

# Communication Guide Partnership Agreement 2014-2020

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## INTRODUCTION

The Communication Guide was prepared by the National Coordination Authority of the Ministry of Economy, Shipping, Infrastructure & Tourism, responsible for the preparation and monitoring of the framework for information and communication principles for Partnership Agreement (PA) 2014-2020. ESF Actions and Monitoring Authority (EYSEKT), Management Organisational Unit SA (MOU) and the network of communication officers have contributed with helpful comments on the content.

The Communication Guide is applied to all operational programs (OPs) co-financed by the European Regional Development Fund, the European Social Fund and the Cohesion Fund and can be applied to the relevant obligations arising from the EU regulations when appropriate. The Communication Guide is addressed to OPs Managing Authorities and the beneficiaries that are within their responsibility.

The aim of the Guide is to provide the framework of communication of the PA and a common image and identity in all operations of the Funds that will take place in Greece in the coming years. In this way, citizens will be aware of the role of national authorities and the European Union in the implementation of a series of operations that will determine their everyday life, its quality and the profile of the region they live in.

The Guide is a supporting tool for the implementation of the obligations of the operational programs in relevance to the information and communication and consists of:

- 1. The codification of the obligations of managing authorities and beneficiaries of projects regarding information and communication for the PA 2014-2020**, as these obligations result from Regulation (EU) No 1303/2013 and the implementing Regulation 821/2014.
- 2. The guidelines for creating a single image and identity of the OPs and the intervention of the Funds in Greece**, which complements and does not annul the communication strategy chosen by each managing authority.

### **Institutional framework**

This communication guide shall specify/clarify the following institutional framework:

- **Regulation (EU) No 1303/2013** of the European Parliament and 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 the annulment of the Regulation (EC) No 1083/2006. For abbreviation purposes it will hereinafter be referred to as *Regulation 1303/2013*. The provisions relevant to information and communication are Articles 115-117 and Annex XII of the Regulation.

- **Commission Implementing Regulation (EU) No 821/2014** of 28 July 2014 laying down rules for the implementation of Regulation (EU) No 1303/2013 of the European Parliament and the Council regarding the details for the transfer and management of programs' contributions, the reporting on financial instruments, technical characteristics of information and communication measures for operations and the recording and storage data system. For abbreviation purposes, this Regulation will hereinafter be referred to as *Regulation 821/2014*.

The following have also been taken into account:

- **Law No 4314/2014** regarding (a) the management, control and implementation of interventions for the programming period 2014-2020, (b) the incorporation of Directive 2012/17 of the European Parliament and the Council of 13 June 2012 (EU L 156/16.6.2012) in Greek Law, the amendment of Law 3419/2005 (A 297) and other provisions.
- **Regulation (EU) No 1301/2013** of the European Parliament and the Council of 17 December 2013 regarding the European Regional Development Fund and the institution of specific provisions concerning the "Investment for growth and employment" goal and the annulment of Regulation (EC) No 1080/2006.
- **Regulation (EU) No 1304/2013** of the European Parliament and the Council of 17 December 2013 for the European Social Fund and the annulment of Regulation (EC) No 1081/2006 (indicating the information and communication measures for operations under the 'Youth Employment Initiative').
- **Regulation (EU) No 1299/2013** of the European Parliament and the Council of 17 December 2013 regarding the determination of specific provisions for the support of the goal set by the European Territorial Cooperation from the European Regional Development Fund.

### **Basic directions of Regulation 1303/2013**

In accordance with the Article 116 of Regulation 1303/2013, *"The Member State or the managing authorities shall draw up a communication strategy for each operational programme. A common communication strategy may be drawn up for several operational programmes. The communication*

*strategy shall take into account the size of the operational programme or programmes concerned, in accordance with the principle of proportionality. The communication strategy shall include the elements set out in Annex XII. The communication strategy shall be submitted to the monitoring committee for approval in accordance with point (d) of Article 110 (2), no later than six months after the adoption of the operational programme or programmes concerned”.*

The communication strategy will be uploaded on the SFC 2014 information system.

It is important to inform the general public about the work and achievements of the Funds of the Union and to raise the awareness regarding the objectives of cohesion policy. Citizens have the right to know how the Union’s financial resources are invested. The basic responsibility is to ensure that the appropriate information is communicated to the public and this lies to both the managing authorities and the beneficiaries.

In this context, the role of communication is particularly important in order to ensure:

- The valid and immediate information to potential beneficiaries about funding opportunities within the operational programmes.
- Disclosure to Union citizens of the role and the achievements of cohesion policy as well as the projects and the achievements of the Funds.

In order to strengthen accessibility and transparency of information about funding opportunities and project beneficiaries, each Member State should create a single website or a web portal providing information on all operational programmes, including the list of co-financed projects within each operational programme.

When a common communication strategy is drawn up for several operational programmes and concerns several monitoring committees, the Member State may designate one monitoring committee which, in consultation with the other relevant monitoring committees, is responsible for the approval of the common communication strategy and the amendments of that strategy.

The Member State or the managing authorities may amend the communication strategy during the programming period. The amended communication strategy shall be submitted by the managing authority to the monitoring committee for approval in accordance with Article 110 (2) (d).

The managing authority shall inform the responsible monitoring committee or committees at least once a year on the progress of the implementation of the communication strategy and on the analysis of its results as well as on the planned information and communication activities to be carried out in the following year. The monitoring committee, if it considers it to be appropriate, shall give consultation on the planned activities for the following year.

# CHAPTER I

## The context of Communication for the period 2014-2020

The results of the information and communication activities of the previous programming periods are the basis for drafting a coherent communication strategy. The contents of each Operational Programme (OP), the involvement of the beneficiaries and the analysis of the socio-economic context, provide the knowledge needed to draft the communication strategy of each OP. An understanding of the targeted groups is required in order to establish realistic and measurable objectives for the content and the drafting of effective communication actions.

In the new period it is necessary to enhance the coherence and relevance of communication at the level of the operational programmes in order to avoid the fragmentation of communication of the co-financed programmes.

The impact of the communication can be maximised through synergy, complementarity, coherence, homogeneity and economies of scale, taking into account guidance from the National Coordinating Authority (NCA) and the actions of the cooperating bodies and beneficiaries. Therefore, the development of a communication strategy for the OPs should be made on the basis of uniform principles and guidelines which each OP will adapt to its strategy and communication needs.

### General strategic guidelines

- **Knowledge-based planning:** Gathering of the necessary information to understand target groups, better planning, implementation and evaluation of the communication.
- **Exploiting the visibility of the NSRF 2007-2013:** Since the NSRF (ESPA) “brand”, already has high visibility, communication actions are not required to familiarise the public with a new name of the programme (see Annex 1).
- **Single strategy:** At the beginning but also during the implementation of the OPs for the new programming period, it is necessary to ensure consistency and coherence of communication by all involved bodies.

- **Achieving communication objectives:** It is necessary to achieve awareness, comprehension and the reaction/attitude of each target group regarding the PA 2014-2020, the OPs and the individual operations.
- **Storytelling - educating the public:** Presentation of concepts, objectives and operations in the form of a story, including examples which the public can understand and associate with their own reality.
- **Simplification of the language used:** The information disseminated under the communication activities of the OPs should be understood by all citizens.

### **Specific strategic guidelines**

- **To ensure continuity, homogeneity and simplicity of communication in all the phases of the programme for every target group.**

Past experience has shown that, for effective communication, the use of simple messages, free of unnecessary information about co-financed programmes, is necessary to encourage the participation of citizens. It is also essential that information is ongoing for all phases of each programme, from its launch to completion.

The single communication identity and the limited use of logos during the 2007-2013 period, has led to an increase in awareness of the NSRF (78.5%, November 2013, see Annex 1) and to maximisation of the communication effect.

- **Encouraging the beneficiaries to promote the implementation of the operational programmes.**

The role of beneficiaries is important for the implementation of the programme, as they act as a multiplier of information. Consolidating the beneficiary at the heart of the system ensures the widest possible dissemination of information to the general public as well as a more effective implementation of the programme. Support of the beneficiary to carry out the communication actions is absolutely necessary.

- **The wide promotion of the actions** addressed to large target groups and the visibility of the implemented projects is equally important. Results of surveys show that citizens are not sufficiently aware of projects being implemented.

- **Operation of a network of cooperating bodies**, which may include officers of the managing authority, social or economic partners (multipliers), European information networks operating in the country aiming at informing the target groups about calls for proposal, eligibility criteria, etc. The cooperating bodies' network can ensure wide dissemination of information, avoiding overlapping and maximising economies of scale.
- **Promotion of already existing examples of participation in the programmes (testimonials).** Presenting concrete examples achieves transparency and encourages participation. Given that the target groups are members of the wider local community or certain business sectors or of the educational community, which already have benefitted from similar programmes, they will be interested to learn more or take part in co-financed programmes. This method, and in particular the promotion of personal stories from beneficiaries, has proved to be very effective in communicating actions of the European Social Fund.

## CHAPTER II

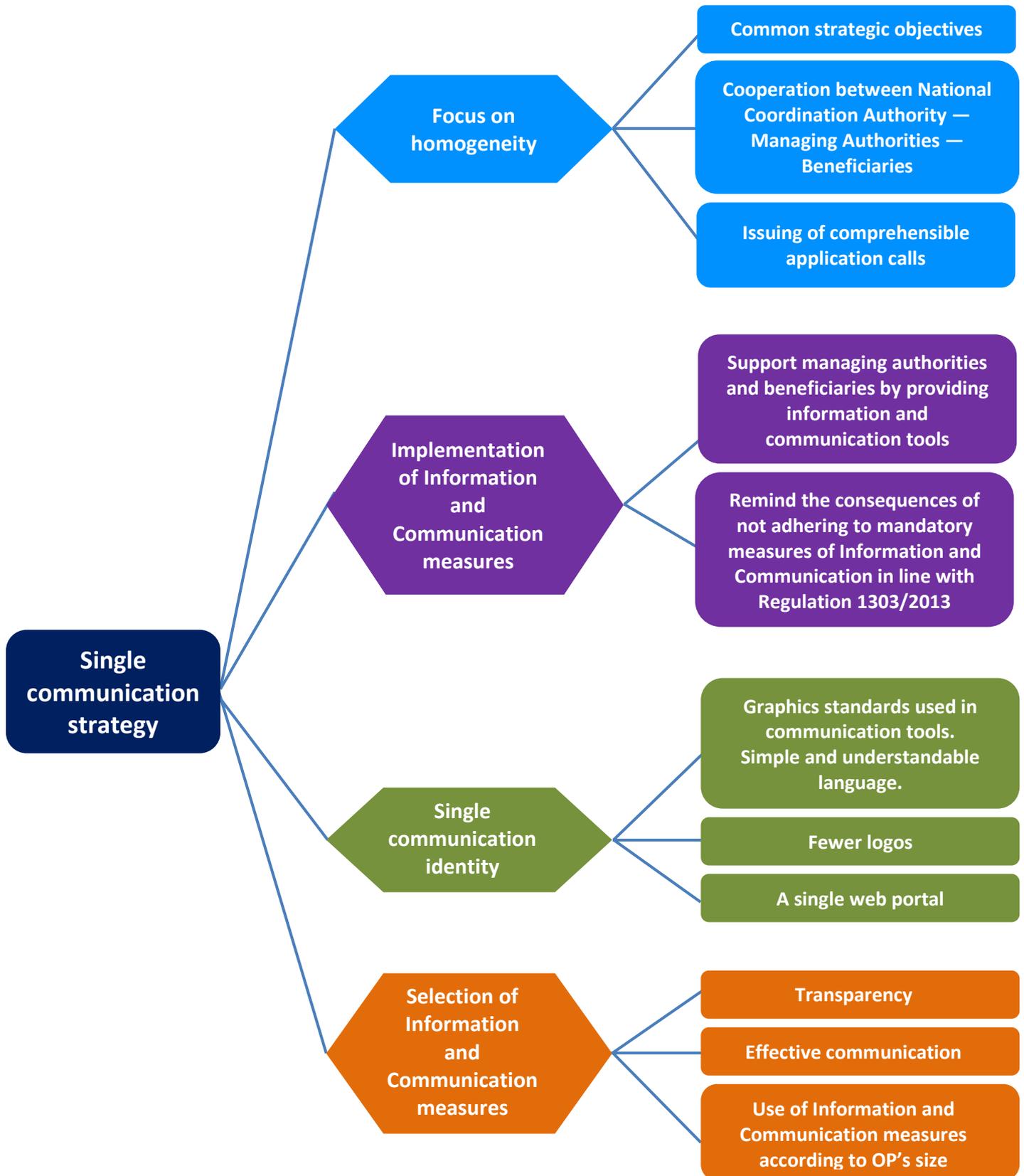
### Communication strategy based on Regulation 1303/2013

In this Chapter the content of the communication strategy is presented according to EU Regulation 1303/2013. Additionally, some practical instructions regarding the planning of information and communication measures are also included in Annex 2 — Planning the communication activities for operational programmes of the PA 2014-2020.

The communication strategy drawn up by the managing authority shall take into account the size of the OP concerned in accordance with the principle of proportionality and shall contain the following data:

- A description of the approach taken, including the main information and communication measures to be taken by the Member State or the managing authority aimed at potential beneficiaries, beneficiaries, multipliers and the wider public, regarding to the aims described in Article 115 of the Regulation (see Chapter III and Annex 2).
- A description of materials that will be made available in formats accessible for people with disabilities (see Annex 5).
- A description of how beneficiaries will be supported in their communication activities (see Chapter III).
- The indicative budget for the implementation of the strategy.
- A description of the administrative bodies, including the staff resources, responsible for implementing the information and communication measures (see Chapter IV).
- The arrangements for the information and communication measures referred to in point 2 of Annex XII of the Regulation 1303/2013, including the website or web portal at which such data may be found (see Annex 4).
- An indication of how the information and communication measures shall be assessed in terms of visibility and awareness of policy, operational programmes and operations, and of the role played by the Funds and the Union (see Chapter III and Annex 2, section 6).
- A description of the use of the main results of the previous operational programme (can be exploited research results, best practices, etc.).
- An annual update setting out the information and communication activities to be carried out in the following year.

Indicative capture of critical points for the single communication strategy  
of PA 2014-2020



## CHAPTER III

### Information and Communication measures

The information and communication measures for potential beneficiaries, beneficiaries and the public are analysed in this chapter, while the technical characteristics are listed in Annex 3 and practical guidance for online measures is given in Annex 4.

#### 1. Information measures for potential beneficiaries and beneficiaries

##### 1.1 Information measures for potential beneficiaries

In accordance with Article 3.1.2 of Annex XII of Regulation 1303/2013, the managing authority is responsible for providing information to potential beneficiaries regarding the following:

- The funding opportunities and the launching of application calls
- The eligibility of expenditure conditions to be met in order to qualify for support under an operational programme
- The description of the procedures for examining applications for funding and of the deadlines involved
- The criteria for selecting the operations to be supported
- The contact details of the operational programmes at national, regional or local level
- The responsibility of potential beneficiaries to inform the public about the aim of the operation and the support from the Funds. The managing authority may request potential beneficiaries to propose, in their applications, indicative communication activities, proportional to the size of the operation.

##### 1.2 Information measures for beneficiaries

The managing authority shall inform beneficiaries that acceptance of funding constitutes an acceptance of their inclusion in the list of operations published in accordance with Article 115 (2) of Regulation 1303/2013.

The list of operations is hosted at [www.espa.gr](http://www.espa.gr), the web portal of the PA 2014-2020 and contains the following data:

- Beneficiary name (only of legal entities)
- Operation name
- Operation summary
- Operation start date
- Operation end date (expected date for physical completion or full implementation of the operation)
- Total eligible expenditure allocated to the operation
- Union co-financing rate, as per priority axis
- Operation postcode or other appropriate location indicator
- Country
- Name of category of intervention for the operation
- Date of last update of the list of operations.

The headings of the data fields shall be also provided in at least one other official language of the Union.

The list of operations is provided by the Monitoring Information System (MIS) to ensure transparency and dissemination of information. For this purpose, all the data should be formulated in a communicative approach to be easily perceived by the general public.

The managing authority shall provide information and communication tools, including templates in electronic format, to help beneficiaries to meet their obligations concerning the information and communication measures for the public.

## **2. Information and communication measures for the public**

The Member State, the managing authority and the beneficiaries shall take the steps necessary to provide information to and communicate with the public on operations supported by an operational programme in accordance with Regulation 1303/2013.

The Member State and the managing authority shall ensure that the information and communication measures are implemented in accordance with the communication strategy and that these measures aim at the widest possible media coverage using various forms and methods of communication at the appropriate level.

## 2.1 Responsibilities of the Member State and the managing authority

The Member State and the managing authority shall be responsible for at least the following information and communication measures:

- a) Organising a major information activity** publicising the launch of the operational programmes, even prior to the approval of the relevant communication strategies;
- b) Organising one major information activity annually** which promotes the funding opportunities and the strategies pursued and presents the achievements of the operational programme, including, where relevant, major projects, joint action plans and other project examples;
- (c) Displaying the Union emblem** at the premises of each managing authority;
- (d) Publishing electronically the list of operations**, that will be updated every six months;
- (e) Giving examples of operations by operational programme** on the operational programme's website that is also accessible through the single web portal. The examples should be in a widely spoken official language of the Union other than the official language or languages of the Member State.
- (f) Updating information about the operational programme's implementation**, including, when appropriate, its main achievements, on the single web portal or on the operational programme's website that is also accessible through the single web portal.

The wider dissemination of the above information and communication shall involve in the process at least one of the following bodies:

- Relevant urban and other public authorities, national, regional and local authorities
- Trade and professional associations
- Economic and social partners
- Organisations representing enterprises
- Relevant bodies representing civil society, including environmental partners, non-governmental organisations and bodies responsible for promoting social inclusion, gender equality and combating discrimination
- Information centres on Europe, the European Commission Representation in Greece and the Information Offices of the European Parliament
- Educational and research institutions.

## 2.2 Responsibilities of the beneficiaries

1. All information and communication measures provided by the beneficiary shall acknowledge support from the Funds to the operation by displaying:
  - **The Union emblem**, with reference to the Union, in accordance with the technical characteristics laid down in Implementing Regulation 821/2014;
  - **A reference to the Fund or Funds** supporting the operation.

**When an information or communication measure refers to one or to several operations co-financed by more than one Fund, the reference to the Fund may be replaced by the reference to the ESI Funds.**

2. During implementation of an operation, the beneficiary shall inform the public about the support obtained from the Funds by:
  - Providing on the beneficiary's website, where such a website exists, a short description of the operation, proportionate to the level of support, including its aims and results and highlighting the financial support from the Union;
  - Placing, for operations not falling under the obligation to put up a billboard or a permanent plaque, at least one poster (A3 minimum size) with information about the project, including the financial support from the Union, at a location readily visible to the public, such as the entrance area of a building.
3. For operations supported by the ESF and in appropriate cases for operations supported by the ERDF or Cohesion Fund, the beneficiary shall ensure that those taking part in an operation have been informed of this funding. Any document, relating to the implementation of an operation which is used for the public or for participants, including any attendance or other certificate, shall include a statement to the effect that the operational programme was supported by the Fund or Funds.
4. For operations carried out under the Youth Employment Initiative (YEI), the beneficiary shall ensure that those taking part in an operation are specifically informed of the YEI support provided through the ESF funding and the specific YEI allocation. Any document, relating to the implementation of an operation and issued for the public or for participants, including any

attendance or other certificate, shall include a statement to the effect that the operational programme was supported by the Fund.

5. During implementation and after completion of an operation financed by the ERDF or the Cohesion Fund, the beneficiary is responsible for the following:

- Installing a temporary billboard of significant size at a location readily visible to the public, during implementation of an operation when:
  - the total public support to the operation exceeds EUR 500,000 and
  - the operation consists of the financing of infrastructure or of construction operations.

The temporary billboard shall state the name and the main objective of the operation, the emblem of the European Union, a reference to the EU and the Fund concerned. That information shall take up at least 25% of the billboard.

- Installation of a permanent commemorative plaque or billboard of significant size, no later than three months after completion, at a location readily visible to the public when:
  - the total public support to the operation exceeds EUR 500,000 and
  - the operation consists of the purchase of a physical object or of the financing of infrastructure or of construction operations.

The plaque or billboard shall state the name and the main objective of the operation, the emblem of the European Union, a reference to the EU and the Fund concerned. That information shall take up at least 25% of the plaque.

The following table shows aggregated the mandatory minimum information and communication measures taken by beneficiaries. The beneficiary may adopt additional communication, provided that the correct reference in the EU will be stated.

**Summary table of minimum mandatory information and communication measures  
of beneficiaries**

<b>Action</b>	<b>During the implementation of the operation</b>				<b>After the completion of the operation (no later than three months)</b>
	<b>BENEFICIARY'S WEBSITE</b> <small>(see Annex 3)</small>	<b>POSTER</b> <small>(see Annex 3)</small>	<b>DOCUMENTS FOR GENERAL PUBLIC OR PARTICIPANTS</b> <small>(see Annex 3)</small>	<b>TEMPORARY BILLBOARD</b> <small>(see Annex 3)</small>	<b>PERMANENT PLAQUE</b> <small>(see Annex 3)</small>
<b>Type of operation</b>					
Operation subject to the following: <ul style="list-style-type: none"> <li>▪ Public support &gt; 500.000 EUR</li> <li>▪ Financing of infrastructure or construction or purchase of a physical object</li> </ul>	<b>X</b>			<b>X</b> <small>(except operations with public support &gt; 500.000 EUR consisting of the purchase of a physical object)</small>	<b>X</b>
Any other operation which is not included in the above	<b>X</b>	<b>X</b>	<b>X</b> <small>(operations for ESF and when appropriate for ERDF and CF)</small>		

**2.3 Support of the beneficiaries' communication activities**

In accordance to the Regulation 1303/2013, the managing authorities are required to provide detailed information on the implementation of information and communication measures to all beneficiaries through:

- Coordination
- Guidance
- Support
- Monitoring

The needs of beneficiaries vary according to the budget and the nature of the project, the implementation stage, the geographical area (e.g. entry, integration, etc.) and the target audience.

Managing authorities should provide beneficiaries with the appropriate tools, such as a practical communication guide. The objective of the guide is to specify the regulatory framework and to provide practical guidance and good practices.

In more detail, it is useful for a communication guide to include the following:

- Graphic standards for creating the Union emblem and the definition of the standard colours
- Technical specifications that include a single communication identity in all measures (e.g. temporary billboards, permanent plaques, posters, internet, etc.)
- Examples of best practice and effective communication actions that have been assessed during the period of the NSRF 2007-2013.

It could also include examples of past non-effective communication actions that it would be wise to avoid in the current programming period. The publication of the communication guide on the website of the managing authority and the provision of electronic templates makes it easier for beneficiaries to fulfil the information and communication obligations.

#### **2.4 Indicative additional actions to support beneficiaries**

- Designation of a contact person responsible for information and communication that will cooperate with the contact person of the managing authority
- Training seminars
- Scheduled meetings based on the communication plan's timetable
- Development of a 'Frequently Asked Questions' module especially for communication measures of beneficiaries, posted on the website of the managing authorities
- Distribution of communication material produced by the managing authority
- Cooperation between managing authority and beneficiary in terms of communication activities aiming at the widest dissemination of information, avoiding duplication, maximising communication effectiveness and achieving economies of scale
- Invitation of beneficiaries to participate in promotional actions implemented by the managing authority.

The MA confirms with on-the-spot verification, among other preventive measures, the compliance with the rules of information and communication measures and keeps a record of the billboards and

plaques as well as of other evidence of major information and communication activities carried out by the beneficiaries.

Aiming to avoid beneficiaries' failure to meet the obligations of information and communication, there should be a way to ensure compliance with the minimum mandatory information and communication measures (e.g. the repayment of the project should be completed after checking the implementation of information and communication measures as defined in Regulation 1303/2013 and its implementing Regulation 821/2014).

## 2.5 Important notes

It should be noted and applied to all forms of communication and to all types of instruments and actions in the PA, that:

- The application of information and communication measures as defined in Regulation 1303/2013 and in Regulation 821/2014 may result in a flat-rate correction on the total cost of the project.
- In case that the managing authority or the beneficiary, decides to carry out information and communication measures for an operation that may not have been explicitly mentioned in this Guide, these measures should comply with Regulation 1303/2013 and Implementing Regulation 821/2014 (see Annex 3).
- In the event that any involved body decides to implement promotional or information activities related to co-financed operations or programmes, even with self-financing, they should comply with the same obligations regarding to signalling and audio messages (see Annex 3).
- All information and communication measures should comply with the obligation to provide accessible information to people with a disability (see Annex 5).

### 3. Evaluation of information and communication measures

In accordance with Article 4 (g) of Regulation 1303/2013, the communication strategy should include an indication of how the information and communication measures shall be assessed in terms of visibility and awareness of policy, operational programmes and operations, and of the role played by the Funds and the Union.

➤ ***Why evaluate communication activities?***

The assessment process is an important part of the communication strategy as it improves the effectiveness of the information and communication activities, as far as the achievement of communication objectives is concerned.

➤ ***What is the target audience of the evaluation?***

The sample assessed is the target group (e.g. beneficiaries, general public) that all the information and communication measures included in the communication plan are addressed to, on the basis of the communication strategy of the operational programme.

➤ ***What to measure and how?***

The communication objectives should be specific, measurable, clear and time-bound so as to evaluate the information and communication activities in terms of effectiveness and to be modified if necessary.

The objective of the evaluation is a measurable outcome which supports the communication strategy of the operational programme that includes the target audience and a proposed change of the communicative indicators (e.g. increase awareness) within a specific timetable.

The indicative benchmarks can be broken down as follows:

- **Output indicators** which record communication activities (e.g. number of workshops, printed material, websites).
- **Result indicators** which record the outcome of actions on the recipients or beneficiaries (e.g. number of participants in workshops, press releases published, number of unique visitors of a website).
- **Impact indicators** showing the impact of communication activities to the public (e.g. measurable changes in awareness).

There are two different methods of evaluation:

- **The quantitative assessment**, which is mainly focused on measurements and statistics as well as quantitative public surveys that measure various views and opinions of a chosen sample in such a way so as to quantify the data and generalize results from the sample to the population, and
- **The qualitative evaluation** that allows gaining an understanding of underlying reasons and motivations. Data collection is based on group discussions, or in depth individual interviews, questionnaires and other techniques.

Usually, the combination of the two methods supports the effectiveness of the communication plan. An indicative table for the evaluation of communication activities is included in Annex 2 of this Guide.

## CHAPTER IV

### **The administrative bodies responsible for the information and communication measures and their networks**

Each managing authority shall designate one person to be responsible for information and communication at the level of the operational programme and shall inform the Commission likewise. Where appropriate, one person may be designated for several operational programmes.

The bodies responsible for the implementation of information and communication measures should be clearly defined in the communication strategy and their full details should be included as well as the responsibility that they undertake.

The persons designated as responsible for information and communications are responsible for:

- The framework of principles configuring and monitoring of information and communication and the provision of instructions and guidelines to potential beneficiaries of the OP for information and communication issues and to the executives of the MA in order to inform them of the communication obligations of the OP.
- The drawing up, monitoring, implementation and evaluation of the communication strategy and annual communication plan (see Chapter II & Annex 2).
- The provision of support to the beneficiaries.
- Ensuring the collection and dissemination of information to relevant bodies about issues of information and communication.
- Ensuring the collection and presentation of best practises, for each operational programme, on the operational programme's website that is accessible through the single web portal. The practises should be presented in a widely spoken official language of the Union other than the official language or languages of that Member State (see Annex 4).
- Updating information about the operational programme's implementation, including, when appropriate, its main achievements, on the operational programme's website that is accessible through the single web portal (see Annex 4).
- Ensuring the regular update of the website content of the OP and the supply of information to the single web portal [www.espa.gr](http://www.espa.gr) on the list of projects –according to Regulation 1303/2013, Article 115 (2)– the examples of projects and the achievements of the OP (see Annex 4).

- Sending calls for proposal/proclamations to be displayed on the single portal [www.espa.gr](http://www.espa.gr) (see Annex 4), at the level of MA, intermediate bodies, major beneficiaries.
- The responsibility for the filing of the records for communication actions, evidence, photographs, for the implementation of mandatory communication measures and specific projects of the OP.
- Participation in the information and communication officers' network of the PA, that is coordinated by the national co-ordination authority, aiming to exchange experience and best practices within the framework of the implementation of the communication strategy as well as within the relevant network of the Commission. The Commission sets up networks where some responsible persons from the member-states will take part, in order to ensure the exchange of information based on the results of the implementation of the communication strategies, the exchange of experience in implementing the information and communication measures, and the exchange of good practices.

The National Coordination Authority, Special Service for Strategy, Planning & Evaluation, Information and Communication Unit:

- Develops the framework for information and communication measures.
- Coordinates the communication of operational programmes.
- Has the responsibility for developing and maintaining a single web portal providing analytical information on and access to all operational programmes and including compulsory electronic publication of the list of operations, as provided in Article 115 (2) of Regulation No 1303/2013 (see Annex 4).
- Has the responsibility for the review of measures implemented at Member State level and the submission of the relevant reports to the European Commission.
- Undertakes to carry out promotional campaigns of the PA 2014-2020 nationwide, in order to widely disseminate the funding opportunities, to ensure transparency on the process of implementation of the projects and to highlight the role of the EU.
- Coordinates the national communication officers network and participates in the INFORM network of the EU as coordinator.
- Coordinates and supports the cooperation of the national communication officers' network with the European information networks operating in Greece.

- Manages the electronic Helpdesk of [www.espa.gr](http://www.espa.gr), the PA public information office and the telephone information line.
- Participates in the team for the development/upgrading of the website [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr), presenting the projects of the PA.

ESF Actions and Monitoring Authority (EYSEKT), as a service of the National Coordination Authority on the basis of Law 4314/2014, coordinates the planning and implementation of measures co-financed by the European Social Fund.

The role of information and communication of ESF in cooperation with the Special Service for Strategy, Planning & Evaluation is determined by the Joint Ministerial Decision setting out the Special Services of the National Coordination Authority.

## Annex 1

### Useful survey results for the development of the communication strategy of the PA 2014-2020

**An evaluation survey of NSRF 2007-2013 awareness** took place in November, 2013 on a sample of 1,000 people. According to the respondents, 78.5% of the population has general information and has heard of the actions and programmes of the NSRF. Main sources of information are television at a rate of 41.7%, followed by the Internet at a rate of 40.4%. As far NSRF is concerned, 50.8% of the respondents believe that the funds originate from the European Union, 32.4% believe that they come from national and EU resources, while 15.0% did not know their origin. Furthermore, 63.4% of the respondents appreciate the way the NSRF is communicated and prefer to be informed on its objectives and operational programmes through the Internet at a rate of 29.2%, through printed information material and workshops at a rate of 27.7% and 19.2% respectively. Finally, the main source of information regarding the NSRF projects is the billboard at the location of operation.

**An evaluation survey of the NSRF 2007-2013 operations and programmes** took place in December, 2013 in 2,084 enterprises, 1,226 beneficiaries and 3,424 people of general public. According to the results of the survey, the enterprises believe that attention must be paid to timely and comprehensive information, reducing the number of documents required, simplifying the drafting of the proposal and acceleration of the approval procedures and payments. Furthermore, the beneficiaries consider that the procedure in order to qualify for support under a programme was too bureaucratic, the supporting documents required and the conditions for inclusion were too complicated and numerous. Finally, the general public seemed to be more satisfied regarding the information related to NSRF operations and the projects undertaken in their region and less for the programmes and the possibilities offered by the NSRF to benefit personally. Key source of information for the programmes of the NSRF is the Internet, not only for enterprises (56.2%) but also for the general public (68.6%) and the beneficiaries (70.4%). Finally, 31.2% of the enterprises that participated in the research stated that they had been informed about the NSRF through the web portal [www.espa.gr](http://www.espa.gr).

**An evaluation survey of NSRF operations and programmes** took place in December, 2014 in 2,022 enterprises and 1,963 beneficiaries, in all regional entities of the country. According to the results of the survey 50% of the companies were very or quite satisfied and 45% were little or not at all

satisfied regarding the information provided by the administrative bodies of the operations that launched the specific projects. The calls for proposal were searched by browsing the web (70.5%), through a consultant (28.0%) and from the respective administrative body (24.2%). In addition, the respondents, as in a similar survey in 2013, considered the application procedure for inclusion in the programme as too bureaucratic, the supporting documents required and the conditions for inclusion complicated and numerous. The majority of respondents considered that the evaluation procedure is objective (74.2%), transparent (74.3%) and merit-based (71.6%). But, also, the individual beneficiaries considered that the procedures for application for inclusion in the programme should be improved although 68.4% of the respondents were very or fairly satisfied with their participation to the programme as it was for them a significant financial support (66.1%) that improved their living conditions (50.3%).

**A public opinion poll on the European Social Fund** took place in July, 2011 on a sample of 3,261 people. According to the respondents, 72.4% of the population are aware of the EU funding in our country programmes in social areas, while 28.2% have a general knowledge of the European Social Fund. The contribution of the EU and the ESF assessed very positively by the 81.9% of the respondents. It should be noted that the rate regarding the awareness of ESF operations are significantly higher than the rate of the awareness of the OP itself. While there is a strong interest in more information regarding the operations of the OP, one out of six citizens do not know where to address, a fact which is more evident in older ages, undereducated people and inactive women, in rural areas and in specific regions. With regard to the required sources of analytical information for ESF programmes, the Internet is in first place of preference with 46.1%, while in the 15-34 age groups it goes up to 70%.

## Annex 2

### Planning the communication actions of the Operational Programmes of the PA 2014-2020

The communication strategy can be seen as a dynamic map which shows the point where we are and the guidelines we want to follow in order to communicate effectively and towards all involved parties the desired objectives. The strategy shall be based on the size and objectives of the operational programme, as well as the experience gained.

For the selection of communication activities, a number of questions need to be answered:

- *What do we do? Why?*
- *What is our vision?*
- *What is a mission statement?*
- *Whom do we represent? How we work or communicate with other related bodies (ministries, regions, European Commission, etc.)*
- *What are the risks we are facing?*
- *Based on our experience to date, what can be improved?*

In replying to these questions we have a clear vision of our identity and we put the foundations for the design of our strategy, defining the objectives, the audience addressed and the indicative strategies approach and interaction with the target audience. In addition, we make sure that the organisation of our communication strategy is based on synergy, complementarity and maximum homogeneity, taking into account the guidance of the coordinating authority and the cooperating bodies and beneficiaries in order to maximise effect.

#### 1. Communication objectives

- *What are the main communication objectives [see Regulation No 1303/2013, article 115, subparagraphs (c) and (d)]*
- *What are our supplementary communication objectives?*

**IMPORTANT: *The objectives of communication are not the same as the objectives of the operational programme.***

## 2. Target audience

- *What are our target audiences (potential beneficiaries, beneficiaries, general public, journalists, etc.)?*
- *What is the project? Who is directly affected by it? Who should be notified?*
- *Whom are we trying to mobilise?*
- *What are we trying to do with each target group?*
- *How do we choose to reach each of target audiences?*

Target audience	Communication goal	Instrument

## 3. Method of communication

### 3.1. Indicative strategic options (see Chapter I)

- **Capitalising previous experience**

- *What strategies have been applied successfully in previous periods?*
- *What actions did we try in previous periods which did not succeed?*
- *Whom do we need to work with in order to promote wider our messages?*

- **Plain language — not too many logos**

An important observation that applies on the communication of all programming periods is the need to simplify the language used in communication actions, so that it is easily understood by everyone, minimising as much as possible the technical terminology. Therefore, the main choices should be short sentences, message clarity in project title and description, minimisation of logos in visual communication.

- *Is the content of the Communication understood by people who do not have experience in NSRF/PA project management?*
- *Is there ambiguity in the content? Is there a need for clarifications?*
- *Are contact details included for further information, where necessary?*
- *How does the public react to the information provided?*

It is worth noting that the European Commission has applied limitation to multiple logos use, according to the Guide "[The use of the EU emblem in the context of EU programs](#)": "As of 2012 programmes financed directly by the EU (Horizon 2020, Erasmus for All, etc.) will phase out their existing logos and no new logos will be created. The names of these programmes will be used as verbal brands, without a regulated visual mark or logo". Accordingly, it is suggested to the OPs to display only the PA logo, and their names to be used as verbal references, without a regulated logo.

- **Selection of media**

- *Do we want to provide or collect information? Do we want to maintain an open channel for two-way communication?*
- *What communication actions are suitable for our objectives?*
- *Communication tools — which ones do we choose to use? Why? What are the differences between them?*
- *Which already established events (regional, national or broader) can we use (exhibitions, conferences, Europe Day etc.)?*

### **3.2 Compulsory communication actions**

The minimum requirements under Regulation 1303/2013 are the following:

- **Organising a major information activity** publicising the launch of the operational programme or programmes, even prior to the approval of the relevant communication strategies.
- **Organising one major information activity yearly** which promotes the funding opportunities and the strategies pursued and presents the achievements of the operational programme or programmes, including, where relevant, major projects, joint action plans and other project examples.
- **Displaying the Union emblem at the premises of each managing authority.** The flag of the European Union is already in a prominent place at the premises of the managing authorities.
- **Publishing electronically the list of operations.** The list of all projects will be published on the central portal [www.espa.gr](http://www.espa.gr), while each managing authority may retain the list of its own projects on its website. The list of projects which will be published at [www.espa.gr](http://www.espa.gr) will be in a spreadsheet format (see Annex 4).
- **Giving examples of operations** by each operational programme, on the single web portal or on the operational programme's website that is accessible through the single web portal; the examples should be in a widely spoken official language of the Union other than the Greek

language. Each managing authority will retain the relevant examples of actions, while some of them will be presented on the central portal [www.espa.gr](http://www.espa.gr) and on the ESF portal [www.esfhellas.gr](http://www.esfhellas.gr).

- **Updating information about the operational programme's implementation**, including, when appropriate, its main achievements, on the single web portal or on the operational programme's website that is accessible through the single web portal (see Annex 4).
- **Communication with beneficiaries**. The managing authorities must be able to help beneficiaries to communicate effectively in accordance with the requirements of the relevant Regulations, applying specific procedures, such as the adoption of directives and standards for billboards, posters, advertisements and signs on relevant websites.
- **Communication for people with a disability**. The managing authorities should ensure they have accessible communication material for people with disabilities (see Annex 5).

#### 4. Indicative budget

For the estimated budget of the information and communication measures, it is necessary to respect the proportionality on the basis of the size of the programme and also to take into account previous experience.

- *What are the available resources (budget, human resources, time for implementation)?*
- *What can we do in-house and what needs to be outsourced?*

#### 5. Internal cooperation — Cooperation with other stakeholders

- *Which people need to be enacted in our organisation to achieve better coordination of the communication?*
- *Should we introduce a procedure for regular updating of all those involved in communication issues?*
- *Who is responsible for what?*
- *What are the organisations with which we can work together?*
- *Which are, or can become information multipliers?*

#### 6. Evaluation

A communication plan in order to be effective should be monitored with a view to be improved.

- *What can we consider as an Indication of successful communication?*
- *How do we plan to measure the success of the communication action?*
- *How do we plan to use the results of the evaluation of our communication actions in order to be improved?*

## Indicative table of recording and evaluation of information and communication activities

Communication action	When / Where	Description	Cost	Target group	Implementation ratio	Result indicator
<b>1. Information activities</b>						
1.1 Webpage						Visits <i>(avg. per month)</i> Registered users
1.2 Call Centre						Telephone calls <i>(avg. per month)</i>
1.3 Information Desk						Questions <i>(avg. per month)</i>
<b>Total of information and communication measures</b>						<b>Website visitors</b> <i>(avg. per month)</i> <b>Registered users</b> <b>Questions</b> <i>(avg. per month)</i>
<b>2. Promotional activities</b>						
2.1 Exhibitions / Fairs						Number of visitors
2.2 Events-Conferences						Number of participants
2.3 Seminars						Number of participants
2.4 Newsletters						Number of publications
<b>Total of these actions</b>						<b>Number of participants</b> <b>Number of publications</b>
<b>3. Media</b>						
3.1 Television						Transmissions GRPs Coverage Frequency
3.2 Radio						Transmissions Coverage Frequency
3.2 Press						Records GRPs Coverage Frequency
3.3 Internet advertising						Number of visitors
<b>All actions in the media</b>						<b>Transmissions</b> <b>GRPs</b> <b>Coverage</b> <b>Frequency</b>

						<b>Records</b>
						<b>Number of visitors</b>
<b>4. Other actions</b>						
<b>4.1 Surveys</b>						Evaluation indicators
<b>4.2 Social media</b>						Evaluation indicators
<b>Total other measures</b>						<b>Evaluation indicators</b>
<b>5. Information and communication activities as defined in Annex XII, paragraph 2 of Regulation No 1303/2013</b>						
<b>5.1 Organisation of a major information activity for the launch of the OP</b>						Number of participants
<b>5.2 Organisation of an annual major information on funding opportunities and achievements of the OP</b>						Number of participants
<b>5.3 Displaying the emblem of the Union at the premises of each managing authority</b>						
<b>5.4 Publishing electronically the list of operations in the single portal <a href="http://www.espa.gr">www.espa.gr</a></b>						
<b>5.5 Giving examples of operations in the single portal or on the website of the OP</b>						

## 7. Annual update of the information and communication activities

Based on the communication strategy the Managing Authorities plan and implement selected annual information and communication activities, in accordance with the priorities of each year. A description of the yearly planning, according to the communication objectives, a reference to the communication activities and an indication of their timing, is reflected in the indicative table that follows:

**Indicative table of activities (updated annually)**

Activity	Where/when	Description	Communication goal	Target audience
<b>Information activities</b>				
Webpage				
Call Centre				
Information Desk				
<b>Promotional activities</b>				
Exhibitions / Fairs				
Events - Conferences				
Seminars				
Newsletters				
<b>Media</b>				
Television				
Radio				
Press				
Advertisements in websites				
<b>Production</b>				
TV spots				
Radio spots				
Advertisements				
Newsletter				
Magazines				
Printed media / Leaflets				
CD/DVD				
Video productions				
<b>Other actions</b>				
Surveys				
Studies				
Social media				
Evaluations				

## Annex 3

### The implementation of the PA single identity communication

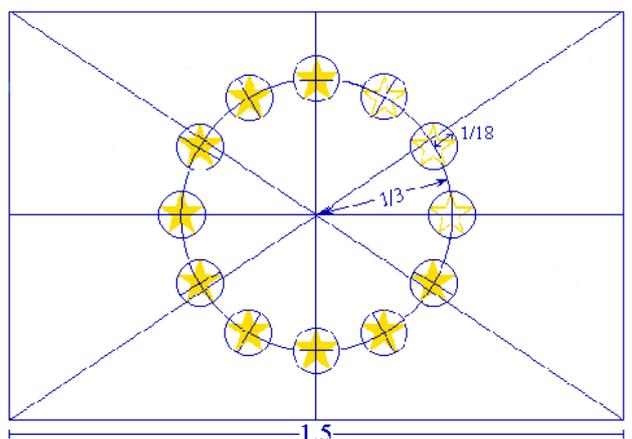
The NCA seeks to promote a single and distinct image of the PA, in order to make clear to citizens all over Greece, who finances and implements the acts relating to the development and economic and social cohesion. The PA's single identity communication is applied by the NCA, the managing authorities and the beneficiaries at all information and communication measures for applicants, for beneficiaries and for the public. The technical characteristics of information and communication measures are defined in Regulation No 821/2014.

The following pages describe the implementation of the single identity of communication of the PA for the European Structural and Investment Funds (European Regional Development Fund — ERDF, the European Social Fund — ESF, Cohesion Fund).

#### 1. The emblem of the European Union

##### Description

The emblem has the form of a blue rectangular flag of which the fly is one and a half times the length of the hoist. Twelve gold stars situated at equal intervals form an invisible circle whose centre is the point of intersection of the diagonals of the rectangle. The radius of the circle is equal to one third of the height of the hoist. Each of the stars has five points which are situated on the circumference of an invisible circle whose radius is equal to  $1/18$  of the height of the hoist. All the stars are upright, i.e. with one point vertical and two points in a straight line at right angles to the mast. The circle is arranged so that the stars appear in the position of the hours on the face of a clock. Their number is invariable.



## Specifications

The Union emblem shall be displayed on websites in colour. In all other media, colour shall be used whenever possible and a monochrome version may only be used in justified cases.

The Union emblem shall always be clearly visible and placed in a prominent position. Its position and size shall be appropriate to the scale of the material or document being used.

## Four-colour process

The emblem's colour is **PANTONE Reflex Blue** for the surface of the rectangle and **PANTONE Process Yellow** for the stars.



PANTONE Reflex Blue

C 100 M 80 Y 0 K 0



PANTONE Process Yellow

C 0 M 0 Y 100 K 0

For the Internet and electronic media:



R 0 G 51 B 153

# 003399

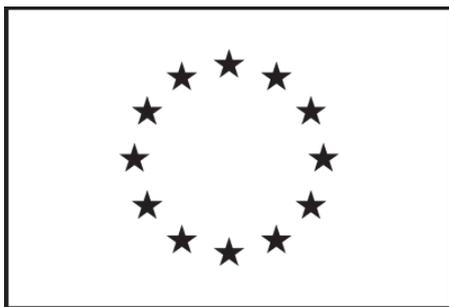


R 255 G 204 B 0

# ffcc00

## Monochrome reproduction process

Using black, outline the rectangle in black and print the stars in black on white.



PANTONE Neutral Black C

K 100

When the only available colour is blue (Reflex Blue), use it 100% with the stars reproduced in negative white.



PANTONE Reflex Blue

C 100 M 80 Y 0 K 0

### Reproduction on a coloured background

If there is no alternative to a coloured background, put a white border around the rectangle, the width of the border being 1/25th of the height of the rectangle.

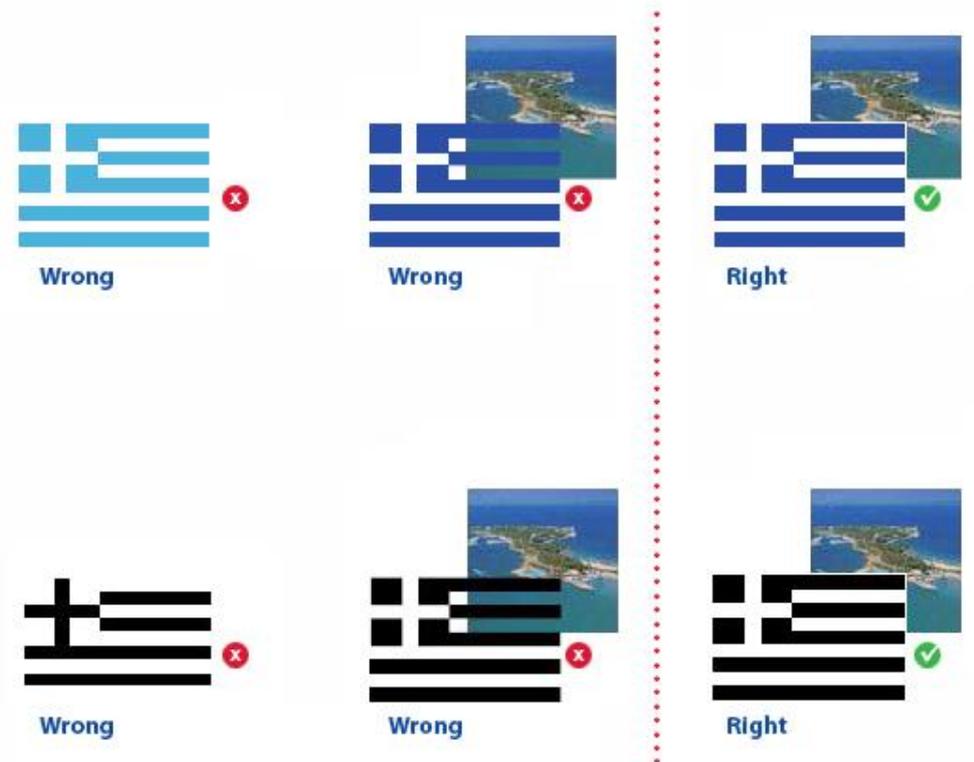


### Reproduction right/wrong



## 2. The Greek flag

### Reproduction right/wrong



### 3. The PA logo

#### 4-color version



For printing:



PANTONE Reflex Blue

C 100 M 80 Y 0 K 0



PANTONE Bright Red

C 5 M 100 Y 100 K 0

For the Internet and electronic media:



R 0 G 51 B 153  
# 003399



R 255 G 0 B 0  
#ff0000

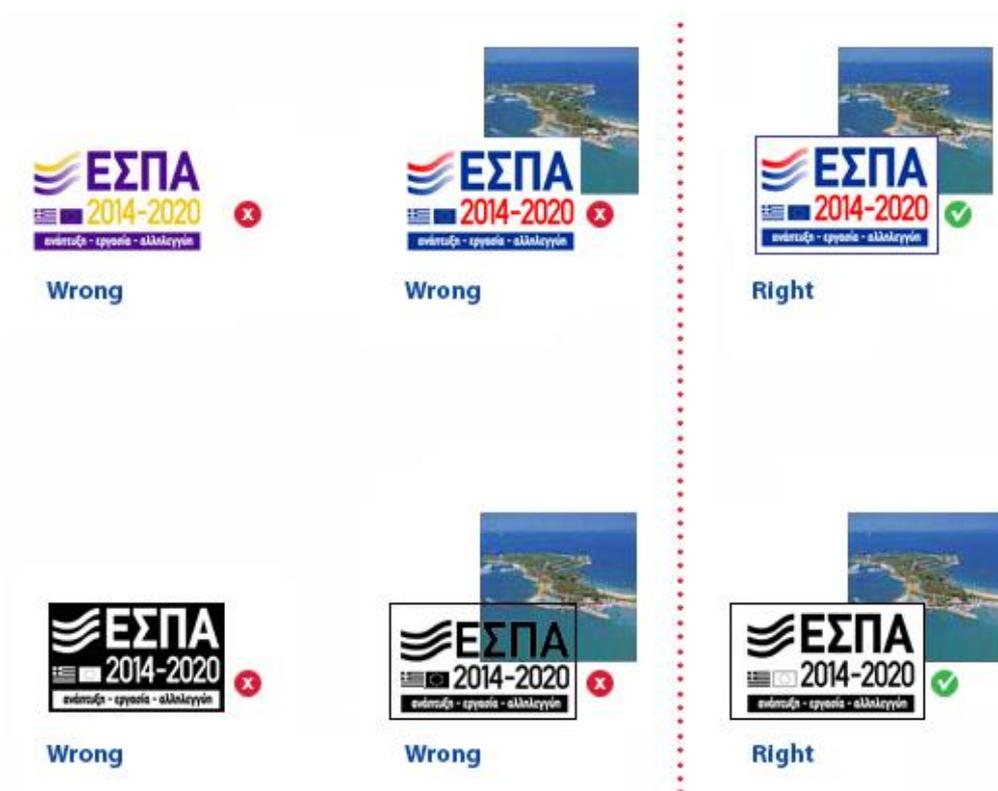
#### Black and white version



PANTONE Neutral Black C

K 100

#### Reproduction right/wrong



#### 4. European Union emblem - Funds

The emblem of the European Union shall be accompanied by the names of the Funds.  
Below are the integrated scenarios labels and logos.

##### Vertical provision reference of Funds and EU flag



**European Union**  
European Regional  
Development Fund



**European Union**  
European Structural  
and Investment Funds



**European Union**  
European Social Fund



**European Union**  
Cohesion Fund

##### Horizontal provision reference of Funds and EU flag



**European Union**  
European Regional  
Development Fund



**European Union**  
European Structural  
and Investment Funds



**European Union**  
European Social Fund



**European Union**  
Cohesion Fund

Where an operation receives funding from more than one Fund, use the European flag with the reference to the European Structural and Investment Funds.

## 5. Typography

Presentation of the various font faces that can be used in titles, text and all communication messages.

### Arial

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

### Tahoma

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

### Calibri

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

### Garamond

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

### Trebuchet

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

## Ubuntu

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

- Italic, underlined variations or font effects shall not be used.
- The positioning of the text in relation to the Union emblem shall not interfere with the Union emblem in any way.
- The font size used shall be proportionate to the size of the emblem.
- The colour of the font is blue (Reflex Blue), black or white depending on the background.

## 6. Calls/Notices in the Press

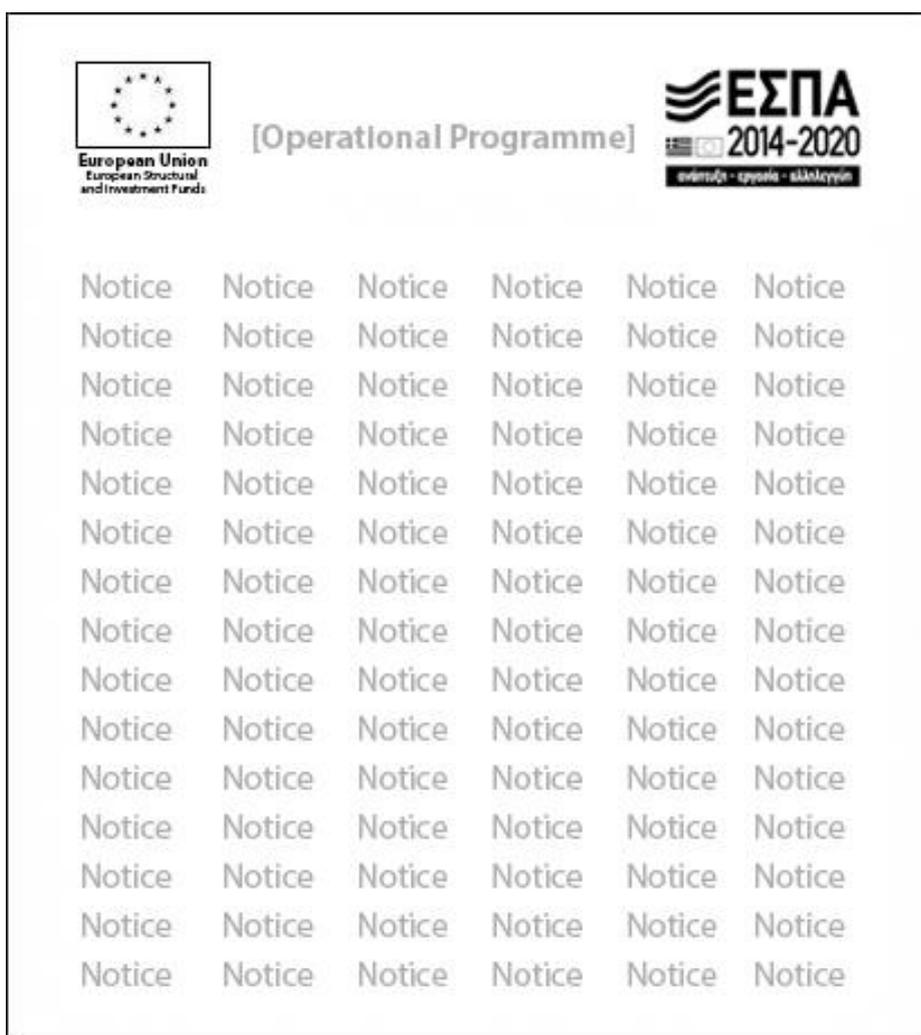
Each Call/Notice in the press should include:

1. The European Union emblem and the reference to the Union and the relevant fund which finances the operation, in accordance with the graphic standards set out in paragraph 4 of this Chapter.
2. The Partnership Agreement logo (PA) in accordance with the graphic standards set out in paragraph 3 of this Chapter.
3. The title of the OP.

The reproduction of the emblem of the European Union and the PA logo is in black and white version.

The emblem of the European Union and the PA logo should be placed on an equal footing.

A practical example:



## 7. Posters

With regard to the uniformity of the publicity and communication actions, poster A3 size standards will be created according to the Fund or Funds supporting the operation and can be downloaded from [www.espa.gr](http://www.espa.gr).

The poster contains information on the project, the single visual identity of the PA, including the financial support from the Union and it will be placed at a location readily visible to the public, such as the entrance area of a building.



**ERDF poster**

**ESF poster**

**ESIF poster**

## 8. Internet, mobile devices, tablets, etc.

On the website should be available:

1. The European Union emblem and the reference to the Union and the relevant Fund which finances the operation in accordance with the graphic standards set out in paragraph 4 of this Chapter.
2. The Partnership Agreement logo (PA) in accordance with the graphic standards set out in paragraph 3 of this Chapter.

### Implementation

- On the single portal, on the websites of the OPs and throughout the programme period, the European Union emblem and the reference to the Union and the relevant Fund shall be visible, when landing on the website's homepage and in the field of vision of a digital device, without requiring the user to scroll down the page. For this purpose the following visual identity shall be incorporated in the header of the above websites, or immediately below.
- On the websites of the beneficiaries, if any, during the implementation of the operation there is an obligation to provide a short description of the operation proportionate to the level of support, including its aims and results and highlighting the financial support from the Union. The following visual identity, which is an indication of the financial contribution from the Union, shall be placed on the page of the website of the beneficiary in accordance with a brief description of the operation, in a position visible within the field of vision of a digital device, without requiring the user to scroll down the page.



## 9. Billboards

### Temporary plates

During implementation of an ERDF or Cohesion Fund operation consisting of the financing of infrastructure or construction operations for which the total public support to the operation exceeds EUR 500.000, the beneficiary shall put up, at a location readily visible to the public, a temporary billboard of a significant size.



- The billboard must contain the name and the main objective of the operation.
- The main objective act is proposed to be based on the specific objective of the Act and to be processed accordingly so that it will be easily understood by the general public.
- In the case of infrastructure and construction projects, the Budget Act is the total eligible budget of the act as referred to the inclusion decision of the act or as defined by the instructions of the Managing Authority.
- In the case of State aid, the Budget Act is the total support project budget split into public and private participation.
- The emblem of the Union together with a reference to the Union and the reference to the fund or funds reported in the notice, shall take up at least 25% of the billboard.
- The Union flag and the logo of the PA should have the same height.
- If other logos are displayed in addition to the Union emblem, the Union emblem shall have at least the same size, measured in height or width, as the biggest of the other logos.

## Permanent plaques

No later than three months after completion of an operation which consists of the purchase of a physical object or of the financing of infrastructure or of construction operations for which the total public support to the operation exceeds EUR 500.000, the beneficiary shall put up a permanent plaque or billboard of significant size at a location readily visible to the public.

The material of construction and the fitting of permanent billboards should ensure their permanent installation.



- The plaque must contain the name of the operation and the main objective of the activity supported by the operation.
- The main objective of the activity supported by the operation is proposed to be based on the specific objective of the operation and to be processed accordingly so that it will be easily understood by the general public.
- The emblem of the Union together with a reference to the Union and the reference to the fund or funds reported in the notice, shall take up at least 25 % of the billboard.
- The Union flag and the logo of the PA should be at the same level and be placed on an equal footing.

For consistency reasons, it is appropriate that the principal objective of the operation is based on the model presented in a table posted at the **Diavlos** intranet. Typical examples are listed below:

Operational Programme	Specific Objective	Proposed principal objective
Competitiveness, Entrepreneurship and Innovation OP	2.2 — Adaptation of firms and workers in the new development requirements, in particular those undertakings which have the features of the new growth model of the country	Adaptation of enterprises and workers to new development requirements
Attica OP	8.v.1 — Implementation of projects in an operational and collective restructuring and adaptation of undertakings and workers to change	Operational and collective restructuring and adaptation of enterprises and workers
Eastern Macedonia-Thrace OP	18 — Infrastructure improvement/upgrading of health and social care	Improvement of infrastructure of health and social care
Central Macedonia OP	7b1 — Completion of intra-regional road network and linking to TEN-T	Completion of intra-regional road network and links to the trans-European network
Transport Infrastructure, Environment and Sustainable Development OP	22 — Improving the governance implementation framework for the enhancing of territorial development policy	Management and implementation improvement of the territorial development policy
Stereia Ellada OP	9iv1 — Upgrading and widening structures, networks and solidarity and social welfare activities, focusing on care and health	Upgrading of social welfare and solidarity, focusing on care and health
Competitiveness, Entrepreneurship and Innovation OP	1.7 — Reduction of waste production and environmental pollution caused by the operation of businesses	Reduction of waste production and environmental pollution

## 10. Print communication

The Union emblem shall always be clearly visible and placed in a prominent position. Its position and size shall be appropriate to the scale of the material or document being used. Also the reference to the European Union and the funds must be clearly legible.

Any document, relating to the implementation of an operation and issued to the beneficiaries, applicants, participants or the public, including any attendance or other certificate, shall include wording to the effect that the operational programme was supported by the Fund or Funds.



- If other logos are displayed in addition to the Union emblem, the Union emblem shall have at least the same size, measured in height or width, as the biggest of the other logos.
- The reference to the national or regional authority may be incorporated either in the context of the implementation of the communication identity of the PA or in any other form, provided that this does not alter the existing provision of implementation.

## 11. Television (pack shot)

Each message in television media should include:

- The emblem of the Union together with a reference to the Union and the reference to the fund or funds, in accordance with the graphic standards set out in paragraph 4 of this Chapter.
- The PA logo, in accordance with the graphic standards set out in paragraph 3 of this Chapter.
- Phrasing of the sentence: ***“Partnership Agreement - Co-financed by Greece and the European Union”***

If other logos are displayed in addition to the Union emblem, the Union emblem shall have at least the same size, measured in height or width, as the biggest of the other logos.

The RGB colour codes of the emblem of the European Union for online uses are indicated in paragraph 1.



## 12. Radio spots

The radio messages should include the following:

1. Reference to the Fund providing the funding.
2. The phrasing: ***“—Partnership Agreement - Co-financed by Greece and the European Union”***

### 13. Promotional materials

All the promotional materials aimed at beneficiaries, potential beneficiaries and the public shall include the following:

1. The emblem of the Union together with a reference to the Union and the reference to the Fund or Funds, in accordance with the graphic standards set out in paragraph 4 of this Chapter.
2. The PA logo, in accordance with the graphic standards set out in paragraph 3 of this Chapter.

For small promotional objects the reference to the Fund or Funds does not apply.

### 14. Communication under the YEI

The communication tools and documents relating to activities carried out under the YEI should include the wording: ***“Co-funded by Greece and the European Union under the Youth Employment Initiative”***.

#### Useful addresses

<http://www.espa.gr>

[http://ec.europa.eu/regional\\_policy/country/commu/index\\_en.cfm?nmenu=1](http://ec.europa.eu/regional_policy/country/commu/index_en.cfm?nmenu=1)

<http://www.mou.gr/>

<http://www.esfhellas.gr>

[http://ec.europa.eu/employment\\_social/esf/](http://ec.europa.eu/employment_social/esf/)

<http://www.agrotikianaptixi.gr>

<http://www.alieia.gr>

## Annex 4

### Online communication within the communication strategy

Regulation No 1303/2013 places online communication at the heart of commitments for communication and information on the European Union Structural and Investment Funds, by foreseeing:

- A single website or a single web portal with information and access to all OPs.
- Specific content (information/data) to be included in the single portal and the websites of the OPs.

In this context:

- Online communication will be integrated into the communication strategy of the operational programme as a key information and communication activity of the MA, aimed at potential beneficiaries, beneficiaries, information multipliers and the wider public.
- In the communication strategy, the MA will describe the way the content (information/data) stated in the Regulation will be included in the online communication of the OP.

#### 1. The single web portal for the PA 2014-2020 [www.espa.gr](http://www.espa.gr)

During the 2014-2020 programming period, the creation and maintenance of a single website/portal under the responsibility of the national information and communication officer, is now a regulatory obligation. Since the programming period 2007-2013, the National Coordination Authority for the NSRF in cooperation with Management Organisational Unit SA (MOU), despite the absence of any regulatory obligation, developed and maintained the common web portal [www.espa.gr](http://www.espa.gr) for the NSRF and the OPs. The basic application of [www.espa.gr](http://www.espa.gr) is the search engine for funding opportunities, which contains all the calls for proposal, programmes and operations of all OPs for organisations, enterprises and individuals.

The current portal [www.espa.gr](http://www.espa.gr), already complies, up to a certain level, with the Regulation and includes a 2014-2020 programming period section, therefore it will gradually evolve into a single web portal for the 2014-2020 period.

In this context, [www.espa.gr](http://www.espa.gr), while retaining the same domain name (URL), shall be the single web portal for the PA 2014-2020 providing information and access to all operational programmes. It will be developed in order to:

- Fully cover the provisions of Regulation 1303/2013 regarding the single portal
- Maintain and improve the applications and services which instigated the high level of awareness and traffic of the portal during the period 2007-2013, depicted in the table below.

<b>espa.gr</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Visits</b>	528.840	2.046.339	760.000	1.109.665	1.394.587	2.288.048	1.174.557
<b>Unique visitors</b>	198.612	625.961	368.700	546.855	728.204	1.240.662	725.658
<b>Processed inquiries</b>		6.834	3.484	1.583	2.278	3.553	2.124
<b>Registered users</b>			6.500	11.856	19.033	28.681	34.026

Source: Google Analytics, CMS

## 1.1 Development of content and basic technical characteristics of the single web portal

### [www.espa.gr](http://www.espa.gr) for the period 2014-2020

#### 1.1.1 Content and input of the Managing Authorities

A. Content and services of [www.espa.gr](http://www.espa.gr) requiring input from Managing Authorities & beneficiaries and editing by the Information and Communication Unit of the Special Service for Strategy, Planning and Evaluation (EYSSA):

1. Uploading on the search engine of all funding opportunities, such as calls for proposals and programmes issued by the OPs aiming to all potential beneficiaries, organisations, businesses and individuals, in a user-friendly and easily comprehensible manner. The posts of the calls for proposals are updated in case of any significant changes (start/end application, budget, etc.) The introduction of content is decentralised and executed, as today, by trained officers of the MAs, intermediate bodies and beneficiaries, using the same content management tool as in the period 2007-2013. The final editing and publication of the content is carried out by the Information and Communication Unit of EYSSA.
2. Uploading of the summaries of all the OPs.
3. Links to the websites of all OPs of all Funds and publication of the data of the relative communication officers, in order for any interested party to find in [www.espa.gr](http://www.espa.gr) any general

information about the PA and then, where necessary, to navigate easily to the OP website for specialised information.

4. Uploading of posts presenting typical operations of all OPs in Greek and English language including data, photos and optionally videos or other files (e.g. sound) using a special form in the content management system. The section is titled 'Project examples' and is accessible from the home page of the portal. A standard template for project publication is provided at the end of Annex 4.
5. Publication of main achievements of the OPs, when appropriate.
6. Training by the managing authorities of intermediate bodies and beneficiaries, regarding the entry of operation title and operation summary in the datasheets of selected operations in a clear and understandable, for the general public, way, since these are key data fields of the list of operations that will be published on [www.espa.gr](http://www.espa.gr).
7. Assistance provided by the managing authorities and beneficiaries in the handling of requests received by the Helpdesk.
8. Where appropriate, posting through the content management system of news and press releases on issues of interest to businesses, individuals and the general public.

#### B. Contents of [www.espa.gr](http://www.espa.gr) inserted by the Information and Communication Unit of EYSSA

1. List of all operational programmes.
2. List of operations generated by the MIS Office, in a spreadsheet data format containing the data fields, laid down in the Regulation, which shall be updated at least every 6 months.
3. Progress of implementation of the OPs in figures extracted from the MIS Office, including commitments, selections, contracts, payments, absorption rates etc.
4. Registration option for personalised content and e-mail alerts.
5. Interaction with users via electronic Helpdesk and telephone information line.
6. Content and services about PA e.g. news and events, electronic library, glossary, management procedures, monitoring, evaluation, etc.

##### **1.1.2 Basic technical specifications [www.espa.gr](http://www.espa.gr)**

1. The web portal [www.espa.gr](http://www.espa.gr) will be using the same Content Management System (CMS), which is part of the operational platform **Diavlos**, for the services of the co-financed projects, developed and supported by the Information Technology Department of MOU. The CMS is already widely used by authorised officers of the PA services for content upload and for any new applications additional training will be provided.

2. The portal will have a new look and feel.
3. The content will be structured with the aim to give priority to the needs of the main target audiences as shown in the relevant research results, statistic and registration figures. In practice, the design of the portal will focus on giving direct access to information on funding opportunities mainly for businesses and individuals, the websites of the OPs, the Helpdesk, the List of Operations, etc.
4. Responsive web design will be employed to adapt the size and main features (menu, images, text) of the portal, to the size of the screen of the user (e.g. desktop, laptop, tablet, smartphone) in order to provide the best possible navigation experience.
5. The emblem, the reference to the Union and the reference to the Fund, according to Regulation No 821/2004, will be placed at the top of the homepage, to ensure they are visible without the user having to scroll down (see Annex 3).
6. The portal complies with requirements for access of people with a disability, according to Web Content Accessibility Guidelines (WCAG) 2.0 to a minimum level of AA (WCAG 2.0 Level AA, see Annex 5)
7. The impact of the portal will be monitored through statistic measurements extracted from an internationally recognised platform. In parallel, the enquiries handled by the Helpdesk and the number of registered users will be tracked down.

## **2. Guidelines and instructions for the websites of the operational programmes**

### **2.1 General guidelines**

In the 2007-2013 programming period, the operational programmes, the managing authorities and the intermediate managing authorities developed and maintained websites, therefore it is advisable, building up on the acquired experience to evolve the content and services of the existing websites and adapt them to the requirements of the Regulation for the PA 2014-2020.

Furthermore, the elements that make websites with information such as that of the OPs successful are mainly usability, quality and user-friendliness of the published content. Therefore, instead of developing new websites, the MAs should focus on further developing and adapting the existing ones and in allocating to a team of officers the daily task of content update which must be done on time and in a comprehensible and user-friendly language.

## **2.2 Guidelines for the content of the OPs websites**

The content and the structure of the OPs websites is formulated by the MAs taking into account the target audiences, but also includes the following:

1. Description of the operational programme's strategy and objectives.
2. Publication of funding opportunities available through the OP by uploading the application calls detailing:
  - The eligibility of expenditure conditions to be met
  - The description of the procedures for examining applications for funding
  - The time periods involved
  - The criteria for selecting the operations to be supported
  - The contact details for information at national, regional or local level.
3. Examples of operations including data and photographs in Greek and English language. The section entitled 'Operation Examples' contains examples in Greek and English. A standard template for project publication is provided at the end of Annex 4.
4. Data for progress implementation and, where appropriate, main achievements of the OP. For example, achievements may be considered data from result /impact indicators (e.g. number of jobs created, citizens benefiting etc.), operations with important impact on citizens/society, the course of smart specialisation, etc. The section is entitled 'Progress/Main achievements of the OP'.
5. It is proposed to encourage interactive communication with users via an electronic Helpdesk, e-mail address and/or a telephone line.

## **2.3 Practical guidelines for the technical specifications of the OPs websites**

1. The domain names (URL) can be maintained in order to build up on any existing awareness. If introducing a new domain name is necessary it should be kept as simple as possible in order for users to retain it and type it directly on their next visit. In both cases, the relevant procedures to secure domain names are executed.
2. The websites of the OPs will be directly accessible from the single web portal [www.espa.gr](http://www.espa.gr).
3. Websites need to adjust their main features (menu, images, text), depending on the size of the screen of the user (desktop, laptop, tablet, smartphone) to provide the best possible navigation experience.

4. Where possible, content sharing and data exchange between the single portal and the OPs website should be enabled.
5. The emblem, the reference to the Union and the reference to the Fund, according to Regulation No 821/2004, will be placed at the top of the homepage, to ensure their visibility without the user having to scroll down (see Annex 3).
6. The websites must comply with the requirements for access of people with a disability, according to Web Content Accessibility Guidelines (WCAG) 2.0 to a minimum level of AA (WCAG 2.0 Level AA, see Annex 5).
7. It is important to monitor, on a regular basis, the websites statistics (number of visits, number of unique visitors, visit length, etc.)

### 3. Website [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr)

The website [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr) (also referred to as Web Open Access Tool -WOAT), includes the basic data of operations (title, brief description) and the assessment of progress in implementation by the responsible MA. It is a tool which has contributed decisively to achieving the objective of transparency and has been positively assessed and promoted by the European Commission. As a result, [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr) will continued its operation for PA 2014-2020.

The website [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr) is supplied with information from the MIS relating to:

- PA absorption and statistical indicators
- Operation beneficiaries
- Budget, legal commitments and payments
- Geographical distribution and location of operations
- Contract data
- Attached files for individual operations such as images, maps, etc.

Additionally it presents operation data, which are important for communication purposes such as:

1. Operation title (in Greek)
2. Operation title (optionally in English)
3. Description of physical objective (in Greek)
4. MA assessment (evaluation of the progress of the operation).

Data fields 1, 2 and 3 will be extracted automatically from the MIS. Therefore, also in this case, it is evident the need for the managing authorities to train intermediate bodies and beneficiaries, in

order for them to insert the operation title and summary in the datasheets of selected operations in a clear and understandable, for the general public, way.

Data field 4 shall be updated at least every six months in the MIS using the operation monitoring datasheets and will then appear on the website.

For better wording of such data, the guide “Guidelines for processing — presentation of data in the MIS open access web tool”, which had been prepared by EYSSA and MOU and was sent to the MAs in June 2011, can be used since the instructions given there apply over time.

Any technical upgrades or changes to the website shall be designed and implemented by the MIS Office, while the Information and Communication Unit of EYSSA is assigned with the supervision and monitoring task of the content introduced.

In addition, the data published on [www.anaptyxi.gov.gr](http://www.anaptyxi.gov.gr) are also published in the form of open data at [data.gov.gr](http://data.gov.gr) website.

#### **4. Website [www.esfhellas.gr](http://www.esfhellas.gr)**

The website [www.esfhellas.gr](http://www.esfhellas.gr) is the official website of the European Social Fund in Greece and the electronic contact point with DG Employment, Social Affairs and Inclusion of the EU. Taking into account its traffic statistics, the website has proved a useful tool for the promotion of operational programmes co-financed by the ESF and information of the public about its specific programmes.

The website uses the same content management system with [www.espa.gr](http://www.espa.gr), therefore direct exchange of content and data with the single portal is enabled and no further action for content input from MAs and beneficiaries of the ESF is needed since this is already done for [www.espa.gr](http://www.espa.gr) according to the instructions of paragraph 1.1.1 of this Annex.

#### **5. Online communication — Social media**

During the period 2007-2013, a limited number of operational programmes chose to open accounts on social media, thus, the relevant experience is limited.

Creating profiles of the OPs on social media is a step towards adapting to current communication trends and also encouraged by the European Commission. However, bearing in mind the principles of communication and the nature of the OPs, the decision to create profiles in social media should take into consideration the need for constant update and management of this channel in an efficient way (handling of comments, questions, complaints, etc.)

It is proposed to use secondary research data in order to choose the right social media mix, in terms of the target audience of the Ops.

Having created one or more social media profiles, there is a need to manage them, thus the following tips can be taken into consideration:

- Posts must be written in an understandable language, focusing on the essence of the news (e.g. New call, etc.) and to be precise and concise. The full text version of the post should have a link to the website of the OP, in order to enhance traffic.
- The public character of the OPS and thus of the relative profiles is taken into account when sharing content and links giving priority to the official website of the PA, OPs, other organisations, public authorities and the EU.
- The formulation and publication of a clear moderation policy for comments and questions is an important tool of management.

## 6. Project example template

<b>Title *</b>	Improvement and expansion of Mantoudi 's port
<b>Region (or appropriate location e.g. City) *</b>	Sterea Ellada
<b>Operational programme *</b>	Thessaly — Sterea Ellada — Epirus
<b>Project operator</b>	Technical Services Division of Regional Department of Evia
<b>Budget *</b>	EUR 4,477,952.00
<b>Fund *</b>	European Regional Development Fund (ERDF)
<b>Project Description *</b>	Expansion with total length 198 m upwind of the existing pier and coastal platform of the port of Mantoudi in Evia with internal pier and facilities of lighting, water/electricity supply and firefighting. Completion of access to port facilities.
<b>Benefits</b>	Creation of a modern port that can be used to help commercial, fishing and passenger sea traffic in the area and to provide safe haven for vessels in the eastern coast of Evia.
<b>Photos</b>	

*\* minimum necessary fields*

## Annex 5

### Integration of the dimension of disability and accessibility of persons with disabilities in the communication strategy of operational programmes

The dimension of disability and the inclusion of the principle of non-discrimination on the grounds of disability and of accessibility for persons with disabilities is reflected in Conditionality 1 “Anti-discrimination” and Conditionality 3 “Disability” of Regulation No 1303/2013. It is clear, therefore, the need to ensure equal access of persons with disabilities to the information and communication activities about the role played by the Funds and the funding opportunities that they offer.

Therefore, the contents of the communication strategy as defined in Regulation 1303/2013 shall include the description of the communication tools that will be made available in formats accessible for persons with disabilities. This Annex provides basic guidelines for the drafting of the description of the tools and their implementation and is based on a proposal by the National Co-Federation for Persons with Disabilities submitted to the National Coordinating Authority for the PA 2014-2020.

#### 1. Integration of the dimension of disability and accessibility of people with disabilities to the information and communication measures addressed to the general public

##### 1.1 Events (seminars, workshops, meetings, workshops, conferences, exhibitions, etc.)

When organising all types of events the following are ensured:

**(a) Publicity for the event:** In addition to the standard communication actions for the event (press, radio, television, electronic and other media), it is proposed that the invitation is sent to the bodies representing people with disabilities at national level and at regional/local level for distribution to their members.

To cater for facilitating access to the event attendance for people with disabilities:

- In the application/attendance forms a field is included in which the participant can declare being a person with a disability and the type of disability (physical (mobility), sensory, visionary, hearing, etc.). In the case meals are offered during the event, an additional field for declaring special dietary needs (e.g. diabetes) is included in the form.
- Alternatively, in the publication call/invitation of the event it is mentioned: *Telephone number and e-mail address for communication of persons with disabilities*

**(b) Venue selection:** In any case, the venues selected should provide:

- Access to the room and other areas of events by persons in a wheelchair through ramps, elevators or service lifts, doors of suitable width, etc.
- Accessible toilets.
- Marking of accessible services.
- Provision of vehicle parking places for persons with a disability near the events.
- Provision of wheelchair parking space within the room.
- Provision of movable tables and chairs, in order to make room for a person in a wheelchair, etc.
- In the case of a speaker being a person with mobility disability that requires use of wheelchair, access to the panel is given using a ramp.

In the case of exhibitions, the items on display should be fitted in positions and altitudes that are accessible by wheelchair users and the exhibits should not obstruct the movement of persons with physical disability or accompanying persons.

**(c) Services provided during the event:** Depending on participants and where appropriate, the following may be provided:

- Greek sign language interpretation and seat reservation for deaf and hard-of-hearing people to ensure visibility of the sign interpreter. Accordingly, speakers are informed in order for them to adjust their presentation pace allowing the sign interpreter to do his/her work. Moreover, it is advised to provide the interpreter with copies of presentations/speeches in advance.
- Provision of printed information material in accessible formats (e.g. electronic files, CDs, leaflets in large fonts or in Braille, etc.) Alternatively, the information material will be made available online in an accessible website.
- Supply of technical equipment for sound enhancement (loop) for the hard-of-hearing people (it can be requested from the audio visual supplier of the event).
- Provision for unobstructed escorting of the blind and other people with a disability in general by assistants/guide dogs or members of staff of the organisation of the event, who will assist, where required, persons with disabilities (escorting to their seats, calling transportation, assistance upon embarkation/disembarkation etc.)

- In the case of meals offering, the caterer must place a sign indicating the type and suitability of each menu item for persons with special dietary needs.

## **1.2 TV spots**

The planning and production of television spots should include subtitling, interpretation etc., in order for them to be accessible to deaf or hard-of-hearing/blind or visually impaired.

## **1.3 Radio spots**

During broadcasting of radio spots, it is appropriate to select at least one radio station equipped with Radio Data System (RDS) in order to transmit a crucial for access to information part of the radio spot (e.g. *Employment programmes Tel. 19999 or www...gr*) to be accessible to the deaf and hard of hearing.

## **1.4 Websites and electronic material**

Webpages aimed at the general public must be in full compliance with Guidelines for Web content accessibility version 2.0 at least at the level 'AA' (WCAG 2.0 level AA and National legislation provisions).

## **1.5 Printed material (leaflets, newsletters, magazines, guides, etc.)**

Printed material is produced and in accessible formats (e.g. electronic records, CDs, in large fonts, in Braille, etc.) and made available to the associations of persons with disabilities or upon request directly to the persons with disabilities.

Alternatively, printed material can be available in an accessible website and its uploading is communicated to the associations.

## **2. Additional sources for the accessibility of persons with disabilities to information and communication media**

In the case of publication of targeted actions for persons with disabilities, officials of the managing authorities involved in the implementation of information and communication measures may consult the guide [“Disability issues and SMEs”](#), issued by the Secretariat-General for Communication — Secretariat-General for Information, to avoid duplicating press —print and electronic— misconceptions concerning persons with disabilities.

For specific information on the accessibility of persons with disabilities to information and communication actions aimed at persons with disabilities, the following sources can be used:

➤ ***Guidance for the design of printed material***

- European Blind Union “Access to information – Making your information accessible for customers with sight problems” (<http://www.euroblind.org/resources/guidelines/nr/88>)
- Disability Rights Commission “How to use easy Words and Pictures – Easy Read Guide” (<https://www.st-andrews.ac.uk/media/human-resources/equality-and-diversity/EHRC%20How%20to%20use%20easy%20words%20and%20pictures.pdf>)

➤ ***Guidance for the design of television signals***

- Making television accessible - G3ict-ITU - November 2011 ([http://www.itu.int/ITU-D/sis/PwDs/Documents/ITU-G3ict%20Making TV Accessible Report November 2011.pdf](http://www.itu.int/ITU-D/sis/PwDs/Documents/ITU-G3ict%20Making%20TV%20Accessible%20Report%20November%202011.pdf))

➤ ***Internet services from portable devices***

- Best practices in the mobile world Web version 1.0 (Mobile Web Best Practices 1.0) <http://www.w3.org/TR/mobile-bp/>
- Best practices mobile web applications (mobile web application best practices) <http://www.w3.org/TR/mwabp/>

Where necessary, publicity programmes can communicate and representative organisations of persons with disabilities (e.g. Federation).