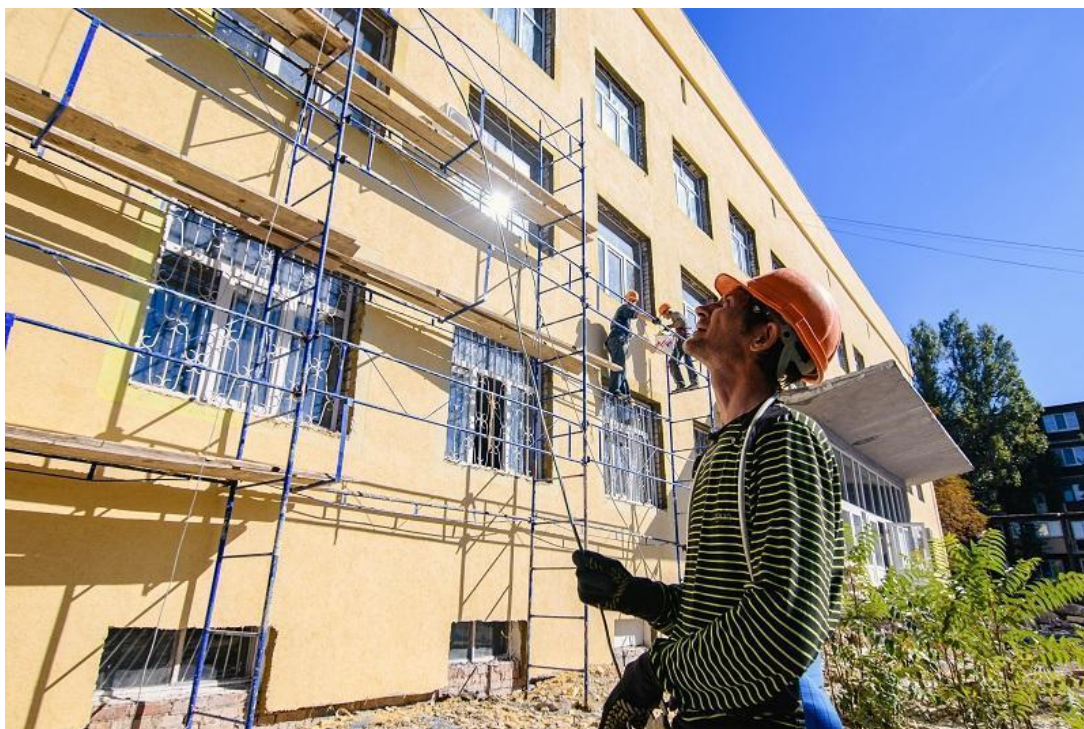


# Ukraine Recovery Programme (URP) Communication Strategy and Plan 2023 – 2027



## Table of contents

Table of contents	2
1. INTRODUCTION	3
2. COMMUNICATION CONTEXT	3
3. STRATEGIC OUTLINES	4
4. OBJECTIVES	4
5. TARGET GROUPS	5
6. KEY COMMUNICATION MESSAGES	6
7. COMMUNICATION CHANNELS	9
8. COMMUNICATION ACTIVITIES	16
9. TIMELINE AND BUDGET	23
10. MONITORING AND EVALUATION	24
Annex 1 - Expected scope of work for phase III (year 2024)	27

## 1. INTRODUCTION

**This strategy outlines a structured approach to communication, with the goal of highlighting the support provided by the European Union and its bank, the European Investment Bank (EIB), towards rebuilding Ukraine's social infrastructure, specifically through such initiatives as the Ukraine Recovery Programme (URP) and its predecessor, the Ukraine Early Recovery Programme (UERP).**

The document is the result of collaborative efforts between the EIB, the EU Delegation to Ukraine, the Ministry for Communities, Territories, and Infrastructure Development of Ukraine (the Ministry for Restoration), and the United Nations Development Programme (UNDP) in Ukraine.

This communication strategy will further evolve into detailed action plans / communication campaigns. These action plans/campaigns will specify budgets, outline precise communication activities and establish a clear schedule, and allocate responsibilities for carrying out these initiatives.

Preparation and implementation of these detailed action plans / communication campaigns will be entrusted to the contracted communication agency(ies). The plans will be developed in accordance with the Terms of Reference (ToRs) provided by the EIB, with each plan/campaign requiring formal approval from all partners.

This strategy, along with the action plans / communication campaigns that follow, is projected for the period from 2023 to 2027, aligning with the implementation of the UERP/URP initiatives.

## 2. COMMUNICATION CONTEXT

The European Union, along with its bank, the EIB, is collaborating with Ukrainian authorities and UNDP Ukraine on two recovery programmes:

- the Ukraine Early Recovery Programme (UERP) – kick-started as a €200 million framework loan in 2014.
- the Ukraine Recovery Programme (URP) – bolstered by a €340 million framework loan in 2020.

The Ministry for Communities, Territories and Infrastructure Development of Ukraine coordinates these programmes together with the Ministry of Finance, while the reconstruction projects are fully managed by local government bodies. UNDP Ukraine provides technical assistance for the programmes, ensuring the effective and efficient implementation of subprojects.

These funds are dedicated to rebuilding critical public infrastructure in affected territories of Ukraine and providing basic needs to ensure decent living conditions for displaced people and their host communities.

These initiatives were in place before the full-scale Russian invasion in 2022 and were initially focused on addressing Ukraine's infrastructure needs. However, with the onset of the war, their importance has grown significantly. They provide Ukrainian cities with the financial means to restore and upgrade key infrastructure, including those damaged by war or simply in need of renovation, such as schools, hospitals, and housing.

For instance, UERP funds have been fully allocated to 238 projects, with 100 already completed, delivering vital new infrastructure. The remaining projects are underway, despite challenges such as attacks and utility disruptions.

URP is also making progress, with already €232 million earmarked for 110 projects in “safe areas”, including liberated territories. This funding is also set to reconstruct essential facilities like hospitals, schools, water and sewage plants, heating systems, and other public buildings, with more cities and projects expected to receive funding.

**In terms of communication, the UERP/URP offer substantial evidence of the EU’s practical support for Ukraine, demonstrated through real, tangible infrastructure projects, not just promises.**

**Therefore, this communication strategy will use various methods to inform people about the positive impacts of these programmes in Ukraine.** The focus will be on the renovated and new facilities, improved services, and sustainable solutions, all showing how these initiatives are making a real difference for people and driving further development.

### 3. STRATEGIC OUTLINES

The communication strategy rests on three foundational pillars:

**1. Showcasing EU’s support:** The communication will provide a platform to showcase the EU’s aid in bolstering Ukraine’s recovery endeavors. It will amplify the overarching **“Stand with Ukraine” message**, emphasizing unwavering support of the European Union, assistance in pivotal areas, and the capacity to address challenges arising from the war.

**2. Aligning with Ukraine’s vision:** Mirroring the objectives of the Ukrainian government, the communication will resonate with **the “We Build Ukraine” national campaign**. This stresses a collective partnership with all stakeholders aiding Ukraine’s reconstruction. The narrative of unified, concerted efforts during this intricate rebuilding phase will be a key theme.

**3. Narrating success stories:** Given that the URP is a successor to the UERP, it has a communication advantage of leveraging success stories of actual beneficiaries of the programmes. Narratives about the tangible results and positive transformations for the beneficiaries will add depth to the messages of recovery efforts. This approach will not only demonstrate the EU’s strong support but also underscore the tangible impact of this support on people’s lives and prospects.

### 4. OBJECTIVES

The communication strategy for the Ukraine Recovery Programme is dedicated to effectively conveying the collaborative efforts of the EU, its bank EIB, the Ministry for Restoration, and UNDP Ukraine with the following **key objectives**:

- Enhancing awareness: increasing public awareness regarding the extensive initiatives by the EU and the Ukrainian government to rebuild, revitalise, and modernise critical social infrastructure throughout Ukraine, infrastructure that has either been affected by

war or is in need of immediate upgrades to better serve local communities and internally displaced persons (IDPs).

- Highlighting tangible impact: informing target audience about the substantial outcomes and far-reaching impact of these recovery programmes. This includes the establishment of new schools, kindergartens, hospitals, and other vital facilities that are now operational and ready to benefit the people they serve.

All communication efforts will be strategically designed to foster a positive perception of the EU and its bank EIB and underscore the pivotal role of their investments in the reconstruction and socio-economic development of Ukraine.

#### **Specific objectives:**

- Enhancing the emphasis on European unity and values: spotlight the unwavering support of the EU family, underlining steadfast solidarity with Ukraine as it endeavors to rebuild stronger and progress towards eventual EU membership.
- Fostering local partnerships: facilitate partnerships between municipalities, local communities and the UERP/ERP programmes, to underline the importance of local investments and encourage the participation of Ukrainian cities in infrastructure projects.
- Empowering vulnerable communities: ensure that vulnerable populations, such as conflict-affected and internally displaced persons, are informed about and included in the benefits of infrastructure improvements, promoting inclusivity and social equity.
- Supporting cultural heritage: emphasize the preservation and restoration of cultural and historical landmarks as part of the infrastructure projects.
- Promoting sustainability: highlight the sustainable practices incorporated into infrastructure projects, showcasing environmental benefits and long-term sustainability.

**Time-bound:** To achieve all of the above objectives within the implementation period of the programme, with every half-year progress review and adjustments as needed.

## **5. TARGET GROUPS**

An effective communication approach necessitates an understanding of the targeted audiences, taking into account their information consumption habits and values that resonate with them. The communication strategy and related activities will be designed and centred on engaging with the following primary audiences:

- **Direct beneficiaries**
  - Recipients of services, employees and visitors of the public institutions of local or municipal importance (such as educational institutions, medical facilities etc.) selected for renovation and rebuilding.
  - Local communities affected by the war and internally displaced persons (IDPs), set to gain from the restoration of buildings such as social housing etc.
  - Ukrainian government and local authorities interested in submitting proposals and receiving financial support for reconstruction efforts.

- **General audience** aged 18-60 spanning various age groups and backgrounds residing in Ukraine and the specific regions where the recovery programme is set to take place.
- **Stakeholders and partners** those closely involved with UERP/URP and related initiatives in Ukraine that focus on rebuilding and reconstruction.
- **Multipliers**
  - Journalists and media outlets: Media professionals with a broad audience reach, ideal for amplifying messages.
  - Key opinion leaders: Public figures such as ministers and deputies, experts, influential bloggers, who can generate interest and disseminate information about the programme.
  - Community leaders: Local figures like mayors, city council members, community activists, directors of reconstructed facilities, who can help amplify messages within their respective communities.

To effectively engage these target groups, the communication approach should strike a balance between appealing to emotions and values, and providing tangible proof of the substantial recovery assistance offered through the combined efforts of the EU, its bank EIB and the Ukrainian Government through the Ministry for Restoration and the Ministry of Finance.

## 6. KEY COMMUNICATION MESSAGES

The 2023 EU Neighbours East Annual Survey<sup>1</sup> reveals that 96% of Ukrainians believe their country has a strong and good relationship with the European Union. Furthermore, 95% are well aware of the EU's unwavering support since the beginning of the war, with 85% finding it highly effective. The survey also demonstrates impressive awareness levels of various EU initiatives: 98% acknowledge support for refugees and internally displaced persons, 97% recognize EU humanitarian aid, 96% acknowledge financial assistance, 95% are informed about military support, and 91% are aware of assistance for future reconstruction.

These findings underscore the significant potential of communication efforts within the UERP/URP programmes. This is an opportunity to significantly enhance general awareness about the EU's contributions to reconstruction, support for IDPs, and the vital role of financial support in enhancing the country's economic resilience.

To effectively communicate these benefits, programme-specific messages will be carefully crafted to resonate with the defined target audiences. The table provided below outlines a strategic approach to the messaging, focusing on various aspects of the programme while addressing the needs of each audience segment.

It is crucial to note that these messaging examples are flexible and will be fine-tuned to fit the specific requirements of each individual information campaign, ensuring relevance and impact.

Target group	Message
--------------	---------

<sup>1</sup> 'Annual Survey 2023 – Ukraine. Perception of the European Union' Annual Survey 2023: Ukraine, <https://euneighbourseast.eu/news/publications/annual-survey-2023-ukraine/>



<b>Direct beneficiaries:</b>	
Recipients of services, employees and visitors of the public institutions	Emphasize the tangible improvements they will experience in their daily lives, and share stories of positive changes from similar reconstruction in the past (success stories of UERP reconstructed objects). Highlight the benefits of the European Union support.
Local communities affected by the war and internally displaced persons (IDPs)	Highlight the community's role in the rebuilding process to foster a sense of ownership and engagement. Share success stories to instill hope and motivation. Show communities the impact and EU and EIB activities.
Ukrainian government and local authorities	Offer clear and accessible information on how to apply for funding and support, and provide examples of successful partnerships of the cities/communities with the UERP/URP. Convince cities to engage in EIB subprojects, to submit applications to call for proposals, to speed up subproject implementation.
<b>General audience aged 18-60</b>	Use memorable narratives and visuals to showcase the programme's impact on citizens and country as a whole.
<b>Stakeholders and partners</b>	Regularly update stakeholders and partners on the programme's progress, acknowledging their role and contribution (e.g. UNDP regular updates on the programme). Use events or forums dedicated to recovery to network stakeholders and partners, share insights, and learn from each other.
<b>Multipliers:</b>	
Journalists and media outlets: Media professionals with a broad audience reach, ideal for amplifying messages	Provide them with easily shareable content, including key facts, testimonials, and compelling stories. Organize briefings or press tours to ensure they have a deep understanding of the programme and its impacts, enabling them to become effective advocates.
Key opinion leaders: Public figures such as ministers and deputies, experts, influential bloggers, who can generate interest and disseminate information about the programme	Provide them with detailed information and data, ensuring they are well-equipped to speak authoritatively on the subject and amplify their statements/quotes about the programme in the communication materials (such as press releases, articles, videos)

Community leaders: Local figures like mayors, city council members, community activists, directors of reconstructed facilities, who can help amplify messages within their respective communities	Provide them with resources and tools to effectively communicate the programme's benefits to their communities, for example, during the opening, ceremony events, monitoring/press visit. Encourage to share stories of their communities/reconstructed facilities through own presentations, short videos showcasing the local results of the programme.
---	---

## Provisional messages

The preliminary messages outlined below set a direction for the communication efforts, focusing on the primary beneficiaries and highlighting the main advantages of improved social infrastructure facilities.

These messages serve as draft examples. The final messages will be tailored to align with various communication activities, whether it be articles, videos, brochures, or other mediums defined for communication within the respective phases of the programme (see section 8 for more details).

- 1. The European Union, its bank EIB, in a cooperation with Ukraine are dedicated to enhancing the social infrastructure of Ukraine, striving to improve the quality of life for its citizens.*
- 2. Together, under the banner of "We Build Ukraine", we are committed to swift and comprehensive reconstruction, making Ukraine better than ever before.*
- 3. Our ongoing efforts include the renovation of hospitals, schools, and kindergartens, water plants, aimed at gradually restoring safe and comfortable living conditions for the Ukrainian people.*
- 4. Despite the challenges we face, the EU and its bank EIB remain unwavering in support for Ukraine local projects, including the renovation of schools, kindergartens, hospitals, and administrative buildings.*
- 5. With investments in recovery and rebuilding, we are securing Ukraine's prosperous future as an integral part of the European family. We are working tirelessly to restore what the war has taken away.*
- 6. Despite daily threats and ongoing conflict, the EU, its bank EIB and Ukraine Government are resolute in ensuring that no Ukrainian is left behind, providing access to quality education, medical care, and administrative services.*
- 7. The comprehensive renovation of schools, kindergartens, hospitals, and other critical facilities is an essential step towards providing decent living conditions for those affected by the war.*
- 8. The EU, its bank EIB and the Ukrainian Government are dedicated to supporting Ukraine in implementing life-changing projects, focusing on the renovation and rebuilding of vital infrastructure, such as schools, kindergartens, and hospitals.*



9. *Despite the ongoing war and daily challenges, we, along with our partners, are forging a new Ukraine — one that is modern, inclusive, and sustainable.*
10. *Through programmes like the UERP/URP, the EU and its bank EIB stand by the Ukrainian government in its recovery efforts, dedicated to rebuilding Ukraine, making it stronger and more resilient than ever before.*

## 7. COMMUNICATION CHANNELS

### General media consumption trends in 2023

Results of the nationwide survey by USAID-Internews<sup>2</sup> on the media consumption of Ukrainians in 2023 show that, unlike the early days of the war in 2022 when respondents followed the news 24/7, there is now, in 2023, a significant decrease in the frequency of news consumption. Respondents are gradually adapted to the ongoing war, shifting their focus back to personal matters instead of being actively engaged with the media.

Thus, in 2023, the majority of Ukrainians, **76%, obtain news from social media**, with every third Ukrainian exclusively using social networks. About **40% of respondents learn about news from internet websites**, while **30% rely on television**. Radio and print media are no longer primary sources of news. Smartphones are the main devices through which respondents receive news.

### Media consumption of EU information in 2023

The media consumption trends among Ukrainians align with the findings of the 2023 EU Neighbours East Annual Survey<sup>3</sup>, which also indicates that a significant number of Ukrainians rely **on social media as their daily source of news and information about the EU, with 73% utilizing it**. The second most common source for EU information is the broader **internet, encompassing websites, blogs, and search engines like Google, with 58% of Ukrainians turning to it for EU-related information**. **Television ranks as the third priority, with 46% of Ukrainians using it as an information source**.

Additionally, only 7% of respondents indicated that they obtain news about the EU from official EU websites. Word of mouth remains a prominent source, involving family, friends, relatives, and colleagues.

### Overview of communication channels in Ukraine

According to the 2023 media surveys, social media, internet websites, and TV are the top three media channels where Ukrainians consume information, including news about the EU. The following overview will provide more details about these channels and how they can be applied to communicate the UERP/URP programmes.

#### 1. Social Media

---

<sup>2</sup> Attitude of the population towards mass media and consumption of different types of media 2022  
<https://internews.in.ua/wp-content/uploads/2023/10/Ukrainski-media-stavlennia-ta-dovira-2023r.pdf>

<sup>3</sup> 'Annual Survey 2023 – Ukraine. Perception of the European Union' Annual Survey 2023: Ukraine,  
<https://euneighbourseast.eu/news/publications/annual-survey-2023-ukraine/>

Social media remains the number one source for information consumption in Ukraine, including news about the EU. The results indicate that Ukrainians prefer the following social networks for consuming news:

1. Telegram (72%)
2. Facebook (19%)
3. YouTube (16%)
4. Viber (15%)
5. Instagram (10%)
6. TikTok (5%)
7. Twitter (2%)

Now, let's delve into each of these social networks and how Ukrainians use them to consume news:

### **Telegram/Viber:**

Telegram and Viber are popular messengers in Ukraine, and some notable channels on Telegram include "Trukha Ukraina", "Ukraine now", "Lechen writes", and "TSN news". However, it is not recommended to use Telegram and Viber as primary channels for UERP/URP communications due to the potential spread of unverified information and concerns about their Russian connections.

If considering using Telegram as a communication channel, it's advisable to collaborate with trusted channels like the European Commission channel (approximately 8,000 users) or channels affiliated with government representatives, such as the Ministry for Recovery's channel (21,000 users) or the Ministry of Finance (3,000 users). Additionally, channels related to President Zelensky (900,000 users) or Prime Minister Denys Shmyhal (approximately 20,000 users) could be considered.

### **YouTube:**

YouTube is the leading platform for watching video content in Ukraine, including entertainment and news, with almost 22.6 million Ukrainian users. This platform is particularly popular among individuals aged 18 and older. It can be utilized for live streaming, recording major events, promoting videos produced within the UERP/URP, and sharing content effectively.

Notable news channels on YouTube in Ukraine include "Sternenko" (a channel of a well-known blogger and activist Serhii Sternenko), "Channel 24", "TSN", and "Ukrainska Pravda".

### **Facebook and Instagram<sup>4</sup>:**

At the beginning of 2023, Facebook had an audience of 13.7 million users in Ukraine, while Instagram had 11.6 million users. These platforms should be considered as essential communication channels for UERP/URP due to their popularity. Sharing success stories, photos from openings, images of renovated buildings, videos, and beneficiary testimonies would work well on Facebook and Instagram.

These platforms can also be leveraged by UERP/URP partners, such as the EU Delegation to Ukraine, EIB, UNDP Ukraine, Ministries, Ministers, as well as participating cities.

Notable news channels on Facebook include "TSN", "Ukrainska Pravda", "Hromadske" and "Suspilne News".

---

<sup>4</sup> [Facebook and Instagram in Ukraine - 2023 January.pdf \(plusone.ua\)](#)

### **TikTok:**

TikTok is primarily used by younger and middle-aged individuals for entertaining content. In 2023, it gained popularity for news consumption due to its user-friendly, concise video format. However, given its youthful audience and entertainment focus, TikTok may be the least relevant channel for UERP/URP communications. TikTok is furthermore at the moment not to be used for EU communications.

### **Twitter:**

Twitter can serve as a channel for informing foreign and policy-oriented/political audiences about the latest updates, news, and events related to UERP/URP. Additionally, the profiles of ministers, ambassadors, and programme stakeholders can be valuable channels for message amplification.

### **Social media advertising:**

Given the popularity of social media networks in Ukraine, communication campaigns for UERP/URP should include active social media advertising. This allows for wider audience reach, specific user targeting, KPI tracking, and performance optimization.

### **Influencers on social media:**

Influencers, including relevant ministers, mayors of participating cities, EU ambassador, and key programme stakeholders, can play a significant role in amplifying communication campaigns.

## **2. Internet media: news platforms and websites**

Since approximately 40% of respondents from the mentioned nationwide survey by USAID-Internews<sup>5</sup> acquire news from websites, making this channel the second most popular medium for information consumption in Ukraine, it must be considered when communicating the UERP/URP programmes.

Furthermore, the effectiveness of using this channel has been validated in past communication campaigns of UERP programme. For instance, in 2020, a successful special media project titled “[Live On](#)” (Ukrainian: «Жити далі») was executed within the media outlet Ekonomichna Pravda. This special media project featured five articles that discussed various aspects of the UERP. In 2021, articles highlighting the programme’s success through beneficiary stories were published on NV.ua media outlet ([1](#), [2](#), [3](#)). These initiatives achieved success and are recommended for repetition in URP communications. Such communication can involve stories from beneficiaries impacted by the restored infrastructure, stories about the infrastructure objects itself, or interviews with key programme stakeholders (e.g., the Minister for Recovery, EU Ambassador to Ukraine, EIB President/Vice-President, UNDP Management, and others).

It is advisable to cooperate with national online publications that, according to the Institute of Mass Information of Ukraine as of March 2023<sup>6</sup>, adhere to professional standards at a rate of 95-80%. These publications include:

---

<sup>5</sup> Attitude of the population towards mass media and consumption of different types of media 2023 <https://internews.in.ua/wp-content/uploads/2023/10/Ukrainski-media-stavlennia-ta-dovira-2023r.pdf>

<sup>6</sup> Online media outlets that have been recognized by the Institute of Mass Information (IMI) <https://imi.org.ua/monitorings/onlajn-media-shho-staly-najyakisnishymy-monitoryng-imi-i51820>

Media Outlet	Description
<a href="#">Hromadske</a>	Independent news outlet known for its unbiased reporting and focus on social issues.
<a href="#">Suspilne</a>	A public broadcasting company offering diverse content, including news, culture, and educational programs.
<a href="#">Liga.net</a>	A comprehensive news portal providing news, interviews, and analysis on politics, business, and culture.
<a href="#">Ukrainska Pravda</a>	A leading Ukrainian news source recognized for its investigative journalism and in-depth coverage of current events.
<a href="#">Ukrinform</a>	The national news agency of Ukraine, delivering official news and information on a wide range of topics.
<a href="#">ZN.UA (Dzerkalo tyzhnia)</a>	A popular online news portal providing a wide range of news, analysis, and reports on various topics.
<a href="#">Babel</a>	An online publication known for its coverage of political and social issues, often featuring in-depth analysis and opinions.
<a href="#">NV</a>	A prominent news portal providing news and analysis on politics, economics, and society, with a business focus.
<a href="#">Espreso</a>	A digital news platform of Espreso TV channel offering news, analysis, and opinion pieces on various subjects, including politics and economics.

When considering the most popular media outlets for consumption in 2023, the following options align with the previously mentioned reputable media outlets and are recommended as communication channels for UERP/URP programmes:

- Ukrainska Pravda and its related media project “Ekonomichna Pravda” focused on business and economics, as well as “European Pravda”, an online resource with a strong focus on international and European integration news related to Ukraine.
- Ukrinform
- Suspilne
- Liga.net
- Hromadske

These online media outlets are recognized for their credibility and can serve as effective communication channels for UERP/URP programmes.

Given that the UERP/URP programmes have regional significance, involving multiple oblasts, municipalities and local communities, it’s also important to consider regional websites in the communication strategy. These websites are crucial for residents in various regions. For example, [“OstroV”](#) is an information agency that provides news and up-to-date reports on Donbas and the country. Additionally, [“Zaxid.net”](#) is a regional news portal that concentrates on events and news in Western Ukraine, including Lviv and its neighboring areas.

For certain topics/projects, more urban/youth-oriented online platforms like [The Village Ukraine](#) and [Hmarochos](#) should be considered.

### 3. Television

Television holds the third position in the Ukrainian media consumption landscape, with 30% of Ukrainians considering it one of the primary sources of information. It also deserves a prominent role in the communication strategy.

Since the start of the full-scale war in 2022, a collaborative information telethon named “United News” (Ukrainian: Телемарафон «Єдині новини») or “UA together” (Ukrainian: «UA разом») was launched. Major Ukrainian TV channels came together to provide round-the-clock broadcasting aimed at delivering verified information regarding the war and the surrounding situation. As of 2023, such national channels are participating in the telethon: public broadcaster Pershyi, the official TV channel of the Ukrainian parliament Rada, Inter, 1+1, ICTV and My – Ukraina. Each channel allocated a six-hour time slot for this purpose.

According to the previously mentioned USAID-Internews media survey, 80% of respondents are aware of the “United News” telethon, with 45% being weekly viewers and an additional 10% tuning in several times a month. Viewers of the telethon express a high level of trust in the news presented and appreciate the timeliness, accuracy, and depth of analysis in the information provided.

Therefore, for UERP/URP communication purposes, this resource can also be considered as long as it remains in existence and relevant for the country. Currently, the telethon not only delivers breaking news but also offers opportunities for each media group to be creative within their time slot. This presents an avenue for showcasing, for example, a video tour with overviews of UERP/URP projects from various regions of Ukraine, including interactions with beneficiaries, effectively demonstrating the tangible impact of EU assistance in Ukraine’s reconstruction and recovery efforts.

The top five national news channels leading in viewership are 1+1 (63%), ICTV (37%), STB (33%), Inter (32%), and My – Ukraina (11%).

TV channel	Description
1+1	One of Ukraine’s leading TV channels, 1+1 offers comprehensive news coverage along with a variety of other programs, including entertainment and talk shows. Known for its broad viewership.
ICTV	ICTV is a popular Ukrainian television channel that provides extensive news reporting, as well as diverse programming in entertainment and other genres. It is widely recognized for its news programs.
STB	STB is a television channel offering a mix of news, entertainment, and reality shows. It also features news broadcasts that contribute to its broad audience appeal.
Inter	Inter is known for its extensive news coverage and is one of the major news sources in Ukraine. It covers a wide range of topics, including politics, current events, and social issues.
My – Ukraina	My – Ukraina is a television channel that provides news and information on various topics. While it may have a

	smaller viewership share, it remains a notable news source in Ukraine.
--	--

#### 4. Radio

Despite a decline in audience numbers over the years, with only 10% of Ukrainians consuming information through this channel in 2023, radio still holds potential for disseminating information about the UERP/URP programmes.

The audience of both national and regional radio stations is fairly consistent. The most popular national radio stations for receiving news include Ukrainske Radio (21%), Lux FM (20%), Hit FM (18%), Radio NV (10%), and Nashe Radio (10%).

Radio, with its enduring presence and dedicated listeners, can serve as an additional communication channel to reach a diverse audience and promote awareness of the UERP/URP programmes.

Radio station	Description
Ukrainske Radio	Ukrainian Radio is a national radio station known for its comprehensive news coverage, cultural programs, and a wide range of music genres. It has a loyal audience and offers diverse content.
Lux FM	Lux FM is a popular radio station that focuses on music, offering a variety of genres and hits. While primarily music-oriented, it may include news updates and entertainment segments.
Hit FM	Hit FM is a radio station that specializes in playing hit music across different genres. While music-focused, it may provide occasional news and entertainment content.
Radio NV	Radio NV is known for its news and current affairs programming. It delivers in-depth news coverage, interviews, and analysis on various topics, making it a reliable source of information.
Nashe Radio	Nashe Radio is a radio station that caters to a diverse audience with a mix of music genres. It may include light news and entertainment segments as part of its programming.

#### Additional communication channels and sources

While these communication channels have not been analyzed in recent surveys, they have proven to be effective communication channels in previous UERP communication campaigns and in general. Therefore, they must be taken into consideration when planning the communication strategy.

##### 1. Outdoor billboards and city lights:

Utilizing billboards and city lights strategically placed near buildings slated for renovation or within participating cities of UERP/URP can be a valuable strategy if the budget allows. While these mediums can be expensive, they offer the advantage of mass reach. Eye-catching and emotionally engaging billboards can enhance the impact of other campaign channels.

These channels have already been successfully employed in previous UERP communication efforts, receiving positive feedback.

## **2. Advertising in Intercity trains:**

Ukrainian Intercity trains provide a unique opportunity to showcase promotional videos about UERP/URP. This practice has been employed in the past for UERP and received significant feedback from various target groups who noticed the ads.

Especially now, when trains serve as the primary lifeline and mode of public transport for Ukrainians and international guests, the placement of video content on Intercity train screens should be considered a mandatory component of the communication strategy.

## **3. Recognition plaques/tables on reconstructed buildings:**

Plaques placed on each of the buildings benefiting from the support of UERP/URP serve a dual purpose. They acknowledge the contributions of donors who have improved the lives of Ukrainian citizens and inform the direct beneficiaries about it. This practice is already widely implemented and should remain unchanged.

## **4. Opening events and press tours:**

Event-based communication can effectively inform target audiences about upcoming activities, ongoing project phases, or closing/opening events related to rehabilitation works. Such events have been successfully implemented and should continue to be part of the communication strategy.

## **5. Information materials:**

Information materials such as infographics, brochures, or PowerPoint presentations containing facts, figures, and additional information can serve as supplementary communication tools for the programmes. These materials should be produced as needed and can be used independently or as supplementary materials during events, articles, meetings, and other communication activities.

## **Summary of communication channels for UERP/URP:**

The communication plans should be tailored based on Ukrainians' exposure to information, their preferences, and their consumption habits across different channels and platforms. The strategy aims to use multiple communication channels to achieve greater outreach. Combining the strengths of various platforms will expand opportunities to connect with target audiences more effectively.

Communication channels and tools should encompass a range from traditional media to digital media, from outdoor advertising to events, all as part of a cohesive and consistent communication campaign.

Based on the analysis of various communication channels presented above, the communication plans for UERP/URP should consider the following recommendations:

- Focus on audience preferences and behaviors for effective communication.
- Harness the potential of various channels and integrate their opportunities.
- Utilize content and formats that can generate a high engagement impact, such as human stories of beneficiaries.



- Adapt to the specific trends and characteristics of Ukraine, including the use of social media platforms like Facebook and Instagram, online media (websites), and television, as well as promotions in Intercity trains.

## **8. COMMUNICATION ACTIVITIES**

The communication strategy outlines two distinct approaches for undertaking communication activities within the UPR:

### **1. Reactive/Ad-Hoc communication:**

This approach involves the communication of ongoing activities, including but not limited to press releases, social media coverage of ceremonial events, inaugurations of newly opened buildings, and milestones achieved in the programme overall or related local projects.

This also encompasses important events in the programme's life, such as announcements of calls for proposals, the utilization of standardized designs developed within the programme, monitoring visits to reconstructed objects, and planned visits by high-level delegations to these sites. Additionally, it involves the participation and presentation of the programme's results during forums and recovery events. Furthermore, when participating cities initiate local communication regarding the progress of object reconstruction, it can be amplified.

Notably, this form of communication does not incur production costs and can be managed by the programme's communication expert (hired under Cowater TA), with support and oversight from the EIB's Communication Officer, in coordination with communication officers from partners — the EU Delegation to Ukraine, the Ministry for Restoration, and UNDP Ukraine.

### **2. Strategic proactive communication with production costs:**

This approach is meticulously planned annually and is outlined in agreed-upon communication action plans. It is executed by a contracted communication agency and involves the development and production of communication products with a higher degree of complexity, such as articles, videos, billboards, and media advertising.

This type of communication necessitates production costs and often requires the involvement of additional experts, including designers, camerapersons, and social media marketing (SMM) experts.

The development of communication activities by the communication agency should be closely coordinated and supervised by the programme's communication expert, who is hired under Cowater TA.

This dual-faceted approach ensures a holistic and effective communication strategy, enabling to respond swiftly to immediate needs while also investing in substantial, high-quality communication initiatives.

### **A phased approach to executing communication activities**

The communication strategy also follows a phased approach, particularly for complex communication activities that entail significant production costs. This approach allows to periodically reflect on and evaluate strategies, discerning what has been successful and what

hasn't, and to plan future communication activities accordingly. This is crucial, given the programme's progression and the unpredictable situation in the country over the longer term.

At present, it is proposed to divide communication into six phases, corresponding to each year of the programme from 2022 to 2027.

### → Phase one – year 2022

Initially, 2022 was earmarked for proper planning and strategizing. However, the unforeseen full-scale Russian invasion of Ukraine dramatically shifted the focus. The ensuing chaos necessitated a more flexible and responsive communication strategy.

In light of the critical situation, a joint decision was made with the partners to reallocate funds towards producing meaningful and supportive communication products for the beneficiaries of the UERP/URP, rather than concentrating on development of deep communication analysis and strategy.

#### *Actions and deliverables*

A decision was made to produce a package of communication products, including a branded rucksack, blanket, and thermal mug. These materials were distributed to children in eastern Ukraine, particularly those associated with schools involved in the URP.

A total of 467 packages, with an overall value of €23,000, were distributed, constituting the communication component for the first year of the URP.



#### *Visibility and impact*

The distribution and handover of these branded items resulted in the creation of various publications and videos, enhancing the visibility of our initiatives.

The UERP and URP programmes were also prominently featured in EIB blog stories and videos, showcasing the significant support and partnership provided by the EU and EIB in Ukraine's time of need.

Links to visibility products:

- [After many years of assistance from the European Union, Ukrainians welcome the EU and EIB as partners today](#)
- [Ukraine rebuilding gets EU bank backing, even during war \(eib.org\)](#)
- [Schools investment big issue for Ukraine after Russian invasion \(eib.org\)](#)
- [uaHope for Ukraine - YouTube](#)
- Kremenchuk City Center for Comprehensive Rehabilitation of Children with Disabilities
- <https://www.youtube.com/watch?app=desktop&v=JrBKH2EqVOM>

- <https://kremen.gov.ua/index.php?view=single-news&news-id=27255>
- <http://kremen.today/2022/09/15/vyhovantsi-tsentru-reabilitatsiyi-ditej-z-invalidnistyu-otrymaly-podarunky/>
- The V.I. Vernadskyi School in Shyshaky village, Poltava Oblast
- <https://drive.google.com/drive/folders/1m4VpNtMeRpD9qIQtF4Jgb8U7wq7Aumh4?usp=sharing>
- The M.V. Hohol educational complex in Dykanka, Poltava oblast
- <https://dykanka-gromada.gov.ua/news/podarunki-vid-vropeskogo-soyuzu-2022-09-27>
- <https://youtu.be/2mmY-qPVe14?si=xas1nViCfeglA6xx>
- <https://dknkvk.osv.org.ua/news/22-07-00-23-09-2022/>
- Myrhorodskyi liceum №1
- <http://myrgorod.pl.ua/news/podarunki-shkoljaram-vid-jevropejskogo-investysijnogo-banku>
- Link to the photos: ([Dnipro IDP center](#), [Myrhorod school](#))
- Link to the videos: (English version <https://youtu.be/p6HQNypK8v0>, Ukrainian version <https://youtu.be/MIMJaA8Fn5c>)

### *Security and communication*

Given the general security situation in Ukraine, all communication activities in 2022 were conducted with caution and moderation. This cautious approach was adopted to ensure that communication efforts did not inadvertently expose funded social infrastructure facilities to potential attacks.

### **→ Phase two – year 2023**

In 2023, all pre-war communication processes and approaches gradually returned to their normal and familiar standards. The Cowater TA initiated the search and hiring of a communication expert, who, in turn, began developing a communication strategy and plan for the URP.

The development of the communication strategy was based on an analysis of previous communication campaigns for UERP. It also drew insights from meetings with programme's partners, such as communication specialists from the EIB, the EU Delegation to Ukraine, the Ministry for Restoration, and UNDP Ukraine. These partners shared what worked well and was successful, what to avoid, the general approaches, and key messages in communicating Ukraine's recovery during times of conflict.

### *Actions and deliverables*

Simultaneously with the development of the communication strategy, which is to be approved by partners by the end of 2023 and would serve as the foundation for communicating programme's successes until its completion, communication in 2023 largely followed a reactive/ad-hoc approach. This included communication related to the opening inaugurations of reconstructed buildings within UERP, progress with calls for proposals and the selection of participants for URP, and other developments, such as the creation of standard design templates for administrative service centers, kindergartens, and schools for use by local authorities and municipalities throughout Ukraine.

### *Visibility and impact*

The ad-hoc communication for the four inaugurations in 2023 was organized through joint press releases and ceremonial events held at the opening venues. These releases featured statements from key stakeholders of the programme and were published and distributed by

all partners on their websites and social media platforms. The openings included the following objects:

- School in Reshetylivka in May: [Renovated sports complex for people with disabilities opens in Poltava Oblast thanks to EU and EIB support | EEAS \(europa.eu\)](#)
- Hospital in Odesa in July: [Ukraine: EU-supported hospital renovation completed in Odesa \(eib.org\)](#)
- School in Shyshaky in September: [Ukraine: School in Poltava Oblast reopens after extensive repairs thanks to EU support \(eib.org\)](#)
- School in Kamyanske in October: [EU-backed school reopens in eastern Ukraine \(eib.org\)](#)

These announcements generated various media materials that were picked up by the media. Below are some media clippings:

<b>School in <a href="#">Reshetylivka</a></b> <a href="#">Interfax-Ukraine Inform agency</a> <a href="#">Ukrinform agency</a> <a href="#">0532</a> <a href="#">Rubryka</a> <a href="#">Exo</a> <a href="#">IRT</a> <a href="#">Kolo</a> <a href="#">Novyny Poltavshchyny</a>	<b>School in <a href="#">Kamyanske</a></b> <a href="#">Ukrainian government's newspaper</a> <a href="#">Day</a> <a href="#">Open TV</a> <a href="#">ShoTam</a> <a href="#">Eurointegration portal</a> <a href="#">Army FM</a> <a href="#">D1</a>
<b>Hospital in <a href="#">Odesa</a></b> <a href="#">Ukrinform News Agency</a> <a href="#">Uriadovyi Kurier</a> <a href="#">Novyny Live</a> <a href="#">Censor.net</a> <a href="#">Ivasi News</a> <a href="#">World UA</a> <a href="#">Pervyi Gorodskoy</a> <a href="#">USI</a> <a href="#">Thesis</a> <a href="#">UkrDealing</a> <a href="#">Dumska</a>	<b>School in <a href="#">Shyshaky</a></b> <a href="#">Euneighbourseast portal</a> <a href="#">Novyny Poltavshchyny</a> <a href="#">Zmist</a> <a href="#">0532</a> <a href="#">Status Quo</a> <a href="#">Poltava Wave</a> <a href="#">PTV</a> <a href="#">Myrhorod District Military Administration</a> <a href="#">IRT TV</a> <a href="#">The Page</a>

All of this contributed to increasing the visibility of EU assistance in Ukraine's recovery. If this is reinforced with strategic communication involving additional communication products to be developed and promoted during the next phases presented below, it will further reactive/ad-hoc communication enhance the visibility and awareness of the UERP/URP programmes and EU support for Ukraine.

### → Phase three – year 2024

This phase will be constructed with the integration of a strategic approach as outlined in this strategy, which, as mentioned earlier, will enhance and amplify the reactive/ad-hoc

communication of openings and other UERP/URP milestones anticipated to be achieved during 2024.

In the second year of the full-scale war, as fatigue and weariness set in and assistance appears to wane, it's crucial to communicate and demonstrate that the support of the European Union for Ukraine remains steadfast. That despite challenges such as electricity outages or workforce disruptions, recovery projects are moving forward and Ukrainian cities are actively working on reconstruction.

Effective communication should rely not only on words but on tangible evidence. It is proposed to center communication around real examples of reconstructed objects within the UERP/URP programmes and the success stories from the beneficiaries of these objects. Firstly, this approach is more believable because it is based on real examples, not just declarations. Secondly, it has a personal effect, as people-to-people communication always engenders trust. This approach, as described above, was successful even before the war, making its replication during wartime particularly relevant.

Communication needs to be prominent but not excessive, as costly communication products like billboards during this phase can be perceived negatively, suggesting that funds are being diverted from real needs for reconstruction or the military.

Ideally, this phase should include products for use and engagement through the most popular communication channels (see Section 7). Success stories can be shared through articles in online publications, social media posts and advertising campaigns, videos on television, or other platforms, such as Intercity trains, which are currently a powerful media platform in Ukraine.

This phase could be marked by the launch of a special communications campaign initiated around the second anniversary of the full-scale war (February 2024). This campaign would highlight the European Union's unwavering support and the tangible progress made in reconstruction efforts, despite the prolonged Russian aggression, showcasing new schools, kindergartens, and hospitals as symbols of recovery. Proposed names for this campaign that encapsulate its essence in a concise and catchy manner could be:

- "EU stands with Ukraine: rebuilding future"
- "Forward as One: We Build Ukraine with the EU"
- "We Build Ukraine: United with EU"
- "EU and We Build Ukraine Together"
- "We Build Ukraine: reconstructing the country with the EU support"
- "We Build Ukraine: bricks of resilience"
- "We Build Ukraine: the EU's commitment in action"

A detailed communication/action plan for 2024 should take these ideas into account and be developed and implemented by a dedicated communication agency, which will be hired by Cowater TA. Detailed scope of work is presented in Annex 1 of this document.

All additional reactive/ad-hoc communication will be performed by the programme's communication expert under the supervision of the EIB and in collaboration and coordination with the EU Delegation to Ukraine, UNDP Ukraine, and promoters.

#### **→ Phase four-six – year 2025 — July 2027**

For the period of 2025 — July 2027, the long-term communication strategy will be highly adaptive, responding directly to the circumstances in Ukraine, taking into account the status of the war, security situation, as well as economic and political developments within the

country. Another determinant shaping the communication will be Ukraine's progress toward European Union accession. The progression of the programme itself will also influence and determine the communication strategy during this time. Adjusting communications for the URP to align with these processes is critical to deliver impactful messaging.

Considering strategies for 2025 - 2027 communications, a diverse array of tools, products and communication opportunities should be utilized, such as:

- *Communication around launch of renovation works within URP*: these events present opportunities to maximize visibility and highlight EU support, drawing media interest and broadening the dissemination of programme-related information.
- *Communication around inauguration events within UERP and URP*: these serve as pivotal moments to generate wider media attention, underscoring the significance of milestones reached.
- *Media projects*: media products, including dedicated articles, interviews, video stories or digital banners published on online media resources, could be considered to continue informing audiences about the programme's initiatives, supported by promotions on Google and Meta.
- *Visual content*: photos and videos will vividly document reconstruction stages and the transformative "before and after" effects, illustrating the concrete outcomes of EU assistance. These materials could be widely shared across media platforms and used in communication materials such as articles, social media posts, brochures or presentations.
- *Publications*: articles and press releases will keep audiences informed about the UERP/URP's key accomplishments and ongoing activities.
- *Social media engagement*: creative and engaging social media content will boost programme visibility and demonstrate its impact. Considering the popularity of social networks in Ukraine and their relatively low cost, the element of publications or promotions on social networks can always be included in the communication plan of any phase of the programme.
- *Promotional videos*: High-impact videos which could highlight the reconstruction efforts and EU's role in enhancing the quality of life of Ukrainians. The videos are suitable for distribution and promotion across various platforms – either on online websites, TV, social media or Intercity.
- *Print materials*: Brochures and infographics could feature up-to-date programme results, impact for beneficiary, and present fresh data. This could be foreseen for the regular annual update.
- *Intercity train ads*: utilizing the advertising potential of intercity trains, can visually promote the programme's reach and success. Therefore, promotional videos or other media interactions with Intercity should be included in communication plans.
- *Standard design visibility*: buildings constructed using standard designs that have been developed and generously provided free of charge for use by municipalities can feature the visual identity of the EU/EIB, thereby ensuring recognition of the EU's role. If these designs are adopted by municipalities, they can serve as a communication element, included in articles, videos, or communicated through press releases.

- *Press Tours*: press tours can be a valuable communication opportunity to include in the communication plans. These tours can involve visits to significant and prominently reconstructed buildings, providing journalists with first-hand opportunities to witness improvements and engage with beneficiaries. Such tours can also be organized for EU/international journalists covering Ukraine. Providing journalists with easy and well-organized access to this information can pique their interest, potentially leading to the creation of articles that mention the programme.
- *Europe Day/EU initiatives in Ukraine*: The annual celebrations of Europe Day in Ukraine, along with other campaigns organized by the EU Delegation, whether dedicated to IDPs, reconstruction efforts, or broader support for Ukraine, offer valuable opportunities to integrate with the communication activities of the programme. For instance, the organisation of an exhibition featuring photos of objects and people can be considered as one of the activities, which would complement these EU events. Another option is to engage in interactive initiatives, such as creating a mural on one of the reconstructed buildings, to convey a respective message effectively. The programme's results hold significant potential for communication and can seamlessly align with EU communications campaigns in Ukraine. Additionally, these activities, like exhibitions and creative engagements, can also be organized independently, unrelated to Europe Day events.
- *Billboards, LED video boards, and other outdoor advertising options*: While these outdoor tools can have a significant mass impact, their high cost should prompt us to carefully weigh the investment against the expected results. While they offer a large-scale reach, considering the program's social nature, a more nuanced and delicate approach to communication may offer more advantages. If there is an opportunity to explore cost-effective options, for example, if the ministries or the government by any chance have such ads spaces, then it's worth considering.

This list of communication products is designed to be adaptable and flexible, allowing for detailed customization and adjustment. The contracted communication agency will develop specific proposals for each phase, in line with the Terms of Reference and strategic directives from the EIB, to ensure the desired impact is achieved.

At the conclusion of the communication phases, an external company will be hired to conduct an independent assessment to evaluate the impact of communication activities carried out throughout all communication phases. This report should assess changes in Ukrainians' awareness and perceptions of the support for Ukraine's recovery and rebuilding efforts, provided by the EU, its bank EIB, and associated partners. The focus will be on the contributions made through the UERP/ERP programmes, evaluating how effectively these initiatives have been perceived.

### **Visibility considerations**

All communication materials produced will comply with the latest EU guidelines on visibility for external actions and feature logos of the EU, EIB, UNDP Ukraine, the Ministry for Restoration, and the 'We Build Ukraine' national campaign. For materials with more space, the identities of other key partners, such as the Ministry of Finance or participating cities, will be included, along with a statement and boilerplate text describing the programme:

*(this draft text is intended to convey the concept and is subject to verification with the EIB prior to each use)*

"The renovation of [Object name] was carried out under the Ukraine Recovery Programme (URP), a €340 million multi-sector framework loan from the European Investment Bank (EIB),



aimed at empowering local authorities to refurbish social infrastructure, thereby improving living conditions for internally displaced people and their host communities. To date, the programme has completed approximately [Number] subprojects, including [Number] educational facilities, [Number] healthcare centers, and [Number] units of social housing. The Ministry for Communities, Territories and Infrastructure Development of Ukraine oversees the programme in collaboration with the Ministry of Finance, while local governments are in charge of managing the reconstruction projects. UNDP in Ukraine offers technical assistance, ensuring subprojects are implemented effectively and efficiently.”

## 9. TIMELINE AND BUDGET

The presented timeline offers a vision for the implementation of communication activities, aligning with the goals of communication strategy.

### Timeline details:

- Specific timings for each phase and activity will be dynamically adjusted, in line with UERP/URP progress and ongoing developments in Ukraine.
- The communication strategy is segmented into annual phases. This allows for annual evaluation and adjustment, repeating successful tactics and revising any ineffective ones.
- Each year’s campaign will highlight different stages of the UERP/URP, building upon its evolving progress.

### Phases of implementation:

Phase I (2022)	Completed	Focused on value-added communication products.
Phase II (2023)	In Progress	Developing communication strategy and planning.
Phase III (2024)	Planned	Highlighting the benefits of URP based on the success stories from UERP beneficiaries.
Phases IV-V-VI (2025-2027 July)	Planned	Communicating UERP/URP results, reflecting programme progress, including an impact evaluation report.

### Budget allocation:

The total budget for communication activities is €200,000, covering non-key experts and incidental expenditures.

- Phase I incurred expenses of €23,000.
- A planned allocation for Phase III in 2024 is €33,000.
- The remaining budget is allocated for Phases IV-VI including communication expert fees.

## 10. MONITORING AND EVALUATION

This section presents a monitoring and evaluation framework, to be executed by the appointed communication agency. The framework comprises specific requirements and a mix of quantitative and qualitative indicators. Quantitative indicators will ensure the execution of each communication action, while qualitative indicators assess the impact on the target audience, with key measures evaluated at the end of all communication phases.

The communication agency will monitor the results of each communication phase, focusing on quantitative delivery metrics. These intermediate evaluations will incur no additional costs and will utilize the agency's available tools and data.

An independent assessment report by an external company will be conducted at the conclusion of all communication phases. This evaluation will analyze changes in Ukrainian citizens' perceptions of the EU, its bank EIB, especially achieved through the communication of UERP/ERP programmes.

Key indicators for evaluation and monitoring will include, but are not limited to, a set that will vary depending on the specific plan for each communication phase:

### Media coverage

		Means of verification
Quantitative indicators	- Number of articles, stories, interviews published; - Media attending events organised within the programmes.	- Media monitoring; - Performance report by the communication agency.
Qualitative indicators	- % of people recognizing EU-EIB logos; - % of people capable to identify EU-funded recovery initiatives; - % of people recalling the EU recovery messages.	- Final assessment report by evaluation agency; - EU Neighbours East Annual Survey.

### Organic and paid social media

		Means of verification
Quantitative indicators	-Number of posts/tweets/stories; developed and published; -Visuals and videos developed and distributed.	- Overview of the posts developed; - Meta data impressions; - Meta data reach; - Meta insights regarding engagement rate and video views; - Performance report by the communication agency.

Qualitative indicators	<ul style="list-style-type: none"> <li>- % of people recognizing EU-EIB logos;</li> <li>- % of people capable to identify EU-funded recovery initiatives;</li> <li>- % of people recalling the EU recovery messages.</li> </ul>	<ul style="list-style-type: none"> <li>- Final assessment report by evaluation agency;</li> <li>- EU Neighbours East Annual Survey.</li> </ul>
------------------------	---	--

### Intercity trains screens

		Means of verification
Quantitative indicators	<ul style="list-style-type: none"> <li>- Number of videos planned;</li> <li>- Number of videos aired;</li> <li>- Number of trains displaying the videos.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring of airing</li> <li>- Estimated campaign performance</li> <li>- Performance report by the communication agency.</li> </ul>
Qualitative indicators	<ul style="list-style-type: none"> <li>- % of people recognizing EU-EIB logos;</li> <li>- % of people capable to identify EU-funded recovery initiatives;</li> <li>- % of people recalling the EU recovery messages.</li> </ul>	<ul style="list-style-type: none"> <li>- Final assessment report by evaluation agency;</li> <li>- EU Neighbours East Annual Survey.</li> </ul>

### Billboard, citylight (outdoor) display

		Means of verification
Quantitative indicators	<ul style="list-style-type: none"> <li>- Number of billboard advertisements developed;</li> <li>- Number of billboard advertisements displayed;</li> <li>- Audience size/target (determined in advance).</li> </ul>	<ul style="list-style-type: none"> <li>- Number of billboards displayed</li> <li>- Monitoring of the actual installation of the billboards</li> <li>- Performance report by the communication agency.</li> </ul>
Qualitative indicators	<ul style="list-style-type: none"> <li>- % of people recognizing EU-EIB logos;</li> <li>- % of people capable to identify EU-funded recovery initiatives;</li> <li>- % of people recalling the EU recovery messages.</li> </ul>	<ul style="list-style-type: none"> <li>- Final assessment report by evaluation agency;</li> <li>- EU Neighbours East Annual Survey.</li> </ul>

### Brochures, stickers

		Means of verification
Quantitative indicators	<ul style="list-style-type: none"> <li>- Number of materials developed</li> <li>- Number of materials disseminated</li> <li>- Number of events where materials distributed</li> </ul>	<ul style="list-style-type: none"> <li>- Overview of materials developed</li> <li>- Overview of materials disseminated</li> <li>- Performance report by the communication agency.</li> </ul>
Qualitative indicators	<ul style="list-style-type: none"> <li>- % of people recognizing EU-EIB logos;</li> <li>- % of people capable to identify EU-funded recovery initiatives;</li> <li>- % of people recalling the EU recovery messages.</li> </ul>	<ul style="list-style-type: none"> <li>- Final assessment report by evaluation agency;</li> <li>- EU Neighbours East Annual Survey.</li> </ul>

## Annex 1 - Expected scope of work for phase III (year 2024)

The idea of communication phase III, set to launch in 2024, is to vividly showcase the EU and EIB's unwavering commitment to Ukraine's recovery through the UERP and URP programmes. By focusing on powerful success stories of beneficiaries, this phase aims to deepen understanding among Ukrainians about the tangible benefits of the EU's support.

**Strategy:** This phase should bring to life the stories of reconstruction and resilience — narratives from individuals and communities who have directly benefited from the UERP/URP. The strategy involves selecting 3-4 recently reconstructed objects (e.g., schools, hospitals, kindergartens) and utilizing the stories of beneficiaries (such as teachers, headmasters, parents, doctors) to convey the message. These narratives will be seamlessly integrated into all media products, presenting a cohesive idea where each element complements the others. For example, articles will feature beneficiary stories, and the same individuals will be featured in video, ensuring a consistent and engaging narrative.

**Symbolic launch:** Timed with the second anniversary of the full-scale war, the launch will symbolize the continuous efforts in support, recovery, and rebuilding.

Potential names for this phase, alluding to solidarity and reconstruction, can be:

- "EU Stands with Ukraine: Rebuilding the Future"
- "Forward as One: Building Ukraine with the EU"
- "United in Reconstruction: The EU and Ukraine"

**Budget and timeline:** With an allocated budget of €33,000, the campaign should span January to December 2024, ensuring a sustained and impactful presence throughout the year.

**Phase III's communication activities** may encompass a wide range of options, not limited to, but potentially including:

### Media engagement:

- *Dedicated articles/special media project:* to develop and publish up to five in-depth articles in one of the leading Ukrainian media outlets, complete with photographs, quotes, and stories highlighting the EU's role in Ukraine's rebuilding efforts, in particular through UERP/URP programmes.

### Visual documentation:

- *Photos:* Conduct photoshoots of beneficiaries and reconstructed objects selected for the campaign, utilizing these images in the articles and across other promotional materials.
- *Video production:* Create engaging video in two formats (a longer version for social media and a concise version for Intercity trains) to vividly narrate the stories.

### Promotional campaign:

- *Social media campaign:* Promote created articles and produced video on platforms like Facebook, Instagram and YouTube, directing audiences to the full stories.
- *Intercity campaign:* Promote produced video content on the screens within Intercity trains, a pivotal advertising platform in Ukraine. Trains serve as the primary lifeline and mode of public transport for both Ukrainians and international visitors.

### Printed material:

- *Brochures:* Develop informative brochures about the UERP/URP, featuring some of the real-life stories of beneficiaries, a brief programme's overview, and infographic mapping the programme activities.

By strategically leveraging these diverse media channels and focusing on compelling, human-centric storytelling, Communication Phase III aims to not only inform but also emotionally engage the Ukrainian public, highlighting the EU's pivotal role in Ukraine's journey towards recovery and resilience.