of all audiences to the regional coverage, assessing the relevance and impact of communication in a given region, where reforms or investments are implemented only at regional level.

Cooperation with the EC. In order to increase public and media interest in the EU and its value creation, Lithuania will involve the EC in communication on priority reform and investment areas. It is planned to draw up joint press releases and joint communication messages in cooperation with the relevant EC Directorates, the EC Representation in Lithuania and the Lithuanian Representation to the EU, informing the public about the objectives set and their implementation.

Communication channels: The choice of communication tools and channels depends on the purpose of the specific communication campaign and the target audience. Communication activities shall aim at engaging as widely as possible with social and economic partners, politicians and media representatives, interest groups involved in reforms.

The main channels of communication tools are: **Traditional** (periodic newspapers and magazines, television, radio, events) and **digital** (websites, news portals, e-mail, social media).

The main channel for disseminating information is the [website of the Ministry of Finance](#) to provide continuous information on planning and progress. Other public authorities' websites are also used to raise the profile of this website. Social media are used as a support channel for the dissemination of "currently relevant" messages. Given the habits of the Lithuanian population, Facebook, LinkedIn channels are the most appropriate, but other channels may be used according to the specific nature of communication.

When working on all social media platforms, the prescripts related to the EU investment policy should be used consistently, complemented by prescripts reflecting Lithuania's communication ambitions.

Budget: to increase the visibility and transparency of the communication activities of the Plan at national level, it will be implemented through internal State budget resources and managed communication channels and tools. The estimated size of the budget is up to 0,15 % of the overall RER budget, depending on the need for and progress towards the targets set for the targets.

Table1. Set of indicators for monitoring visibility, transparency and communication of EU funds

Name of the indicator	Unit	Baseline value	Baseline, year	Target value (2026)	Source
Output indicator					
Public presentation of the results of the implementation of the NKL Plan	number	0	2022	5	

Name of the indicator	Unit	Baseline value	Baseline, year	Target value (2026)	Source
Presentation of the NKL Plan to the public (remote)	number	1	2021	1	
Result indicators					
Share of project promoters with sufficient information on how to implement the project properly	%	68*	2021	70	Survey of project promoters (FM survey)
Share of population who heard about EU financial support to regions and cities	%	61	2019	63	Eurobarometer survey "Citizens' knowledge and understanding of EU regional policy"
Share of population personally benefitting from EU investment	%	67**	2021	69	Public opinion survey (FM survey)
Share of people who agree that EU investment contributes to positive changes in quality of life in Lithuania	%	72***	2021	74	Public opinion survey (FM survey)

*the sum of "agree" and "strongly agree" is calculated;

** the sum of the "showed" and "quick-on" answers is calculated;

*** the sum of "strongly agree" and "quickly agree" is calculated.

LUXEMBOURG

In accordance with Article 34 of Regulation (EU) 2021/241 establishing the Recovery and Resilience Facility, the Luxembourg authorities intend to implement a communication strategy to help raise public awareness of the European funding provided through the RRP.

In the interests of transparency, the Ministry of Finance published the draft PRR as soon as it had been approved by the Council of Government on 10 March 2021. The publication was accompanied by a communiqué reflecting the main objectives of the plan.

The final version of the PRR is published in full on the Ministry's website in a dedicated section. In addition to communication through the usual channels, this dedicated section will provide an overview of the projects financed through the PRR and inform the interested public about the

reforms and investments financed by the RRF.

LATVIA

ANM communication objectives. The overarching objective of ANM communication is to enhance the visibility of the ANM and public awareness of the ANM's objectives for European recovery. Highlight the importance of the investments made by the implemented projects in achieving Latvia's climate objectives and sustainability, digital transformation and other objectives to be achieved in the framework of the ANM Plan.

The strategic communication objectives of the ANM will be included in the overall communication strategy for EU funds. Based on the overarching objectives defined in the strategy, the institutions involved in the management of the ANM will develop communication plans with already specific measures to inform and raise awareness of the overall contribution of the ANM to specific target groups and the specific projects supported. Individual projects will be identified for which enhanced communication will be ensured. Co-ordinated communication activities with the EC will be ensured on the following strategically important activities and projects identified in the Latvian ANM Plan: Greening Riga Metropolitan Range Transport System, Improving Energy Efficiency in Public Sector Buildings, including historic buildings, residential buildings and buildings, Adaptation to Climate Change, Digital Transformation of Public Administration, including Local Government Digital Transformation, Digitalisation and Innovation of Enterprises, Digital Skills at all levels, Reducing Inequality, Strengthening Health Infrastructure.

Visual identity will be ensured in line with the common EU funds regulation by including the reference "supported by the European Union – New Generation".

Coordination of ANM communication. The EU funds Communication Management Working Group has been established in Latvia since 2004 to ensure coordination of EU funds communication, which involves all institutions in the management of EU funds and representatives of the EC Representation in Latvia. In the new programming period, the EU Funds Communication Management Working Group is planned to expand and develop already successful cooperation, thus ensuring strategic and coordinated communication of CC funds and ANM within the framework of Latvia and the EU. Close and coordinated cooperation with the EC in providing joint communication activities will be continued using the already existing communication networks in the framework of INFORM and INIO groups. Joint activities such as press releases, social media announcements, possible events with the participation of EC Commissioners and representatives of the European Parliament are planned.

Target audience for ANM communication. The provision of high-quality and timely information, both to the beneficiaries, to the institutions involved in the management of the ARM and to the public at large, is essential. *The communication of the ANM* mainly identifies three main target audiences and specifically identifies sub-groups of target audiences that are in line with the target audiences of the CC funds. The target audience will also be identified according to their geographical and thematic scope:

Table 13: Target audiences of communication

Target audiences	Target groups
	Actual beneficiaries in the implementation of projects
	Potential project applicants and beneficiaries

Specific target audiences	Social and Cooperation Partners
	Institutions involved in the management of the ANM
Whole society	Latvian population aged 16 and over
	Young people under 15
	People with disabilities
Corporate audiences (internal)	Staff of public administration and authorities involved in the management of the ANM

The *communication channels to be used by the ANM*. The implementation of the ANM Strategy and Annual Communication Action Plans will use a wide range of communication channels that will provide objective and comprehensive information to all target groups and provide feedback. The traditional communication channels will be used – the single EU funds homepage (to be developed in 2021) and other websites of institutions involved in the administration of the ANM, media, information activities (workshops, conferences, trainings, press conferences), environmental advertising, printed material, as well as existing and new social media, in line with the target audience.

Funding for ANM communication. In order to ensure high-quality, timely and targeted communication of the objectives pursued by the ANM, the supported projects should provide adequate funding for the implementation of these activities in line with the overall allocation of the ANM. The necessary funding can be determined in proportion to the total allocation of the ANM.

PORTUGAL

Affected by a crisis still under development, resulting from a rapidly spreading pandemic, the European Union prepared and adopted, in record time, an unprecedented and extraordinary mechanism with the necessary financial means to halt and recover from the economic downturn. The instruments adopted on a large scale will enable Member States not only to deal with the problems caused, or exacerbated, by the pandemic crisis, but also to the structural blockades still affecting a large part of their territories.

The *NextGenerationEU* programme is thus not only a financial stimulus capable of leveraging economic recovery at European Union level, but also provides a new impetus for the European project, strengthening the links of solidarity between Member States. In this context, it is a factor of unity between peoples, with Recovery and Resilience as common denominators.

As a Member State, Portugal sees the potential for communication of the Recovery and Resilience Plan in line with its importance and its transformative character and mobilisation of economic, social and political actors around its implementation — recognising the important role of the European Commission in its construction. On the other hand, Portugal wishes to associate to the PRR the enhanced implementation of mechanisms to ensure transparency and monitoring of the implementation of the funds, a need particularly accentuated by the requirement for rapid implementation which characterises the context in which this instrument is implemented.

The implementation of the communication objectives of the Recovery and Resilience Plan will be the responsibility of the Mission Structure “Recovery Portugal”, in accordance with its powers to disseminate the achievements and results of the PRR and to carry out all the actions necessary to carry out the task assigned to it and to achieve the objectives set.

It will therefore be the responsibility of the Mission Structure “Recovery Portugal” to **reinvigorate a communication strategy which should be based on a communication plan and a visual identity manual, both elements to be produced**. These two elements are fundamental to the creation of the brand and the development of its image, thus enabling the generation of relevant renown indices and public recognition that is comfortable with the importance of the instrument in question.

The communication guidelines set out here are indicative strategic guidelines for drawing up such a communication plan, and should be regarded as non-exhaustive commitments regarding the actions to be taken.

As regards the budget, it is estimated that EUR 200 thousand will be allocated from the annual budget of the Mission Structure “Recovery Portugal” for the implementation of the communication measures.

Vision

The PRR vision and communication objectives are aligned with the vision of the Resilience Recovery Plan taken by the Portuguese Government since the first hour: “Recovery Portugal, building the future”. In this sense, this vision contributes to the European dimension of this mechanism, as it is perfectly framed in the spirit of the European Recovery Plan, *NextGenerationEU*, which also seeks to lay the foundations for remedying the damage of the crisis and preparing a better future for the next generation, thereby serving the European project for a more resilient, greener and more digital Union and thus more prosperous and cohesive.

In addition, this vision is fully in line with the transformative and reform purpose behind the development of the Portugal 2030 strategy — as a medium-term national development strategy. In this sense, it is in line with the objectives set out in its four thematic agendas, and in line with its role as a benchmark for public policy planning and programming which will contribute to achieving the objectives set out therein for the decade, which are going to decline in a number of instruments — with particular emphasis on the Partnership Agreement, its operational programmes and the Recovery and Resilience Plan.

Objective and values

From a communication point of view, Portugal perceives this Recovery and Resilience Plan as a renewed opportunity to:

- **Mobilising society for reflection and debate on the future prospects in a post-pandemic scenario**, putting structural policies to be implemented at the centre of the debate on the future of new generations;
- **Stimulate reflection on climate challenges** and on the generational commitments needed to achieve carbon neutrality by 2050, ensuring a just transition, framing the issue in the PRR areas, with national energy and climate objectives and with the European Green Deal;
- **To motivate the debate on an inclusive digital transformation** and the opportunities behind it, aligning it with the strategic aims of the PRR, the priorities of the XXII Government and the Portugal 2030 Strategy, as well as the European Commission’s wish to assert this decade as the ‘digital decade of Europe’;
- **Reaffirm the commitment and ambition to put people first in the field of public policy intervention**, in line with the priorities of the Portugal 2030 Strategy and the PRR, as well as the principles of the European Pillar of Social Rights;
- **Building trust in institutions** through transparent, participatory, uncomplicated and results-oriented public management — in line with the PRR principles;

- **Bringing citizens closer to the European Union** by giving visibility to the added value of a European project built on solidarity, based on social progress and peace, environmental sustainability, social inclusion and fair, equitable and balanced redistribution of the benefits of economic growth, with a view to economic, social and territorial cohesion.

In view of the above, and in line with the regulatory reporting requirements, which determine the development of communication activities that ensure the visibility of Union funding, the PRR communication strategy will be developed around two key objectives:

- **Disseminate the Recovery and Resilience Plan**, in particular its objectives, its implementation and its results; and
- **To broaden the positive perception of the implementation of the funds in Portugal** by increasing the visibility and visibility of the role played by the Funds and the European Union by giving the European Union and its financing instruments relevant visibility, as a key part of the recovery process, thus helping to bring citizens closer to the European Project and the institutions of the European Union.

To achieve these two key objectives, this PRR proposes five general external communication objectives: To achieve these two key objectives, this PRR proposes five general external communication objectives:

- **Recognition.** It is part of this objective to create the basic conditions considered essential for achieving the communication objectives of the PRR. These include the need to build a brand image that is consistent with the principles of the plan by creating, implementing and managing a visual identity that is applied in a common and consistent manner to all parts and elements of visual communication of the Plan, as well as to all elements or actions to disseminate all projects or initiatives supported by it — giving effect to the determination stipulated in the Recovery and Resilience Mechanism Regulation. This also includes the creation of own means of communication, such as the creation of a website, social media presences, etc. This also includes the intention to ensure media space and public recognition in the field of public policy implementation (in general, and in particular in the thematic areas that make up the PRR), the promotion of the development and economic, social and territorial cohesion of Portugal and the European Union, as well as the recovery from the crisis created by the COVID-19 pandemic.
- **Information and transparency.** This objective aims to clarify the fundamental features of this instrument by communicating to this end in a general manner to the external public, so that the external public is able to build and consolidate a clear and informed understanding of what is the Facility and the Recovery and Resilience Plan, what its objectives are, how it is implemented, what commitments it makes to achieve its objectives and targets, and what results it has achieved and what impact of its achievements. As part of this objective, the creation of the Transparency Portal, which will allow continuous monitoring of the implementation of the PRR, is highlighted.
- **Mobilisation.** This objective is intended to help ensure intensive demand for participation in the implementation of the PRR measures by promoting effective communication in mobilising potential beneficiaries. This is intended to ensure the conditions for informed, agile, but uncomplicated participation in the implementation of the PRR, by publicising its operational tools and the manner and conditions for participation in the implementation of this plan. In this connection, it should be noted that there is a strong commitment to the effective dissemination of the calls for tenders to be launched under the PRR in order to stimulate the participation of potential beneficiaries. In the field of communication, and in order to promote greater involvement of civil society, not limited to implementation, work or

studies by communication professionals and/or academics are encouraged to contribute positively to the implementation of the PRR communication strategy.

- **Raising awareness.** The aim is to contribute to understanding, discussion and reflection on the challenges that the PRR proposes to respond to, and on what opportunities arise — with particular emphasis on the twin transition, climate and digital, but also on the issues of economic competitiveness, social rights and territorial cohesion. Targeted at external target audiences, this objective aims to contribute to the reflection on the future perspectives in a post-pandemic context, with a particular focus on the PRR’s contribution to accelerating the twin transition — climate and digital — and the challenges and opportunities arising from these processes. In this respect, it is envisaged to organise conference cycles around each component of the PRR, in accordance with the communication needs of each of them, taking into account the investments it involves. This type of initiative will be the point of direct contact with the sectoral actors involved in each investment and aims to involve them directly in the preparation process for implementation.
- **Monitoring and evaluation.** The definition of a reporting monitoring and evaluation model within the PRR is seen as fundamental in that it allows for the analysis of the results of communication activities and thus makes it possible to correct — where appropriate — the options outlined in the Communication Plan. It is therefore envisaged, within this objective, to monitor the performance of the communication actions carried out, to carry out a *focus group*, to assess visibility and visibility, to develop actions to follow up communication actions in ongoing projects and to encourage the adoption of evaluation and self-evaluation practices by beneficiaries.

Communication activities/channels

As part of the PRR communication activities, all communication channels will be considered in order to make PRR communication as comprehensive as possible.

It is planned to use the following means of communication: *Website*, social media, audiovisual materials, reports and other technical publications, brochures and other printed materials, publicity and activation campaigns, press releases and exits, production and participation in events, merchandising, etc. The appropriateness of the means to be used in relation to the communication objective and the target audience to be achieved will be defined in a timely manner in the PRR communication plan. Experience with the results achieved in communication in the area of Cohesion Policy funds ensures promising conditions to achieve the expected success in this area.

The identification, albeit indicatively, of the activities envisaged by each of the five general external communication objectives — and thus not replacing the final choices to be made under the Communication Plan to be drawn up in the future by the Mission Structure “Recovery Portugal” — is summarised in the following figure.

Figure 1. Types of activities envisaged by external communication objective

Tipologias de atividades previstas	Objetivo de comunicação externa					Público-alvo	
	Reconhecimento	Informação e transparência	Mobilização	Sensibilização	Monitorização e avaliação	Externo	Interno
Website (conceção, gestão e dinamização)	***	***	***	***	***	✓	✓
Redes sociais (criação, gestão e dinamização de perfis institucionais)	***	***	***	***	***	✓	✓
Materiais audiovisuais (produção e divulgação)	**	**		***		✓	
Relatórios e outras produções técnicas (produção e divulgação)	**	***		**	***	✓	✓
Aviso de Abertura de Concurso e Avisos Convite (elaboração e/ou divulgação)	.	.	***			✓	✓
Brochuras e outros materiais (produção e divulgação)	***	***	**	***	**	✓	
Campanhas de publicidade e de ativação de marca (produção e divulgação)	***	***	.	***		✓	
Comunicados de impresas e saídas na comunicação social	***	***			***	✓	
Eventos (organização e participação)	***	***	**	***		✓	✓
Merchandising (produção e divulgação)	**					✓	
Portal da Transparência	***	***			***	✓	✓

Legenda: *** contributo direto muito relevante | ** contributo direto relevante | . contributo indireto

The PRR communication activities, in line with the Plan’s governance model, provide for high-level involvement of the Government of the Republic and the governments of the Autonomous Regions, as well as the involvement and participation of civil society. Whenever possible, the participation of the European Commission — at the level of the College of Commissioners — as well as of its Representation in Lisbon, and where relevant of the other bodies and institutions of the European Union, will be requested, with a focus on the European Parliament. It is envisaged that the invitation to the participation of representatives of the European Commission — services and College of Commissioners — will take place on a regular basis and whenever deemed relevant for the purposes of communication activities and for the achievement of the communication objectives of the PRR.

Target audience

The PRR has, throughout its different phases, different target audiences according to the development of the implementation of the plan. Portugal has been intensively disseminating the PRR to the general population, using the institutional means of the government and the media. For example, the public consultation process has been officially launched on the Government portal, has been widely reported and concrete communication actions have been developed with partners and *stakeholders*. This has been the time to present the PRR to citizens in general, encouraging stakeholders to participate with its analysis and input. Subsequent stages will include dissemination moments focused on *stakeholders*, in accordance with the timetable for implementation of the Plan, bearing in mind that each component itself has a specific target audience, resulting from the investments to be made within each component.

The Communication of the Recovery and Resilience Plan — as determined for the communication of cohesion policy funds, be it in the context of Portugal’s Common Communication Strategy 2020 or in the communication strategies of the respective Cohesion Policy Operational Programmes — aims in general to reach two target audiences:

- **External public:** Comprising potential beneficiaries and beneficiaries of the PRR, companies, entities of the national science and technology system and the R & DI ecosystem, municipalities, regional public authorities, public bodies, associations, social partners, the cooperative sector and third sector entities, political and institutional decision-makers, media, *opinion makers/leaders*, public and general public opinion, the European Union and its structures.
- **Internal public:** including entities and structures foreseen at the three levels of PRR coordination, as well as entities and structures involved in the implementation of the PRR.

SLOVENIA

Objectives of the communication strategy

The general objective of the Recovery and Resilience Building Instrument is to promote the economic, social and territorial cohesion of the European Union by improving the resilience and adaptation capacity of the Member States, mitigating the social and economic impact of the crisis and supporting the green and digital transitions, thereby helping to restore the growth potential of the economies of the European Union, promoting job creation after the COVID-19 crisis and promoting sustainable growth (Article 4 of the Regulation of the European Parliament and of the Council establishing the Recovery and Resilience Facility). It also outlines the substantive framework for communication and promotion of the implementation of the National Instrument with the aim of bringing its opportunities and effects closer to the different stakeholders. In the initial period of implementation, the focus will be on communication of programming documents, the amount of funds available, new calls and clarification of outstanding issues related to the National Recovery and Resilience Building Plan. The second part will focus on the results and impacts of the use of the Facility's resources, whereby messaging valuers will be successful projects and their promoters. All with the aim of:

- communicating the opportunities and impacts of the Recovery and Resilience Building Instrument;
- promoting the involvement of potential beneficiaries in the implementation of the Recovery and Resilience Plan,
- informing beneficiaries of the co-financing responsibilities set out in the Recovery and Resilience Plan,
- ensuring transparency and access to comprehensive and clear information.

Communication strategy target groups

The Recovery and Resilience Building Instrument has a positive impact on all areas of life and action. Communication will therefore focus on the following target groups:

- the general public,
- (potential) beneficiaries,
- interested public by development area and component (e.g. "green" NGOs, interested public in the fields of energy use, digitalisation, health, social),
- in-house public – participants in extraction,
- media

Communication channels and communication tools

The communication of the Recovery and Resilience Plan is steered by the coordinating authority by developing common directions and using single communication channels (website, Facebook, Twitter, e-informer). The preparation of texts by development area and component will be carried out by the communicators of each competent ministry.

Communication will take place at two levels:

- the content by development area and component; and
- targeted and proportionate to the size of the projects financed.

It is envisaged to set up a single communication channel on Facebook and Twitter, where all up-to-date information relating to the implementation of the Facility will be published, calls for applications for ongoing calls for tender, decisions on support, progress in implementation, contributions from competent ministries and beneficiaries.

A single subpage will be set up on the web portal www.eu-skladi.si, where legal bases, guidance, calls for tender and current news will be published and the thematic mailing lists can be logged.

A monthly e-informer will be set up to inform and promote projects. The content of the e-informer will be communicated by means of social media and mailing sheets on a thematic basis, depending on the development area or component relevant to the specific public concerned.

Communication will be channelled through national and regional communication channels with a view to targeted and effective outreach to target groups. Regionally relevant content will be communicated through the provision of information to regional and local media.

In addition, traditional and modern communication tools will be used to:

- a) communicating with the media: press conferences and press releases, press releases, interviews and roam hosting;
- b) advertising in electronic and printed media;
- c) direct communication with (potential) beneficiaries and the general public: (video)conferences, seminars, workshops, events for the general public;
- d) promotion: publications, leaflets, posters and promotional items;
- e) activation: competitions, prize games and quizzes;
- f) online occurrence: web subpage, single communication channels on social networks, infographics, video clips, etc.

Communication and labelling according to the size of the grant awarded

1. The scope of **communication and promotion** will be proportionate to the amount of funding allocated and to the strategic value of the reform or project. The coordinating body and communicators of the competent ministries will provide assistance to beneficiaries in carrying out communication and promotion activities in the form of written and oral guidance, on-going advice and communication with the media.

Minimum requirements:

- a) *Reforms*
 - *in the preparation process: inviting the interested public to co-design reform solutions and communicate the necessary changes,*
 - *in the process of adopting legislation, strategies and other reform documents: communicating expected changes and expected positive effects through national*

communication channels, regional and local media and thematically channelled through mailing lists and infographics;

b) Projects up to EUR 500 000 grants:

- publication on the website and social media and information for the media at the time of approval and closure;

c) Projects above EUR 500 000 and less than EUR 10 million in grants:

- upon approval and completion, publication on the website and on social networks and information for the media, information via an e-informer, interviews with end-users (possibility of joint online communication activities with the European Commission);
- at least 0.3 % of the grants awarded shall be used for communication purposes.

d) Projects above EUR10 million in grants:

- activities applicable to projects under point b),
- opening event for the press and the general public, or a press conference or press release (option: with the participation of the coordinating body and the EC Representation in Slovenia).

e) Projects of strategic importance:

- activities applicable to projects under point b),
- opening event for the media and the general public or press conference with the participation of the coordinating body, the European Commission or its Representation in Slovenia and the representation of the European Parliament in Slovenia.

2.The labelling will take into account mutatis mutandis the communication guidelines for European cohesion policy implemented under the Common Provisions Regulation and taking into account the specific orientations of the European Commission (emblem “Financing the European Union – NextGenerationEU”, hashtag #NextGenerationEU and #StrongerTogether).

Key messages

In terms of objectives, content and communication tools, general messages have been developed for all target groups:

- With the help of the Recovery and Resilience Facility, Slovenia will emerge stronger and better prepared for the challenges of the future.
- Under the Recovery and Resilience Facility, Slovenia will be able to benefit from an indicative EUR5 billion, of which up to EUR3.2 billion in loans and EUR1.8 billion in grants.
- Funding from the Recovery and Resilience Building Plan is linked to the achievement of milestones, and well-designed and managed projects are a prerequisite for effective absorption;
- Resources under the Recovery and Resilience Plan will focus on the following four key areas:

- the green transition;
- digital transformation,
- smart, sustainable and inclusive growth;
- health, social security, housing;
- European funds contribute to Slovenia's development and prosperity;
- Slovenia uses European funds in a transparent and efficient way.

Those general messages will be appropriately adapted and updated in communication according to the target groups.

Active communication of projects of strategic importance

Special attention will be given to projects of strategic importance in terms of communication, as they are projects that will significantly transform the future of the Slovenian State. They are grouped into four development areas and are indicative in nature:

Development	Project/Measure of Strategic Importance
Green transition	<ul style="list-style-type: none"> — Increase in railway infrastructure capacity: upgrading of the railway stations Domžale, Grosuplje and Ljubljana, major railway line No 20 Ljubljana-Jesenice-d.m and equipping locomotives and power trainsets with ETSC installations; — Sustainable construction, renovation and management of public buildings.
Digital transformation	<ul style="list-style-type: none"> — Reforming the digitalisation of the public sector and public administration – a public servant of the future; — A programme for the digital transformation of the economy.
Smart, sustainable and inclusive growth	<ul style="list-style-type: none"> — Conservation of posts; — Transformation and sustainable improvement of the competitiveness of the Slovenian tourist accommodation offer to achieve a breakthrough: 30 investment projects in public and private tourism infrastructure; — Faculty of Medicine, Ljubljana.
Health and welfare	<ul style="list-style-type: none"> — Upgrading the UKC Ljubljana infectious clinic; — Replacement construction of the infective clinic building UKC Maribor.

National communication campaigns with an opening event for the media and the general public or a press conference with the participation of the coordinating body and the European Commission or its Representation in Slovenia are foreseen for these projects/measures.

Financing of communication activities

Communication and promotion activities shall be financed from the funds allocated to each project. The level of funding for communication activities shall be proportionate to the amount of funding allocated – for the purposes of communication and promotion of projects awarded more than EUR 500 000 grants, at least 0,3 % of the funds allocated to communication activities shall be allocated to the individual ministries, coordinated communication on the single social networks and the web portal shall be managed by the coordinating body.

Rules

The communication rules of the Recovery and Resilience Facility will be part of the Common Communication Guidelines for the 2021-2027 programming period, which will be made publicly available at www.eu-skladi.si. The requirements vis-à-vis the beneficiaries will be proportionate to the extent of the co-financing of the project and will be consistent with the communication guidelines for European cohesion policy implemented under the Common Provisions Regulation.

Monitoring and evaluation of communication

In addition to effective implementation, monitoring and evaluation is important to achieve successful results. The performance of the communication strategy will be monitored by means of the following indicators:

- number of social media posts and trends
- the number of publications and the trend of visiting the web subpage;
- number of subscribers per monthly e-informer,
- number of opening events or press conferences referred to in points 4.1.c and 4.1.d;
- scope and context of media coverage of concrete communication projects

The effectiveness of the communication strategy will be evaluated on an annual basis over the course of its implementation with the aim of identifying its strengths and weaknesses and, if necessary, adapted to new findings. In addition to these indicators, the evaluation will also use direct testing among target groups (e.g. questionnaires on the margins of events held, online surveys,...)

Design of the Communication Plan for the adoption of the Recovery and Resilience-Building Plan

Communication activities follow a pre-defined timeline as a follow-up to the process of preparing the Recovery and Resilience Plan.

Media target group:

In the preparation process: Press releases, answers to journalistic questions and a real-time response to disinformation

Target audience for the general public:

Infographics of the distribution of funds by development area and component, social media publications and web-subpages: <https://www.eu-skladi.si/sl/po-2020/nacrt-za-okrevanje-in-krepitev-odpornosti>

Target group potential beneficiaries and in-house public:

Webinars and social media publications and web-subpages:<https://www.eu-skladi.si/sl/po-2020/nacrt-za-okrevanje-in-krepitev-odpornosti>

With the endorsement of the Recovery and Resilience Plan by the European Commission, the following communication activities are foreseen:

- Publication of the Recovery and Resilience Plan on the website <https://www.eu-skladi.si/sl/po-2020/nacrt-za-okrevanje-in-krepitev-odpornosti>
- press conference of the Government of the Republic of Slovenia with the participation of a representative of the European Commission,
- hosting of news programmes,
- infographics of the distribution of funds by development area and component and their publication on social media and online sub-sites.

SLOVAKIA

The main objective of the National Communication Strategy of the Recovery and Resilience Plan of the Slovak Republic is to ensure clear visibility of the financing of the various reform and investment priorities by the European Union and to set up an effective means of communication in informing, implementing and promoting communication activities. The communication strategy aims to raise the profile of the European Union's essential role in the recovery of the European economy, to improve its overall image, to mainstream the digital and green transitions as the cornerstones of European recovery, to raise awareness and to communicate on individual projects and measures, their results and overall benefits. At the same time, the communication strategy aims to create a user-friendly and attractive source of all necessary information on the recovery plan and its implementation and to ensure that information on the objectives of the plan and its funding opportunities is disseminated to potential beneficiaries and all stakeholders. This objective can only be achieved through coherent and adequately targeted information to the general public, stakeholders, potential beneficiaries and the media. The ambition of the communication strategy is to achieve its objectives primarily in digital form, thus eliminating as far as possible activities and tools that could support any environmental burden.

9.1. Overview of communication activities in the preparatory phase

The Slovak Ministry of Finance has already launched a series of communication activities in the preparation phase of the Recovery Plan in order to increase awareness and positive perception of the Recovery Plan as a joint response of EU countries to the severe economic downturn due to the pandemic, and actively informed the public about the basic priorities of the recovery plan, as well as individual planned reforms and investments. The Slovak Ministry of Finance actively communicated on the recovery plan on social networks, on www.mfsr.sk and. The representatives of the Slovak Ministry of Finance in charge of preparing the recovery plan (both technical and highest political level) had dozens of media outputs in the largest audiovisual and print media and participated in online expert discussions dedicated to the recovery plan. On 15 December 2020, the Ministry of Finance of the Slovak Republic, with the auspices of the Representation of the European Commission in Slovakia, organised a full-day online public debate on the recovery plan (priority topics: green economy; health; education; science, research and innovation; general government; business environment and digitalisation), with the participation of experts from key ministries or representatives of the professional public. The public debate ended with a political debate with the participation of the Prime Minister of the Slovak Republic and the Deputy Prime Minister and Minister of Finance of the Slovak Republic. The total scores exceeded 100 000 with the sum of the interactions of 4400. A public debate on the recovery plan was also held on 18 February 2021, organised by the Slovak Association of Finishers in cooperation with the Ministry of Finance, with the participation of the Deputy Prime Minister and the Minister for Finance of the Slovak Republic, the Director-General of the Recovery Plan Section and other representatives of the specialist public. Dozens of press releases dedicated to the recovery plan were sent to the media in cooperation with the Press Service and the Recovery Plan section. Prior to the start of the interdepartmental consultation procedure, the Recovery Plan Section organised an off-the-record media briefing where the coordinators of the recovery plan presented the different specificities, process and content of the Slovak recovery plan to journalists. At the same time, a series of discussions took place in the course of March on Clubhouse's social network, in the presence of the Minister of Finance as well as individual representatives of the Slovak Ministry of Finance.

Series of thematic discussions with Ministers and Ministers of the Government of the Slovak Republic on the Recovery Plan

In order to communicate intensively to the general public and to make Slovakia's ambitions translated into planned reforms and investments more visible, the Recovery Plan Section organised a series of five innovative public debates, with the participation of Ministers and Ministers of the Government of the Slovak Republic, who presented the components of the Recovery and Resilience Plan to citizens in a simple and comprehensible manner. The various debates were webstreamed live on social networks and organised in thematic spaces reflecting the basic priorities of the Recovery Plan.

Date of debate	Title of the debate	Participating Ministers and Ministers of the Government of the Slovak Republic	Place of live transmission of the debate
9.3.2021	Ministerialdebate:education	Deputy Prime Minister and Minister for Finance of the Slovak Republic;Minister for Education, Science, Research and Sport of the Slovak Republic;	secondary school class, Grössling secondary school
16.3.2021	Ministerialdebate:efficient public administration	Deputy Prime Minister and Minister for Finance of the Slovak Republic;Minister of Justice of the Slovak Republic;Minister for the Interior of the Slovak Republic;	Court Hall of the Pezinok Specialised Criminal Court
23.3.2021	Ministerialdebate:green economy	Deputy Prime Minister and Minister for Finance of the Slovak Republic;Minister for Transport and Construction of the Slovak Republic;Minister for the Environment of the Slovak Republic;State Secretary, Ministry of the Economy of the Slovak Republic;	wagon of state-of-the-art generation train
30.3.2021	Ministerialdebate:digitalisation	Deputy Prime Minister and Minister for Finance of the Slovak Republic;Deputy Prime Minister and Minister for Investment, Regional Development and Informatisation of the Slovak Republic;	Slovak University of Technology in
13.4.2021	Ministerialdebate:health	Prime Minister of the Slovak Republic;Minister of Health	Biomedical Laboratory of

		of the Slovak Republic, State Secretary of the Ministry of Health of the Slovak Republic;	Pavilion of Medical Sciences, Slovak Academy of Sciences
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9.2.Ensuring the visibility of the EU

In order to ensure the sufficient visibility of the European Union, pursuant to Article 34(2) of Regulation (EU) 2021/241, NIKA shall ensure that, when promoting reforms, investments and their results, the origin and visibility of Union funding (at the level of implementers, intermediaries and beneficiaries) is duly recognised by providing coherent, effective and adequately targeted information to multiple audiences, including the media and the public, and by displaying the Union emblem and providing an appropriate statement of financing ‘funded by the European Union – NextGenerationEU’. No one shall establish a single communication methodology for beneficiaries, intermediaries and implementers of reforms and investments and ensure the systematic collection of the necessary communication materials and information.

.1.1.1 9.3.Key stages of the communication strategy

The main pillars and objectives of communication will be developed in greater granularity in regular annual national communication plans, which will respond to the current state of implementation and the communication needs arising therefrom. The annual communication plans will reflect the priorities set out in the national communication strategy and contain specific information on planned information and promotion activities, including quantification of the relevant monitoring indicators in a given year, projected costs and deadlines for implementation in a quarterly breakdown. At the same time, the annual communication plans will reflect synergies with planned communication activities under the ESI Funds. Their preparation will take place in consultation with the relevant ministries responsible for the various measures of the recovery plan, the Representation of the European Commission in Slovakia, the Department of Information and Publicity at the Government Office of the Slovak Republic and the Working Group on Information and Communication of the European Structural and Investment Funds.

The communication of the recovery plan can be summarised in three basic stages:

- 1) Initiation campaign: an intensive initial campaign, implemented after the approval of the Recovery Plan, to bring the plan closer to a wide range of publics and highlight its most critical priorities.
- 2) Communication activities in the implementation phase responding to update moments: the initiation campaign will be followed by specific communication activities in line with payment requests planned to take place twice a year by mid-2026. Smaller dedicated campaigns linked to the implementation/completion of key reforms and investments will be implemented in the course of 2021-2026.
- 3) Final campaign: a final summarising campaign will be implemented in 2026 to communicate on implemented reforms and investments, results and benefits of the Recovery Plan.

.1.1.2 9.4.Objectives of communication activities²

The national communication strategy and activities related to the Recovery and Resilience Plan of the Slovak Republic have a number of basic objectives:

- a) to raise general awareness of the recovery plan's priorities, its overall benefits and its positive perception;
- b) to highlight the need for green and digital transformations;
- c) ensure clear visibility of the financing of the various reform and investment priorities by the European Union;
- d) shape a positive public perception of the imperative need for reforms;
- e) communicate concrete reforms and investments, as well as their impact and results;
- f) to improve the overall image of the European Union.

.1.1.3 9.4.1.Target groups, communication tools and activities

The identification of target groups is based on the intention to provide a coherent, efficient and proportionate amount of information to a diverse audience. Their distribution corresponds to the type, form and depth of the information communicated on the recovery plan. Specific communication tools and activities, which need to be diversified, are linked to individual objectives with regard to specific target groups. Communication will primarily be based on two basic strategies:1) communicate on the benefits of the plan and provide basic information on the recovery plan;2) communicate on concrete reform and investment topics of the plan, such as environment, digitalisation, education, health, public administration, etc.

Target Group	Communication tools	Communication activities
General public	Communication through the media, whether print, audiovisual or social, online, including the main website www.planobnovy.sk .	Use of online banner advertising in the media as well as through search tools such as Google Ads. Information through articles, infographics or interviews in nationwide, regional and also targeted media. Use of print, online and audiovisual media. Use of paid advertising in various types of media, including TV spots. Active contribution to social networks, including the use of paid advertising. Targeting both outdoor and electronic advertising options such as citylights or other alternatives. Sending newsletters to subscribers via the website.

² The results of each of these objectives will be monitored and evaluated on the basis of the process identified in section 9.9.Evaluation and monitoring.

		Creation of digital information publications.
Stakeholders and potential beneficiaries (National Council of the Slovak Republic, Office of the President of the Slovak Republic, municipalities, associations, associations and other interest groups, think tanks, academic sector, current and potential beneficiaries of the Reconstruction Fund and others)	Direct communication via database or direct mailing, use of a contact website.	Organisation of conferences, webinars/workshops, training sessions, briefings, consultation meetings and other information activities. Creation of online information publications, newsletters. During the implementation phase, the members of the Council of the Government for the Recovery and Resilience Plan of the Slovak Republic will also be involved in communication activities.
Media (traditional media) and influencers	Direct communication, use of the contact website and social networks of influencers for various campaigns.	Sending press releases, organising press conferences, background briefings, debates, training sessions, sending newsletters, organising media trips to the ground, ensuring photo of the various investments made. For influencers, use of their main communication channels.

Social networks

The public will be informed about the recovery plan, news and the state of ongoing reforms and investments, using a wide range of social networks such as Facebook, YouTube, LinkedIn, Instagram, Clubhouse and others. Publicity will be provided not only on the social networks of the Office of the Government of the Slovak Republic, but also on the accounts of the relevant ministries to which the reform or investment relates, or other profiles which will be created specifically for the purpose of informing about the recovery plan. For greater attractiveness, different forms of content will be created, including videos, infographics, competitions or others. Facebook is currently most used from social networks in Slovakia (over 3.2³ million inhabitants in January 2021), followed by YouTube (using a total of 63 % of the population). In Slovakia, the LinkedIn employment and communication portal is also used (563 500 LinkedIn⁴ users in Slovakia). While Clubhouse (new “social audio”) is currently only available for iOS operating systems, it can be expected to expand its users due to its increasing popularity (Slovakia, together with Japan and Germany, is one of the three countries where Clubhouse is most mobile⁵).

Media

The public will be informed through audiovisual and print media in the form of information articles, interviews, participation of key representatives of ministries in TV, online and podcast broadcasts, and other forms. When targeting the general public, it will also take into account how often it receives information. According to research by the Reuters⁶ Institute for the Study of Journalism 2020, Slovaks are most often looking for news in the online space (79 %), followed by television (76 %), social media (54 %) and print (22 %). The same survey also showed an increase in the popularity

³ <https://www.statista.com/statistics/1029968/facebook-users-slovakia/>

⁴ <https://napoleoncat.com/stats/linkedin-users-in-slovakia/2019/09>

⁵ <https://backlinko.com/clubhouse-users>

⁶ https://reutersinstitute.politics.ox.ac.uk/sites/default/files/2020-06/DNR_2020_FINAL.pdf

of podcasts listening to the age group 18-24 on average. About 600 thousand Slovaks listened to podcast every week in 2019, showing non-public monitoring⁷ by 2muse. Almost 35 % of the Slovak population, more than a million people, irregularly listened to them. Using a combination of these media, we plan to increase the visibility of reforms, in particular among the wider and specialised public that follows the subject.

Newsletters

A newsletter will be sent on a regular basis to all bidders with the latest information on the recovery plan.

Webpage

The website www.planobnovy.sk, launched at the end of 2020, aims to ensure that potential beneficiaries, both general and professional, have access to relevant and up-to-date information on the recovery plan. During the implementation phase, the web will serve as the main information hub on reforms and investments, displayed in the form of a list and an interactive map. This information will be updated on a regular basis, in particular due to synchronisation with the recovery plan data system. The public list will contain not only information on the project itself but also on its stage (e.g. planned/in the process of implementation/completed) or further details. To increase web traffic, the focus will be on the right SEO optimisation, web links from social networks and advertisements via online banners using services such as Google Ads. The website will also have the possibility to subscribe to the regular newsletter.

9.5. Budget strategy

In order to ensure the implementation and implementation of communication, a Technical Support Instrument is foreseen in 2021.

Over the next period, an amount of EUR 5 million will be allocated for the period 2022-2026, defined in more detail under investment 4 *“Strengthening administrative capacity at different levels of government* in component 16 *“Fighting corruption and money laundering, security and protection of the population”*. These costs will be clearly and specifically linked to key reforms and investments:

- Health (components 11 *Modern and accessible inpatient and acute care*, 12 *humane, modern and accessible mental health care*, 13 *Available and quality long-term socio-health care*);
- Education (components 6 *Accessibility, development and quality of inclusive education*, 7 *Education for the 21st century*, 8 *Increase in the performance of Slovak universities*)
- Green economy (components 1 *Renewable energy and energy infrastructure*, 2 *Building renovation*, 3 *Sustainable transport*, 4 *Decarbonisation of industry*, 5 *Adaptation to climate change*)
- Efficient public administration and digitalisation (components 14 *Improving the business environment*, 15 *Reform of the judiciary*, 16 *Fight against corruption and money laundering, security and safety*, 17 *State in mobile, cybersecurity, fast internet for everyone and component*, 18 *Healthy Public Finances*)

The estimated budget is set out in Annex 3.3. *Provisional budget for communication of the Recovery and Resilience Plan of the Slovak Republic*.

⁷ <https://slovenskepodcasty.sk/1/najpopularnejsie-slovenske-podcasty/>

.1.1.4 9.6.Selection of key priorities and projects

Reforms and investments of strategic importance make an essential contribution to achieving the overall objectives of the Recovery Plan, so their communication will be crucial in the perception of the Recovery Plan as a whole. In order to achieve the maximum multiplier communication effect, close cooperation will be carried out with the ministries responsible for the various measures of the plan. Communication of key topics of the Recovery Plan will be coordinated with the European Commission and its Representation in Slovakia. The most representative reforms and investments will be reviewed on a regular basis in annual communication strategies. Communication activities will focus primarily on key priorities and actions that contribute most to the green and digital transitions and on the main national priorities of the Recovery Plan, i.e. health, education and efficient public administration.

In particular, the flagship reform and investment priorities will be highlighted during the communication⁸, such as:

- a) green transition:
 - Renovated buildings;
 - Climate change adaptation;
- b) digital transformation:
 - State in mobile;
- c) quality and inclusive education:
 - accessible kindergartens, repaired schools, modern textbooks and textbooks equipped with modern aids;
 - competitive universities;
- d) excellent science, research and innovation:
 - More effective support for science, research and innovation;
- e) quality and modern health:
 - new and modern hospitals;
 - accessible and high-quality long-term socio-health care;
- f) sustainable and reliable transport:
 - modern railways.

.1.1.5 9.7.Joint coordination with the European Commission

Following the successful cooperation in the implementation of the public debate on the recovery plan in December 2020, the Ministry of Finance continued to actively communicate with the European Commission and its representation in Slovakia (ZEK) on the identification of joint communication activities. Communication activities aim, in particular, to highlight the key pillars of the green and digital transitions, as well as to ensure clear communication of the European Union's funding for reform and investment priorities. We are also planning to achieve this objective during the implementation phase of the Recovery Plan, through the communication channels of the Slovak Government Office⁹, in conjunction with the ZEK, through cooperation in communication campaigns, organisation of joint discussions, seminars, briefings and the use of diversified communication tools. The mutual cooperation covered the period of preparation of the recovery plan (until the end of April 2021), i.e. the phase of the consultation process in the form of organising a joint briefing on the technical parameters of the recovery plan for the professional public. The ZEK also participated in thematic expert roundtables during March 2021. Intensive cooperation will continue on

⁸ The prioritisation of projects for communication purposes may change and will be reviewed on a regular basis.

The Recovery Plan⁹Section, which carries out the role of the National Implementation and Coordination Authority (NIKA) for the Recovery and Resilience Facility, was created in the Ministry of Finance of the Slovak Republic, but will be transferred to the Slovak Government Office in the implementation phase.

communication activities even after the adoption of the Recovery Plan, which we will implement at the recovery plan's update moments and during the implementation phase (namely, communication activities may be modified and adapted by mutual agreement during implementation). In this context, the EC Representation in Slovakia is preparing a number of communication activities in the second half of 2021, in which NKA will be actively involved. It is also ready to cooperate with the European Parliament Information Office in Slovakia, the Europe Direct Information Centres and, in order to maximise the impact of communication activities and maximise the use of existing tools, experiences and examples of good practice, seek synergies with other EU funds and work closely with the Department of Information and Publicity at the Slovak Government Office and the European Structural and Investment Funds Information and Communication Working Group.

.1.1.6 9.8.Organisational communication structure

In order to ensure effective coordination of communication activities, it is essential to set up a communication network for the recovery plan, consisting of communication coordinators in the various ministries, broken down according to the different components of the recovery plan. The network of communication coordinators will be coordinated by NIK, which will ensure horizontal coordination of communication activities, uniform communication of the different priorities, transfer of information, experience and examples of good practice. It shall ensure that information and communication measures are implemented in accordance with the communication strategy and with the aim of the widest possible media coverage, using various forms and methods of communication. The Communication Departmental Coordinators will collect information and communication material on individual projects, the progress of individual reforms and investments and will inform NIK on a regular basis.

9.9.Evaluation and monitoring¹⁰

Evaluation and monitoring of the communication strategy is one of the key tools for obtaining data and adapting communication and budget during the implementation period. The mid-term evaluation of the communication strategy will take place each year in the fourth quarter (Q4) in the form of a quantitative and qualitative analysis. A qualitative analysis of market research can take the form of focus groups. The aim of this survey will also be to identify the extent of awareness of the recovery plan among the general public, with a focus on output in the form of qualitative data. On the basis of the data received, the communication strategy, the content of the activities and the annual communication budget will be adapted. The planned communication strategies based on annual evaluations will also be communicated by NIK to the key partners mentioned in point 9.7.

Communication channel	Metrics/Indicator	Note
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¹⁰ The metrics and the method of evaluating and monitoring communication activities may change during the implementation of the recovery plan.

<p>Social networks and SEO (Facebook, LinkedIn, YouTube, Google Ads (Display), SEO Analysis, Clubhouse)</p>	<ol style="list-style-type: none"> 1. Number of users affected by advertising 2. Organic user intervention 3. CTR (click through rate) – number of clicks per restoration plan website 4. Number of debates organised 	<p>Data and analytics are obtained through the analytic tools held by Facebook/LinkedIn/YouTube/Google and are available to advertisers.</p>
<p>Webpage https://www.planobnovy.sk/</p>	<ol style="list-style-type: none"> 1. Number of unique visitors per month/quarter/year 2. Analysis of the monthly trend of the visits 3. Demographic analysis of visitors 	<p>We can adapt the content of the website on the basis of data and analysis at a later stage.</p>
<p>Newsletters</p>	<ol style="list-style-type: none"> 1. Number of users logged in (public) 2. Number of users logged in (media) 3. Number of unsubscribed users (public) 4. Number of users logged (media) 5. Open rate (% of users opening a newsletter) 	<p>At a later stage, the content of the newsletter should be personalised and adapted on the basis of the personal preferences of each registered user.</p>
<p>Av/print media</p>	<ol style="list-style-type: none"> 1. Number of “per-activity” viewers affected 2. Number of “per-activity” audiences affected 3. Number of ‘per-activity’ readers affected 	<p>Based on the analysis, the communication team can evaluate the content quality of the activities and adapt the content for each target group.</p>
<p>Public debates/seminars</p>	<ol style="list-style-type: none"> 1. Number of active participants 2. Number of questions/interactions from participants 	

