

**COMMUNICATION STRATEGY
FOR THE EU FUNDED PROJECT
“HARMONISATION OF PUBLIC PROCUREMENT SYSTEM IN UKRAINE WITH EU STANDARDS”**

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ABBREVIATIONS

<i>AMCU</i>	Anti-Monopoly Committee of Ukraine
<i>EU</i>	European Union
<i>MEDT</i>	Ministry of Economic Development and Trade
<i>NGO</i>	Non-Governmental Organisation
<i>PP</i>	Public Procurement
<i>SA</i>	State Aid
<i>SME</i>	Small and Medium-sized Enterprise
<i>TOR</i>	Terms Of Reference

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INTRODUCTION TO THE COMMUNICATION STRATEGY

This Communication Strategy has been developed to demonstrate how the Project proposes to identify any awareness gaps and to meet the information needs of the Project Beneficiaries and Stakeholders with an interest in State Aid and Public Procurement sectors, as well as to facilitate the dissemination of Project accomplishments and to highlight the achievements of the EU support.

The Communication Strategy was prepared with reference to the *Communication and Visibility Manual for European Union External Actions* and in close collaboration with the Delegation of European Union to Ukraine.

Attached is the *Communications Matrix* which offers a basic guidance on the main elements of communication activities, including the intended target audiences, communication objectives, key messages, tools and timeframe.

The following paragraphs explain the Matrix.

TARGET AUDIENCES

The Project communication are focused on the key stakeholders, who are the ones for whom the impact of the action will be most apparent and relevant.

The following target groups are identified for communication on the **Public Procurement** system:

- 1) Beneficiaries (Ministry of Economic Development and Trade (MEDT), AMCU)
- 2) Public Authorities (Local and regional)
- 3) Civil society organizations, business communities (SME)
- 4) Parliamentarians

While communication on the **State Aid** system is recommended to be targeted at:

- 1) Beneficiary (Anti-Monopoly Committee of Ukraine (AMCU)
- 2) Government Institutions (Ministries, regional and local authorities)
- 3) Non-Governmental Organisations (NGOs), mostly Small Medium Sized Enterprises
- 4) Parliamentarians

The Project communication will cover additionally: the Project Steering Committee, media and general society.

Some of the targeted groups overlap, yet the messages to be conveyed may differ according to the areas of primary interest in regard to the Public Procurement or State Aid sectors.

Target Groups are indicated in the left column of the Matrix. While in the rows there are communication objectives, messages and channels proposed for each group.

COMMUNICATION OBJECTIVES

The communication objectives are the intended goals of all the communication efforts. They define the desired output or reaction to our public outreach activities and initiatives. The communication objectives are to be categorised as follows:

- 1) Improving awareness and general understanding of Public Procurement (PP) and State Aid (SA) systems
- 2) Explaining the obligations and implications of the changes to the law and the establishment of the SA system
- 3) Educating (building capacity and training specialists in the fields)
- 4) Increasing SME interest towards PP and SA

It is important to keep in mind the difference between the two sectors development stage: while the Public Procurement sector undergoes regulation changes, the State Aid system is under formation. This results in differing key messages to be conveyed. That is, developing different “life” phases, with the two systems requiring different communication support. The key messages have been customised, therefore, to satisfy the needs of each target group in each sector.

KEY MESSAGES

The fourth column of the table proposes key messages which are set against the objectives.

Naturally, general understanding of the new Law on PP will be achieved through specific, yet easily understood, explanations of its core purpose, principles and basic benefits. While awareness of the SA system establishment will be raised through a clear illumination of its benefits, approach and measures.

Communication on the obligations and implications of the new Law on PP and SA system formation, on the other hand, requires more sophisticated and engaging messages. We believe these will be more effective if based on the potential benefits of the reform (e.g. better value for money, avoiding excessive and wasteful public spending, etc.) and the important role of the Beneficiaries and Stakeholders to bring this about. This will also contribute towards anti-corruption efforts in Ukraine. And, in particular, targeted messages will cover the following:

TARGETED MESSAGES ON PUBLIC PROCUREMENT AND STATE AID SYSTEMS
<p><i>The further modernisation of the Ukrainian Public Procurement system in line with EU standards is good for Ukraine</i> because it will:</p> <ul style="list-style-type: none"> • improve conditions for competition on the significant market for public contracts by increasing the fairness of the process of awarding public procurement contracts; • help to ensure better value for money in the public contracts awarded; • reduce the potential for corruption in public contracting by increasing integrity and accountability on the part of Ukrainian public authorities; • contribute to improved public finance management, including the avoidance of excessive spending; • improve the ability of Ukraine to take on and comply with international obligations (esp. with international trading partners (e.g. under the EU-Ukraine Association Agreement), donors and lenders), thereby reinforcing the position of Ukraine internationally. • improve the competitiveness and export capacity of Ukrainian businesses vis-a-vis to international markets resulting from their capability to work with modern public contracting requirements.
<p><i>The introduction of a State aid regulatory system in Ukraine in line with EU standards is good for Ukraine</i>, because the State aid regulatory system will:</p>

- help to achieve higher standards in public finance management, including the avoidance of duplicating or wasteful public expenditure.
- contribute to the anti-corruption efforts of Ukraine by ending secret subsidies or subsidies to specific firms that have no justification.
- increase the level of competition in the economy by reducing the cases where an artificial competitive advantage is unnecessarily given to some firms.
- help to ensure that support measures to the business sector (in whatever form) are well justified and likely to succeed in achieving tangible economic results.
- contribute to the functioning market economy in Ukraine by rationalising future industrial modernisation, economic development and foreign direct investment policies in line with best international practice.
- help to meet the international commitments undertaken by Ukraine in regard to state support to business and industrial sectors (especially under the the EU-Ukraine Association Agreement).

The Strategy will also drive the promotion of business community interest in PP and SA regulation and will identify the benefits that SME representatives will potentially enjoy, such as SME protection and development of fair competition and open markets.

CHANNELS AND INSTRUMENTS

The outline of channels is the suggested list of tools to be used; which will be supplemented and revised during the course of the Project and according to any emerging needs.

The following instruments are proposed to deliver on the set objectives:

- 1) Improving awareness and general understanding of PP and SA systems:
 - Seminars, Conferences, Workshops
 - Information campaigns
 - Articles and publications in professional media
- 2) Explaining the obligations and implications of the Law adoption and system establishment
 - Seminars, Conferences, Workshops
 - Information campaigns
 - Articles and publications in professional media
- 3) Educating (building capacity and training specialists in the fields)
 - Training
 - Study visits
 - Information materials (guidelines, handbooks, etc.)
 - Articles in professional media
- 4) Increasing SME interest towards PP and SA
 - Workshops
 - Articles and publications in business media
 - Media events
 - Media campaigns

Every activity will be supported with a range of related documents and materials. Typically, these will include reports, publications and collateral print materials.

Assessment forms for training and conferences will also be used.

PROJECT WEBSITE

A Project website will be developed and used to publish a wide range of information about the Project and its progress (including events coverage, press releases, speeches, reports, agreements), to facilitate the work of the Project, promote its activities and share information with its beneficiaries, relevant stakeholders, media and the wider public.

The development of the website, including its design and its management is essential for maintaining the transparency and accountability of the Project.

The website will include the capability to monitor access to the website by the beneficiaries and other stakeholders to enable measurement of its success in disseminating Project objectives.

All printed materials and reports will incorporate a link to the Project website or its QR¹ code encrypted version. This will enable attendees of a seminar or Round Table, for instance, to access the Project website for more information on the spot (hence, driving traffic to the website and saving costs on printing additional materials). Using QR codes also facilitates monitoring (access to website) and data collection.

EU VISIBILITY

We understand the importance of promoting EU visibility and every activity initiated or material produced and disseminated within the Project will include reference to the EU, including the use of the EU logo. This will ensure that all attendees and recipients at seminars and round table meetings or any delegates reading a Project brochure will be aware of the role of the EU in the Project. All publications produced will be appropriately tailored with the EU logo and refer to official EU sources including the EU Delegation for local communication and information.

This will be ensured by the use of:

- EU branding and identity on every printed or produced material
- EU funding inscription on every print material
- Visibility items and collateral materials
- The involvement of EU representatives in specific Project events

On the promotional items (pens, memory sticks, banners) where it is not possible to include key messages in their entirety, the EU flag will appear, followed by a phrase underlining the beneficiary country and the sector concerned.

A suggested list of visibility items (EU branded) to be produced and disseminated among Beneficiaries, Stakeholders and media will include:

<i>Main Visibility Items</i>			
✓ <i>Pens</i>	✓ <i>Memory sticks</i>	✓ <i>Calendars</i>	✓ <i>Banners</i>
✓ <i>Folders</i>	✓ <i>Umbrellas</i>	✓ <i>Flags</i>	✓ <i>Mouse pads</i>

¹ QR code (abbreviated from Quick Response Code) a machine-readable code consisting of an array of black and white squares, typically used for storing URLs or other information for reading by the camera on a smartphone.

RESOURCES APPROACH

Human resources are primarily based on planned allocation of man-days in the Inception Report for Project Experts; including, in particular, the Project Communications Expert with the support of the Project Team Leader.

Financial resources required to support the Communication Strategy will be primarily funded under incidental expenditure/ dissemination costs under Section 6.5, Paragraph C of the Project TOR.

Specific expenditure requirements in the context of the organisation of the actual events will be presented to the EU Delegation in the form of individual Administrative Order requests for authorisation to proceed.

Separate approval will be sought on costs arising concerning the Project website development and for the purchase of visibility items for general use across common communication activities, as well as for dedicated information materials related to operation of the Project components.

Communication resources will be reviewed at least every 12 months in line with the revision of the Work Programme.

Communications Matrix

June 2014

HARMONISATION OF PUBLIC PROCUREMENT SYSTEM IN UKRAINE WITH EU STANDARDS - COMMUNICATIONS STRATEGY MATRIX					
Subject category	Target audience	Information need/ Communication objective	Information to be conveyed/ Key message	Most appropriate channels and instruments	Timeframe
Public Procurement (PP)	Beneficiaries (MEDT, AMCU)	<ol style="list-style-type: none"> 1. Improve general understanding & transparency 2. Explain what are the obligations and implications of the new PP system 3. Build capacity & train specialists – help to understand how to apply the new Law and polices 	<ol style="list-style-type: none"> 1. Awareness: core purpose and principals of PP, international standards and best practices in PP 2. Accountability: <ul style="list-style-type: none"> - “You have the tool to beat waste of tax-payers’ money” - Compliance with international obligations 	Workshops	Q2, 2014 – Q4, 2015
				Trainings	Q2, 2014 – Q4, 2015
				Information campaign (publications in professional media, info materials, books)	Q3, 2015 – Q4, 2015
	Public authorities (Regional & Local)	<ol style="list-style-type: none"> 1. Improve general understanding & transparency 2. Explain what are the obligations and implications of the new PP system 	<ol style="list-style-type: none"> 1. Awareness: core purpose and principals of PP, international standards and best practices in PP 2. Accountability: <ul style="list-style-type: none"> - “Enjoy better value for money in the public contracts awarded” - “Avoid excessive spending” - Compliance with international obligations 	Workshops	Q2, 2014 – Q4, 2015
				Trainings	Q3, 2014
				Information campaign (publications in professional media, info materials, books)	Q4, 2014 – 4, 2016

HARMONISATION OF PUBLIC PROCUREMENT SYSTEM IN UKRAINE WITH EU STANDARDS - COMMUNICATIONS STRATEGY MATRIX					
Subject category	Target audience	Information need/ Communication objective	Information to be conveyed/ Key message	Most appropriate channels and instruments	Timeframe
	Civil society organizations, business communities (SME)	<ol style="list-style-type: none"> 1. Improve general understanding & transparency of PP 2. Increase interest of the business community in PP 	<ol style="list-style-type: none"> 1. Awareness: core purpose and principals of PP 2. Interest promotion: SME protection & development <ul style="list-style-type: none"> - open markets - fair competition for public money - improved export capacity 	Articles	Q2, 2014 – Q4, 2016
				Info materials (e.g. Brochures)	Q4, 2014 – Q4, 2016
				Workshops for businesses	Q4, 2014 – Q4, 2016
				Media campaign (press articles, TV interviews – TBC)	Q3, 2015 – Q3, 2016
PP/ SA	Project Steering Committee	<ol style="list-style-type: none"> 1. Establish relationships 2. Regularly inform on the action status 		Regular meetings	
	Media & society	<ol style="list-style-type: none"> 1. Improve general understanding of the PP & SA systems development 	Awareness: Explain what are the potential benefits of the new PP & SA systems development for Ukraine (e.g. “The new Law is the tool to beat waste of tax-payers’	Press releases	Continuous
				Media events	Q1, 2015 – Q4, 2016

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Subject category	Target audience	Information need/ Communication objective	Information to be conveyed/ Key message	Most appropriate channels and instruments	Timeframe
			money”)		
				Articles in business media	Continuous
State Aid (SA)	Beneficiary (AMCU)	<ol style="list-style-type: none"> 1. Raise awareness of the emerging SA system 2. Explain what are the obligations and implications of the emerging SA system 	<ol style="list-style-type: none"> 1. Awareness: <ul style="list-style-type: none"> - essential approach and main benefits of SA regulation - SA measures 2. Accountability: <ul style="list-style-type: none"> - “You have tool to beat waste of public money” - Compliance with international obligations 	Awareness raising seminars, workshops	Q2, 2014 – Q2, 2015
				Training	Q2, 2014
				Study visits	Q1, 2015
				International conference	Q2, 2015
				Information package	Q2, 2014
				Handbook	Q1, 2015

HARMONISATION OF PUBLIC PROCUREMENT SYSTEM IN UKRAINE WITH EU STANDARDS - COMMUNICATIONS STRATEGY MATRIX					
Subject category	Target audience	Information need/ Communication objective	Information to be conveyed/ Key message	Most appropriate channels and instruments	Timeframe
				Articles in professional media	Continuous (4 per year)
				Leaflets and brochures	2016
	Government Institutions (Ministries, Regional & Local authorities)	<ol style="list-style-type: none"> 1. Raise awareness of the emerging SA system 2. Explain what are the obligations and implications of the emerging SA system 	<ol style="list-style-type: none"> 1. Awareness: <ul style="list-style-type: none"> - essential approach and main benefits of SA regulation - necessary new SA measures 2. Accountability: <ul style="list-style-type: none"> - State Aid regulation as an anti-corruption mechanism ("Avoid wasteful public spending") - Compliance with international obligations 	Awareness raising seminars, workshops Information package	Q2, 2014 – Q2, 2015
				Handbook	Q1, 2015
				Articles in professional media	Continuous (4 per year)
	NGOs (mostly SME)	<ol style="list-style-type: none"> 1. Raise awareness of the emerging SA system 	<ol style="list-style-type: none"> 1. Awareness: <ul style="list-style-type: none"> - main benefits of SA regulation - SA measures 2. Interest promotion: SME protection & development <ul style="list-style-type: none"> - fair competition 	Workshops	Q2, 2014 – Q2, 2015
				Handbook	Q1, 2015

HARMONISATION OF PUBLIC PROCUREMENT SYSTEM IN UKRAINE WITH EU STANDARDS - COMMUNICATIONS STRATEGY MATRIX					
Subject category	Target audience	Information need/ Communication objective	Information to be conveyed/ Key message	Most appropriate channels and instruments	Timeframe
				Articles in business media	Continuous