



EUROPEAN UNION
European Structural
and Investment Funds

**COMMON COMMUNICATION STRATEGY
OF EUROPEAN STRUCTURAL
AND INVESTMENT FUNDS
IN THE CZECH REPUBLIC
2014–2020**

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MINISTRY OF REGIONAL DEVELOPMENT

EU Publicity Department

Staroměstské náměstí 6

110 15 Prague 1

National Coordination Authority

E-mail: nok@mmr.cz

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SUMMARY

Representatives of Managing Authorities of 2014–2020 (operational) programmes covered by the Partnership Agreement and the National Coordination Authority agreed on the common communication strategy in the area of publicity of EU Funds in the 2014–2020 programming period in the Czech Republic.

In particular, this strategy **sets common objectives** defined by primary measurable result indicators and three secondary result indicators. These objectives were set on the basis of the **reference situation analysis**, which includes the results of the nation-wide questionnaire studies from the years 2004, 2006, 2011 and 2013 and evaluation of experience of the respective Managing Authorities of (operational) programmes.

In addition, the communication strategy specifies main topics and the **content of communication** for 2014–2020 defines **target groups**, to which this communication is to be delivered, recommends **communication tools** and describes individual **communication phases** during 2014–2020 programming period.

Other sections of the document deal mostly with the **environment**, in which the communication will be performed, define rules for communication of the EU Funds, **roles of individual institutions** in the implementation structure and set fundamental rules for the **evaluation of the communication activities performed**.

1. INTRODUCTORY PROVISIONS

The document "Common Communication Strategy of the European Structural and Investment Funds in the Czech Republic in 2014–2020 Programming Period" (hereinafter the "Common Communication Strategy" or "CCS") represents a general communication strategy for all Managing Authorities of (operational) programmes in 2014–2020 programming period (hereinafter the "Managing Authorities" or "MAs") and National Coordination Authority for coordination and administration of the Partnership Agreement (hereinafter the "NCA") pursuant to the Regulation (EU) of the European Parliament and Council No. 1303/2013 (hereinafter referred to as the "General Regulation") and the Commission Implementing Regulation (EU) No 821/2014. The Common Communication Strategy defines primary information and publicity objectives of European Structural and Investment Funds in the Czech Republic (hereinafter the "ESI Funds"), target groups, communication tools, general schedule, indicative budget and rules for monitoring and assessment of the successful fulfilment of the objectives set.

The primary objective of CCS is to set and provide an efficient and effective communication of the cohesion policy benefits to the general public and other target groups defined in this communication strategy.

This Common Communication Strategy will be further specified by more detailed Annual Communication Plans of all (operational) programmes and National Coordination Authority, which will respond to the current state of the programme implementation and related communication needs. The Annual Communication Plans help to fulfil the Common Communication Strategy; they include specific information regarding the planned information and promotion related activities, including the quantification of the relevant monitoring indicators in the given year, expected costs and implementation dates broken down by individual months.

Binding rules for drafting of Annual Communication Plans and other publicity formalities are regulated by the *Methodical Guidance for Publicity and Communication of ESI Funds in 2014–2020 Programming Period* (hereinafter referred to as the "MG Publicity").

2. DEFINITION OF TERMINOLOGY

Evaluation

A process based on a thorough collection of information and expert valuation thereof with an aim to obtain reliable basis for the implementation management. The evaluation contributes to an increased efficiency of both the management and use of public funds. In case of evaluations in the area of ESI Funds, the set-up of strategies, policies, programmes and projects, their design, implementation and impact are evaluated. The aim is to evaluate the relevance and fulfilment of objectives (effectiveness), and the efficiency, economy and sustainability achieved. The evaluation is performed before the commencement of the programming period or the actual implementation (ex-ante), during the period and implementation (ad-hoc, ongoing or mid-term) and following the period and implementation (ex-post).

3E

The term 3E shall mean: Effectiveness – Efficiency – Economy that are usually supplemented for the terms "usefulness" and "sustainability". Therefore, the 3E rule means the most economic use of funds while achieving the best results.

Indicators

The indicator is an instrument for the measurement of the objective / plan, procedures or effects achieved by individual implementation levels. The indicator must be defined precisely and consists of a code, name, clear definition, unit of measurement including the description of the measurement method, source of data, starting, target ¹ and achieved value.

Methodical Guidance

Binding methodical instructions regulating important areas in the implementation of ESI Funds.

Monitoring Committee

A committee charged with the evaluation of the programme implementation. The monitoring committee performs the functions pursuant to Article 49 of Regulation of the European Parliament and Council No. 1303/2013 and more specifically pursuant to Article 110 of

¹ Binding target values are only set where required by the European Commission, nevertheless in order to administer the programme and Partnership Agreement, the indicative and non-binding target values as part of MS2014+ need to be set for all indicators, including explanatory comments regarding the manner of how they are set up. The exception is context and partial indicators as part of the break-down rule, such as indicators relating to the detailed breakdown of project participants according to the Annex to the ESF Regulation. In sufficiently justified cases, values may be identified using a mandatory comment.

Regulation of the European Parliament and Council No. 1303/2013, Article 74 respectively, of the specific regulation to EAFRD², or Article 113 of the regulation on EMFF³. The representatives of relevant managing and coordination entities and partners (e.g. ministry departments, partnership ministries, regions, municipalities, non-government non-profit organisations etc.) are members of the monitoring committee.

European Structural and Investment Funds

EU Funds intended for the implementation of the Common Strategic Framework: European Regional Development Fund, European Social Fund, Cohesion Fund, European Agricultural Fund for Rural Development and European Maritime and Fisheries Fund.

National Coordination Authority for Administration of Partnership Agreement

The central methodical and coordination authority for the implementation of programmes co-financed from ESI Funds in the Czech Republic in 2014–2020 programming period. In the area given above, it is the partner for the European Commission in the Czech Republic and administers the Partnership Agreement at the national level; it is an administrator of the MS2014+ monitoring system and serves as a methodical authority in the field of implementation and central authority for the publicity area.

(Operational) Programme

The fundamental strategic document of topical, financial and technical nature for specific subject area or territory, in which the specific objectives and priorities are described for the use of ERDF, ESF, CF, EAFRD and EMFF in 2014–2020 programming period that are to be achieved by the member state in the given subject area / priority and how in relation to the Partnership Agreement and EU strategy. It is a binding document for the Managing Authority of the given programme in relation to the European Commission.

Beneficiary

Public or private entity responsible for commencement, implementation or sustainability of the operation co-financed from ESF Funds, which, on the basis of a legal act on the provision / transfer while complying with the conditions specified therein, submits a request for payment

² In the entire document, the term "specific regulation to EAFRD" is used for Regulation (EU) No 1305/2013 of the European Parliament and Council on support for rural development of the European Agricultural Fund for Rural Development (EAFRD) and repealing Council Regulation (EC) No 1698/2005;

³ In the entire document, the term "specific regulation to EMFF" is used for Regulation (EU) No 508/2014 of the European Parliament and Council of 15 May 2014 on the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 2328/2003, (EC) No 861/2006, (EC) No 1198/2006 and (EC) No 791/2007 and the European Parliament and Council (EU) Regulation No 1255/2011.

(single request or request for subsidy) to the Managing Authority, intermediate body or payment agency and receives the requested funds from public budgets.

In the case of the Operational Programme Cross-border Co-operation Czech Republic - Poland, the beneficiary shall be an entity, both as the main beneficiary and project partner, with the main beneficiary requesting the Managing Authority for funds on the basis of a legal act regarding the provision / transfer of the aid and receives funds from the EU budget released by the financial department of the MRD that are further transferred to the accounts of project partners. Beneficiaries of the Operational Programme Cross-border Co-operation Czech Republic -Poland also receive funds from national financing on the basis of a legal act regarding the provision / transfer of the aid.

In connection with the public aid and de minimis aid the term "beneficiary" shall mean an entity receiving the public aid / de minimis aid.

In connection with the financial instruments the term "beneficiary" shall mean an entity implementing the financial instrument or the fund of funds, if established.

Annual Communication Plan

An Annual Communication Plan is a document representing a communication strategy of each (operational) programme for the given year. Annual Communication Plans help to fulfil the Common Communication Strategy, they include specific information regarding the planned information and promotion related activities, including the quantification of the relevant monitoring indicators in the given year, expected costs and implementation dates broken down by individual months.

Managing Authority

A body responsible for efficient, effective and economic management and implementation of the operational programme or the Rural Development Programme in line with the principles of proper financial management. The national, regional or local government administration or public or private entity may be charged with functions of the Managing Authority of the operational programme co-financed from ERDF, ESF, CF and EMFF, and in case of the Rural Development Programme co-financed from EAFRD, it may be either public or private entity operating on the national or regional level or the member state itself. The Managing Authority performs activities in line with Article 125 of the General Regulation, or Article 66 of the EAFRD regulation respectively.

List of operations

The list of all operations supported from the European Structural and Investment Funds is publicly accessible at www.dotaceEU.cz. The report is generated always at the beginning of the calendar month and contains a complete list of aid beneficiaries with details of their project

names and amount, by which the project was supported. The list includes all operations, for which a legal act was made.

Common Communication Strategy of the European Structural and Investment Funds in the Czech Republic in 2014–2020 Programming Period

The document Common Communication Strategy represents a general communication strategy for all Managing Authorities of (operational) programmes in 2014–2020 programming period and the National Coordination Authority. CCS defines primary objectives of informing and publicity of the European Funds in the Czech Republic, target groups, communication tools, general schedule, indicative budget and rules for monitoring and assessment of the successful fulfilment of the objectives set.

Intermediate Body

A public or private entity charged with the performance of some functions of the managing or certifying authority by the member state or Managing Authority, or in case of EAFRD/ESF/CF also by the Certifying Authority. The agreement between the member state or the Managing Authority, or Certifying Authority and intermediate body must be in writing (Please refer to Article No. 123 (6) of the General Regulation).

3. RULES FOR COMMUNICATION AND PUBLICITY OF ESI FUNDS

This chapter provides that the Managing Authorities must follow the following principles, which are based on the MG Publicity:

1. Transparency and openness

It must be taken into consideration that the ESI Funds work with public funds and therefore the entities of the implementation structure must be as much as possible open towards the public and media in their communication. It is necessary to update the List of Beneficiaries on regular basis, to publish the decisions of the selection committees and to ensure the transparency of processes related to the functioning of the (operational) programmes. It is recommended to inform the public and media of the transparency of all processes related to the functioning of the (operational) programmes. This enables the public inspection and limits the potential formation of corruption environment.

2. Comprehensibility, clear and simple procedures

As the language is a tool of communication, the information on ESI Funds has to be provided in a clear, simple and understandable form, accessible to everyone. The area of publicity of ESI Funds should not pose an excessive administrative burden, complicated procedures or financial burden and related error rate, in particular in the area of the mandatory publicity. Therefore, the implementation structure entities will make sure to give clear instructions in this area.

3. Efficiency, effectiveness and economy

Compliance with the 3E is important in the field of communication, as well. Good communication cannot be assessed only based on the funds incurred. Thus, the communication tools used must be evaluated on a regular basis.

4. Neutrality and restricted political influence

Communication of ESI Funds is neither a promotion of political parties nor their representatives. Neither the funds nor instruments intended for the communication of ESI Funds may be used in election campaigns. In the period of 90 (ninety) calendar days⁴ before the election in local governments, regional governments, elections in the Senate of the Parliament of the Czech Republic and the Chamber of Deputies of the Parliament of the Czech Republic the communication activities of the Managing Authority may not explicitly include any still and audio-visual images of political figures, or appearance of political figures at event for the general

⁴ The period of 90 calendar days before the elections shall not apply in the event of early election. For early election, the period shall start from the date of its announcement.

public⁵. In addition, any still images and audio-visual recordings of political figures may not be used in any paid formats⁶ and using images of political figures in connection with the presentation and promotion of a political party is forbidden in all forms. In all cases when still images and audio-visual recordings of political figures are shown in the activities of MA, the National Coordination Authority may request an explanation. The use of still images and audio-visual recordings of political figures in communication activities of the National Coordination Authority is dealt with by WG Publicity and its majority opinion is binding for the National Coordination Authority. The campaigns for the support from ESI Funds may not be led aggressively to speak out against any groups of citizens of the Czech Republic, which do not agree with their principles, or the European Union as a whole. The primary communication tool with the groups or individuals mentioned above must be the explanation of benefits of cohesion policy for the Czech Republic.

5. Co-operation and respect

The information about the ESI Funds should be shared and provided in the spirit of co-operation and mutual respect of individual partners. The information of the ESI Funds should be provided in an accurate and timely manner to all entities concerned, by which their harmony and uniformity will be ensured. In communication, specific needs of persons with different types of disabilities will be taken into account.

6. Responsibility, honesty

The information of the ESI Funds must be treated with responsibility and honesty as it represent shared values and interests of the European Union and affect its perception by the public and media. All entities of the implementation structure should therefore publish only verified information. At the same time, the responsibility assumes that they will understandably inform of their potential errors and their remedy, as well as of any measures to prevent them in the future.

⁵ For the purposes hereof, the political figures shall mean the minister, MP or senator of the Parliament of the Czech Republic, governor, regional councillor or deputy, mayor, member of local councils and representative bodies.

⁶ "Paid format" means any communication tool financed by the ESI funds

4. DESCRIPTION OF THE IMPLEMENTATION STRUCTURE IN THE AREA OF PUBLICITY

The Ministry of Regional Development of the Czech Republic was charged with the function of the **National Coordination Authority for Administration of the Partnership Agreement**. For this purpose, an expert department responsible for overall co-ordination and co-operation with the Managing Authorities while implementing the communication activities was established for the area of the ESI Funds publicity. At the same time, the director of this department with subject-matter competence performs the role of a national information and **communication officer** pursuant to Article 117 (1) of Regulation No. 1303/2013, whose assignment is to coordinate information and communication activities relating to one or more funds, and to inform the Commission on ongoing basis.

The **Working Group for Publicity of the European Structural and Investment Funds 2014–2020** (hereinafter referred to as the "WG Publicity" or "WG") is the main platform for the co-operation between the individual Managing Authorities and national coordinator under Article 117 (2) and (3) of Regulation No. 1303/2013. Meetings of the working group are held in line with the Statute and Rules of Procedure of WG (usually four times per year) and are convened by the chairman of the WG (national communication officer under Article 117 (1) of Regulation No. 1303/2013), being the director of the department of MRD of the Czech Republic (NCA) with the subject-matter competence.

The representatives of the national coordinator and all Managing Authorities are among members of the WG Publicity:

Table 1: List of (operational) programmes, which are members of the WG Publicity and their Managing Authorities

Objective	Fund	Programme	Managing authority
Investments for growth, quality of life and employment	EAFRD, CF, ESF	OP Enterprise and Innovation for Competitiveness	MIT
		OP Research, Development and Education	MEYS
		OP Employment	MoLSA
		OP Transport	MoT
		OP Environment	MEnv
		Integrated Regional Operational Programme	MRD
		OP Prague - Growth Pole in the Czech Republic	Capital City of
ETC	ERDF	OP Cross-border Co-operation between the Czech Republic and Poland	MRD
	EAFRD	Rural Development Programme	MoA
	EMFF	OP Fisheries	MoA

Description of the main objectives of the G Publicity and activities of NCA and MA is given in detail in the *Methodical Guidance for Publicity and Communication of ESI Funds in 2014–2020 Programming Period*.

The Monitoring Committee (hereinafter the "MC") of each of the (operational) programmes, through which the European Commission is informed of the current situation in the publicity area is one of the platforms for communication outside the WG Publicity. The MC is convened semi-annually.

Regular reporting of publicity results is included in annual reports of the (operational) programmes that are published on websites of the (operational) programmes at www.dotaceEU.cz.

Administrative bodies ⁷ (Please refer to Table 2) are responsible for the performance of communication activities.

Table 2: List of administrative bodies (Managing Authorities) responsible for the performance of communication activities

Programme	Managing authority	Address of the institution	Position title	Department	FTE ⁸
OP Enterprise and Innovation for Competitiveness	MIT	Na Františku 32 110 15 Prague 1	Communication officer	Structural Funds Implementation Department Technical Assistance Unit	1
OP Research, Development and Education	MEYS	Karmelitská 7 118 12 Prague 1 (Contact: Harfa Office Park, Českomoravská 2420/15, 190 00 Praha 9)	Communication officer	Publicity Unit	6
OP Employment	MoLSA	Na Poříčním právu 1/376 128 01 Prague 2 (Contact: Kartouzská 4 150 00 Prague 5)	Communication officer	Support of Implementation and Project Management Unit	3,5
OP Transport	MoT	Nábř. L. Svobody 1222/12 110 15 Prague 1	Communication officer	EU Funds Department Unit of technical assistance and operational programmes support activities	1

⁷ In accordance with Annex No. XII of the Regulation, Section 4, point (e)

⁸ FTE 1 = 1 full time position

OP Environment	MEnv	Vršovická 1442/65 Prague 10, 100 10	Communication officer	EU Funds Department	1
Integrated Regional Operational Programme	MRD	Staroměstské náměstí 6 110 15 Prague 1	Communication officer	Operational Programmes Management Department Management Unit	3,5
OP Prague - Growth Pole in the Czech Republic	Capital City of Prague	Mariánské nám. 2 110 01 Prague 1 (Contact: Jungmannova 35 110 01 Prague 1)	Communication officer	European Funds Department Secretariat	1
OP Technical Assistance	MRD	Staroměstské náměstí 6 110 15 Prague 1	Communication officer	OPTA Managing Authority Department	0,5
National Coordination Authority				OPTA Management, Monitoring and Evaluation Department	8
Rural Development Programme	MoA	Těšnov 65/17 110 00 Prague 1	Communication officer	RDP Managing Authority Department National Network for Rural Areas and Technical Assistance Unit	1
OP Fisheries	MoA	Těšnov 65/17 110 00 Prague 1	Communication officer	OP Fisheries Managing Authority Department Public Relations Unit	0,25

5. COMMUNICATION STRATEGY 2014–2020

5.1. REFERENCE SITUATION ANALYSIS

Commission Regulation (EC) No 1828/2006 laid down an obligation for the member states to evaluate communication activities in the middle and at the end of 2007–2013 programming period and to publish the results of the evaluation in the annual report for 2010 and in the final report concerning the programme implementation. Therefore, during the programming period the following evaluations were made in the area of the EU Funds communication:

- **National questionnaire in 2013** that follow up on previous research from 2004, 2005, 2006 and 2010.
- **Individual assessment of communication activities of individual Managing Authorities** in co-operation with external evaluators, the results of which were included in the annual reports for 2010;
- **Working Group for Information and Publicity of EU Funds** – exchange of experience and examples of the best practice.

This chapter contains some of the most important findings of these evaluations and the resulting monitored indicators and further direction of the communication.

5.1.1. GENERAL AWARENESS AND PERCEPTION OF THE ISSUE OF EU FUNDS

National research of the awareness of the Czech public of the EU Funds assesses the development in the various areas of understanding the issue of EU Funds between the years 2004-2013. These analyses are the basis for the evaluation of the publicity not only of NCA, but also all (operational) programmes of the Czech Republic in 2007–2013 programming period and yield some important findings affecting the overall communication strategy in the field of the EU Funds for future periods.

In the long run, the general public awareness of the EU Funds is high in the Czech Republic, with moderate drop in 2013 (within the limits of statistical deviation). In the next period, there will be more focus on the depth of the message; however the condition for the delivery of more in-depth message to target groups is **to maintain a high level of general awareness**.

Table 3: General public awareness of EU Funds

	2006 Yes, absolutely / Rather yes	2011 Yes, absolutely / Rather yes	2013 Yes, absolutely / Rather yes
Have you ever heard of the EU Funds?	43%	89%	83%

Source: "Questionnaire": Awareness of the EU Funds in 2013"
<http://www.strukturalni-fondy.cz/cs/Fondy-EU/Narodni-organ-pro-koordinaci/Evaluace/Knihovna-evaluaci/Dotaznikove-setreni-Infoformovanost-o-EU-fondech-201>

For further information, please refer to primary indicator I. in chapter 5.2.1.

Positive perception of the public, both the possibility to use European Funds or processes related to the use of European subsidies in particular due to the opinion of low perception of **transparency** of such processes is among other communication priorities that do not show satisfactory results in the long run. It follows from the 2013 questionnaire that the option to use resources from the EU Funds is viewed positively only by 65% of respondents, which is by 16 percentage points less than in 2011. This situation was probably caused by negative media coverage of EU funds environment in the country. Although there was only a small fraction of problematic projects, the media focused primarily on them. This problem is reflected in Section 5.3.

Table 4: Positive perception and transparency

	2011 Yes, absolutely / Rather yes	2013 Yes, absolutely / Rather yes
Would you say that money from the European Funds is used in a transparent manner?	31%	22%
Do you view the possibility to use money from the European Funds positively?	81%	65%

Source: "Questionnaire": Awareness of the EU Funds in 2013"
<http://www.strukturalni-fondy.cz/cs/Fondy-EU/Narodni-organ-pro-koordinaci/Evaluace/Knihovna-evaluaci/Dotaznikove-setreni-Infoformovanost-o-EU-fondech-201>

For further information, please refer to secondary indicator I. and II. in chapter 5.2.1.

5.1.2. ORIENTATION IN THE ISSUE OF EU FUNDS

The key assumption for successful implementation of programmes is to inform the potential applicants about specific spending options and subsequent high-quality support to actual applicants and beneficiaries. Therefore, in this area the interest in the issue of the EU Funds, the most used sources of information and opinions regarding the quality of the information provided are examined. When asked, if they feel they are sufficiently oriented in the issue of the EU Funds, 14% of respondents gave a positive answer in 2011, with mere 11% of respondents in 2013. However, a strongly subjective perception of respondents regarding their orientation in the given issue must be taken into account here. Thus, the response whether the respondents regard the information **as readily available and exhaustive** for those who are interested in it seems to be a more important indicator.

Table 5: Availability and quality of the EU Funds information

	2011	2013
	Yes, absolutely / Rather yes	Yes, absolutely / Rather yes
When taking into consideration all aspects, would you say that for those who are interested in it, the information about the EU Funds is:		
Readily available	67%	65%
Sufficient	67%	62%
Well prepared	61%	62%
Clear and understandable	65 %	54 %

Source: "Questionnaire": Awareness of the EU Funds in 2013"
<http://www.strukturalni-fondy.cz/cs/Fondy-EU/Narodni-organ-pro-koordinaci/Evaluace/Knihovna-evaluaci/Dotaznikove-setreni-Informovanost-o-EU-fondech-201>

In this connection, with regard to experience with the use of funds in 2007–2013 programming period, sufficient **communication with applicants and beneficiaries** will be an important priority so that the providers of project requests would have sufficient high-quality information for the preparation and subsequent administration of project while ensuring low error rate and maximum absorption capacity. Therefore, in 2014–2020 programming period, these data will be monitored area-wide, especially for the target group applicants and beneficiaries.

For further information, please refer to primary indicator II. and secondary indicator III. in chapter 5.2.2.

5.1.3. IMPACT AND BENEFITS OF EUROPEAN FUNDS

The awareness of the citizens of specific projects carried out from the European Funds to increase the standard of living of the Czech citizens is a necessary precondition for a successful communication of the cohesion policy. **Knowledge of the implemented projects** supported from the EU Funds is thus another important indicator.

Table 6: Knowledge of projects implemented

	2011 Yes, absolutely / Rather yes	2013 Yes, absolutely / Rather yes
Do you know any specific projects in the Czech Republic financed from the EU Funds? (%)	47%	67%

Source: 2013: Eurobarometer 384

For more information, please refer to primary indicator III. in chapter 5.2.3.

5.1.4. SWOT ANALYSIS

In the end of 2007–2013 programming period, the main findings and experience for the entire programming period were summarized in the Working Group for Information and Publicity of EU Funds, from which the cardinal themes were chosen by the representatives of the Managing Authorities for their inclusion in the new 2014–2020 communication strategy. Both the findings from the questionnaire and findings of the WG Publicity served to comply the following **SWOT analysis**.

Table 7: SWOT analysis

S - strengths	W- weaknesses
<ul style="list-style-type: none"> Public awareness of the EU Funds increased since 2006 (43%) to 2011 (89%) by 46%; 73% of citizens of the Czech Republic deems the 	<ul style="list-style-type: none"> Euroscepticism and low confidence in the European Union; The processes of spending from the EU

EU Funds to be a unique opportunity for the development of the standard of living in the Czech Republic;

- 81% of citizens views the EU Funds positively;
- Due to the awareness of potential applicants and beneficiaries at the beginning and in the first half of the programming period, there were enough project requests in all operational programmes in the entire programming period;
- Best practice: On-line chat, Map of Projects, Sets (kits) of mandatory publicity

Funds seem to be too complicated and little transparent for the target group *general public*;

- Low knowledge of operational programme logos;
- Need for deeper coordination of the rules in the area of publicity between individual OPs and NCAs;

O - opportunities

- More simple and clear visual style, an easy-to-remember visual identity;
- To increase the knowledge of target groups of the projects implemented;
- Better utilisation of potential synergies with communication activities of individual Managing Authorities by NCA;
- Communication in understandable manner (less jargon);
- Better focus on target groups (supply / demand);
- A detailed and practical FAQ on the website;
- Building of personal contacts;
- Promotion of the implementation system – transparency;
- Interesting / stimulating themes, personal stories, specific benefits for citizens, examples, the target groups may identify with.

T - threats

- Low interest of media to publish positive information;
- Negative information entirely overshadow positive benefits of the EU Funds;
- Negative image of government administration in the media;
- Low flexibility and difficulties when using public funds through public contracts (e.g. delays in implementation of communication campaigns);
- Frequent changes in management positions and resulting changes in the communication strategy;
- Low / bad general perception of the transparency of processes related to the use of EU Funds;
- Complicated terminology;

(Source: Final report from the research for the Ministry of Regional Development, December 2006 (<http://bit.ly/1pO4zdr>); Questionnaire: Awareness of EU Funds – final report, April 2011 (<http://bit.ly/1pO56vl>); Awareness of general public of the issue of EU Funds – final report, October 2013 (<http://bit.ly/1mJH41k>); Workshop of the Working Group for Information and Publicity of the EU Funds for 2007–2013 programming period; August 2013)

Based on the experience from the 2007–2013 programming period, concrete measures will be taken in order to improve the communication effectiveness (please refer to chapter 5.3).

5.2. OBJECTIVES OF COMMUNICATION

The objectives of the ESI Funds communication are set **on the basis of primary objectives and communication priorities from 2007–2013 programming period and based on a reference situation analysis described in 5.1.**

The **fulfilment of these objectives** is monitored through specific measurable **primary indicators of the result**. For 2014–2020, three primary indicators of the result, the reporting of which may be included in annual reports of (operational) programmes, are identified. Additionally, three secondary indicators will be monitored in connection with the objectives. The target value is set only for primary indicators of the result and chapter 8 describes the evaluation plan, under which the fulfilment of these indicators will be monitored.

The communication objectives are set from the perspective of three individual levels of communication. For 2014–2020, it is very important to provide relevant and objective information through communication instruments both, in **general** and on the **project** and **programme** level, as well.

The objectives forming these three pillars of this communication strategy were identified as cardinal part of the reference situation analysis, with their fulfilment being the most problematic.

5.2.1. OBJECTIVE I: COMMUNICATION FOR SUCCESSFUL EU COHESION POLICY - GENERAL LEVEL

At this level, the primary objective is to increase the efficiency of the implementation of cohesion policy instruments in the Czech Republic and to communicate the **existence** of the European Funds and **added value** that the cohesion policy represents for the Czech Republic through the wide array of instruments.

Target Groups: All target groups described in chapter 5.6 fall in this category.

Monitored indicators: At this level, a wide array of indicators, such as general awareness of the EU Funds, interest in the issue of the EU Funds, confidence of citizens, their attitude and relation to the issue of the EU Funds and matter of the EU, is monitored. The following indicators were identified as the priority ones:

Primary indicator of result I. - Level of **awareness** of the EU Funds among the **general public**

Secondary indicator of result I. - Level of **positive perception** of the cohesion policy benefits among the target groups

Secondary indicator of result II. - Level of perception **of the transparency of processes** related to the use of the EU Funds

5.2.2. OBJECTIVE II: COMMUNICATION FOR SUCCESSFUL EU COHESION POLICY - PROGRAMME LEVEL

At this level, the primary objective is to motivate potential applicants and to communicate the possibilities to use the EU Funds. Subsequently, it is important to support the success of the implemented projects through sufficient, high-quality and timely support to the applicants and beneficiaries during preparation and implementation of projects (absorption capacity). Also, informing of both expert and general public of the areas falling into the competence of individual programmes and of general concerns and cross-sectional themes, is to be dealt with at this level.

Target Groups: In particular, this level deals with potential and subsequently actual applicants and beneficiaries. However, potential applicants and beneficiaries may as well be among the general or professional public. Therefore although the communication has more narrow topical focus at this level, the communication tools used may be area-wide.

Monitored indicators: At this level, the quality and sources of the information provided, perception of the quality of this information with target groups and actual awareness of target groups, are monitored. The following indicators were identified as a priority ones:

Primary indicator of result II. - Level of **availability** of the EU Funds information among the target groups

Secondary indicator of result III. - Level of successful programme **implementation** (sufficient high-quality project applications, low error rate)

5.2.3. OBJECTIVE III: COMMUNICATION FOR SUCCESSFUL EU COHESION POLICY - PROJECT LEVEL

At this level, the primary objective is to inform the target groups of practical benefits of the projects implemented and their impact of day-to-day life of the Czech citizens.

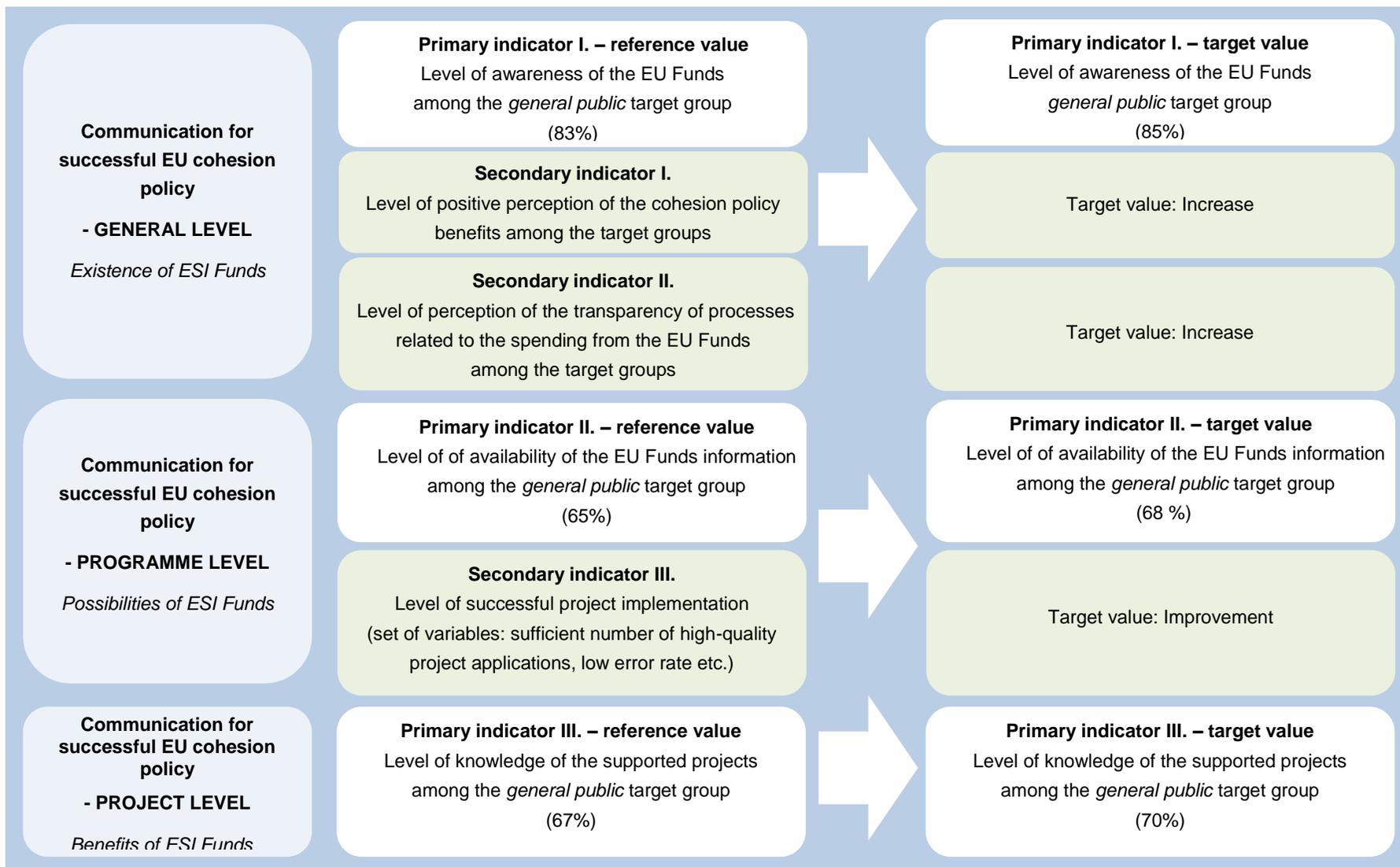
Target Groups: All target groups described in chapter 5.6.

Monitored indicators: At this level, the level of awareness of target groups of the projects implemented and their opinion on the usefulness and benefits of these projects, are monitored. The following indicator was identified as a priority one:

Primary indicator of result III. - Level of knowledge of the **supported projects** among the target groups

PRIMARY COMMUNICATION OBJECTIVES ON BASED ON THE REFERENCE SITUATION ANALYSIS

Table 8: Communication objectives



Tabulka 9: Monitoring indicators – Running values

Primary indicators	Default value (2013)	Running value (2015 / 2016)	...	Target value (2020)
Level of awareness of the EU Funds among the general public target group	83 % ¹	87,7 % ²		85 % (or more)
Level of availability of the EU Funds information among the general public target group	65 % ¹	76 % ²		68 % (or more)
Level of knowledge of the supported projects among the general public target group	67 % ³	73 % ⁴		70 % (or more)

¹ Data source: Povědomí široké veřejnosti o problematice fondů eu – závěrečná zpráva, říjen 2013 (<http://www.strukturalni-fondy.cz/cs/fondy-eu/narodni-organ-pro-koordinaci/publicita/novinky-publicity/dotaznikove-setreni-informovanost-o-eu-fondech>)

² Data source: Průběžný stav indikátorů – závěrečná zpráva, únor 2016 (<http://dotaceeu.cz/cs/Fondy-EU/Narodni-organ-pro-koordinaci/Evaluace/Knihovna-evaluaci/Informovanost-o-fondech-EU-unor-2016>)

³ Data source: Flash Eurobarometer 384 „Citizens’ awareness and perceptions of EU Regional Policy“ 2013 (http://ec.europa.eu/public_opinion/flash/fl_384_en.pdf)

⁴ Data source: Flash Eurobarometer 423 „Citizens’ awareness and perceptions of EU Regional Policy“ 2015 (https://open-data.europa.eu/cs/data/dataset/S2055_423_ENG) - value is continuously monitored by partial studies in the Czech Republic

5.3. REACHING THE OBJECTIVES – WAYS AND MEASURES

Enhance the positive image of the EU funds in the Czech Republic and increase transparency

- A new system of EU funds utilisation for the period 2014–2020 is clearer and simpler and it reflects the experience from the 2007–2013 programming period;
- The process from application to completion of the project is fully computerized;
- Unifying practices in all areas of implementation of the ESI Funds through a single methodological environment;
- Substantial limitation of the possibility of the use of photographs of political parties in communicating EU funds (please refer to chapter 3) in order to prevent misuse of communication activities funded from ESI funds in the election campaigns;

Simplification of visual style and communication for public

- Overall simplification of the communication, significant limitation regarding the use of logos: in 2014–2020 only EU flag and the Managing Authority (or the Intermediate Body) logo will be used
- Unification of terminology in official documents and less Eurojargon in communication
- More consistent central coordination of communication activities and avoiding unnecessary duplicity of information
- Emphasis on the main roles of applicants and beneficiaries and sharing their best practice
- Better focus on individual target groups based on the target group analysis contained in Annual Communication Plan for 2015

- Utilisation of ambassadors and opinion leaders in the communication
- Add tangible benefits for society to the presentations of mere figures,
- Utilisation of personal stories and emotional drive
- Communication in line with the CSR principles
- More emphasis on the positive role of actors that bring changes – especially the beneficiaries

5.4. KEY MESSAGE

The key message is based on the reference situation analysis, the objectives set and communication stages. For 2014–2020, the following key messages and communication topics, from which MA and NCA make their selections according to their own area and need, are defined:

EU Funds:

- help to maintain clean air and water, help to eliminate environmental burdens and to protect natural heritage
- promote the use of renewable resources of energy and help to save energy
- help to fight poverty
- promote to employability of people at risk of social exclusion, disabled persons and persons with other disadvantages on the labour market
- improve social services
- speed up the construction and modernisation of roads and railways
- promote environmentally-friendly transport
- promote the development of science and research
- enhance competitiveness of SMEs
- create new jobs
- help to introduce innovations into manufacturing processes and products
- promote the development of the high-speed internet
- improve the education and modernisation of the Czech education system
- bring more places at schools and nursery schools
- make the public administration more effective and modern and promote computerization
- protect cultural heritage and promote tourism
- bring more options for improved leisure time activities
- increase the standard of living in the Czech regions
- support the accessibility of regions
- contribute to improve the fish breeding and pond revitalisation
- promote effective use of resources in sectors of agriculture, aquaculture, food industry and forestry
- help to improve the cross border co-operation of towns and municipalities
- improve the economic development and competitiveness of the Czech Republic

- are a tool of applicants and beneficiaries to improve the standard of living of the Czech Republic citizens
- are available for everyone
- are used effectively and transparently

5.5. ROLE OF NCA AND MANAGING AUTHORITIES

National Coordination Authority and individual Managing Authorities will reflect the needs of their own target groups, which are particularly *general public* in case of NCA and *potential applicants* and *beneficiaries* in case of MAs, in their Annual Communication Plans.

Managing Authorities - Communication themes will exclusively concern the given (operational) programme. MAs will:

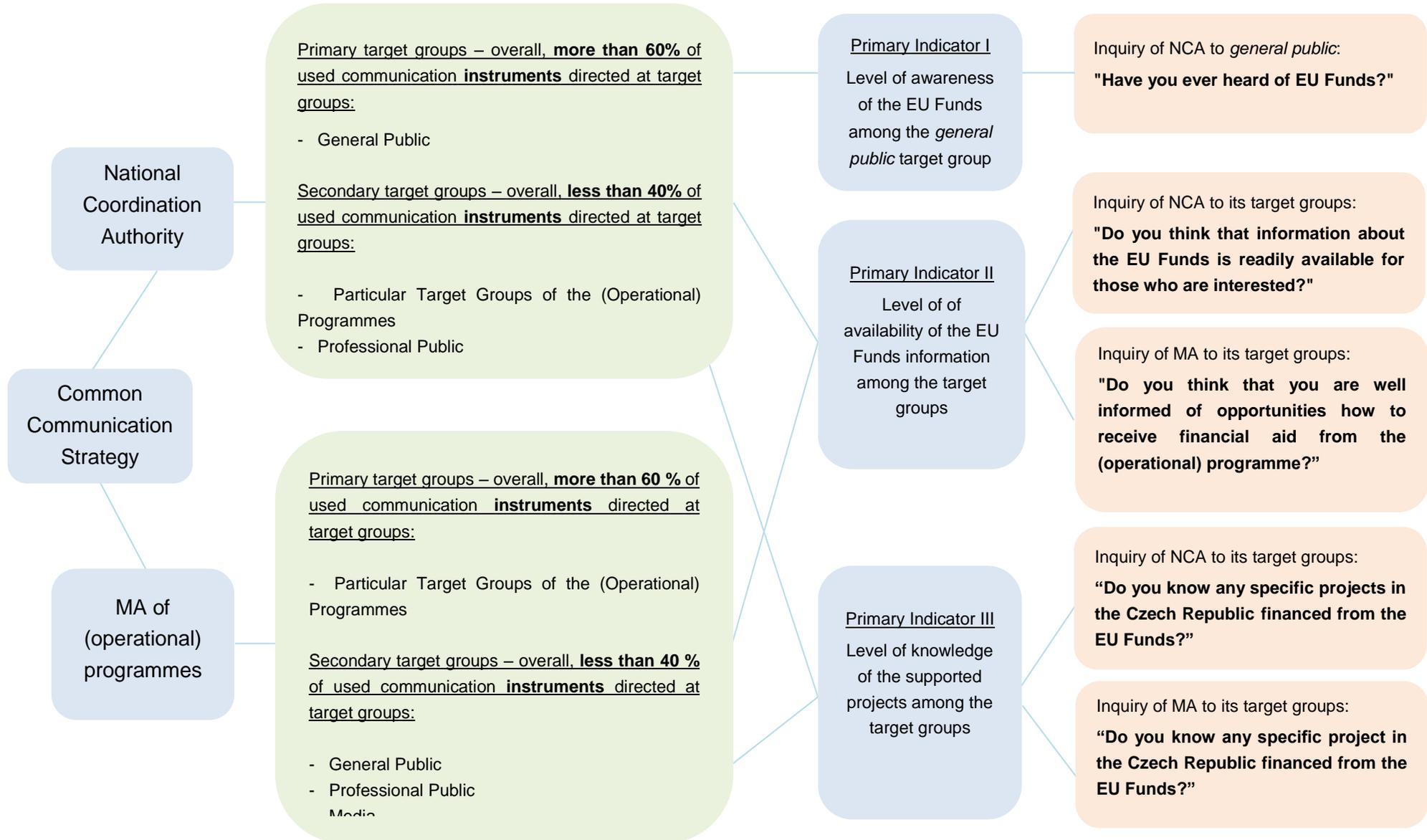
- motivate potential applicants to submit project applications,
- inform of the progress in the implementation area of the given (operational) programme,
- provide the applicants with proper support during the project implementation.

National Coordination Authority – Communication themes will exclusively concern all (operational) programmes together. NCA will:

- inform of the fulfilment of the Partnership Agreement and Europe 2020 Strategy,
- inform of the progress in the implementation areas of all programmes under the Partnership Agreement,
- inform of the benefits of ESI Funds and the cohesion policy for the Czech Republic and communicate cross-sectional topics as required.

The division of **NCA and MA roles** is described by Scheme No 2, specifying the primary and secondary target groups of NCA and MA, their communication is directed at. This division is based on the different messages that must be delivered to the target groups by NCA and MA. While NCA communicates the cross-sectional topics related with all programmes as a whole, the Managing Authorities communicate predominantly with the applicants and beneficiaries. The percentage share given in the scheme is measured by the number of communication instruments used for given target group as part of a single Annual Communication Plan. This division is only indicative and does not relate to the communication performed by beneficiaries.

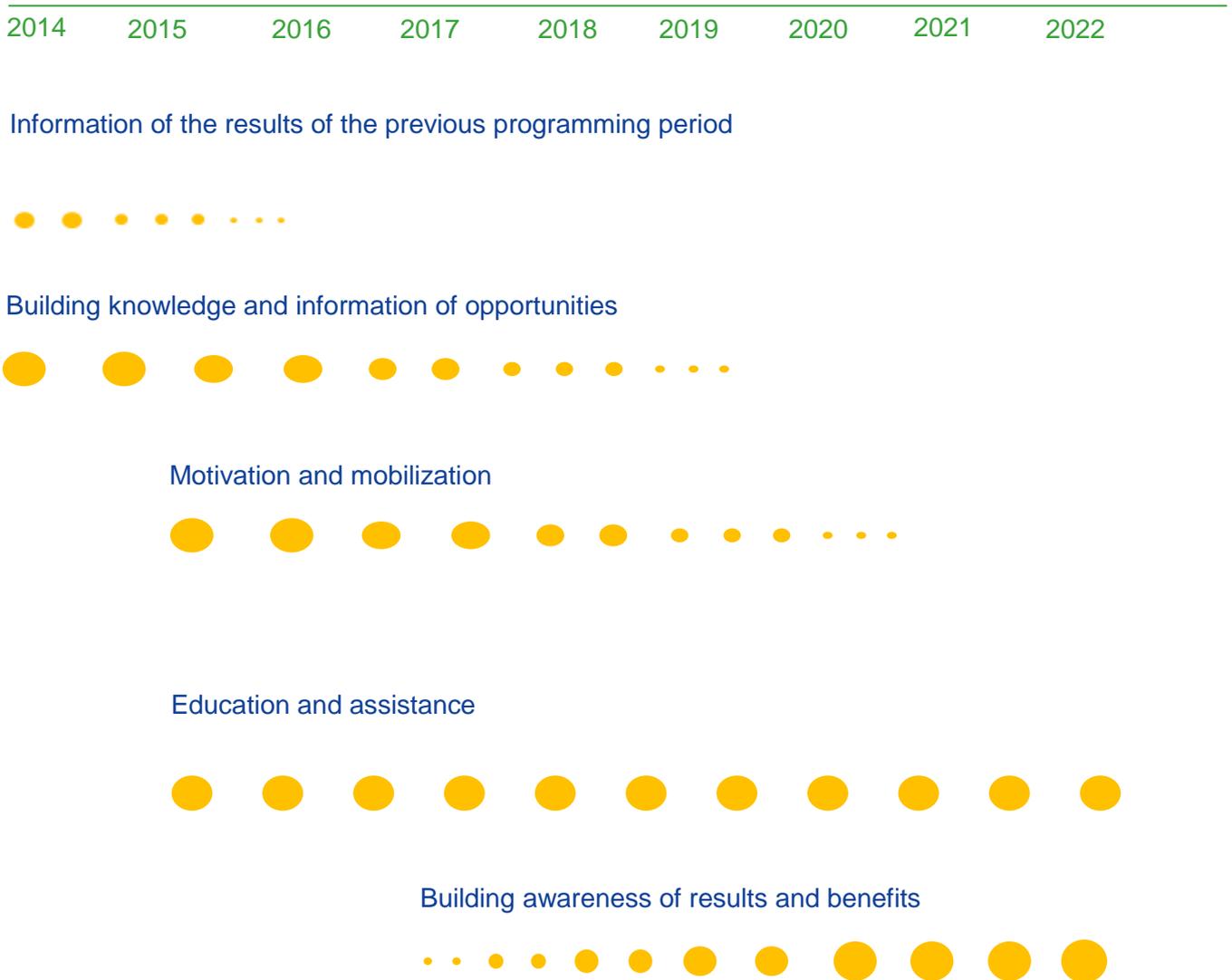
Scheme 1: Division of NCA and MA roles



5.6. COMMUNICATION PHASES

During the programming period, the communication is divided in several fundamental phases. These stages (please refer to Scheme 3) are designed in a manner so that they can be extended or shortened by Managing Authorities and that communication would correspond to the actual programme implementation and its communication needs. At the same time, the scheme shows the expected intensity of the course of individual stages.

Scheme 2: Communication phases



The purpose and main objective of the individual phases is:

Information of the results the previous programming period

- To inform of benefits and results of the previous programming period that motivate to learn of the new opportunities

Building knowledge

- To provide data of the commencement of new programming period, of its objectives, new structure, content and instruments.
- To put emphasis on informing the general public target group and potential applicants and beneficiaries, as well.
- To comprehensively present the content of (operational) programmes and to ensure its understanding by presenting clearly their meaning and basic areas of aid.

Motivation and mobilization

- To attract attention of potential applicant to specific opportunities for the involvement in the use of the EU Funds.
- To ensure a uniform interpretation of any issues related to subsidies by using simple and understandable language and to ensure awareness of the process of submission of requests for subsidies.
- To strengthen the image of transparent evaluation and final selection of project for financing from the EU Funds
- To promote systematically open and communicative approach of managing authorities and their friendly and helpful attitude.
- To provide single information interface (signpost) for clear orientation in the opportunities of spending and to involved as much partners as possible for the information distribution.

Education and assistance

- The purpose of this stage is to ensure a uniform and clear interpretation of the rules for receiving subsidies from OP.
- To offer reasonable assistance for the submission of applications.
- To make an increased effort in consultations to improve the success level of the applications filed in the areas of aid with low level of funds utilisation.
- To promote repeatedly the image of transparency of the mechanism for the selection of projects for financing.
- To provide the beneficiaries with assistance in relation to the administration and successful completion of projects.
- To prepare up-to-date information regarding the changes in the project administration in timely manner to ensure its availability.

Building awareness of results and benefits

- To continually inform and build general awareness of the results and benefits of aid from the European Community.
- To present the supported projects by expected benefits for the development of the society.
- To improve a positive perception of the role of Managing Authorities as effective public administration.
- To improve the awareness of the public with regard to the benefits of regional policy of the European Union.
- The main objective of this phase is to convert the public awareness into real knowledge of (operational) programmes, which means an emphasis on the presentation of the benefits of the EU Funds to the quality of lives of people.
- Secondly, there will be an activation of interest in the future programming period.

5.7. TARGET GROUPS

The definition of target groups reflects fundamental legislative requirements together with the setting of objectives of the Common Communication Strategy. The General Regulation stipulates an obligation to direct the communication at the public and potential applicants and beneficiaries at minimum.

This Common Communication Strategy defines three fundamental types of target groups:

- General public
- Particular Target Groups of the (Operational) Programmes
- Professional public
- Media

5.7.1. GENERAL PUBLIC

Citizens of the Czech Republic, 15+

- This is the largest and one of the most important target groups. It is not directly involved in the implementation of the (operational) programme, but is an end beneficiary of the aid from the European Funds. The information delivered to this target group build general awareness and attitudes of the Czech Republic citizens towards the European Funds and of the EU matters in general and thus help to increase its weight in the national policies. The information intended for this target group is of more general nature, and is oriented at a positive message regarding the benefits of the European Funds and cohesion policy with an emphasis on the added value for society and practical implications of the cohesion

policy instruments in day-to-day life. The mass media, television and radio adverts, articles in press, websites and exterior media, such as billboards, adverts in the means of transport, publications and so on will be the most frequently used communication tools building awareness of the general public of the EU Funds.

Children and youth

- An important and large target group, as a recipient of aid from the European Funds. The purpose is to inform this target group of opportunities and projects intended for them, such as opportunities in the area of education, entertainment and education centres, sports premises, creation and maintenance of cultural monuments and other tourist attractions and so on. This target group requires an entirely specific, creative and most of all attractive form of communication, such as games, contests and so on.

People with disabilities

- This target group covers persons with specific needs according to the type of disability. Representatives of this group are primarily the end beneficiaries of the aid from the EU Funds. It is important to inform this group of any possibilities and opportunities offered by the implementation of projects aimed at people with disabilities. It is necessary to adapt the form of communication and medium to the specific types of disabilities and to consistently remove barriers for the access to the information presented through the Internet, multimedia instruments and so on – such as videos with subtitles for the deaf-mute persons, audio recordings for the blind persons, to comply with the rules of accessibility for websites. At the same time, it is necessary to cooperate with professional and expert organisations working with the target group and which will enable the distribution of information.

5.7.2. PARTICULAR TARGET GROUPS OF THE (OPERATIONAL) PROGRAMMES

Applicants

- The representatives of this group are entities falling under the definition of an eligible applicant that may apply for aid from the given OP and that file their project applications to the evaluation to receive aid from the EU Funds. These are entities that are interested in the project implementation. In this regard, they must be provided with relevant information for the submission and implementation of projects and methodical support. Communication tools for this group are mostly manuals for applicants and other types of publications or professional workshops aimed at the project preparation. Primarily, websites of the individual (operational) programmes serve as media; however a variety of other tools including direct communication can be used.

Beneficiaries

- Beneficiaries are an extremely important target group of communication originating in the target group of applicants who already have an expert awareness of the preparation and implementation of projects. For this target group, the tools allowing active two-way communication and individual approach must be chosen. Different types of methodologies, manuals and guides through the aid, websites, direct communication and so on will have the depth of communication with corresponding intensity.

Potential applicants

- It is a target group defined by a specific (operational) programme as an authorised applicant / beneficiary of the aid from the EU Funds. The aim is to inspire an active interest of representatives of general public to be part of the target group of applicants, which also includes the potential beneficiaries. The information for this target group is more of professional nature and involves specifics of individual (operational) programmes. Suitable communications tools are similar as in case of the general public. The important potential applicants include non-government non-profit organisations, local government entities, education institutions, employers, farmers, small and medium enterprises and so on.

Potential and end beneficiaries of aid (of implemented projects)

- This target group has its origin in the general public target group and is further segmented according to the purpose of the projects implemented. Those, for whom the specific projects are intended, become the end users of the aid. This group must be informed of the implemented projects that are intended for them, and generally of benefits and success of the implementation of economic and social cohesion policy. For the communication with this target group, a wide array of instruments and mass media in particular, can be used.

5.7.3. PROFESSIONAL PUBLIC

European Commission

- It is a multinational body of the European Union, independent of the Member States, upholding the interests of the Union. The Commission as such, drafts regulations for the implementation of cohesion policy and supervises its implementation. As supervisory body, it requires regular information in the prescribed structure through regular reports and evaluations. Meetings with executive representatives of the Member State also play an important role. The information of the results of the policy of economic and social cohesion is provided in both directions to evaluate its implementation. The action falling under direct communication, websites and so on may also be sources of information.

Monitoring Committee

- Each (operational) programme (OP) has its own monitoring committee (MC). MC is responsible for monitoring of the aid provided, and approves proposals for changes of OP. It approves criteria, based on which the projects are selected for implementation. The representatives of relevant managing and coordination entities and partners (ministerial departments, partnership ministries, regions, municipalities, non-government non-profit organisations etc.) are members of MC. The communication is performed mainly at regular meetings. Also websites etc. may serve as sources of information.

Working group for information and publicity

- The working group joins together representatives of individual OPs and is aimed at the support of implementation of common communication activities. At the same time, it is an advisory body. The communication with this target group is done through regular meetings and the secretary of WG who informs the individual members plays an important role. The methodical instruction or professional workshops serve as additional communication tools.

Other entities involved in the implementation

- Other entities involved in the implementation, are e.g. intermediate bodies of (operational) programmes, paying and certifying authority, audit authority or contractors in the competitive tendering for the implemented projects. They mostly communicate highly professional information required for successful project implementation and to inform other entities involved. Websites, other types of documents and publications, and direct communication and so on are used.

Economic and social partners (trade associations, non-government non-profit organisations, organisations representing entrepreneurs etc.)

- By its character, this target group falls into the category of professional public and its individual members may, as part of their field of expertise, significantly support potential applicants due to their knowledge of environment where they operate and subsequently the successful project implementation, as well. It is suitable to provide this group with information of expert nature, taking into account the specialisation of representatives of this target group. Professional workshops and conferences or professional publications, direct communication and so on, may be selected as suitable tools.

Information centres

- The target group represents workplaces organised in every legal and organisation aspect, the mission of which is to provide general information about the European Union and to be involved in their distribution (Eurocentres, Europe Direct). The aim is to provide this group with professional information suitable to build general awareness of the EU Funds in the

general public and at the same time, to provide the staff of these centres with sufficient professional information for their work. Discussions and coordination meetings, professional training and provision of promotions materials etc. may be the main communication tools.

Political representation

- This target group represents the representatives of political parties who were elected by general public to politically represent the given state or region. Representatives of this group have a large impact on the building of awareness of the general public with regard to the implementation of the policy of economic and social cohesion. Representatives of this group may decisively influence the environment, in which the (operational) programmes operate. This group must be provided with both professional information, but also to inform the group of the benefits and successful implementation of the cohesion policy. Professional publication, working groups, conference and discussion may be used as suitable communication tool.

Regional and government administration and local government

- This target group represents the representatives of government administration at regional level and representatives of local government. Large numbers of potential applicants and subsequently aid beneficiaries may be found within this group. Therefore, its representatives are actively interested in the possibilities of aid from the EU Funds. Here, the communication operates on two-way basis. For this reason, this target group has a large influence over the successful project implementation and information distribution regarding the possibilities and results of the projects implemented in relation to the general public. Apart from the provision of professional information, by different means, it is convenient to focus at the provision of methodical support (manuals, workshops, conferences) with this group.

5.7.4. MEDIA

- This target group is mostly composed of the representatives of the mass communication media (radio, television, press, internet), the mission of which is to enable the transmission of the communication from the source to the recipient. Its influence is fundamental in building awareness of the EU Funds mostly with the general public, but also with public opinion makers and people with decision-making powers in the public sector. It is very demanding for the quality of the information provided with regard to the description of specific benefits of the EU Funds in the day-to-day life of citizens, successfully implemented projects and specific figures related to the use of subsidies. It requires a simple, understandable and timely information. In addition to classic communication tools (such as press releases and conferences, PR communication) it is

important to build information links and proactive attitude in cooperation with press department of institutions administering the EU Funds in the long run.

The list of target groups in CCS defines only basic target groups. Annual Communication Plans for 2015 may contain an analysis of target groups of individual OPs. In order to successfully deliver a message to target groups, we must differentiate between their specific and real needs. The target groups must be delivered an **adequate message** (scope, contents, level of detail etc.), **in adequate manner** (form of message, communication tools used, timing, expected life of the message and so on) and **in the most effective way** (efficiency, economy).

5.8. COMMUNICATION TOOLS

From the perspective of fulfilment of the Common Communication Strategy, the key is to define proper communication tools so that an adequate awareness of all target groups is ensured. The below mentioned tools ⁹ were selected to contribute properly to the CCS objectives. **However, it is not an exhaustive set of tools.** Depending on how the needs of target groups and communication tools develop, the set of tools may either be extended or to eliminate some of them.

In the whole programming period, communication activities respond to current situation in the programme implementation. The indicative deployment of communication tools is planned for the entire programming period. The use of these tools is specified in more detail in the Annual Communication Plans. Any and all instruments may be used from time to time and the intensity of how they are used is linked to the results of the evaluations and experience. Thus, the selection of communication tools suitable for addressing individual target groups may vary over time, depending on what communication tools are used by target groups.

⁹ The definition of individual communication tools is general and may vary over time with regard to the development of the media environment.

Table 10: List of communication tools

Communication with media and PR	
Tool name	Tool description
Press conference	Press conference is a classic method of how up-to-date information is provided to media in the presence of journalists.
Press briefing	Press briefing is shorter and more improvised form of the meeting with media.
Press release	Press release is a classic method of how up-to-date information is provided to media without journalists being present.
Meeting with media	This is a less formal meeting of the programme representatives with the press. Examples of possible forms of meetings, press trips and so on
Media relations	It is a co-operation with selected media that are thematically close to the programme. An option of media partnership.
Media communication – advertising	
target group: mostly public, also applicants and beneficiaries and others, as required	
Tool name	Tool description
Press advertising	This tool is suitable both for image campaigns and campaigns aimed at the professional public or potential applicants. Thematic annexes, inserts or regional targeting of advertising can be used.

Radio	An option to use the classic advertising pace, sponsoring or special radio format (e.g. program). Large selection of radio stations with an option of regional targeting.
Television	An option to use classic advertising space, sponsoring, product placement or special TV format (such as program). Advertising can also be regionally targeted using regional TV stations. Due to the development of DVBT, there is an increased reach of smaller TVs to wider audience.
Outdoor	Advertising space such as city lights, billboards, bigboards, hypercubes, postercubes and frames in the means of transport and so on can be used. The most frequent utilisations of this tool are image campaigns informing of specific event or opportunity.
Internet	The most frequent form of utilisation is through banner advertising formats posted on the visited websites – in particular at signposts, news servers, hobby websites according to the thematic orientation of programmes, or PPC advertisement with suitable terminology adequate for the thematic orientation of programmes.

On-line communication

target group: applicants and beneficiaries, public, others

Tool name	Tool description
Umbrella www.strukturalni- fondy.cz website	Umbrella websites are one of the basic communication tools in the area of ESI Funds, primarily oriented at the professional public - potential applicants, beneficiaries and media. National coordinator will administer the umbrella web portal www.dotaceEU.cz , which will form a signpost for all information about the EU Funds. Among other, basic description of all programmes will be posted on the web portal, together with a list of beneficiaries (operations) for all programmes, annual and evaluation reports of all programmes, an up-to-date list of calls for all programmes, responses to FAQs, important events for all programmes, links to websites of all programmes and contacts for all programmes. In addition, the website will be used for activities connected with the promotion of the EU Funds (such as contests, conferences, fairs and so on). An on-line chat for interactive communication with the user is also embedded in the website. The website will provide an option to subscribe to news feed through RSS channel. An option to develop a mobile version for "smart phones".

Web portals of programmes	Web portals of individual programmes Basic description the programme will be posted here, together with a list of beneficiaries / operations) of the programme, annual and evaluation reports, contacts, information and document for applicants and beneficiaries, or news and so on. The websites will provide an option to subscribe to news feed through RSS channel. An option to develop a mobile version for "smart phones".
Online newsletter	It is a "bulletin"/„newsletter" type of periodical, the content of which will be determined by the Managing Authority itself. The distribution is done through "direct mailing".
Special websites	These may be websites outside the programme portals, which are directly linked e.g. with actual communication campaigns, annual conference and so on. An option to develop a mobile version for "smart phones".
Internet TV	Promotion on Internet TVs can ideally be used for regionally targeted communication while using regional internet TV stations – such as invitations to events for general public, communication of the newly opened projects.
Social networks	Social networks (such as Facebook, Google+, Foursquare, Twitter) may be used both for communication to the general public and for communication to the professional public – potential applicants, beneficiaries, opinion makers.
Servers for video files sharing	These are tools, such as You Tube or Vimeo, where on-line videos can be shared. For example, it is possible to make available to the public spots produced for TV presentation, recordings from conferences, events for the public etc. The profile on this server may be linked with the web portal.

Publication activities (printed communication tools)

Target group: applicants and beneficiaries, public, and others as required

Tool name	Tool description
Own periodical	It is a "bulletin"/„newsletter" type of periodical, which content will be determined by the managing authority itself. The distribution is made directly.

Publications	Publications are primarily intended for the professional public – potential beneficiaries, applicants and beneficiaries. Their content is determined by the Managing Authority.
Leaflets, posters	A printed tool containing brief information.
Direct communication	
Target group: applicants and beneficiaries, public, and others as required	
Tool name	Tool description
Conferences	The conferences are primary tool for meetings with the professional public – potential beneficiaries, applicants, beneficiaries and opinion makers. The anticipated frequency of the conferences in the programming period is an opening conference for the project launch, annual conference of the progress in the programme implementation and final conference summarizing the programme implementation for the entire programming period.
Fairs	The fairs are a tool of direct communication intended primarily for the presentation of the programme to the professional public.
Seminars and workshops	Smaller information / methodical events for applicants and beneficiaries with more specific information.
Individual consultations	Individual support to applicants and beneficiaries for successful project implementation. Consultations may be held individually, electronically through e-mail or on-line chat or by phone. Also, a nation-wide network of contact points may be established. At the same time, a nation-wide telephone / electronic "hot line" may be established.
Events for general public	Events for general public are suitable for building awareness of the programme, to present specific achievements of the programme (such as road shows, project open door days). These can be used for the EU project presentation in line with the principles of CSR - to provide a barrier-free access to the event, free Internet connection at the event, waste sorting and so on.

Other (additional) tools

Target group: particularly the public and applicants and beneficiaries, and others as required

Tool name	Tool description
Mobile applications	A communication tool intended for "smart phone" and tablet users. It is rather supplementary tool to basic communication tools; however it may work as a standalone tool, too.
Contests	A communication tool primarily intended for the general public, communicating topics connected with the programme of interactive involvement of the recipients of the message by simple and fun form. It may also serve as an addition for another communication tool.
QR codes	It is a communication tool intended for "smart phone" users that may carry a variety of information; the most frequent utilisation is link to websites.
Promotion items	An additional communication tool for professional and general public serving as small gift delivering basic information about the programme (such as title of the website).

5.9. MANDATORY ACTIVITIES

Obligations in the area of communication activities in 2014–2020 are dealt with by MG Publicity. The minimum list of obligations in line with Regulation (EU) of the European Parliament and Council No 1303/2013 is given below:

Main information activity consisting in the publishing of the commencement of the (operational) programme or programmes

Managing Authorities of individual programmes are responsible for defining and implementing the main information activity regarding the commencement of the (operational) programme. As agreed by the MA and NCA, this activity may be implemented with common effort.

Main information activity of the year

Managing Authorities of individual programmes are responsible for defining of one main information activity in the year, in which they will promote the opportunities of financing and the strategy pursued and present success of the (operational) programme, including large projects, joint action plans and examples of other projects.

Hanging out the Union symbol in the seat of every managing authority

Each Managing Authority will hang out the Union symbol in its headquarters and this symbol will be on display without interruption. If the authority has more headquarters, it is sufficient, in the Union symbol is displayed in the main headquarters of the Managing Authority.

Electronic disclosure of the list of operations

The disclosure of the list of operations will be governed by the rules specified in Article 5.4 MG Publicity. The list of operations will be posted on the umbrella web portal at www.dotaceEU.cz.

Examples of operations classified by (operational) programmes on a single internet site or on the internet site accessible through a single internet portal.

Each Managing Authority are recommended to post examples of operations on its website, if such website exists (please refer to Article 5.4 MG Publicity). These examples of operations will be available through an umbrella web portal at www.dotaceEU.cz. Should the managing authority not have a website, these examples will be posted at the umbrella web portal.

Update of information regarding the implementation of the (operational) programme, including its main achievements on a single internet site or internet site of the (operational) programme, which is available through a single internet portal.

Each Managing Authority will regularly update the information regarding the implementation of the (operational) programme on its website, if such website exists. The information will be

available through an umbrella web portal at www.dotaceEU.cz. Should not the Managing Authority have a website, these examples will be posted at the umbrella web portal.

Communication activities for individual target groups (applicants and beneficiaries, the public and so on)

Each managing authority of the (operational) programme will perform communication activities oriented at their target groups so that the communication for successful cohesion policy of the EU is ensured. One of the obligations of the managing authorities is to ensure the support to beneficiaries when performing their communication activities.

Communication activities for persons with disabilities

In line with Annex No XII to Regulation No 1303/2013 and agreement of the Managing Authorities, the National Coordinator will prepare information materials that will be accessible to persons with disability. These materials will be of general nature and will include basic information concerning the Partnership Agreement, ESI Funds and individual (operational) programmes.

Use of logos and other elements of mandatory publicity

The principles and recommendations in the field of logos, font (name of the EU fund, operational programme) and colours associated with this logo and an option to use other logos in the communication with ESI Funds and their use on individual communication tools is dealt with by *MG Publicity* and related *Manual of uniform visual style*.¹⁰ Utilisation of the Manual is recommended.

Scheme 3: Interconnection of documents for the EU Funds publicity area



¹⁰ Manual of uniform visual style has not been issued yet. Until it is issued, MA will be bound by rules given in *MG Publicity*.

6. BUDGET

In order to ensure information and promotion-related measures of the Common Communication Strategy, the funds allocated to publicity as part of technical assistance to individual (operational) programmes and in OP Technical Assistance will be used. To finance common activities, the funds from OP TA 2014–2020 will primarily be used.

An indicative budget for the implementation of information and promotion-related measures and Common Communication Strategy for 2014–2020 programming period is currently, in line with the approved allocations of (operational) programmes and allocated amounts to ensure awareness and publicity CZK 1 177 712 329. This amount is inclusive of both the contribution of the Community (85%¹¹), and national co-financing (15%). The use of funds will be made, monitored and evaluated in line with the rules and procedures described in individual (operational) programmes valid for the use of funds from technical assistance and in line with 3E principles.

¹¹ For OP Prague – Growth Pole of the Czech Republic, the contribution of the Community is 50%, the publicity is financed only from ESF.

Table 91: Indicative budget for the publicity and communication for each (operational) programme (in CZK)¹²

Programme	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total 2014-2022
OP T	0	0	10 588 236	10 588 236	11 320 395	11 764 706	11 176 471	11 176 471	10 588 236	10 588 236	87 790 987
OP EIC	0	357 695	22 837 450	22 562 300	22 397 210	22 012 000	17 884 750	13 757 500	13 757 500	14 582 950	150 149 355
OP TA	0	0	54 516 000	27 500 000	27 500 000	35 300 000	35 200 000	30 242 000	32 000 000	25 242 000	267 500 000
OP RDE	0	8 500 000	43 400 000	32 400 000	31 400 000	31 400 000	33 400 000	21 400 000	21 400 000	20 900 000	244 200 000
OP E	0	0	13 400 000	14 000 000	13 400 000	14 000 000	13 500 000	14 000 000	13 400 000	14 000 000	109 700 000
OP Env	0	0	10 455 700	9 630 250	9 630 250	6 878 750	4 952 700	7 704 200	2 751 500	1 894 050	53 897 400
OP PGP	0	1 015 000	8 850 000	13 335 000	13 335 000	10 535 000	11 035 000	5 830 000	3 070 000	2 236 000	63 990 000
IROP	0	3 255 025	30 046 380	30 046 380	25 038 650	25 038 650	20 782 080	15 551 478	15 023 190	15 023 190	179 805 023
OP F	0	170 500	12 000 000	10 000 000	10 000 000	10 000 000	8 000 000	2 000 000	1 000 000	0	53 170 500
RDP	0	5 759 000	9 360 000	10 045 262	10 045 262	10 045 262	10 045 265	0	0	0	55 300 051
Total	0	30 696 593	190 203 780	171 608 930	166 424 285	173 811 825	155 598 285	133 540 428	115 233 990	116 332 660	1 177 712 329

¹² CCS only includes an indicative allocation of funds for individual years. These amounts will be specified in more detail in Annual Communication Plans of individual (operational) programmes.

7. ANNUAL COMMUNICATION PLAN

Managing Authorities and National Coordination Authority agreed that annual communication plans that will outline the breakdown of communication activities for the following year based on the current situation will be presented. The annual communication plan will include:

- Management summary of the communication for the given year
- Descriptions of the connection to the Common Communication Strategy
- Setting of objectives for the given year
- Definition of target groups
- Description of communication activities
- Indicative schedule
- Budget
- Description of administrative authorities, including human resources responsible for the implementation of information and promotion measures
- Schedule of evaluation and reporting of the fulfilment of indicators

Detailed information regarding the content of the annual communication plans is given in the *MG Publicity*.

Executive summary will be made in the table that will include the following information:

Table12: Annual Communication Plan of 2014 (operational) programme – recommended form of table

No.	Communication tool/activity	Target group	Brief activity description	Planned implementation date	Planned costs for the activity	Note

Process of approval of Annual Communication Plans is described in the *MG Publicity*.

8. MONITORING AND EVALUATION

Recommended procedures and a description of the monitoring and evaluation methods are dealt with the *Methodical Guidance – Evaluation of Communication Plans 2007–2013*, which remain valid also for 2014–2020 programming period and will be updated as required.

Monitoring and evaluation of the implementation of communication activities is performed through **indicators at the level of outputs and results** of implemented measures of awareness and publicity. The following tables summarize the indicators at each level. Each Managing Authority may also define a set of its own internal indicators to monitor eg. number of the website visitors, number of articles about the program in the media, etc. These internal indicators are not monitored at the project level, but they can help better planning and evaluation of communication activities.

Table 103: Set of indicators for the EU Funds publicity area

Indikátory výsledku a výstupu			
Code	Name	Unit of measurement	Type
80130	Level of awareness of EU Funds among the general public target group	%	Result
80120	Level of availability of the EU Funds information among the target groups	%	Result
80110	Level of knowledge of the supported projects among the target groups	%	Result
82000	Number of held trainings, seminars, workshops and conferences	Number	Output
82100	Number of participants	Number	Output
80001	Number of conducted information and publicity activities	Number	Output
80103	Number of created communication tools	Number	Output

Indikátory výsledku a výstupu			
Code	Name	Unit of measurement	Type
80200	Number of created information materials	Number	Output
82200	Purchase of material, goods and services necessary to ensure implementation of the programme	Number	Output
82300	Number of newly purchased equipment	Number	Output
80500	Number of drawn up and published analytical and strategical documents (including evaluation documents)	Number	Output

Source: <http://www.strukturalni-fondy.cz/cs/Fondy-EU/Narodni-organ-pro-koordinaci/Monitorovani/Monitorovani-vecneho-pokroku/Narodni-ciselnik-indikatoru-aktualizace>

In connection with the above mentioned obligations, the following evaluation plan in the field of publicity was specified for 2014–2020 programming period:

Table 114: Evaluation plan for the EU Funds publicity in 2014–2020

	Year										
	2013	2014 ¹³	2015	2016	2017	2018	2019	2020	2021	2022	2023
Level of how the specified indicators are fulfilled	X			X		X	X				X
Nation-wide questionnaire (NCA)	X				X			X			
In-house data collection and monitoring		X	X	X	X	X	X	X	X	X	X

¹³ Should not the implementation of the (operational) programme start in 2014, the plan is not binding for this year.

The monitoring of how the fulfilment of indicators is governed by the *Methodical Guidance - Principles of the Preparation and Use of Indicators in 2014–2020 Programming Period*.

Level of how the result indicators described in Table 13 (80120, 80110 and 80130) and their additional indicators (Please refer to chapter 5.2) are fulfilled is monitored by the National Coordination Authority. Monitoring will be provided using the data from public opinion surveys realized by professional external suppliers on a representative sample covering the whole country. The resulting data will be made available to Managing Authorities. If interested, Managing Authorities may set the monitoring of indicators for their specific target groups.

Apart from (quantitative) questionnaires, NCA and managing authorities also perform qualitative evaluations of the implemented communication activities, as required. These evaluations may be supplemented for the summary of international experience with the communication and promotional activities evaluated in international evaluation studies.

List of abbreviations

CR	Czech Republic
PA	Partnership Agreement
ERDF	European Regional Development Fund
EC	European Commission
EMFF	European Maritime and Fisheries Fund
EC	European Community
ESI Funds	European Structural and Investment Funds
ESF	European Social Fund
EU	European Union
EAFRD	European Agricultural Fund for Rural Development
CF	Cohesion Fund
IROP	Integrated Regional Operational Programme
MoT	Ministry of Transport
MRD	Ministry of Regional Development
MG Publicity	Methodical Guidance for Publicity and Communication of European Structural and Investment Funds in 2014–2020 programming period
MoIT	Ministry of Industry and Trade
MoLSA	Ministry of Labour and Social Affairs
MEYS	Ministry of Education, Youth, and Sports
MC	Monitoring Committee
MoA	Ministry of Agriculture
MEnv	Ministry of the Environment
NCI	National Code Book of Indicators
NCA	National Coordination Authority
NSRF	National Strategic Reference Framework
OP	(Operational) Programme
OP E	OP Employment
OP EIC	OP Enterprise and Innovations for Competitiveness
OP Env	OP Environment
OP F	Operational Programme Fisheries
OP PGP	Operational Programme Prague – Growth Pole
OP T	OP Transport
OP TA	Operational Programme Technical Assistance
OP RDE	OP Research, Development and Education
RDP	Rural Development Programme
WR	Working group for information and publicity of ESI Funds
MA	Managing authority
CCS	Common Communication Strategy under the Partnership Agreement

MINISTRY OF REGIONAL DEVELOPMENT

EU Publicity Department

Staroměstské náměstí 6

110 15 Prague 1

National Coordination Authority

E-mail: nok@mmr.cz

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