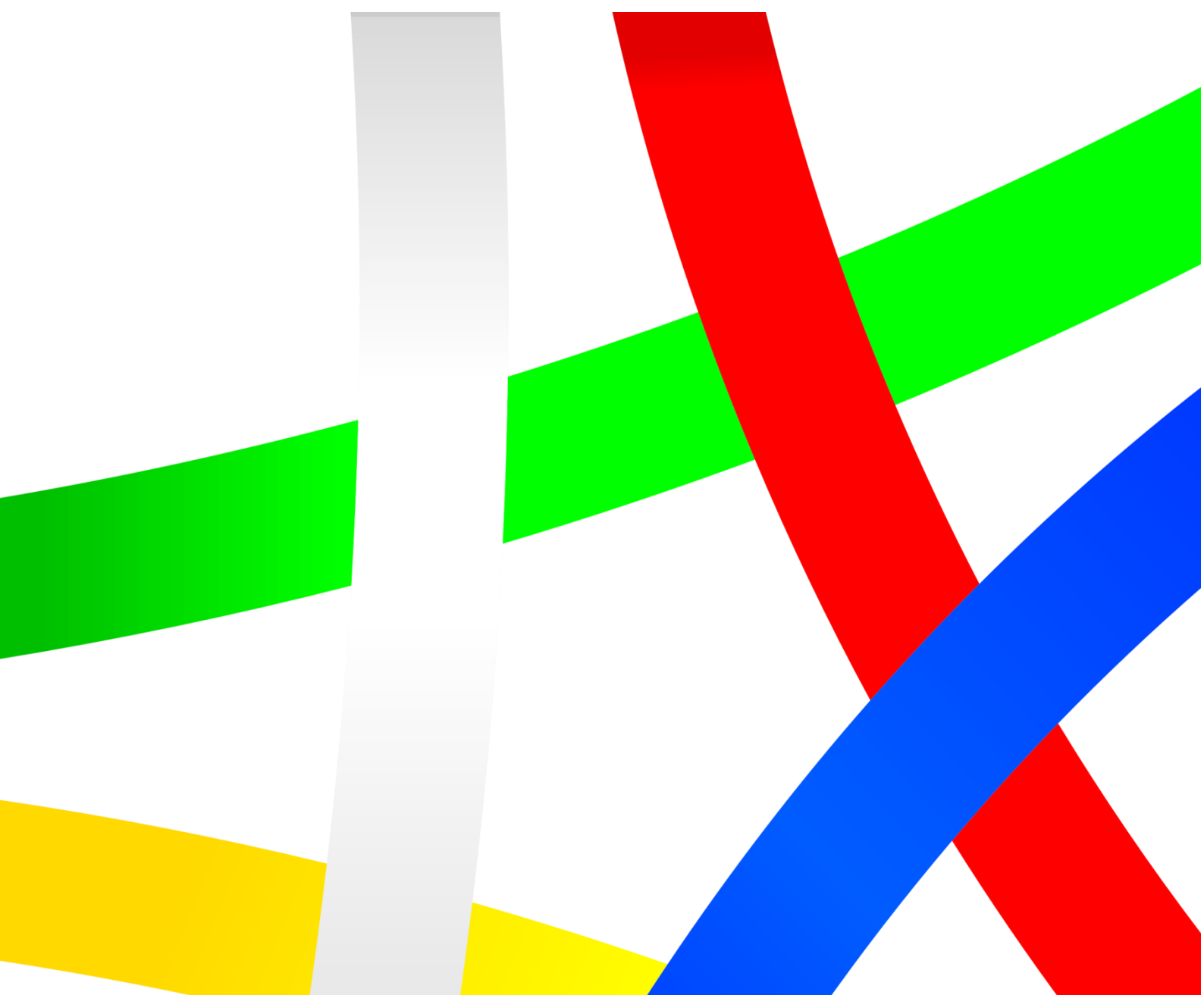




# NATIONAL COMMUNICATION STRATEGY

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*2014-2020*



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**Annex II** Unified manual of the beneficiary for application of the information and communication rules for 2014-2020

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## **I. INTRODUCTION**

The National Communication Strategy has been developed in accordance with Art. 116 of Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006.

Bulgaria, as a member state of the European Union (EU), shall inform its citizens in the most appropriate way for the assistance provided by the EU funds, as well as for the effect that implementation of priorities, measures or projects will have on the country, a region, a community or an individual.

The National Communication Strategy should increase the awareness of the target groups for the vision and priorities of the Partnership Agreement, of the beneficiaries and potential beneficiaries for the opportunities offered by Community, as well as of public recognition of the role of EU for regional development. They can be achieved by reaching different audiences with a wide range of active measures. Their implementation aims to increase transparency and publicity in the management of the programmes and the Partnership Agreement, which should reflect on the growing public confidence.

The document sets the framework for strategic communication for the 2014-2020 programming period. As a part of the inter-institutional process of interaction and based on the guidelines set out in this strategy, the Managing Authorities of the programmes financed by the EU structural and investment funds (ESIF), Annual Action Plans of the respective programmes that are in its implementation should be developed each year.

The Monitoring Committee of the Partnership Agreement is responsible for the approval of the National Communication Strategy, in consultation with the Monitoring Committees of all programmes included in the document.

## **II. ANALYSIS OF THE IMPLEMENTATION OF THE COMMUNICATION STRATEGY OF THE NATIONAL STRATEGIC REFERENCE FRAMEWORK AND THE COMMUNICATION AND PLANS OF THE OPERATIONAL PROGRAMMES DURING THE PROGRAMMING PERIOD 2007-2013**

During the first for Bulgaria programming period 2007-2013, a Communication Strategy (CS) of the National Strategic Reference Framework (NSRF) was developed and implemented. At the same time, each Managing Authority (MA) had a developed and approved by the European Commission (EC) Communication Plan (CP) of the respective programme.

A Central Information Office (CIO) was established to facilitate the process and to strengthen coordination in the implementation of the CS and CP. The functions of CIO were limited due to the responsibility of the MA for implementation of the specific CP directly to the European Commission. As a result, the CS of the NSRF had to unite the efforts of all institutions in the implementation and management of the Structural and Cohesion Funds (SCF) of the EU in Bulgaria. Analyzes of the implementation of the CS of the NSRF show that the objectives set were achieved, but also it outlines the critical areas in the process of communication and publicity, which should be taken into account in the implementation of measures for the programming period 2014-2020.

#### 1. Brief analysis: Financial implementation of the Communication Plans

*Table 1: Budgets of the communication plans of the programmes*

<b>CP of a Programme</b>	<b>At the start of the OP (2007)</b>	<b>Current (as at September 2013)</b>	<b>% of the budget of the OP</b>
CP of OP Transport (OPT)	€ 12 000 000	€ 12 000 000	0.31
CP of OP Environment (OPE)	€ 11 177 541	€ 11 177 541	0.32
CP of OP Regional Development (OPRD)	€ 10 000 000	€ 5 000 000	0.32
CP of OP Development of the Competitiveness of the Bulgarian Economy (OPDCBE)	€ 5 811 078	€ 5 182 161	0.45
CP of OP Technical Assistance (OPTA)	€ 16 043 776	€ 11 221 501	14.44
CP of OP Human Resources Development (OPHRD)	€ 8 000 000	€ 9 041 945	0.34
CP of OP Administrative Capacity (OPAC)	€ 2 169 468	€ 2 169 468	0.61

CP of the Rural Development Programme (RDP)	€ 18 477 193	€ 18 477 193	0.57
CP of Operational Programme for Fisheries sector Development (OPFSD)	€ 500 000	€ 500 000	0.49
<b>Total budget of CP</b>	<b>€ 84 179 056</b>	<b>€ 75 399 809</b>	<b>0.70</b>

*\* In addition to promoting the programme and the investments made, the budget of the CP of OPTA also includes financing of activities to support all operational programmes (OPs) such as the establishment and functioning of the network of 28 information centres to promote the Cohesion Policy in Bulgaria, communication campaigns to promote the NSRF, SCF, their objectives and effects at national level.*

The planned budgets for implementation of the Communication Plans of the programmes are between 0.3% and 0.4% of the total budget of the programme, which in real numbers provide sufficient financial resources for the implementation of the planned measures. Notable exception of this rule is the budget of the OP Technical Assistance, with planned financial resources of 14% of the total budget of the programme.

The allocated resource gives key role to communication and publicity in the process of implementation of the programmes.

Due to its nature (the largest number of potential beneficiaries, scope, calls for proposals), logically the largest budget for communication and publicity is the one of the Rural Development Programme. The smallest budget for communication has Operational Programme for Fisheries Sector Development, which on one hand has strictly specified range of beneficiaries and on the other – the total financial resource of the programme is relatively small.

For five of the programs, no changes have been undertaken for the planned budgets of the communication plans during the 7-year period. The budgets for the implementation of communication plans for three of the programmes were reduced (OPRD, OPDCBE and OPTA), and the one for OPHRD was increased.

Table 2. Payments within the CP of the programmes

Programme	Budget as at 01.09.2013 (in Euro)	Disbursed funds by activities of the CP as at 30.09.2013	
		Total (in Euro)	% of impl.
CP of OP Transport (OPT)	12,000,000	1,203,378	10.03
CP of OP Environment (OPE)	11,177,541	3,881,731	34.73
CP of OP Regional Development (OPRD)	5,000,000	2,101,303	42.03
CP of OP Development of the Competitiveness of the Bulgarian Economy (OPDCBE)	5,182,161	1,177,310	22.72
CP of OP Technical Assistance (OPTA)	11,221,501	4,064,999	36.23
CP of OP Human Resources Development (OPHRD)	9,041,945	3,323,682.16	36.76
CP of OP Administrative Capacity (OPAC)	2,169,468	693,127	31.95
CP of the Rural Development Programme (RDP)	18,477,193	7,705,064	40.6
CP of Operational Programme for Fisheries Sector Development (OPFD)	500,000	0	0
<b>Total</b>	<b>75,399,809</b>	<b>22,990,405</b>	<b>30.49</b>

Based on the above table, the following conclusion can be made:

The financial implementation of the budgets of individual CP of programmes is unequal, but it is close to the average values of actually paid funds by the programmes for the period. (Publicity measures of the Operational Programme for Fisheries Sector Development are implemented partly through the budget of the Executive Agency for Fisheries and Aquaculture of the Ministry of Agriculture and Food. They are that limited due to complex reasons, one of which is the fact that VAT is not refundable expense for the agency.)

## 2. Evaluation of the implementation of the CS of the NSRF for 2007-2012

Within the evaluation of the implementation of the Communication Strategy of the NSRF for the period 2007-2012, the following findings and recommendations were made:

### ✓ **Positive general findings:**

- The mandatory requirements for visualization and publicity of Regulation 1828/2006 were met;
- There was a significant increase of the awareness of the SCF of the EU among general public, as well as in the level of information among population regarding the SCF of the EU for Bulgaria. In 2010, the reached values were – over 60% awareness of SCF and it could be assumed that by the end of the implementation of the CS, it will approach the target value of 70%;
- A high degree of over 80% (same as the target value) satisfaction from the events held and the information materials used, according to surveys;
- An improvement in the quality of information was registered regarding its accessibility, reliability, usefulness, concreteness and actuality;
- The theme of the EU Structural Instruments has taken a permanent place in the public political discussion and has been a subject of great media interest with predominantly positive or neutral informative tone of the publications.

Public opinion surveys on operational programmes found that sectoral operational programmes enjoy higher awareness among the general public. They produce observable and understandable direct results for everyday life such as the construction of infrastructural projects, water and waste management, measures for urban development, respectively under OPT, OPE, OPRD and RDP. Less known were the programmes with a "horizontal" nature and their results, such as OPTA and OPAC.

### ✓ **Identified common critical areas:**

- No uniform methodology for tracking awareness and attitudes of the general public and the various target groups as a profile among stakeholders was applied;

- The form of information on the implementation of the CP of OP in the annual reports varied in different OPs, depending on the specific performance indicators of the CP of the OP;
- Lack of regular public opinion surveys;
- Interruptions in the implementation of media monitoring;
- Neglecting the importance of the implementation of CP among MA of OPs;
- Uneven budget expenditure, low capacity for systematic analysis of the communication and information requirements and target communication;
- Insufficient expert resources for the implementation of the CPs;
- NGOs in the field of PR, media, advertising, etc. were not used sufficiently as partners in the implementation of measures for information and publicity.

✓ **Best examples:**

- Development and maintenance of Single Information Web Portal for structural instruments – [www.eufunds.bg](http://www.eufunds.bg) and updated web pages for each OP, including the function for subscription for news and newly published information;
- Functioning network of 28 information centres to promote the Cohesion Policy of the European Union in Bulgaria;
- A National Network of Information and Publicity Officers as an effective coordination mechanism for cooperation and partnership between the institutions involved in the management of SCF; active exchange of information between the Central Information Office and Information and Publicity Officers in the MAs on the implementation of planned communication activities;
- Published Manuals for implementation of contracts in the same time with the application guidelines, decision-making process facilitated for potential beneficiaries through informing them of the requirements in the very beginning;
- Publication of “best examples” and successfully implemented projects co-financed by SCF, both in sections on websites of the OPs and columns in media;
- Availability of a public module of the Unified Management and Information System for monitoring of EU Structural Instruments in Bulgaria (UMIS) with detailed information at all levels – starting with the Operational Programme, priority axis to the approved projects, including data on budgets and contractors;



- Active direct communication, including at regional level, with all stakeholders, with focus on potential beneficiaries, organizing information days on current calls, etc.;
- Trainings for beneficiaries for project implementation;
- Production and publishing of guidelines, handbooks, manuals for potential and current beneficiaries.

✓ **Recommendations:**

● Organization and coordination:

- Reconsider the need for different Communication Plans, visual identity and documents of the OPs;
- Strengthening the coordination role of CIO, including centralized implementation of common for the CS communication and information activities, such as:
  - Information campaigns that include predominantly one-way communication to different target groups and subgroups; including paid columns in the mass media;
  - Monitoring and evaluation of the implementation of Annual Action Plans of the OPs and common communication activities and campaigns for PA;
  - Acquisition of data and analysis of the media market – rating, circulations, audience profile of the mass media;
  - Monitoring and analysis of feedback from beneficiaries, e.g. comments in Internet forums, profiles, channels in social networks;
  - Development of the Single Information Portal [www.eufunds.bg](http://www.eufunds.bg);
  - Coordination and development of the network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria (CICO and the 27 District Information Points).
- MA should remain responsible for planning, implementation and reporting of information and communication activities at programme level, including updating the content on the websites of OPs;
- Straightening the administrative capacity for communication in MAs (minimum of two experts) and concentrating expertise in CIO to conduct strategic activities laid down in NCS of the PA by building a team of specialized experts;

- Ensuring a budget for implementation of the information and communication measures defined in the National Communication Strategy;
- Regular review of tender procedures with accent on successful examples and analysis of the causes for cancelled procedures;
- Regular trainings for information and publicity experts at central and regional level – at least once a year on all aspects of communication activities – planning, procurement, evaluation, as well as by range of activities – work with journalists, advertising media campaigns, new media, etc.;
- Standard form for progress reporting on quantitative indicators;
- Cooperation and partnership with NGO sector in terms of information events and campaigns related to a specific field;
- Continuation of the dialogue and partnerships with NGOs in the field of PR, advertising, research, media and others to ensure transparency of the procurement procedures for implementation, monitoring and evaluation of the NCS of the PA, including:
  - Consulting strategic documents, preparing implementation manuals;
  - Cooperation with NGO sector in trainings for information and communication officers.

✓ **Messages:**

- Efforts to change the focus of the debate – from the conversation about "absorption", communication to be carried to the effects, the best examples and the achievements, as well as presentation of functioning control systems, ex-ante and ex-post control to guarantee transparency and clarity;
- In communication, to show the best examples of the impact, either for micro and small enterprises, or for the individual (for measures that promote personal development, e.g. starting first job, qualification, etc.), to avoid creating a perception that EU funds are only for large companies and organizations with the resources for consultants, co-financing, etc. For infrastructural programmes – the focus to fall on facilitation/improvement of citizens` lives after the construction of a site;
- Publication of up-to-date/preliminary information on current calls for proposals, changes in deadlines or in the determined financial resources for such procedures.

✓ **Communication tools:**

- Expanding the advisory services to potential beneficiaries through the network of the DIPs, e.g. attracting expert speakers, trainers, consultants to bring opportunities for assistance closer to potential beneficiaries;
- Implementation of campaigns at regional and local level for promotion of the network (27 DIPs and CICO); It is necessary to remind the public, including businesses, that such information support exists and can be used and useful;
- Entrepreneurs are strongly “in favour” for the provision of information and consultancy services on the spot, which implies effective use of mobile units of specialists with detailed knowledge in various areas in support for the activities of the DIPs;
- Organization of thematic visits of experts in all Municipalities in the district, using available local information channels (cable TV channels, local radio stations and press) and local authorities, to attract the largest possible number of participants;
- Strengthening partnership with regional media, particularly in terms of promotion of good examples, successfully implemented projects and examples of the direct impact of the SCF on everyday life of people at regional and local level;
- Reducing the use of USB, CD, etc. for the purpose of dissemination of information in favour of the promotion of web pages of the OPs and [www.eufunds.bg](http://www.eufunds.bg);
- Creating a video channel of the SCF in platforms for video sharing such as vbox, including Q&A section based on concrete good examples and successfully completed projects, with the opportunity for comments on the materials and their moderation; if possible, including examples of unsuccessful projects, together with analysis of the causes for their failure.

3. Description of the use of the main results of the previous programming period

In the previous programming period 2007-2013, an approach has been adopted to implement the NSRF Communication Strategy and separate Communication Plans for each programme. As a result, targeted efforts have been made for promotion of the programmes

and the specific funding opportunities they provide. A relatively high awareness has been achieved of both the programmes and EU funds that co-finance them.

In the current programming period 2014-2020, the efforts for maximum publicity and promotion of all possibilities for funding through the programmes will continue. At the same time, it will also be based on integrated communication mix in the campaigns for the general public, which should ambiguously show the synergies in the implementation of programmes on one hand and that their implementation leads to improved quality of life for every citizen on the other hand.

In pursuance of the objectives of the National Communication Strategy of the Partnership Agreement, the achieved awareness of EU funds and programmes will be upgraded, consciously and purposefully working to increase transparency in the implementation and management of programmes while building broad public confidence and support.

### **III. BRIEF DESCRIPTION OF THE COMMON STRATEGIC FRAMEWORK AND THE PARTNERSHIP AGREEMENT BETWEEN BULGARIA AND THE EC FOR THE 2014-2020 PROGRAMMING PERIOD**

During the programming period 2014-2020, the main strategic document of the Republic of Bulgaria for management of European Structural Investment Funds (ESIF) is the Partnership Agreement (PA). This is the document which defines the strategy of the Member State, its priorities and organization for the effective and efficient use of the ESIF for the implementation of the EU Cohesion Policy, the Common Agricultural Policy and the Common Fisheries Policy. The document covers the support from all five ESIFs – the European Regional Development Fund, the Cohesion Fund, the European Social Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund.

The Partnership Agreement concluded between the Republic of Bulgaria and the European Commission contains an analysis of the needs of development, a pre-assessment, information for each thematic objective, an indicative allocation of funding, horizontal principles – partnership, equality, sustainable development, programmes, complementarity, preconditions, consistency between programmes and other tools, measures for capacity, territorial development, incl. integrated territorial investments, cross-border cooperation,

regions with specific needs, analysis of the Unified Management and Information System for monitoring of EU Structural Instruments in Bulgaria (UMIS) and electronic services.

Given the conclusions of the analysis of differences, development needs and potential for growth in the Partnership Agreement between Bulgaria, four strategic mutually complementary priorities for funding are formulated: three in the directions of the Europe 2020 strategy for inclusive, smart and sustainable growth; one with a horizontal nature, as well as one strategic territorial dimension:

**Strategic priority 1:** Education, qualification and employment for inclusive growth

**Strategic priority 2:** Research, innovation and investments for smart growth

**Strategic priority 3:** Connectivity and green economy for sustainable growth

**Strategic priority 4 (horizontal):** Good governance and access to quality public services

**Strategic dimension (territorial):** Spatial dimension and policies for local development:

- interventions appropriate to the specificity of areas (cities, rural areas, areas dependent on fisheries, areas with tourist potential);
- additional territorial dimension of sectoral policies in programming, applicable in varying degrees to all funding priorities (e.g. health, education, social infrastructure of regional and local importance).

### **List of programmes of the Partnership Agreement:**

As a part of the Partnership Agreement for the period 2014-2020, the following programs are implemented:

- Operational Programme Transport and Transport Infrastructure;
- Operational Programme Environment;
- Operational Programme Regions in Growth;
- Operational Programme Innovation and Competitiveness;
- Operational Programme Human Resources Development;
- Operational Programme Science and Education for Smart Growth;
- Operational Programme Good Governance;
- Rural Development Programme;

- Maritime and Fisheries Programme;
- Cross Border Cooperation Programme.

#### **IV. OBJECTIVES OF THE COMMUNICATION STRATEGY**

##### **1. General objectives:**

1.1. Promotion of the role of the European Union and information on opportunities for financing under the programmes;

1.2. Provision of maximum transparency in the process of implementation and management of the programmes;

1.3. Building and maintaining a high public confidence in the processes of implementation and management of the PA and the programmes.

##### **2. Specific objectives:**

2.1. Promotion of individual programmes as a financial tool to improve Bulgaria's development and quality of life;

2.2. Provision of maximum publicity and transparency in the management and implementation of the programmes, their results and good examples;

2.3. Informing potential beneficiaries about the financing opportunities provided by the programmes;

2.4. Increasing the awareness and capacity of beneficiaries in project implementation;

2.5. Promotion of the active participation of all stakeholders in the process of implementation of the PA and the programmes.

#### **V. TARGET GROUPS OF THE NATIONAL COMMUNICATION STRATEGY**

##### **1. Target groups**

Measures and activities in communication and information in the PA and the programmes require planning, implementation and evaluation as an effect at the level of *each of the following main target groups and their respective sub-groups:*

- General public;
- Potential beneficiaries;
- Beneficiaries;

- Administration involved in the management of EU funds in Bulgaria;
- Mediators/distributors of information.

The target groups of beneficiaries, potential beneficiaries, involved administration and mediators/distributors of information constitute the key stakeholders, with a different role and function in the process of preparation, implementation, reporting and communication of the programmes.

For each of the main target groups, target sub-groups are defined, as it follows:

**1.1. The general public** – that is the *target group* of citizens at national and regional level, including:

- Specific demographic-economic groups (economically inactive persons, employed, unemployed, students, etc.);
- Socially vulnerable groups (disadvantaged people, people with disabilities, etc.);
- Other specific sub-groups and communities (cultural and ethnic communities living near the implemented project and others).

**1.2. Potential beneficiaries** – eligible beneficiaries meeting the requirements for participation in a specific call for proposals

The target subsets of potential beneficiaries are, as it follows:

- Specific beneficiaries (incl. administration and administrative structures, state companies /enterprises/, entities with economic activity and other entities explicitly mentioned as beneficiaries in the respective programme (e.g. financial instruments);
- Micro, small and medium enterprises;
- Large enterprises/companies;
- Other business entities: cooperatives, self-employed;
- Legal non-profit organizations:
  - Professional organizations and associations – industry, employer, trade union (the so called socio-economic partners), business associations, etc.;

- Other associations/organizations – NGOs, centres, non-profit associations and clubs, scientific, educational, training and cultural centres and institutions, civic associations, social and health service providers, financial institutions and others.
- Other administrations/institutions, incl. budget spending units – schools, etc., which are not specifically identified by name as beneficiaries.

1.3. **Beneficiaries** – organizations with contracted grant financed by EU funds. This target group has the following subgroups:

- Direct beneficiaries (incl. administration and administrative structures, state companies /enterprises/, entities with economic activity and others explicitly mentioned as direct beneficiaries in the respective programme (e.g. financial instruments);
- Micro, small and medium enterprises;
- Large enterprises/companies;
- Other business entities: cooperatives, self-employed;
- Legal non-profit organizations:
  - Professional organizations and associations – industry, employer, trade union (the so called socio-economic partners), business associations, etc.;
  - Other associations/organizations – NGOs, centres, non-profit associations and clubs, scientific, educational, training and cultural centres and institutions, civic associations, social and health service providers, financial institutions and others.
- Other administrations/institutions, incl. the judicial system, budget spending units – schools, etc., which are not specifically identified by name as beneficiaries.

1.4. **Administration involved in the management of EU funds in Bulgaria** – all units and bodies with functions in the management and administration of the Operational Programmes: CCU, CA, Managing Authority (MA) of the programme, MC of the OP, Audit Authority, Contracting Authority.

1.5. **Mediators/distributors of information** – institutions and individuals who inform, form opinions and attitudes, influence the process of decision-making, support



activities of beneficiaries/potential beneficiaries and the managing administration, in one form or another, with the following target sub-groups:

- Media at central and local level: electronic, press, internet, social networks, media with user-generated content;
- Legal non-profit entities / Branch organizations / Consulting organizations;
- Participants in the decision-making process / opinion leaders in Bulgaria;
- Politicians / opinion leaders in the EU / European institutions;
- Information networks;
- Grant end-users of projects – e.g. students benefiting from scholarships; persons using training vouchers and more.

## 2. Priorities in the objectives for information and publicity among the general public

With regards to the general public, the priority objectives are:

- general for EU and funds for financing: Interpretation of the key objectives of EU development by 2020, such as: recovery of economic growth and increase in competitiveness;
- general for Bulgaria: objectives of the country by 2020, Bulgaria's specific problems which the Partnership Agreement and the related programmes seek to solve;
- impact/effect of the programmes funded by the ESIF as a factor for economic growth – promoting the achievements of the programmes visible in the daily lives of citizens;
- increase in the confidence in equal access to European funding for a wide range of participants;
- information about the programmes in the period 2014-2020 and the emergence of a new programme for the development of Bulgarian education and science within the more general objective of innovation in the economy and achievement of economic growth.

## 3. Priorities in the objectives for information and communication among stakeholders

Stakeholders are beneficiaries, potential beneficiaries, administrations involved in the management of EU funds in Bulgaria, mediators / distributors of information, incl. media, decision makers and opinion leaders).

Priority specific objectives for stakeholders are:

- increase of the transparency in procedures for application, implementation and reporting of results under projects in programmes funded by the ESIF, and also in the awareness and confidence in equal access of candidates and fair competition;
- stimulation of (active) professional and competent participation of all stakeholders for increase in candidates/approved/successful projects under the programmes;
- development and support for the development of practical skills for preparation and implementation of projects through the network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria;
- information about specific achievements and good examples under the programmes.

Increase in the **motivation** is the most important objective for this category of target audience – to reduce mistrust and increase the participation of *potential beneficiaries*, particularly among businesses, SMEs, NGOs and others.

## **VI. IMPLEMENTATION, APPROACH AND TOOLS FOR ACHIEVEMENT OF THE OBJECTIVES**

1. Description of the adopted approach, including of the main measures for information and communication, which will be taken by the Member State and which are aimed at potential beneficiaries, beneficiaries, distributors of information and the general public.

The National Communication Strategy will be implemented in compliance with the following main principles:

- Equality – implementation of measures for information and communication must ensure equal access to information to both all stakeholders and the general public as a whole.
- Timeliness – all measures for information and communication will be planned and implemented to timely satisfy the identified needs of the target groups.
- Adaptability – all measures for information and communication will be tailored to the specific characteristics of both target groups and the concrete situation in which they are implemented.

- Partnership – all measures will be implemented in an open dialogue and interaction with all stakeholders, NGOs and associations and media.
- Transparency – provision of information on the implementation of the measures for awareness and publicity, in accordance with national legislation.

Multi-level implementation of the National Communication Strategy of the Partnership Agreement will be set:

- General communication activities for all programmes – it will be implemented and coordinated by the Central Information Office, in cooperation with the Managing Authorities and the network of 28 information centres (Central Information and Coordination Office and 27 District Information points (DIPs) for promotion of the EU Cohesion Policy in Bulgaria);
- Communication activities for a specific programme – it will be implemented by the respective Managing Authority. Depending on the type of activity, cooperation should be sought with the District Information Points (DIPs) through the Central Information Office (CIO) and the Central Information and Coordination Office (CICO). In pursuance of the NCS, each Managing Authority should develop an Annual Action Plan specifying the measures for information and communication of the programme.

#### 1.1. Communication tools

The mix of communication tools and activities in the implementation of the National Communication Strategy will depend on the following:

The specifics of the message or messages;

- The characteristics of the target group or sub-group – recipient of the message – such as size, communication channels to reach it;
- Possible activities and forms of communication;
- When communicating messages that affect a range of different target groups and sub-groups, an integrated communication mix will be used to ensure effectiveness of communication, both as activities and forms and as channels.

#### 1.2. Communication channels

The main communication channels that will be used in the implementation of the NCS are the following:

- Electronic media;
- Press;
- Online media;
- The network of 28 information centres to promote the Cohesion Policy of the EU in Bulgaria;
- Direct communication (events, information days, seminars, training, etc.);
- Outdoor advertising (billboards, etc.).

Within the implementation of the NCS of the PA and individual Annual Action Plans of the programmes, communication activities and channels complying with the appropriate ways to reach the target group or sub-group will be covered and used, as well as according the purpose of communication.

### 1.3. Main communication activities:

- **Advertising campaigns:** including various communication channels and specific activities according to the target groups and nature of the messages;
- **PR and information campaigns:** including various communication channels and specific activities according to the type of the target groups and sub-groups;
- **Information portal/website** of the programme and the individual projects. Maintaining and developing the Single Information Portal and the websites of the programmes. Where applicable, separate websites for significant projects will be created and maintained by beneficiaries;
- **Internet campaigns** (including the management of social, professional online networks) – a variety of communication activities in the broader context of online media;
- **Information events** and other forms of conducting direct communication with target groups such as seminars, training, conferences, information days, exhibitions, meetings, openings, press conferences, round tables and consultations with experts, presentations, industry events, road shows, tests and demonstrations, regional and international business meetings, meetings with opinion leaders, etc.;

- **Activities of the network of 28 information centres** for promotion of the EU Cohesion Policy in Bulgaria;
- **Distribution of newsletters**, brochures and other printed materials;
- **Specialized trainings** of the National Network of Information and Communication Officers of all programmes, the network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria, of sectoral representatives of the media.

## 2. Common communication activities for all programmes

The common measures for information and communication unite all programmes and should necessarily include (but not be limited to) the following activities:

### ✓ *Selection and use of a common (single) logo and slogan for the programming period 2014-2020*

The single visual identity of the Partnership Agreement and the programmes will contribute to the better recognition of the programming period for the general public.

The performance assessment of the CS of the NSRF for 2007-2012 provides a recommendation for "reconsideration of the need for a separate visual identity and documents for each OP".

Unifying the vision and message for the programming period 2014-2020 will also support beneficiaries in the implementation of the information and communication measures.

The decision for a single logo for the programming period was taken during working session of the Council of Ministers held on 3/07/2013.

### ✓ *Organization and conduction of common information campaigns and events*

Within the programming period, the following common campaigns should be organized:

- At the start of the programming period (in accordance with Annex XII, Art. 2, letter "a") of Regulation 1303/2013. The objective here must be informing each of the target groups and sub-groups for the new programmes and opportunities for financing;
- In the middle of the programming period. The objective here must be informing each of the target groups and sub-groups of the best examples for implementation of the programmes, the progress made and the future funding opportunities;

- At the end of the programming period: The objective here must be promotion among the target groups of the programmes and, in particular, the specific benefits for Bulgarian citizens which they led to;
- Conduction of information events in a particular information occasion (where applicable).

✓ *Activities for increase of public confidence in the performance of the PA and the programmes:*

These events will be initiated by CIO and will be implemented in close cooperation with MAs of the programmes. A specific unifying feature of programmes to be carried out will be sought:

- image events/campaigns;
- specialized events;
- public discussions, round tables;
- specialized trainings for stakeholders (representatives of the media, organizations working in the field of publicity, of the network of information and communication officers of the programmes).

✓ *Development of the network of 28 information centres:*

The development of the network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria covering in geographical and sectoral means the whole country should continue during the current programming period by upgrading in specific directions:

- Cooperation with MAs in the implementation of information campaigns to acquaint potential beneficiaries with specific calls for proposals. When a call for proposals is launched, an obligation of the MA of the programme is to promote that opportunity. Each DIP will continue and upgrade the information campaign with meetings in all Municipalities (relevant for the particular call), where the MA could not promote the procedure;
- Stimulation of public discussion on draft guidelines of procedures. When MA publishes draft guidelines for public discussion on a procedure, the DIPs initiate a discussion on regional level (for the municipalities relevant to the procedure). Within the deadlines indicated by MA, DIPs summarize the submitted proposals and by CICO, they are provided to MA;

- Implementation of regular activities for feedback. The DIPs will gather information from beneficiaries. This information will be systematized and analysed by CICO and will be provided to the appropriate MA in terms of improving the management system of EU funds in Bulgaria and the procedures, as well as any imperfections in communication channels and tools used by the MA;
  - Distribution of information materials, organization of basic and specialized trainings for beneficiaries of the programmes, assistance with application and reporting of project through UMIS;
  - Other forms of cooperation. The relationship between the DIPs and the MAs is carried out by CIO and CICO. Mutual efforts to improve the ways of cooperation should be sought from all parties in terms of achieving a better effect in the promotion of financing opportunities, solving particular case and etc.
- ✓ *Implementation of a communication campaign to promote the network of 28 information centres* for promotion of the EU Cohesion Policy in Bulgaria and of the activities for provision of information and transparency for the PA, the EU funds and programmes: the single portal, other channels and activities. Conduction of common initiatives of the network.
- ✓ *Maintenance and development of a Single Portal* for general information [www.eufunds.bg](http://www.eufunds.bg) on EU funds.

By Decree of the Council of Ministers № 6 of 19 January 2007, the creation of a single web-based portal for general information on the Structural and Cohesion Funds in Bulgaria was created. The Portal [www.eufunds.bg](http://www.eufunds.bg) functions and provides detailed information about documents related to funds, strategic and current issues, news, regular events, forthcoming and open calls for proposals and tender procedures.

An obligation of the MAs of the programmes is to maintain up-to-date information in the sections of their programmes and to submit to CIO news to be published in the portal.

An obligation of the CIO is to maintain and update the portal.

At the beginning of programming period 2014-2020 CIO should perform a review of the compliance of the data in [www.eufunds.bg](http://www.eufunds.bg) and all related OP`s websites with the current requirements in accordance with the EU Regulation.

✓ *Communication via social networks*

CIO will maintain a profile of the Single Portal for general information also in social networks (e.g. facebook, twitter, google plus, linkedin) and file sharing networks (e.g. youtube, vbox7). The profiles of individual DIPs will also be developed in the social networks, as well as their sub-pages in the Single Information Portal [www.eufunds.bg](http://www.eufunds.bg).

This type of communication implies immediate access to a broad audience with the opportunity to receive feedback in real time. The objective is to build an informed public opinion among the general public. Strengthening of the two-way communication will lead to the implementation of one of the main objectives of the strategy, namely the establishment and maintenance of high public confidence in the processes of implementation and management of the programmes. Feedback from users will be sought through the possibilities of social networks – filling out online surveys and direct comments to the published materials.

✓ *Monitoring and evaluation of the National Communication Strategy*

CIO is responsible and coordinates all activities related to monitoring and evaluation of the National Communication Strategy under Chapter VIII.

Table 3: Relations between the planned common activities, the objectives and the target groups of the NCS

General objective	Specific objective	Activity	Target groups
Promotion of the role of the European Union and information about funding opportunities under programmes	Promotion of individual programmes as a financial tool to improve Bulgaria's development and quality of life	Organization and conduction of common information campaign at the start of the programming period	General public Potential beneficiaries Mediators
	Information of potential beneficiaries	Organization and conduction of common information campaigns	Potential beneficiaries Mediators
	Increase of the awareness and capacity of beneficiaries in the implementation of projects	Conduction of information events for a specific information occasion	Beneficiaries Mediators
Building and maintaining high public confidence	Promotion of the active participation of all stakeholders in the implementation process of the PA and the programmes	Selecting and applying a common (single) logo and slogan for the programming period 2014-2020	General public Potential beneficiaries Beneficiaries Administration Mediators



		Activities to improve public confidence in the implementation of the PA and the programmes	General public Potential beneficiaries Beneficiaries Mediators
		Implementation of communication campaign to promote the network of 28 information centers	General public Potential beneficiaries Beneficiaries Mediators
		Communication via social networks	General public Potential beneficiaries Beneficiaries Mediators

### 3. Communication activities for a specific programme

#### **Principles:**

Measures for information and communication at programme level will be based on the following principles:

- **Unity and coordination** between the information and communication measures under the PA and the individual programmes:
  - consistency of the communication objectives and strategic messages for the PA and the EU in the information and communication activities for the various target groups and sub-groups;
  - uniform criteria and indicators for monitoring of the implementation and evaluation of the results and the impact.
- **Transparency and measurability of the results achieved:**
  - unification of the evaluation indicators of physical implementation, results and effectiveness of communication channels and activities for the various programmes;
- **Practical orientation of content/messages:** factual and concrete information in an accessible and touching manner adapted to different audiences.
- **Positivity of the messages:** programmes funded by the ESIF should be promoted as an instrument to achieve the desired development and improvement in the quality of life in Bulgaria.

**The MAs should fulfil the following mandatory measures, in accordance with Annex XII, i. 2 of Regulation 1303/2013 of the EU:**

The Member State or the Managing Authority shall be responsible for at least the following measures for information and communication:

- organization of one major information activity a year which promotes the funding opportunities and the implemented strategies and presents the achievements of the operational programme or programmes, including (where appropriate), major projects, joint action plans and other project examples;
- placing the logo of the EU in the premises of each Managing Authority;
- electronic publication of the list of operations;
- identification of examples of operations under OPs on the single website or on the website of the operational programme accessible through the Portal; the examples should be in a widespread official language of the Union different than the official language or languages of the respective Member State;
- update of the information on the implementation of the operational programme, including, where appropriate, its main achievements, on the single website or on the website of the operational programme accessible through the Portal.

In addition, the Managing Authorities in implementing the NCS will be responsible for:

- The development of an Annual Action Plan;
- The maintenance of a link from the website of the operational programmes to the public module of the UMIS;
- The electronic publication of the list of beneficiaries, the names of the operations and the amount of public funding for RDP and MFP;
- Promotion of opportunities for financing on newly started calls for proposals (under i. 3 of Annex XII of Regulation 1303/2013).

Maintaining the website of the programme is necessary, including as a minimum the information mandatory under the Regulation. Websites should be user-friendly – easy to access (using search engines) and predisposing for quick orientation of users to the information they are searching for.

### **Development of an Annual Action Plan (AAP)**

Before the start of the calendar year, MA prepares an Annual Action Plan (AAP). The AAP is subject to approval by the Head of the relevant MA and to reporting to the Monitoring Committee of the programme.

- The implementation of the AAP is reported at least once a year at a meeting of the MC of the programme.
- In case of a change in the AAP, the same order of approval should be followed.

The communication measures planned and implemented by CIO and MAs must comply with the principles of sound financial management, they must be effective, efficient and relevant to the needs of the target groups.

### **Description of materials that will be provided in formats accessible to people with disabilities.**

The materials that will be provided in formats accessible to people with disabilities are the following:

- The websites of the programmes and the Single Information Portal [www.eufunds.bg](http://www.eufunds.bg) should have versions for people with reduced eyesight;
- Information materials for people with disabilities;
- The information materials on procedures for people with disabilities should be consistent with the needs of the specific target group.

In addition, the offices of the network of 28 information centres are accessible to people with disabilities.

## **VII. STRUCTURES RESPONSIBLE FOR THE IMPLEMENTATION OF THE NATIONAL COMMUNICATION STRATEGY, INCLUDING STAFF**

The Member State and the MAs of the programmes financed by ESIF are responsible for the implementation of the National Communication Strategy.

### **○ Responsibilities of the Member State and the Managing Authorities**

The Member State, the Central Information Office and the Managing Authorities of the programmes are responsible for the measures for information and communication to be implemented in accordance with the National Communication Strategy. These measures

should be aimed at the widest possible publicity by using various forms and methods of communication at the appropriate level, in accordance with the needs of the target groups.

○ **Central Information Office (CIO)**

For the coordination of measures for information and communication, a Central Information Office was established in Bulgaria. It is responsible for the implementation and coordination of common communication activities for all programmes, in cooperation with the Managing Authorities and the network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria.

CIO, as a national coordinator of the information and communication activities under the Funds, is responsible for:

- Control for implementation of the objectives of the NCS;
- Monitoring and evaluation of the NCS;
- Overall monitoring of the processes and activities of the NCS implemented by different units, including in MAs and the programmes;
- Development and coordination of the National Network of Information and Publicity Officers of the programmes.

CIO has a leading role for:

- determination of the overall communication policy;
- coordination of the Annual Action Plans of the individual programmes;
- monitoring of the results into a single unified information system and management of information activities for evaluation of the results from communication and information activities carried out by OPs.

CIO has an obligation to:

- Coordinate communication activities of the programmes and contribute to improving the qualifications of experts responsible for the measures for information and communication of EU funds, as well as to support the communication process at the request of the respective MA;
- Coordinate the planned measures for implementation of the AAPs of the respective programmes on annual basis. Coordinate the implementation of the measures for information and communication on monthly basis;
- Plan and implement projects for the common measures in information and communication;

- Communicate and consult with professional organizations in the field of communications, PR, sociological surveys, media, etc.;
- Carry out surveys/consultations/negotiations in cases with horizontal nature, connected to the implementation of information and communication activities.

CIO will report to the Monitoring Committee of the Partnership Agreement.

- **National Network of Information and Publicity Officers (NNIPO)**

In the National Network of Information and Publicity Offices, there are representatives of the Managing Authorities of all programmes of the Partnership Agreement (titular and deputy).

The Network will play an important role in establishing good communication and coordination between all planned communication activities, as well as avoiding overlapping and duplication between them. In addition, the network will exchange achievements and best examples, share experience and identify tools for increasing the awareness and improving the transparency of the management of EU funds.

- **The Managing Authorities are responsible for:**

- The implementation of measures on information and communication at programme level in accordance with Regulation 1303/2013 and the NCS.
- The preparation and implementation of the Annual Action Plans (AAPs) of individual programmes, defining the approach and the budget for the implementation of communication activities. They include specific information and communication activities which the MA of the programme will perform.

- **A network of 28 information centres to promote the Cohesion Policy of the EU in Bulgaria**

To ensure access to information throughout the country, the approach for development of the existing network of 28 information centres for promotion of the EU Cohesion Policy in Bulgaria is taken in. Since 2011, a national information network operates in Bulgaria, which guarantees equal and fair access to information about funding opportunities for project ideas under the operational programmes. The built structure consists of 28 information centres – the Central Information and Coordination Office and 27 District information points located in the cities – district centres. The network provides a comprehensive, accurate and up-to-date information on project funding and management, it organizes thematic events, promotes good

examples for successful projects, it partners with other information networks in the common areas of activity, as well as various organizations and institutions at national and regional level, to ensure that the information could reach even the citizens in the smallest municipality.

The activities and services of the network adapt and evolve constantly, according to the best practices for customer service.

To upgrade the services provided so far by the network – information, communication, expert and logistical, they are planned to be developed in the period 2014-2020 so that they could effectively meet the needs of consumers.

*Table 4: Personnel for implementation of the information and communication activities*

	<b>Programme</b>	<b>Personnel</b>	<b>Planned</b>
	Central Information Office	<i>Minimum requirement under the Regulation: One information and communication officer</i>	3
	Central Information and Coordination Office		4
1.	Managing Authority of OP Transport and Transport Infrastructure 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	<i>Minimum 2</i>
2.	Managing Authority of OP Environment 2014-2020 r.	<i>Minimum requirement under the Regulation: One information and communication officer</i>	3
3.	Managing Authority of OP Regions in Growth 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	<i>Minimum 2</i>
4.	Managing Authority of OP Human Resources Development 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	<i>Minimum 2</i>
5.	Managing Authority of OP Innovation and Competitiveness 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	3

6.	Managing Authority of OP Science and Education for Smart Growth 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	2
7.	Managing Authority of OP Good Governance 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	2
8.	Rural Development Programme 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	3
9.	Maritime and Fisheries Programme 2014-2020	<i>Minimum requirement under the Regulation: One information and communication officer</i>	1

## VIII. MONITORING AND EVALUATION OF THE NATIONAL COMMUNICATION STRATEGY

1. Explanation of the manner for the information and communication to be evaluated in terms of visibility and awareness of the policy, programmes and operations and the role of the funds and the European Union

The information and communication activities set out in the NCS will be evaluated according to standardized criteria and indicators, including:

- measurement of achieved quantitative parameters of physical performance/progress (outputs);
- measurement of the effect/result, and the sustainable impact through an initial and subsequent sociological surveys.

Evaluation of the implementation of the information and communication activities will be performed:

- **At NCS level** in general, as CIO is responsible for implementing the following activities:
  - By sociological surveys;

- Through regular media monitoring and content analysis of publications and broadcasts in the media on related to ESIF topics;
- Through the reporting system for monitoring and summarizing the data submitted by programmes for reporting of activities they perform at programme level;
- Through an evaluation analysis of the overall implementation of the annual plans for information and communication on the programmes.

The reports on the implementation of the NCS should be:

- Once a year;
- Final /for the whole period 2014-2020/.

The reports are prepared by CIO based on the information accumulated through the relevant MAs, as well as on the grounds of further studies/research, etc. They will be submitted to the Monitoring Committee of the PA.

**SOCIOLOGICAL SURVEYS:** They will be implemented by CIO due to their scope that covers all programmes of the Partnership Agreement included in the NCS:

- **Entry survey** – CIO will conduct an entry survey of information, estimates, expectations, satisfaction, intention to participate in projects and programmes, etc. of each of the target groups, according to the classification in Chapter V of the NCS.
- **Nationally representative sociological surveys** (in the middle – in 2017, and at the end of the programming period – 2020), according to indicators for measurement of the progress in the implementation of the NCS.

**REGULAR MEDIA MONITORING AND CONTENT ANALYSIS:** It will be implemented by CIO due to the fact that all topics are common for all programmes included in the NCS.

**REPORTING SYSTEM:** CIO will introduce standard requirements, including technical templates, for regular submission of information from the programmes in a common database.



- At programme level:

The MAs of the programmes have an obligation to measure the achieved quantitative parameters of physical implementation (outputs) of the information and communication activities.

Given the specificity of each programme, it is in discretion of the respective MA to make additional sociological surveys other than those performed by CIO.

## 2. Implementation indicators of the National Communication Strategy

The implementation indicators of the National Communication Strategy are consistent with its main objectives.

### 2.1. Quality indicators:

- Percentage **familiarity with the programmes** (held regularly by CIO through sociology, as the survey-form contains information on all programmes);
- Percentage **awareness of the programmes** (held regularly by CIO through sociology, as the survey-form contains information on all programmes);
- Percentage **approval of the programmes** (held regularly by CIO through sociology, as the survey-form contains information on all programmes);

2.2. Quantity indicators (information provided by the MAs of the programmes, CIO for common activities):

- number of information events (any type);
- number of participations at events (according to registration forms);
- number of unique visitors per month on the website of the MAs and the Single Information Portal.

## **IX. BUDGET FOR THE IMPLEMENTATION OF THE COMMUNICATION STRATEGY**

The budget of the National Communication Strategy is 5 million euro allocated in the Operational Programme “Good Governance”. These funds were set for the implementation of activities by the Central Information Office.

For the implementation of measures on information and communication, stipulated in the National Communication Strategy at programme level, each Managing Authority should provide an adequate budget.

## **X. UPDATE OF THE NATIONAL COMMUNICATION STRATEGY**

The update of the National Communication Strategy will be based on the following documents:

- Annual reports on the implementation of the programmes;
- Monitoring and evaluation of the implementation of the NCS;

According to the organization of information and communication activities, an update of the NCS will happen in case of an identified need. This will be done taking into account the real progress of the implemented information and communication activities by recording objectively measurable indicators and planning.

Cases that require an update of the National Communication Strategy:

- Change in some of the target groups or sub-groups;
- Change in scope, the focus, the activities under the respective programme;
- Delay in the implementation of information and communication activities.
- Proven inefficiency (established through monitoring and evaluation) of the applied information and communication approaches;
- Unexpected and unpredictable social events that could have a significant impact on the implementation of the programmes and would require a "readjustment" of the National Communication Strategy.

The NCS update can be initiated by CIO, including after consultation and dialogue with professional organizations in the field of communication, surveys, media, etc., or a majority of the members of the National Network of Information and Communication Officers. In case of such motivated necessity, CIO prepares the changes in the content of the NCS and sends them for coordination to the Network. The discussed and agreed document is submitted to the

Monitoring Committee of the Partnership Agreement. After the approval of the new content of the CS by the MC, CIO informs the stakeholders of the developments.

## **XI. CONCLUSION**

The process of information and communication in the management of EU funds is a key managerial policy, which should contribute both to the wider knowledge of the European Union in Bulgaria and for the promotion of the provided specific development opportunities for each citizen.

Publicity at every stage of the management of EU funds is a recognized need for the building of an informed public opinion, and consequently – its upgrade into public confidence.

The National Communication Strategy ensures to all participants in the process effective communication to all target groups and stakeholders. It outlines the framework in which specific efforts of the entire administration, implementing and managing EU funds in Bulgaria will be deployed.

## ABBREVIATIONS USED

AAP – Annual Action Plan

CA – Contracting Authority

EAFRD – European Agricultural Fund for Rural Development

ESIF – European Structural and Investment Funds

ESF – European Social Fund

EMFF – European Maritime and Fisheries Fund

ERDF – European Regional Development Fund

UMIS – Unified Management and Information System

MC – Monitoring Committee

CP – Communication Plan

CS – Communication Strategy

CF – Cohesion Fund

SME – Small and Medium Enterprises

NCS – National Communication Strategy

NNICO – National Network of Information and Communication Officers

NSRF – National Strategic Reference Framework

NGO – Non-government organization

DIP – District Information Point

OP – Operational Programme/Operational Programmes

OPAC – Operational Programme Administrative Capacity

OPGG – Operational Programme Good Governance

OPIC – Operational Programme Innovation and Competitiveness

OPSESG – Operational Programme Science and Education for Smart Growth

OPE – Operational Programme Environment

OPDCBE – Operational Programme Development of the Competitiveness of the Bulgarian Economy

OPRD – Operational Programme Regional Development

OPRG – Operational Programme Regions in Growth

OPFSD – Operational Programme for Fisheries Sector Development

OPHRD – Operational Programme Human Resources Development;

OPT – Operational Programme Transport

OPTA – Operational Programme Technical Assistance

OPTTI – Operational Programme Transport and Transport Infrastructure

MFP – Maritime and Fisheries Programme

PR – Public Relations

RDP – Rural Development Programme

SCF – Structural and Cohesion Funds

CA – Certifying Authority

PA – Partnership Agreement

MA – Managing Authority

CICO – Central Information and Coordination Office

CIO – Central Information Office

CCU – Central Coordination Unit

## **GLOSSARY OF SOME COMMUNICATION TERMS WITH THE BENEFICIARY GUIDE 2014- 2020**

### **Billboard**

Large outdoor advertising structure (one, two or more feet). Typically it can be found in high-traffic areas such as alongside busy roads. Its aim is to cover those citizens who ride in or drive vehicles.

### **Banner (flag)**

The term has two different applications:

- Banner, panel (mobile or static) produced predominantly of fabric or vinyl, which is suitable for reuse. Most often its design contains specific information about the current occasion.
- On the Internet: visual image with advertising and informational contents. Banners serve to attract potential customers or to create image.

### **Video clip (spot)**

A short promotional video form, which aims to inform, to form or maintain interest to the subject of advertising, to stimulate specific action towards it (for it to be preferred, bought, visited, etc.). According to the best communication practices, the optimum length of the video clip is 30 seconds. There are also shorter forms (15, 10, 7 sec.), the purpose of which is to maintain the level of awareness as a reminder of an already broadcasted clip or fact. There are also longer versions (45, 60, 90, 120 sec.). These are the video clips used to enter information for an unknown fact/product/service that need more circumstantial additional information.

### **Video film**

Relatively long form of informational video material which aims to give detailed information. This is actually a type of a documentary, but with specific communication objective. The duration of these films is usually 4-5 minutes.

### **Visual identity**

Includes all visual elements (logo, font, colours, compositions of various visual materials) of a company project, campaign, etc.

## **VO**

(Voice Over) Narration read during a video clip or a film. Unlike the dialogues between the participants in the video or interviews that the viewer sees, the narrator is invisible to the viewer (that is why it is "behind the scenes").

## **Two-way communication**

Communication that includes source of information and a feedback. The important aspect of this type of communication is the possibility of measurability and evaluation of communication messages and their effectiveness.

## **Design**

The appearance of a product or part of it defined, in particular, by the characteristics of the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation.

## **DVD**

(Digital Versatile Disk) This is type of media similar to a CD, but with the possibility of placing larger amount of information (DVD = 4,7Gb, CD = 650Mb). The most common types of DVD media are DVD Video and DVD-R (DVD+R) Data. The first one is a standard that is specifically designed for home video players. It is for recording video (and audio) information with a resolution similar to the one that is broadcasted by most TV channels today (SD PAL = 576i). Video with higher resolution is called HD video (720p or higher). This is the highest resolution used in broadcasts today. A video with HD resolution can be recorded on the second type of disc – DVD-R (DVD + R). These are essentially files that can be viewed on a computer, but not on any home video player.

## **One-way communication**

Communication where there is no opportunity for feedback. This type of communication is used primarily to inform the public on certain topics. The problem with it is that there is a possibility for distortion of the initial information due to a misunderstanding.

**Image**

The public face of a person, company, project, activity, etc.

**Image event/campaign**

An event/campaign that aims to influence the image of a company, project or activity. Some of the events/campaigns aim to present a company, project or activity and others to improve the public's perception about the company, project or activity.

**Information for the media**

Selected data (mostly in the form of a press release), which aims to inform the public. It is sent either to all or to selected media, depending on the topic.

**Information portal**

A website which incorporates numerous links to other websites.

**Information plaque**

Plate of metal, ceramic, stone, wood, or other material, typically attached to a wall, stone, or other vertical surface. Usually it bears information as text, presenting a project, service or campaign.

**Information stickers**

Stick-on elements bearing information about a specific occasion. Usually this information is in the form of a text and a small graphical element.

**Key vision**

Composition that includes all graphical and verbal elements, which are the basis of the communication campaign.

**Logo**

A graphic element (emblem, coat of arms) representing a corporation, association, organization, product or even an individual. Logos are either fully graphical (symbols or icons), fully textual (typographic logo) or combined – a symbol with an accompanying text, integrated as a part of the composition.



**Official ceremony**

An event organized for significant occasion with the presence of officials and guests. The purpose of this type of events is to solemnly celebrate a particular occasion. In general, media representatives are invited to this type of events.

**Poster**

Printed material typically attached to a wall. Its aim is the quick perception of a message. The poster may consist of text, image, or a combination of them. Long texts are not suitable for posters.

**Promotional materials**

Materials with a souvenir value, most often associated with the everyday life of the recipients (mugs, T-shirts, umbrellas, conference bags, CD, flash drives, etc.), distributed as gifts. The design of such materials usually represents the essence of the visual identity. Long texts and data are not suitable for these materials.

**PR publication**

A publication as a result of information sent to the media, an event held or any other communication occasion. It is a journalistic text, based on initial information from the customer/organizer.

**Press conference**

A public meeting with representatives of media. Press conferences are usually held in a specially designed and equipped for the purpose halls, where organizers announce one or more news, then answer questions asked by journalists.

**Press release**

Text prepared by the source of information and/or a PR agency and sent to media. It must necessarily contain news – a new product, service or event that is important both to the organization and to society.

**Advertisement**

Distributed in different forms and with different means attractive information about an individual or a legal person, a product, an idea or an initiative that is designed for a specific group of users. An advertisement aims to inform, to form or maintain interest to the subject of advertising, to stimulate specific action towards it (for it to be preferred, bought, visited, etc.).

**Advertising information box**

A paid publication in printed or internet media for an organization, a service or a product.

**Targeted events**

Events that target a specific audience rather than a mass audience. Usually these are seminars and trainings on a specific topic, specialized exhibitions and presentations.

**Tone of the communication/publication**

The tone of the communication/publication is the style of communicating. It can be positive, negative, neutral, informative, administrative, friendly, predisposing, enthusiastic, business (etc.). These qualifications are used in content analysis.