

Programme "Good
Governance, Accountable
Institutions, Transparency"

EEA Grants, 2014-2021

Programme Operator

Managing Authority Programme
Digital Transformation

Athens, 2022

Communications Plan



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Introduction

The Communication Plan (CP) for the "Good Governance, Accountable Institutions, Transparency" Programme, co-funded by the EEA Financial Mechanism (FM) 2014-2021 in Greece has been drafted based on the Regulation of EEA Grants, the updated Annex III, the Branding Manual and the guideline named "Communication Plan – Guidance for Programme Operators" issued by the FMO. Moreover, it is aligned with the revised Communication Strategy of EEA Grants in Greece, issued by the NFP.

The CP includes, among others, the communication activities, their timetable and the description (with budget) of the activities that are needed to be outsourced to implement the CP in a timely manner and according to the implementation of the Predefined Projects.

The Programme expected results are implemented through 3 Predefined Projects (PDPs) namely, the

- "Organizational Upgrading and Digital Transformation of the Network of Citizen Service Centers (CSCs) and public services provided"
- "Strengthening the integrity, transparency and anti-corruption framework" by the National Transparency Authority; and
- "Actions of the Ombudsman to strengthen good governance, accountability and the fight against maladministration in the public sector".

Understanding the context

The CP was based on the organization of a workshop where all the stakeholders of EEA Grants @ National Level and the Norwegian Embassy came together to meet for the first time, introduce their status and plans and have the chance to kickstart a community to work together on the coordination of implementing communications of the Project / Programme.

The following main results fed into the creation of the Communications Plan by a Comms expert

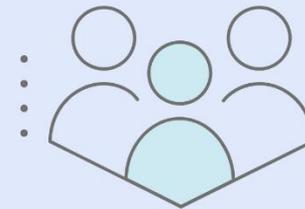
- Getting to know the partners, fostering relationships and thus facilitating communication between them.
- Presenting of individual biographical data of each participant in order to more accurately map the available knowledge capital of the partners' ecosystem
- Presentation of the key elements of each PDP. This included the progress status, upcoming milestones, difficulties and opportunities of the projects, so that partners could identify potential collaborations, synergies and opportunities for cooperation.
- Presentation of experience, good practices and remarks to maximize the communication benefit, from the Norwegian Embassy and the National Focal Point (NFP) .

Iceland
Liechtenstein
Norway grants

COMMUNICATIONS & PUBLICITY

WORKSHOP

ΠΕΜΠΤΗ, 19 ΜΑΪΟΥ
10:00 - 15:00



- #GoodGovernanceGR
- #WorkingTogether
- #eeaGrantsCommunity
- #eeaGrantsGR



ΕΥΔΕ-ΤΠΕ
ΕΥΡΩΠΑΪΚΟ ΚΕΝΤΡΟ ΔΙΑΣΥΝΕΡΓΕΙΑΣ
ΤΟΜΕΙΑ ΤΕΧΝΟΛΟΓΙΩΝ
ΠΑΡΗΓΟΡΗΣ & ΕΤΙΚΕΤΟΘΕΣΙΑΣ

Διαχειριστής Προγράμματος
"Χρηστή Διακυβέρνηση,
Θεσμοί, Διαφάνεια"
ΧΜ ΕΟΧ 2014-2021

Το εργαστήριο αποτελεί μια από τις δράσεις του έργου "Ενέργειες στήριξης Διαχειριστή Προγράμματος "Χρηστή Διακυβέρνηση, Θεσμοί και Διαφάνεια". Η πράξη συγχρηματοδοτείται στο πλαίσιο του ΧΜ ΕΟΧ 2014-2021. Οι επιχορηγήσεις του ΧΜ ΕΟΧ (EEA Grants) αντιπροσωπεύουν τη συμβολή της Ισλανδίας, του Λιχτενστάιν και της Νορβηγίας για μια πράσινη, ανταγωνιστική Ευρώπη χωρίς αποκλεισμούς

Understanding the context

- Presentation by project and communication managers, both on the degree of achievement of the communication objectives and on the upcoming opportunities and milestones that relate to project implementation
- The participants clarified what could constitute a major communication opportunities as identified by the respective project activities.
- Project and communication managers, identified opportunities for collaboration between them and, therefore, the opportunity to maximize benefits from communicating results or other events.
- All participants updated information on the current maturity of the communication actions and learned from each other (peers)



Challenges & choices

- The Programme's objectives are achieved by 3 PDPs and different Project Promoters all distinct public institutions, 2 Independent Authorities and one General Secretariat of the Ministry of Digital Governance. These institutions have other communication actions for other activities
- The joint identification of communication opportunities requires collaborations and coordination in the execution of promotional actions on a common timing by the Program and the Project Promoters in order the communication effect on awareness to be optimized and messages to have a greater reach and impact
- The Program Operator and the Project Promoters should agree on a regular cooperation on events or publicity and communication opportunities to allow for a common view on communication actions and thus, maximize the synergy of communication actions / messages / audiences.
- Delays in the implementation of projects as planned, make communication planning difficult because of information discontinuities. As a remedy the creation of communication messages with a general message-promise to the citizen, so that it remains relevant to the citizen and the target audience in a consistent way.
- Not all Project Promoters are supported in the medium term by internal structures dedicated to communication of the project or communication professionals making it harder to cooperate on more technical communication issues. The PP of PDP₁ and 3 have planned to outsource their communication activities.
- At this stage, the image identity of the PDPs is primarily associated with the Project Promoter and less with the Program or the Donor States. That is, the image "dividend" is not attributed to the Programme and thus, EEA Grants, in their proportionate share.





Communication Objective

The objective of the Communication is to build **awareness** of the contribution of the EEA Grants 2014-2021 to the Programme "Good Governance, Accountable Institutions, Transparency through the results and key events of its co-funded PDPs, in a timely manner

In particular, we will seek to solidify the recognition of the contribution of the Programme to the

- reduction of economic and social inequalities in Greece;
and
- strengthening the bilateral relations between the three Donor States, Iceland, Liechtenstein and Norway, and Greece

in the identified Target audience's cognition, feelings and memory .

This objective is aligned with what is already set as objectives by the National Focal Point (NFP) of the EEA Financial Mechanism 2014-2021 in Greece.

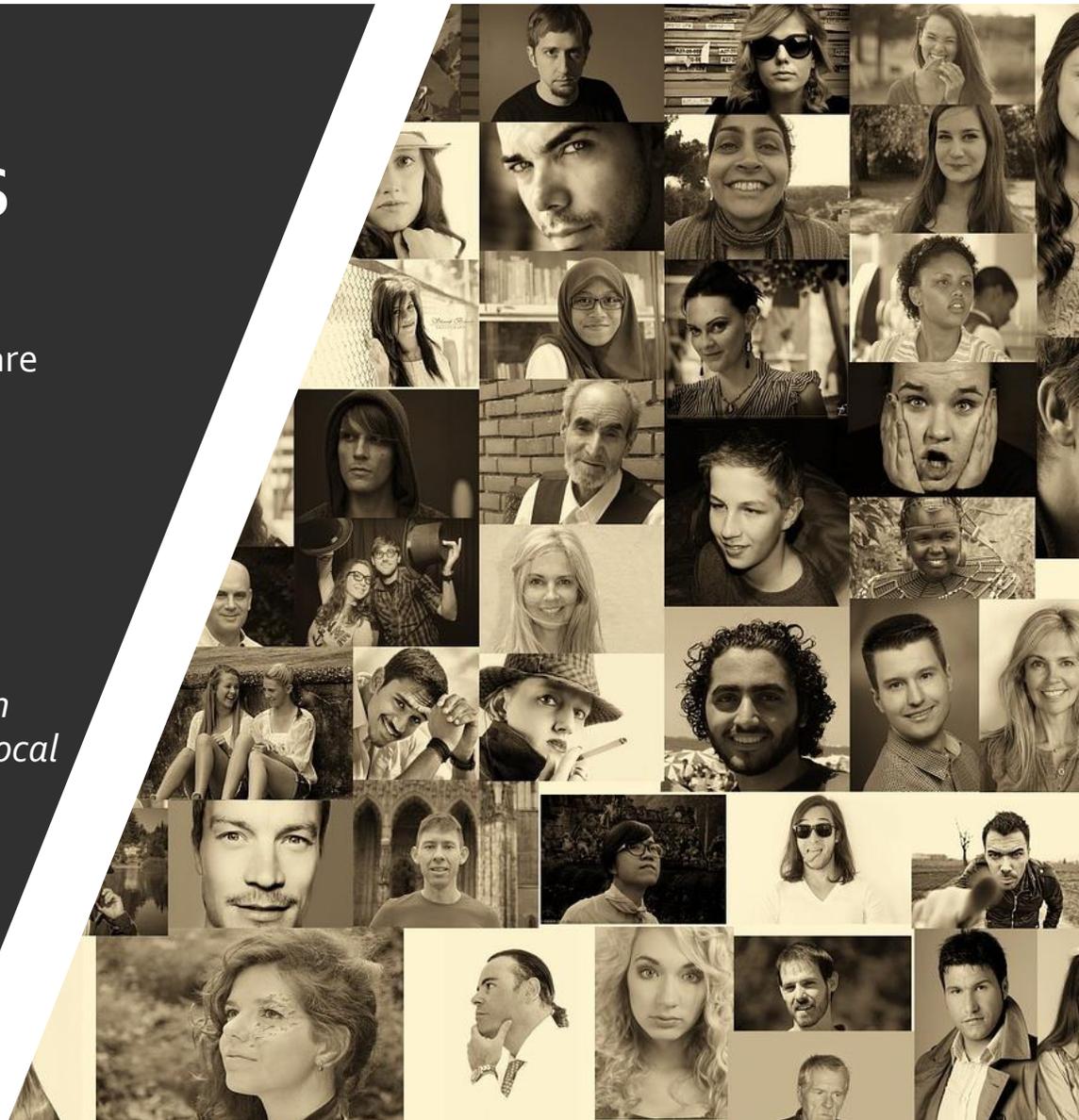
Source: Revised Communications Strategy at National Level,
<https://www.eeagrants.gr/>

Target Audiences

The primary and secondary target audiences are defined respectively as the

1. **Stakeholders of the Programme and Projects** at national, regional and/or local level* and
2. **The public at large**

*(*as the expected results of the projects have an impact on citizens at national, regional and/or local level respectively)*



Target Audiences

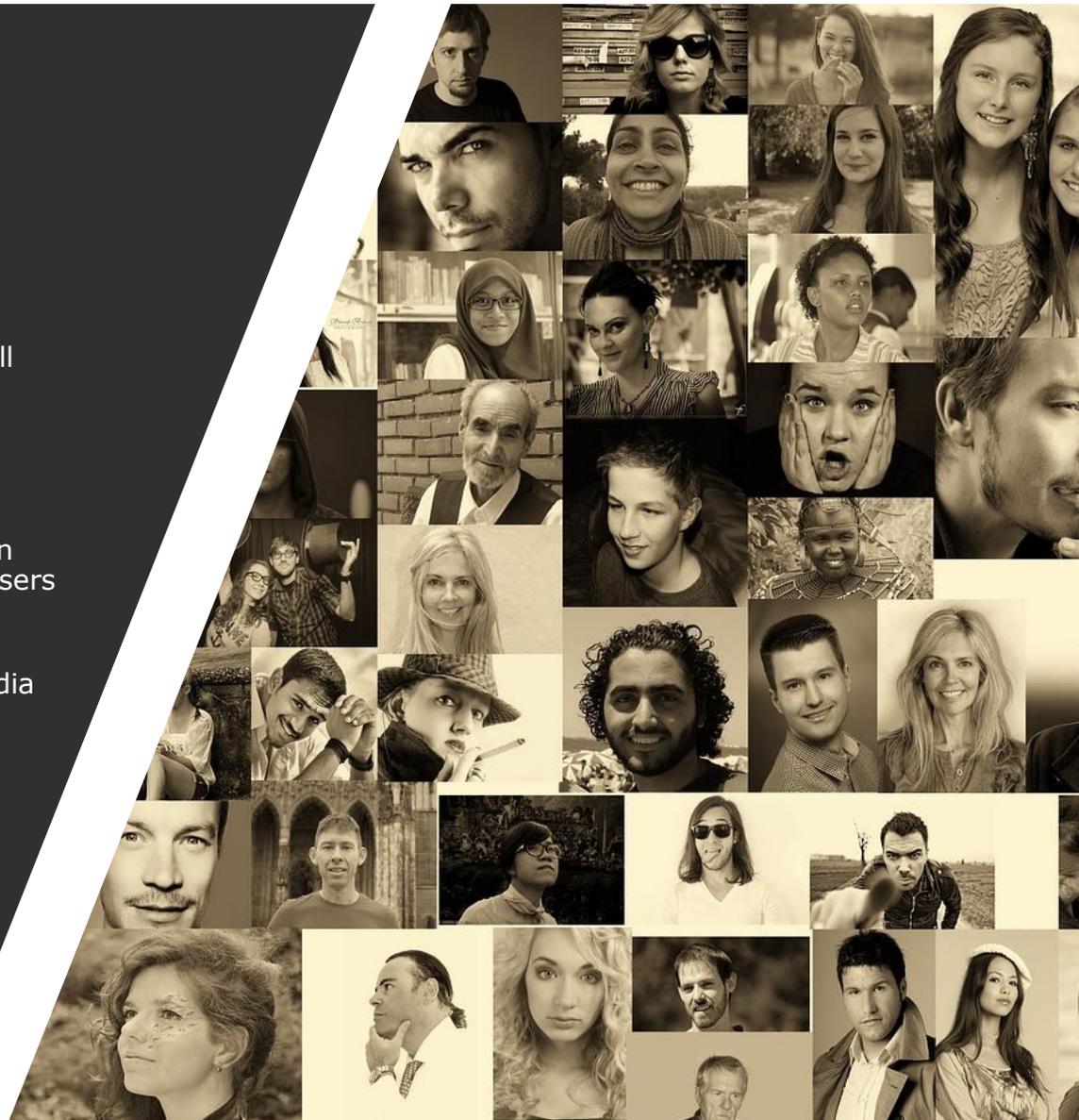
The targeting of communication activities will include the specific target audiences of the PDPs. These audiences will act as multipliers of the image and visibility of the Programme.

1. Employees of the Citizen Service Centers

They will act as "ambassadors" and message multipliers in local communities throughout Greece and to all citizens-users of CSC services, i.e. the citizens served over the counter

2. **Municipal and community officials**, civil servants, parliamentarians and elected officials, public officials, media owners, communication specialists and lobbyists.

3. **Citizens of Thessaloniki**. After the opening of the Ombudsman's office in Thessaloniki in January 2023, its citizens become a special target audience and the Ombudsman's staff will act as "ambassadors" and multipliers of messages to regional and local authorities, workers' associations, human rights organizations and associations (Roma, migrants, LGBTI, etc.), and other vulnerable groups (disabled persons, minorities, etc.).



Strategy

To address the challenges, communication planning is structured in 3 phases.

- During the **1st phase**, the time period is characterized by actions with own means and resources for projects already under implementation and as a preparatory and mild escalation, while the rest of subprojects, go through the tendering and awarding phase to reach a point where the existing deliverables (e.g. establishment of a Ombudsman's Office in Thessaloniki) can support a credible communication message. The period is also used to create the necessary communication materials through outsourcing, procurement, productions, etc.).
- In the **2nd phase**, the image building campaign reaches its peak, with the use of mass media and the investment of advertising funds.
- Subsequently, during the **3rd phase** and until the end of the Programme in 2024, the image building is maintained, through channels and publicity actions, until the final event of winding down.

Main Messages

Under the general message "**Working together for a green, competitive and inclusive Europe**", the specific message of the Programme will include its identifiers

"inclusiveness / together", "good governance", "accountability", "transparency", "Greece".

Good governance, accountability and transparency are core concepts that have the effect of creating or strengthening the trust in the relationship between public institutions and organization with the citizen.

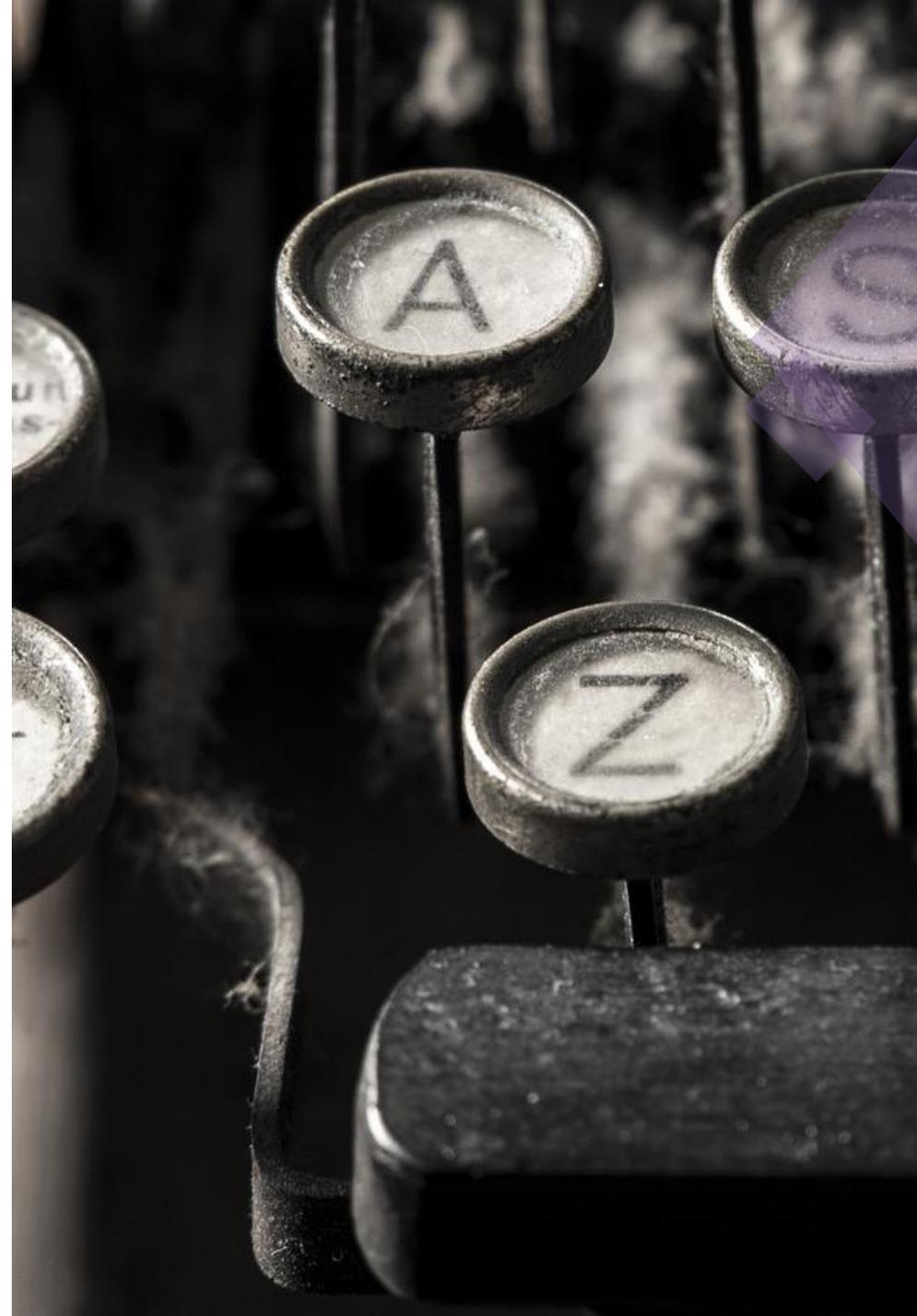
They constitute or renew the promise to the target audience that through the projects of the Program, associations can be formed (e.g. with affected groups of the public who seek trust: minorities, citizens seeking services from the state in terms of transparency, accessibility, accountability, etc.).

Condensing the above concepts, the central **core message** that will govern the communication, to all target audiences, uniformly is

**Creating an effective,
trusted public service**

The message is a strategic direction.

It will be rendered in a promotional and comprehensive way by the creative materials procured by the producer and will govern all communications



Channels & Actions

The designing and selecting of communication channels and actions makes the values of the Programme resonate with the audiences (extroversion)

by

1. **Following** the activities of the projects so that there is "content" in the communication, to maximize the benefit of the smooth completion of the deliverables, to leverage and aggregate the individual project deliverables, thus multiplying the communication effect.

2. **being alert** to flexibly promote the opportunities when they arise in an immediate manner (e.g: using social media), especially those related to initiatives of the Ministry and the political & physical Leadership of the Project Promoters



Channels & Actions

The Communication Channels & Operating Mechanism to support the objective and reach the target audiences are

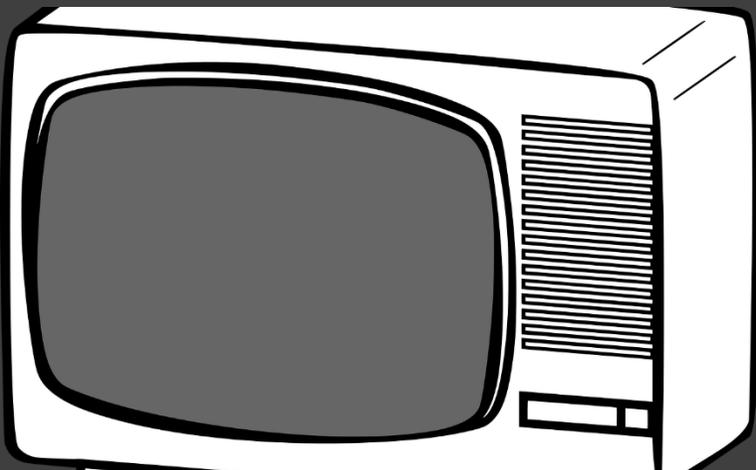
- **A Press Office.** By using press releases to journalists of the relevant news divisions, containing the essence of project deliverables or intermediate milestones of projects with promotional value, program initiatives (events, workshops, etc.), accompanied each time by the main message of the Programme.
- **Social media.** Through the existing social media pages of the Programme Operator, with textual and visual content (posts) and a spot video campaign.
- **A Website** Through the existing website of the Managing Authority of the Digital Transformation Program (<https://digitalplan.gov.gr/>), the "Good Governance, Accountable institutions, Transparency" Program maintains a digital presence, which is not autonomous in a "proprietary" domain, but nevertheless has a presence in time and is embedded in an institutional environment of "peer" content and receives traffic for this reason. The website is proposed to be continuously updated by the Program services, as it has been functioning so far, with the addition, however, of a section for press releases and a section for creative materials (video, visuals)





Channels & Actions

- The Communication Channels & Operating Mechanism to support the objective and reach the target audiences are also
- **Direct briefings.** To the partners involved in each project, as identified in the objectives of each project (for example: the municipal authority of the relevant CSC, civil organizations representing minorities and bringing matters to the Ombudsman, etc.) with a strong and comprehensive narrative, including the achievements of the Programme, the contribution of EEA Grants and the benefits to citizens (or final beneficiaries of the projects). For example, the narrative of the positive impact of the work of the CSCs should be included in direct briefings to regional and local leaders, in order to inform and build positive opinion about the Program, but also to create multipliers of the narrative. For instance, briefing updates, on the occasion of an on-site visit (e.g.: when establishing the Ombudsman's office in Thessaloniki) will be given by the Greek Ombudsman and the political leadership of the Ministry of Digital Governance can strengthen the message by including the message in their briefings
- **Events** (custom made events and co-events). Promotion events (workshops, conferences, webinars), collaborations with the Project Promoters (for example, the Thessaloniki International Fair 2022 and the other potential collaborations)
- **Radio.** Promotion using a radio spot.
- **Television.** Promotion using a TV spot.



Implementing the Comms Plan

The Communication Plan will be implemented with the following communication materials. The procurement will take place through different lots which are distinct since the physical object is homogeneous and provided via inextricably linked services

The implementation of the CP will take place via:

1. **Creative Productions.**
Artwork for use in social media, print/outdoor, and creating spots for radio and TV, drafting and sending press releases, and organizing a review event.
2. **Market Planning & On-line media plan & buying;**
social media, online platforms
3. **Market Planning & Radio & tv media plan & buying**

Website The existing website of the Program within the Managing Authority of the Digital Transformation Program website covers the needs of content promotion and communication and will be further enhanced. We examined a possible new website in a proprietary domain to be developed and maintained but this would deprive the resources that are currently proposed to be allocated to the enhancement of the Program's awareness through channels and actions. Therefore, in order to save and optimize the allocation of resources, **the PO will keep the existent and not create a dedicated website for the Programme**

Press Office The existing press office structures of the Managing Authority, the National Focal Point (NFP) or the Ministry of Digital Governance will also be used as a substitute or in parallel, as appropriate to optimize available resources for implementing the plan

Direct briefings: The implementation of information actions will not require additional resources, as they can be carried out by the Programme Operator to the involved partners including the the political or physical leadership of the PPs

Creative Productions

The concept creation and subsequent design of visuals for use in social media, print/outdoor and script creation for radio and TV spots will be procured , as follows:

Audio & Video Productions.

We plan to create a script for a 60" TV spot (and 20" & 15" cut versions) and a 24" radio spot. The 20" spot for TV, the 15" spot for Social Media, the 60" spot for use in corporate events and direct briefings. The aim is to build awareness of the contribution of the EEA "Good Governance, Accountable Institutions, Transparency" Program to the reduction of economic and social inequalities in Greece and the strengthening of bilateral relations between the donor countries, Iceland, Liechtenstein and Norway, and Greece. The core message "**Creating an effective, trusted public service**" will be delivered in an appropriately creative way.

Art & Copy Production of Creative Materials

We plan to create an A4 size printed entry and adapt it to an A3 poster & Visual adaptation for social media.

Press Office & Event

We will organize a final event of the Program after the completion of the duration of the Program to review the achievements. The event will be supported by press & publicity office activities.





Procuring off-line media

The off-line media planning (radio & tv media plan & buying) will include

Television.

- A 20" TV spot is proposed.
- Targeting the 25-54 general public, men women.
- During the period Oct 2023*.
- Duration 3 weeks.

Indicative production specifications of the spot: Post production (i.e. without external filming), using stock footage and music without royalty costs, with up to two recognizable narrating voices.

The criteria for evaluating the contract to be awarded includes assessment criteria of effectiveness of the promotion design, namely:

- the expected GRPs (gross rating points),
- their distribution in the prime-time zone

Minimum threshold values:

- GRPs (gross rating point) = within 350-400
- the distribution in the prime-time zone: 45% with CPR up to 8



Procuring off-line media

Radio.

- A 30" TV spot is proposed.
- Targeting the 25-54 general public, men women.
- During the period Oct 2023*.
- Duration 3 weeks.

Indicative production specifications of the spot: Use of music without royalty costs, with up to two identifiable narrating voices

The contract evaluation criteria will be based on the assessment criteria of effectiveness of the placement design, namely:

- the total number of spots broadcast, both on high-ratings radio stations and timeslots,
- the widest possible geographical coverage, as well as the coverage rate of the target audience and frequency, as derived from audience surveys for the stations of Attica and Thessaloniki (by the Civil Law Partnership for the Measurement of Radio Station Ratings of Attica [AEMAR]), as well as for regional stations

Procuring on-line media

The digital media plan will include

- Procurement of listings on YouTube, Facebook, LinkedIn platforms,
- Paid articles on websites (News websites/portals, Finance, Lifestyle), with a duration of three weeks.

The first case will include a 15" video (YouTube, Facebook, LinkedIn) and static visuals (minimum specification, 4 static).

The plan for the second case will involve creating articles (from the websites) and placing them on the websites.

The evaluation criteria for the award of the contract will be based on the effectiveness indicators of the Digital Media Plan, namely:

-
- For the video: At least 100K video views 3"
- Frequency cap: More than 50% of the target audience see the video at least 2 times
- Unique reach & Reach*

For visual artwork for post campaigns: Unique reach & Reach

**Unique reach: They are the unique users to whom our ad has reached at least once.*

Reach: These are the total impressions to the people our ad reached at least once. For example, if a user views the ad on their mobile, computer and tablet, the ad will receive three impressions. Thanks to the Unique Reach metric, we will know that each of these impressions came from a single user, while our ad reached the user three different times).

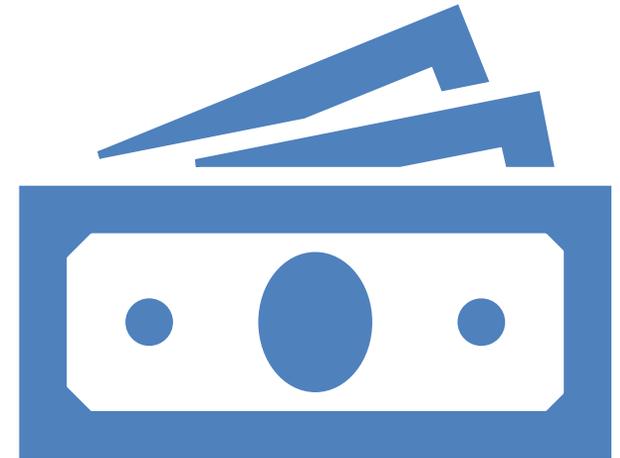
Budgeting

The budgeting of the procurement of on/off line media is based on current market prices will be justified and validated through public consultation of the tender. The indicative budget for the 3 lots are

1. Creative Productions, Press Office & Events: €60,000
2. Market Planning & Purchase of on-line media: €30,000
3. Market Planning & Purchase of off-line media: €70,000 investment in TV + €30,000€ in radio

These budgets have been grouped according to the specialization in a particular subject matter observed in the specific market. The tender procedure is addressed to different candidates, as the specialization of the subject matter and the trends observed in the specific market have differentiated the scope of the contractors accordingly.

All prospective contractors will be required to document their specific subject matter expertise (credentials) as part of their bidding process. A candidate may submit a proposal for more than one of the above physical object (lot) or all of them, provided that they are able to adequately document their overall experience (credentials) with a description of similar projects.



Timeline

2022D 2023A 2023B 2023C 2023D 2024A 2024B 2024C 2024D 2025A

press office	*	*	*	*	*	*	*	*	*	*
web site	*	*	*	*	*	*	*	*	*	*
social media posts	*	*	*	*	*	*	*	*	*	*
direct briefings			*		*		*		*	*
custom made events and co-events			*		*		*			*
radio campaign					*					
tv campaign					*					
social media campaign					*				*	
YouTube video campaign					*					
Paid Articles on Websites					*		*		*	*

Noticeable explanatory notes

- In October 2023 Projects will have yielded results and communication will be supported by identifiable deliverables, events or results . October is characterized by lower TV time purchase costs (well before Christmas) and therefore optimizes any investment of air time purchase funds.
- The press will be a permanent activity, sending press releases throughout the duration of the Program, depending on the progress and deliverables of each project. For example, and for the actions of the Ombudsman, the opening of the Ombudsman's office in Thessaloniki (2022), the Awareness days of local communities (2023).
- The website will be continuously updated, with the addition of press releases and creative materials of the information campaign.
- The social media posts will be continuous, with a frequency of at least one per week, drawing on the progress of the projects and the general activity of the Program
- Direct briefings will target the specific audiences of the partners, with a frequency consistent with the progress of the projects, starting from 2023B.
- The image campaign on TV, radio, social media, will be on air in Oct - Nov 2023, at a point in time when the invested budget is optimized (this point in time has lower time purchase costs), supported by the progress of the projects up to that point and their deliverables.
- The paid articles will provide the necessary continuity and time depth to build the image of the Program, informing on the progress of the projects.

Metrics - Evaluation Criteria and KPIs

The Programme Operator will use the following metrics maximizing the use of digital tools like Google analytics to monitor the performance of the activities on the channels the messages, spots, etc will be promoted

Website

- # of unique visitors
- # of hits per page
- Page views
- Conversion rate
- Bounce rate

Social Media Platforms (& campaigns)

- # of unique visitors
- # of followers
- Amount of engagement content is generating in terms of likes, impressions, comments and social shares
- # of inbound links back to the website from the social media accounts
- # of reaction to the post (likes, impressions, shares, etc.)
- # of link clicks
- # of inbound links back to the POs website

Off line media

- Use the metrics described above to reach the target audiences

Media relations / Briefings (Conferences)

- # of press releases issued
- # of press conferences organised
- # of press kits created
- # of media articles
- # of references to the EEA Grants in the published articles
- # of participants in the press conferences

Printed and audiovisual material | productions | promotional material

- Types of printed material created (brochures, leaflets, stickers, folders, banners, etc.)
- # of printed material distributed

Major events (at closure)

- # of attendees
- # of media articles
- # of references to the EEA Grants and the Programme in the published articles
- # of participants in the press conferences
- # of unique visitors to the website
- # of followers on social media