Technical Support Instrument

Supporting reforms in 27 Member States

Building Capacities for Effective Communication of the Benefits of the Recovery and Resilience Plans

Fourth training:

Stakeholder engagement and media relations

12 September 2024 | 10.00 - 12.00 CET

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Before we start

- To ensure the quality of the webinar and out of respect for the speaker and other participants, **please keep your microphones turned off** during the training.

- If you have a question or would like to share your thoughts during the discussion or Q&A session, **please raise your hand, and the speaker will invite you to unmute your microphone**. Alternatively, you may use the chat function at any time during the training.

- Please note that **the training is being recorded**. The recording will be shared upon the request of the Member States.

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Agenda

Objective

The objective of the training is to equip the participants with essential and advanced strategies, best practices for effectively managing media relations, enhancing transparency, and building public trust, as well as tools for effective stakeholder engagement, enabling them to foster stronger relationships, navigate complex stakeholder dynamics, and drive impactful communication initiatives that align with organisational goals.

Time (CET)	Activity
10.00 – 10.05	Opening remarks by the DG REFORM.
10.05 – 11.05	Transparency requirements and proactive provision of RRP related information. Stakeholder engagement: Importance of stakeholder engagement in organisational success, stakeholder mapping and analysis.
11.05 – 11.15	10-minute break.
11.15 – 11.40	Maintaining effective media relations.
11.40 – 11.50	Best practice examples from Member States and discussion.
11.50 – 12.00	Q&A session and closing.

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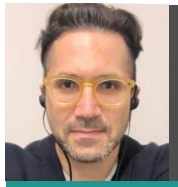
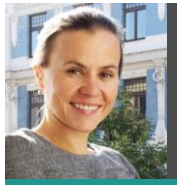
Speakers for today’s training



Stratis Kastrissianakis

DG REFORM

Stratis is a Policy Officer and Project Manager in the Sustainable Growth and Business Environment Unit and in the Horizontal Policies Unit of DG REFORM, European Commission. Previously he worked in various positions in DG GROW and in the Cypriot and Greek public sector (Greek Ministry of Environment and Energy). He also worked as a marketing manager in various multinational companies in the FMCG and Pharmaceutical sectors. Stratis has over 25 years of experience in project management, stakeholder engagement, and policy analysis in public and private sectors at national and EU level.



Ieva Stūre

Komunikācijas aģentūra / Edelman Affiliate

Ieva is a strategic director at Komunikācijas aģentūra (Edelman Affiliate). Ieva has experience of over 20 years in the field of communication, consulting clients in financial, retail, IT and technology industries on strategic communication, media relations, crisis communication, B2B and B2C communication. She has been part of extensive public sector campaigns: euro launch in Latvia; vaccination against COVID-19.

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Opening remarks by the DG REFORM

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Planned training sessions

1. **Training No 1**
   EU communication and visibility requirements on RRP communication
   April 30 (online) at 10:00 – 12:00 CET

2. **Training No 2**
   Strategic RRP communication planning
   May 16 (online) at 10:00 – 12:30 CET

3. **Training No 3 Communication tools, channels and content**
   June 5 (hybrid) | 10:00 – 16:30 CET

4. **Training No 4 TODAY**
   Stakeholder engagement and media relations
   September 12 (online) | 10:00 – 12:00 CET

5. **Training No 5**
   Efficient use of digital communication tools in communicating RRPs benefits to the EU citizens
   September 19 (hybrid) | 10:00 – 17:00 CET

6. **Training No 6**
   Effective communication in crisis situations
   October 10 (online) | 10:00 – 12:00 CET

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Transparency requirements and proactive provision of RRP related information

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RRF specific legally binding requirements. Target groups

Regulation (EU) 2021/241 of the European Parliament and of the Council

Art. 34 – Information, communication and publicity, Art. 25 – Transparency

Regulation (EU) 2023/435 of the European Parliament and of the Council

Art. 25a – Transparency with regard to final recipients

Specific rules are outlined in the Agreements to comply with provisions of the Regulation

RRF Financing Agreement

Art. 10 – Publication of information, visibility of Union funding and right of use

RRF Loan Agreement

Art. 19 – Publication of information, visibility of Union funding and right of use

Target groups: anyone who monitors or implements communication activities on RRP.

Specific target groups:

- RRP coordinating authority
- Authorities involved in the management of the RRP
- Beneficiaries of the RRP funding
- **Public: any person**

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Visibility and communication requirements

Enshrined in **RRF Regulation 2021/241 (Art. 34)** and **financing agreement (Art. 10)**:

- Strategy
- EU emblem
- **Single web space**
- Acknowledge origin and ensure visibility of Union funding

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RRF Regulation 2021/241, Art.34(2):

“

The recipients of Union funding shall **acknowledge the origin and ensure the visibility of the Union funding**, including, where applicable, by **displaying the emblem of the Union and an appropriate funding statement that reads ‘funded by the European Union – NextGenerationEU**’, in particular when promoting the actions and their results, by providing coherent, effective and proportionate targeted information to multiple audiences, including the media and the public.

Enchased monitoring and reporting to ensure transparency requirements of the RRPs

Maintain centralised **information and data accessibility** through national online platforms, allowing the public to scrutinise and hold organisations accountable for RRF funds spendings.

Ensure **timely and regular data updates** on RRP investments and reforms progress, keeping the information current and transparent. For instance, MS are required to provide updates twice a year on the top 100 recipients.

Adhere **to reporting guidelines and standards** that recipients of RRF funding must follow, ensuring that all financial activities are properly documented and available for the managing and monitoring authorities.

> The Ombudsman communication published on the 12 September 2023 <…> suggested further enhancements. These include urging the Commission **to ensure all Member States establish their portals, advocating for proactive transparency throughout plan negotiations, publishing machine translations of national plans for Pan-European scrutiny, and monitoring timely public access to RRF-related documents.**

Source: European Ombudsman. (2023). Closing note on the Strategic Initiative concerning the transparency and accountability of the Recovery and Resilience Facility.

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RRF transparency and stakeholder engagement utilisation in communication

Transparency

- Recovery and Resilience Scoreboard **is RRF key transparency tool.**
- RRF website **contains the details of all 27 national plans** as well as the detailed assessments of the satisfactory fulfilment of milestones and targets relating to the reforms and investments.
- An interactive map of RRF-supported projects in each Member State **enhances RRF visibility and transparency.**
- REPowerEU Regulation **require Member States to publish information on the 100 largest final recipients** of RRF funding for each national plan.

Stakeholder engagement

- Member States should ensure that relevant stakeholders, with a particular focus on local and regional authorities and social partners **remain closely involved in the implementation of the RRF in a timely and meaningful way.**
- The European Commission will keep organising joint **Annual Events together with Member States, bringing together institutions, stakeholders** (in particular social partners and civil society) and recipients of RRF support **to discuss the progress and state of play of the implementation of the national recovery and resilience plans** in each Member State.

Regular communication through a broad range of channels ensures visibility and highlights the benefits of the RRP for funding recipients and the broader public.

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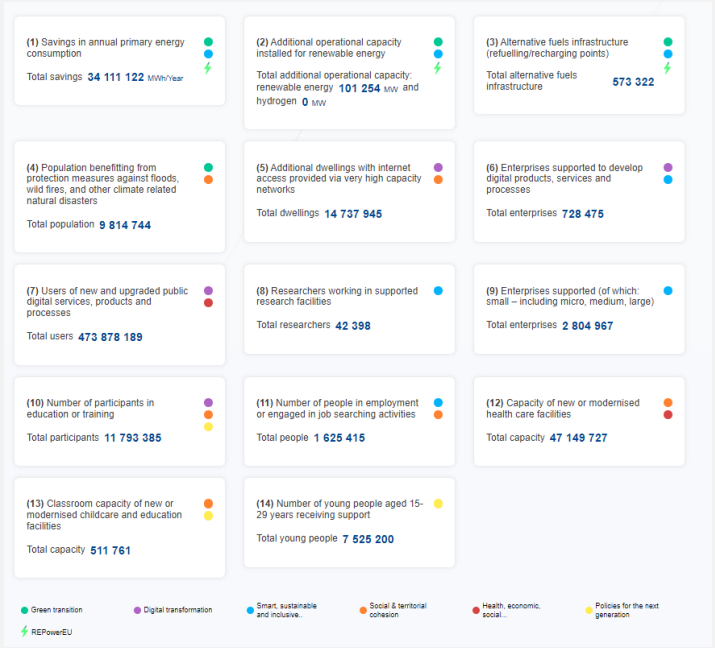
RRF transparency and stakeholder engagement utilisation in communication

Recovery and Resilience Scoreboard



Map of projects supported by the Recovery and Resilience Facility

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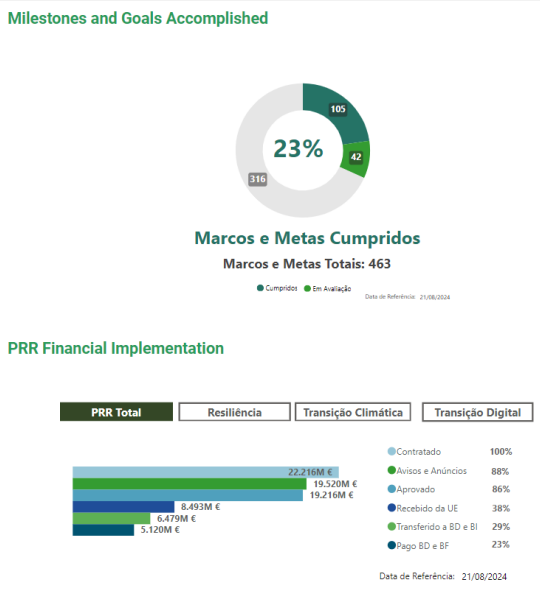
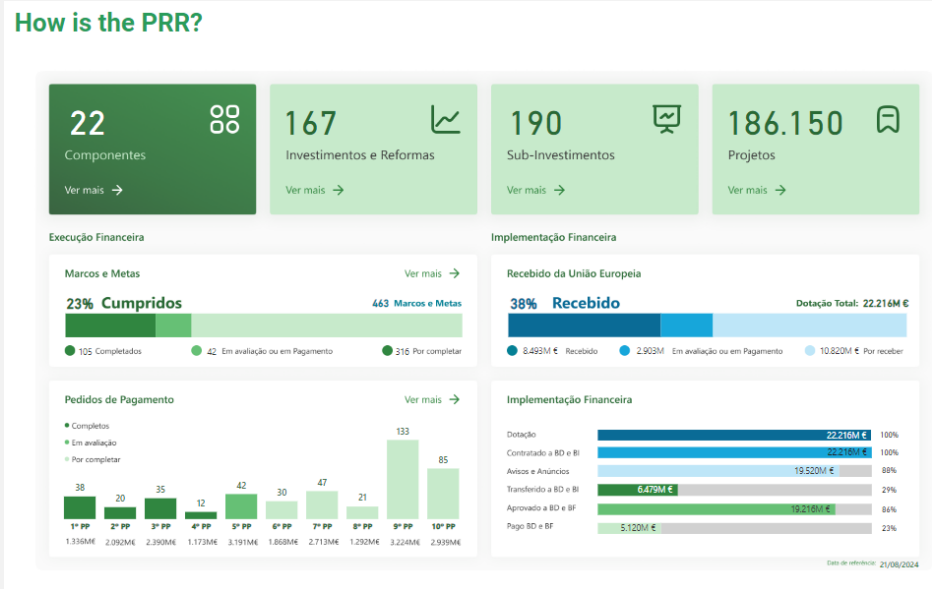
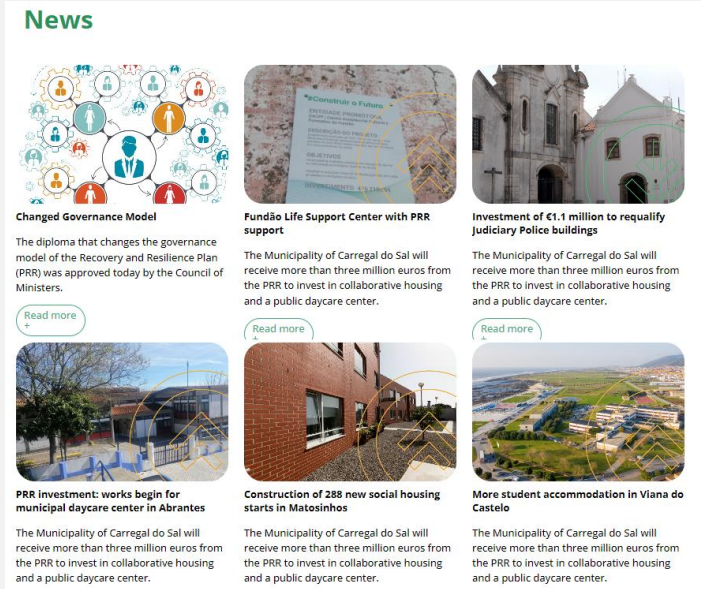
RRP single web space example – Recover Portugal

Recuperar Portugal

A comprehensive and frequently updated information about the progress of the RRP reforms and investments, available in both Portuguese and English languages.







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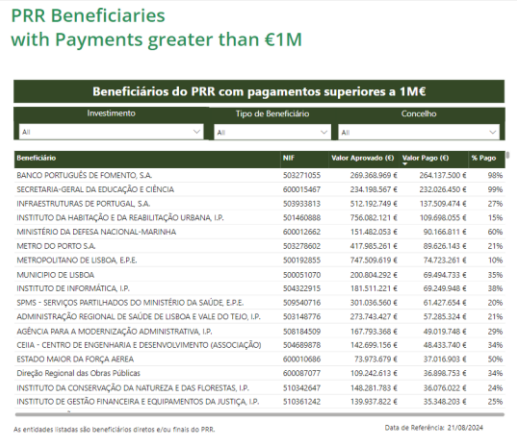
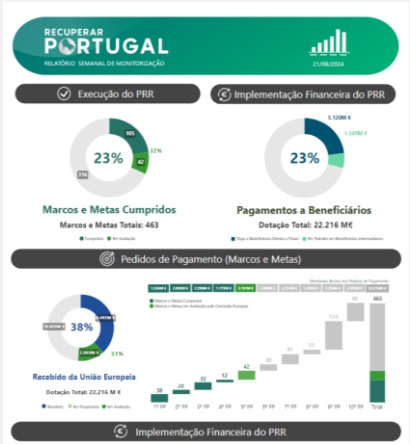
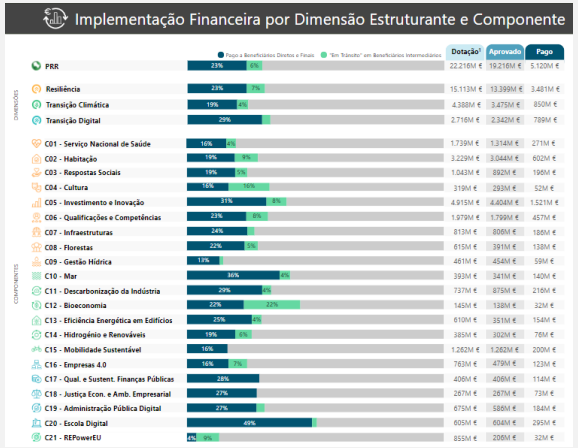
RRP single web space example – Recover Portugal

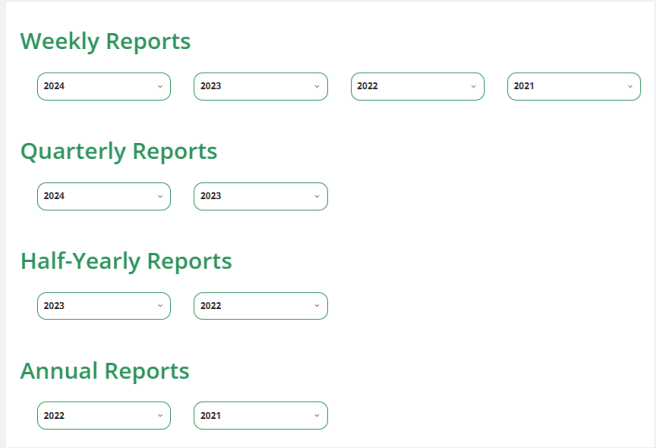
Monitoring Reports

A comprehensive reporting section that consists of three parts (beneficiaries, procurements, financial movement) and ensures regular updates on a weekly basis.









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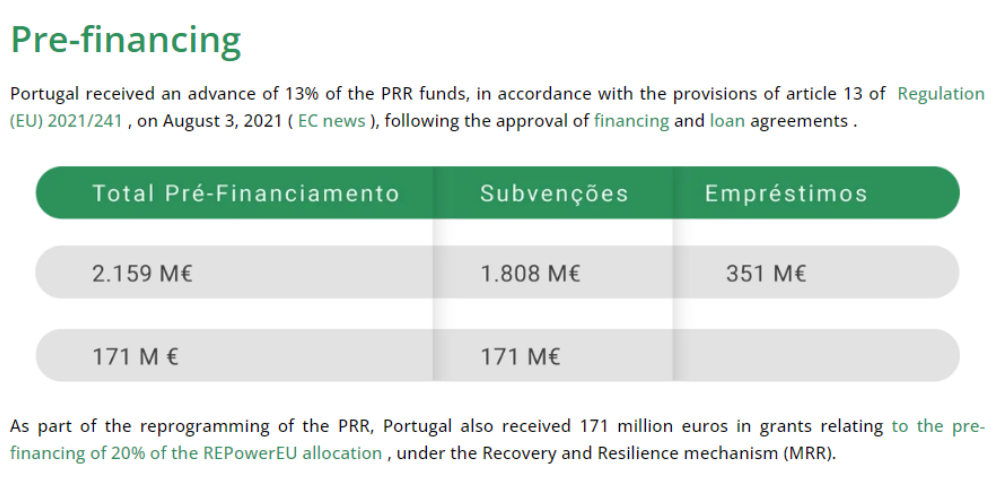
RRP single web space example – Recover Portugal

RECUPERAR PORTUGAL

Payment Requests: Milestones and Goals

References with links to the relevant regulation documents, as well as signed and approved financing and loan agreements.
Payment request summary and regular updates.

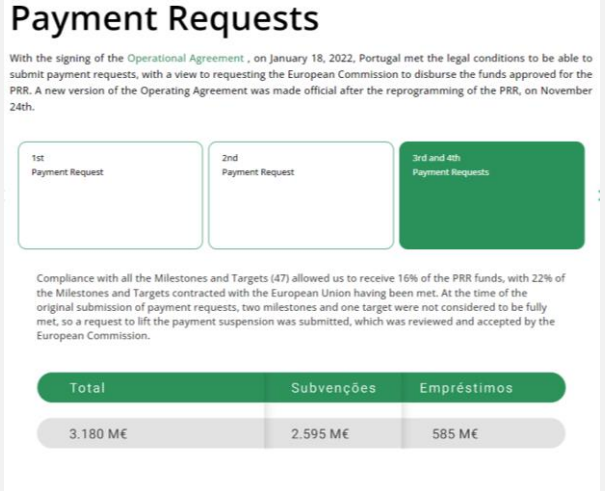


Pre-financing

Portugal received an advance of 13% of the PRR funds, in accordance with the provisions of article 13 of Regulation (EU) 2021/241 , on August 3, 2021 (EC news), following the approval of financing and loan agreements .

Total Pré-Financiamento	Subvenções	Empréstimos
2.159 M€	1.808 M€	351 M€
171 M €	171 M€	

As part of the reprogramming of the PRR, Portugal also received 171 million euros in grants relating to the pre-financing of 20% of the REPowerEU allocation , under the Recovery and Resilience mechanism (MRR).



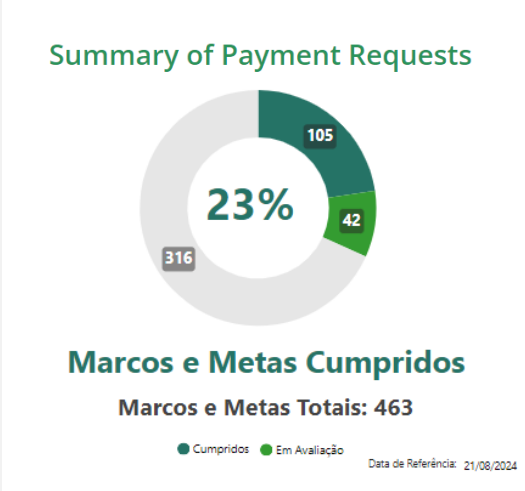
Payment Requests

With the signing of the Operational Agreement , on January 18, 2022, Portugal met the legal conditions to be able to submit payment requests, with a view to requesting the European Commission to disburse the funds approved for the PRR. A new version of the Operating Agreement was made official after the reprogramming of the PRR, on November 24th.

1st Payment Request | 2nd Payment Request | 3rd and 4th Payment Requests

Compliance with all the Milestones and Targets (47) allowed us to receive 16% of the PRR funds, with 22% of the Milestones and Targets contracted with the European Union having been met. At the time of the original submission of payment requests, two milestones and one target were not considered to be fully met, so a request to lift the payment suspension was submitted, which was reviewed and accepted by the European Commission.

Total	Subvenções	Empréstimos
3.180 M€	2.595 M€	585 M€



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Stakeholder engagement

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What you should be able to answer?

- Who are our stakeholders?
- How do we/will segment our stakeholders?
- What benefits can we expect from meaningful stakeholder engagement?
- What information sources do we already have about our stakeholders and their views?
- What do we think are the principal stakeholder wants and needs (SWANS) and the organisation's wants and needs from the stakeholders (OWANS)?
- What are the biggest threats/opportunities for gaps/aligning SWANS and OWANS?
- What is the best methodology for meaningful engagement with key stakeholders?
- What does the organisation need to do to maximise chances of success?
- How does the organisation learn and continuously improve meaningful stakeholder engagement?
- What are the organisation's priorities for better understanding SWANS? (knowledge gaps, what is changing, what are gaps between SWANS/OWANS)

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What is Stakeholder Engagement?

Public Engagement: citizens whose role is not specified in the project.

Stakeholder Engagement: individuals or institutional, professional, economic or other entities that have an interest in the case/project, may be (in)directly affected by the project or can have an effect on the project.

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What is a stakeholder?

- Anyone who affect or is affected by your organization (Freeman).
- People and organizations who hold a stake in a particular issue, even though they have no formal role in the decision making process (Cascetta, et al. 2015).
- Groups/persons who have a stake, a claim or an interest in the operations of the organisation... legal, financial, moral claim, explicit or implicit contract (Carroll).
- They supply resources that are critical to the success of the organisation.
- They place something of value "at risk": their own welfare is directly affected by the "fate of the organisation" (environment, financial benefits, reputation, etc.).
- They have "sufficient power" to affect the performance of the enterprise, either favourably or unfavourably (mobilise social forces, withdraw labour, etc.).

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Differentiating Crisis Management, Stakeholder management and Stakeholder engagement

Crisis Management	Stakeholders Management	Stakeholders Engagement
Reactive	Proactive	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive
Hostile	Defensive	Prepared to change

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Core Values for the Practice of Stakeholder Participation

- Stakeholders **should have a say in decisions** about actions that could affect their lives or essential environment for life.
- Stakeholder participation includes t**he promise** that the stakeholder's contribution will influence the decision.
- Stakeholder participation promotes **sustainable decisions** by recognising and communicating the needs and interests of all participants, including decision-makers.
- Stakeholder participation seeks out and **facilitates the involvement** of those **potentially affected** by or interested in a decision.
- Stakeholder participation **seeks input form participants** in designing how they participate.
- Stakeholder participation **provides participants with the information** they need to participate in meaningful way.
- Stakeholder participation **communicates to participants how their input affected** the decision.

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Benefits of stakeholder engagement

- Increased trust and support
- Better policy implementation
- Enhanced public perception and legitimacy

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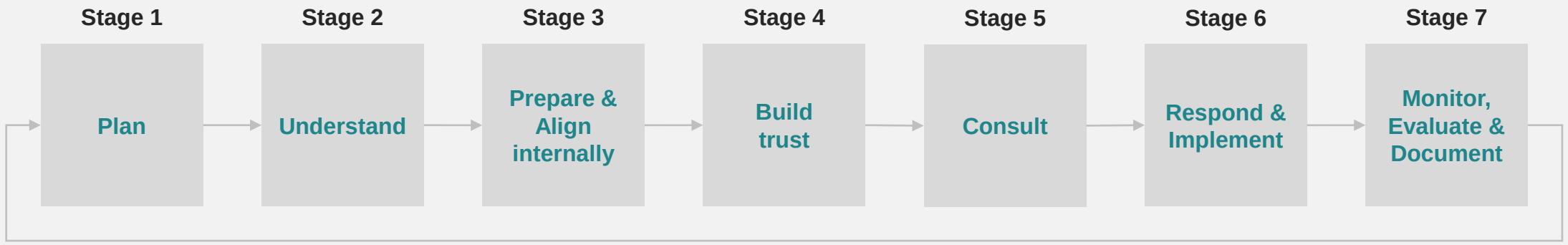
The Process Flow of Stakeholder Engagement



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Source: Doughty Centre Corporate Rensonsibility (2009) Stakeholder Engagement: A Road Map to Meanigful Engagement

Stage 1: Planning (1/2)

- What do we want to achieve?
- What are the key issues to be addressed?
- Does our organisation have any experience of engaging on these issues in the past and what can be learnt from that experience?
- What level of resources can be allocated to this initiative?
- What level of support exists in our organisation for this engagement and does that include senior management?

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Stage 1: Planning (2/2)

- What is the time scale for achieving results?
- Who are the appropriate representatives for consultation?
- Is there any previous experience of engaging with these stakeholders and what can be learnt from that experience?
- What means and formats for consultation would be most effective?
- Are there any legal obligations to consider (legal/international) and how this may impact the engagement?
- What is the attitude of the national government to this consultation, if any?
- What are potential obstacles? Have we identified them?

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Role of stakeholder engagement

- Enhancing transparency and accountability
- Improving policy and decision-making
- Fostering community support and buy-in
- Identifying and addressing public concerns
- Enhancing public trust and legitimacy
- Building partnerships and collaboration
- Ensuring equity and inclusivity

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How to identify stakeholders?

- Who is most likely interested in the project or the actions planned?
- Who are the potential beneficiaries?
- Who is or might be adversely affected by the project?
- Who are the supporters, sponsors or funding agencies, and who are the opponents?
- Who might have an effect on the project (planning and/or implementation)?

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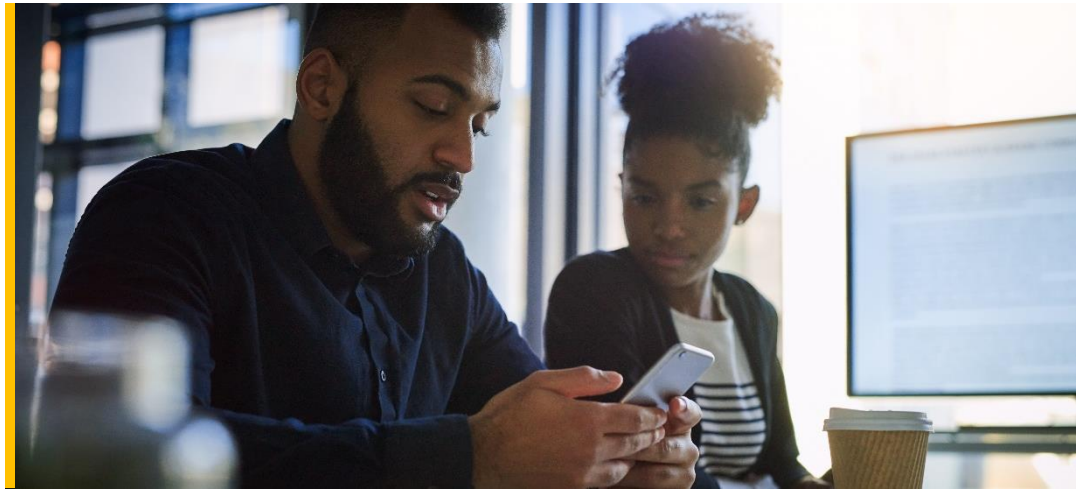
Two types of stakeholders

Internal stakeholders: employees, departments, and other entities within the organisation.

External stakeholders: individuals or groups outside the institution, e.g. citizens, businesses, and NGOs.



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Examples of Community and Civil Society Stakeholders (1/2)

- Employees, permanent & temporary workers, or resident workforce
- Employee representative groups such as trade organisations
- Managers
- Contractors and Suppliers
- Employees' families (spouses & children)
- Communities' neighbouring operations
- Non-neighbouring communities who are impacted by the operation
- NGO's (local, national, international)
- Community-based organisations such as support groups, recreational and sporting groups, women's and children's groups and youth groups
- Community and welfare organisations
- Tertiary and vocational education and training institutions
- Health organisations
- Family services organisations
- Local business and associations

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Examples of Community and Civil Society Stakeholders (2/2)

- Religious organisations and associated community or support groups
- Ethnic & indigenous groups
- Traditional community leaders such as councils of elders or family heads
- Political groups and local/state representatives
- Political parties, elected representatives of local and state authorities
- Departments of environment, infrastructure, health, welfare, trade and industry
- Local councils, provincial or district offices
- Regional or national governments

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Tools & techniques of identifying stakeholders

- Stakeholder mapping
- Interest and influence matrix

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SWANS & OWANS

Performance Prism (Prof. Andy Neely – Cranfield)		
Stakeholder Satisfaction (Stakeholder Wants & Needs)	**Stakeholders**	**Stakeholder Contribution** (Organisation Wants & Needs)
Fast, Right, Cheap & Easy	Customers & Intermediaries	Trust, Loyalty, Profit & Growth
Purpose, Care, Skills & Pay	Employees	Hands, Hearts, Minds & Voices
Trust, Loyalty, Profit & Growth	Suppliers	Fast, Right, Cheap & Easy
Legal, Fair, Safe & True	Regulators & Communities	Rules, Reason, Clarity & Advice
Return, Reward, Figures & Faith	Investors	Capital, Credit Risk & Support

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Questions to Scope out Issues of Importance to Stakeholders

Information	Sample Question
About stakeholder	Can you tell something about your organisation? What are your objectives? How do you operate?
Relationship with organisation	Have you interacted with organisation in any way? If so why? What was the outcome?
Potential issues of interest to stakeholder	Do you have any issues, positive or negative, related to the organisation's operations? Can you articulate what you feel should or could happen regarding to this issue?

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Questions to Scope out Issues of Importance to Stakeholders

Information	Sample Question
Expanding information on the issue	What do you see as the cause of the issue? What, if anything, aggravates the issues? How have the issues evolved over time? Over what time frame has the issue developed? What other factors impact on the issue? How?
Link between issue and organisation	When did you first become aware of the issue? What relationship do you see between the actions of the organisation and the development of the issue? Have any changes in organisation behaviour or action impacted on the issue, positively or negatively?
Importance of issue	Do you regard this issue as a priority for organisation action? Why? What other themes are impacted by this issue?

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Stakeholder analysis template

Tool 2: Stakeholder Analysis Template (adapted from Reed 2016, p.247)

Name of individual, group or organisation	A	B	C	D	N
Likely interest in project (high/medium/low)					
What aspects of the research will interest them? What are your key messages to them?					
What level of influence (+ve/-ve) might stakeholders have on the completion of the project and generation of impact? (hi/med/lo)					
Comments on influence (e.g. time or contexts) when stakeholders may have more or less influence on outcomes or ways they might block or facilitate research process or impact					
If influence is high and interest is low how might we motivate greater interest and engagement?					
Any important relationship with other stakeholders (i.e. stakeholder alliances)?					
Any models of communication to be preferred or avoided?					

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The interest-influence matrix (Reed, 2016)

Tool 1: The interest-influence matrix (from Reed 2016, p115)

Influence: High	Levels of interest: Low	Levels of interest: High
	Context setters:	**Key players:**
Influence: Low	**Crowd:**	**Subjects:**

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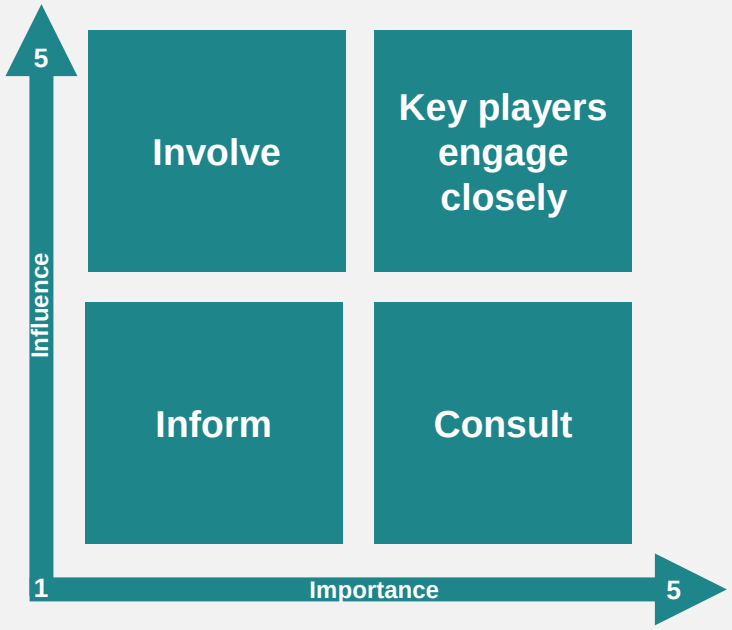
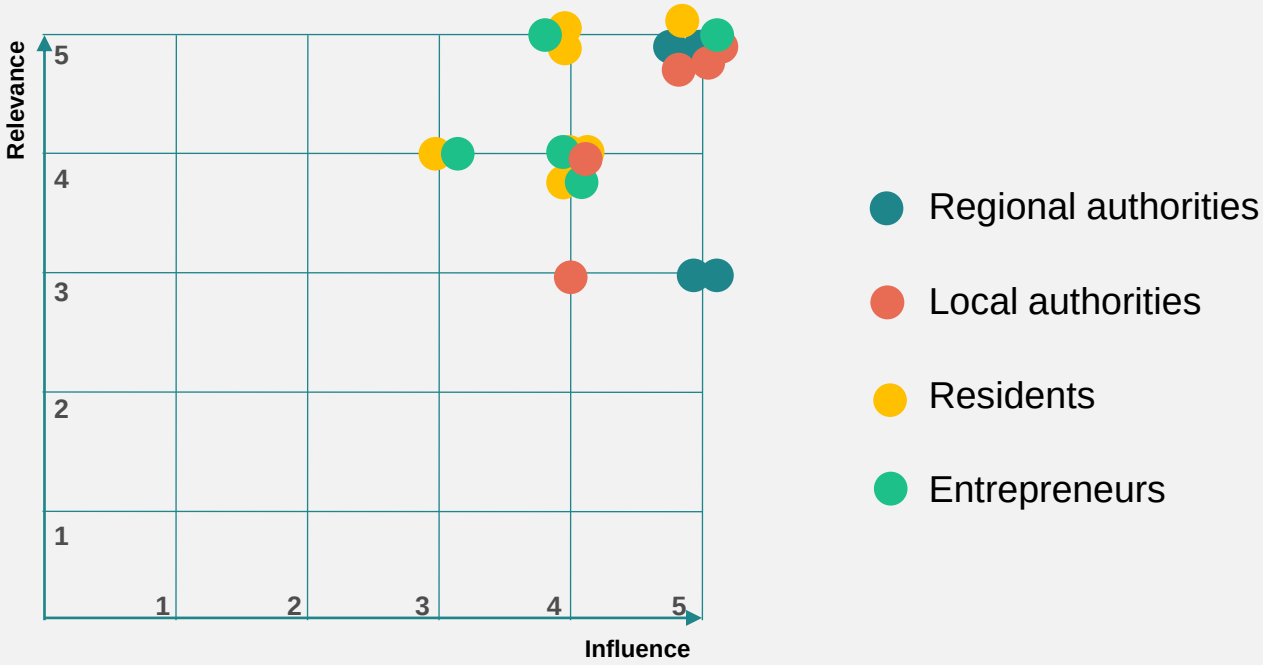
How to decide about stakeholder involvement?





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Stakeholder Engagement Strategy Template

Tool 3: Stakeholder Engagement Strategy Template

Name of stakeholder (who)	Project development (what/how/when)	Project delivery (what/how/when)	Output dissemination (what/how/when)	Output use (what/how/when)
National policy markers	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
National practitioner bodies	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Workplace practitioner bodies	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Experts	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Others	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low

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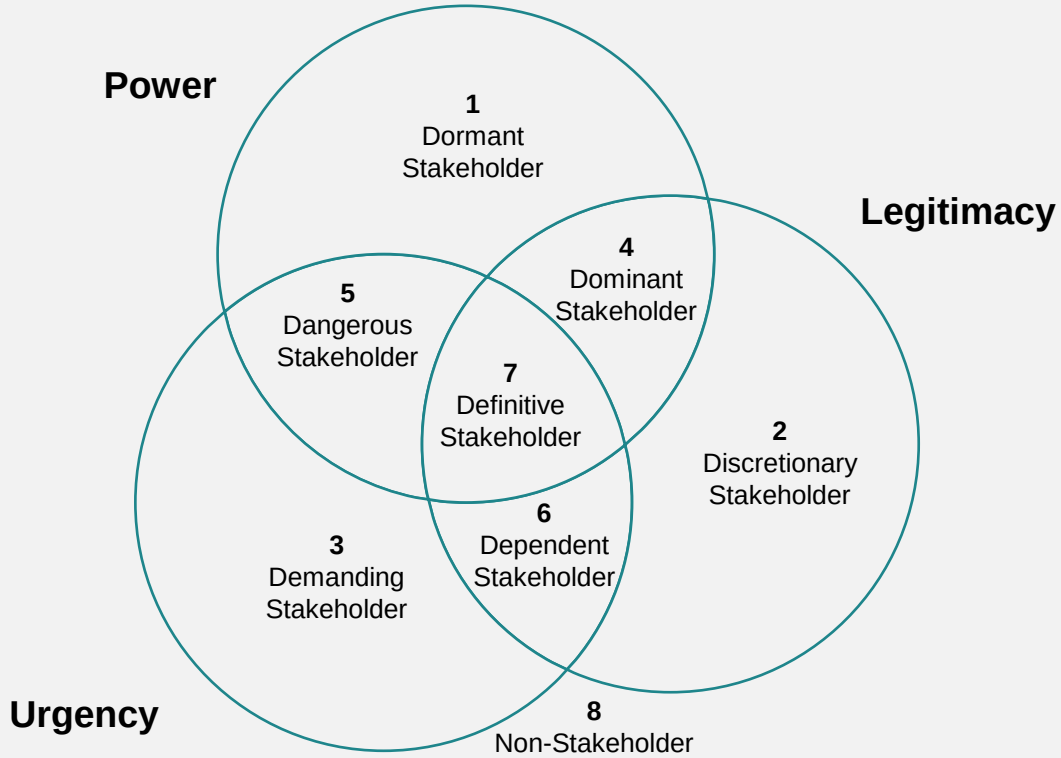
Stakeholder Typology based 3 attributes: Perceived Power, Legitimacy and Urgency



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Source: Mitchell, R.K., Agle, Br.R, (1997) Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts". Academy of Management Review.

Ladder of Participation

Type	Definitions
Inform	One-directional communication, e.g. press releases, social media campaigns, visualisations about ongoing plans or development processes, informing stakeholders to get engaged.
Consult	Two-directional, one-time hearing during the process, e.g. internet- or telephone-based surveys, interviews or public hearings. Usually includes feedback to stakeholders or public report how opinions have been taken into consideration in the plan/project.
Involve	To work directly with the stakeholders throughout the process to ensure that public concerns and aspirations are consistently understood and considered (e.g. workshops, brainstorming, role-players, community committees).
Collaborate	To partner with the stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solutions, e.g. strategic groups.
Empower	To place final decision-making in the hands of the public, e.g. citizens juries.

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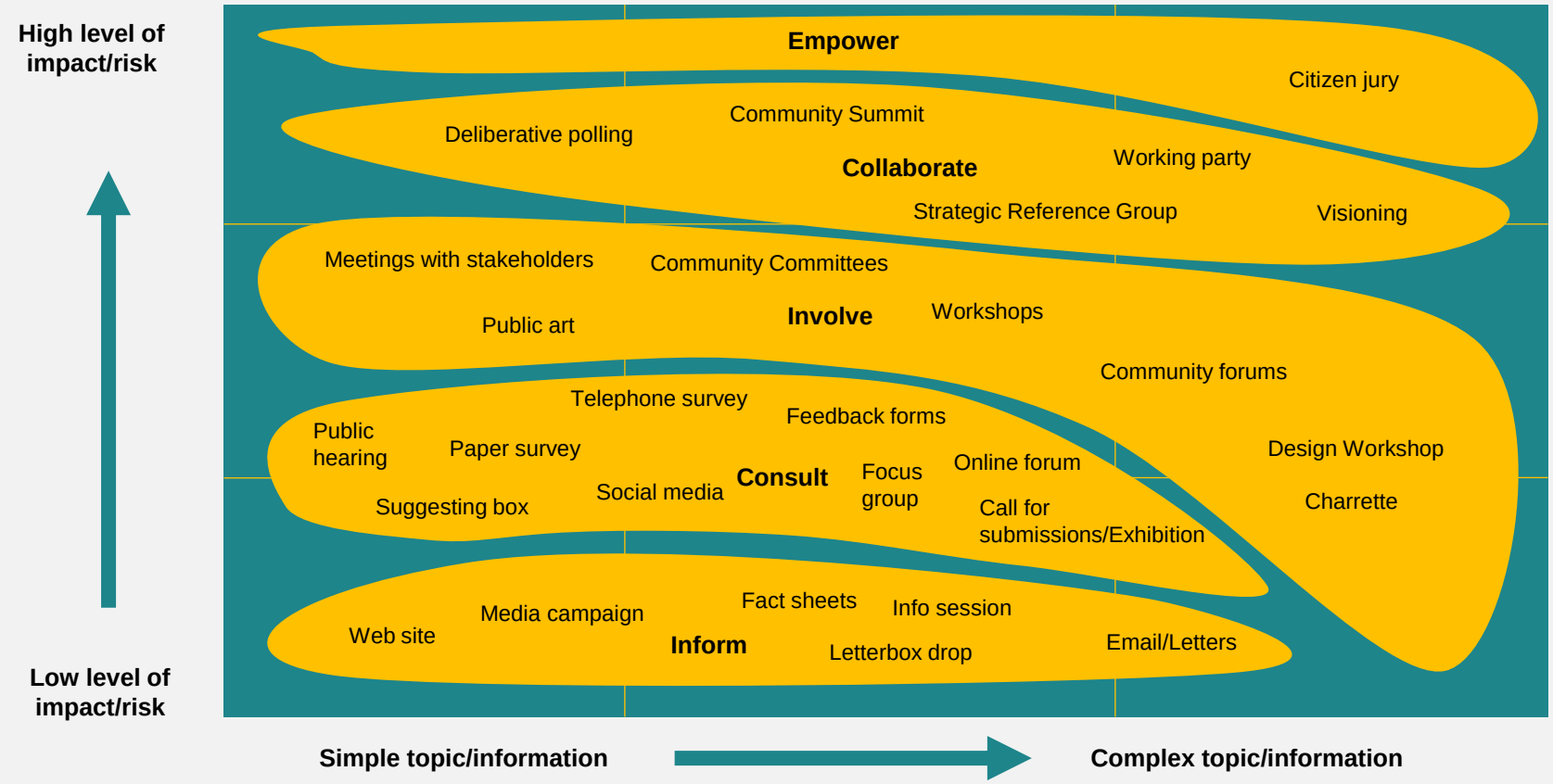
Source: Arnstein's Ladder of Citizen Participation

Different tools & methods of stakeholder involvement



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Source: Warringah Council "Community Engagement Matrix" 2011

Two operational phases

Phase 1. Inclusion

Phase 2. Closure

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Two operational phases

Phase 1. Inclusion

Deciding whom to involve and what topics to include. A phase to select those who are invited to become stakeholder of the participation process and those who are left out.

Phase 2. Closure

How selected stakeholders are going to be involved and engaged?

It is more than communication. It is also transfer of knowledge, interests and values as well as world-views from stakeholders that are systematically collected and transported to the decision makers.

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Matrix of Consultation techniques (1/6)

Technique	Most Appropriate Application	Pro's & Con's
Personal Interviews	• Identify specific issues to each stakeholder • Confidentiality • Relationship building	⊕ • Demonstrates commitment • Opportunity to build relationship • Detailed data ⊖ • Time & resource • Subjective • Do not represent whole group

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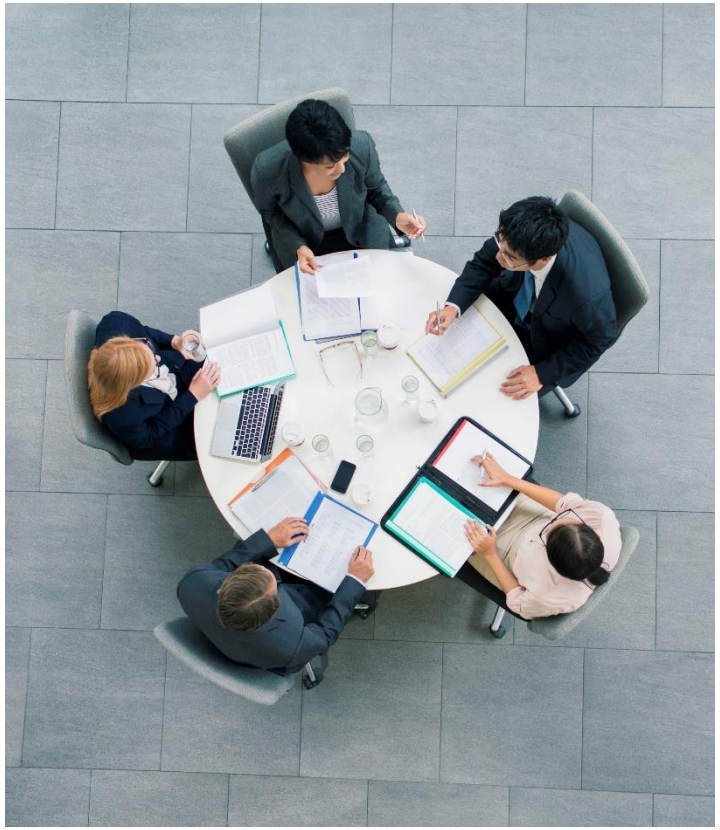
Matrix of Consultation techniques (2/6)

Technique	Most Appropriate Application	Pro's & Con's
Workshops	• Relationships between stakeholders & experts • Involve stakeholders in problem solving • Prioritise/rank issues & potential solutions	**+** • Demonstrates commitment • Opportunity to build a network of relationships • Solutions to be tested • Increases ownership to participants **−** • Participation number limited • Individuals may not represent view of a group • Need to prepare sufficient information beforehand



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Matrix of Consultation techniques (3/6)

Technique	Most Appropriate Application	Pro's & Con's
Focus groups / Forums	• Identify views on specific issue • Gather baseline data • Pilot test other methods (surveys, interviews) • Determine stakeholder responses to proposed strategies • Monitor and evaluate the performance of an operation	⊕ • Demonstrates commitment • Opportunity to build a network of relationships • Allows issues to be verified, tested ⊖ • Participation number limited • Individuals may not represent view of a group • Need to prepare sufficient information beforehand

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Matrix of Consultation techniques (4/6)

Technique	Most Appropriate Application	Pro's & Con's
Public or "Town Hall" Meetings	• For reaching large audiences in particular communities quickly • Present information and seek feedback from stakeholders • Ensure that everyone gets a chance to provide comment/criticism/feedback	**+** • Inexpensive & quick • Large number of people • Demonstrates willingness to be open • Opportunity for communities to speak directly with organisation **−** • Risk that vocal, but unrepresentative groups can hijack the meeting • Some groups not comfortable in speaking on public • Limited opportunity to explore deeper issues • Can be difficult to facilitate the issues under high emotions

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Matrix of Consultation techniques (5/6)

Technique	Most Appropriate Application	Pro's & Con's
Surveys	• Identify stakeholder issues and assess community needs • Obtain objective overview of a group of stakeholders to a particular issue • Gather data for the evaluation of the social performance indicators • Monitor social and economic impacts and performance using repeat surveys	⊕ • Provide detailed date • Good insight within a community ⊖ • Can be easily or manipulated to yield particular results • Surveys can get poor response rates • Takes a lot of resources

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Matrix of Consultation techniques (6/6)

Technique	Most Appropriate Application	Pro's & Con's
Participatory tools	• Scope & identify community need	⊕ • Provide detailed date • Good insight within a community ⊖ • Can be easily or manipulated to yield particular results • Surveys can get poor response rates • Takes a lot of resources

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Linking Stakeholder Engagement to Impact

Tool 5: Linking Stakeholder Engagement to Impact

Productive interaction	Stakeholder	Sub-process	Delivery mechanism	Measurable impact	Comments
1	A				
2	B				
3	C				
4	D				
X	N				

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10-minute break

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Media relations

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The role of media in public governance

- **Watchdog Role**: The media acts as a check on government power, ensuring accountability.

- **Communication Channel**: It serves as the primary conduit between the government and the public.

- **Influence on Public Opinion**: Media coverage can significantly impact public perception of policies and officials.

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How media relations can be useful for Public Officials

- **Enhancing Credibility**: Proactive and transparent communication builds trust.

- **Crisis Management**: Effective media relations are crucial during crises to convey accurate information and mitigate misinformation.

- **Policy Promotion**: Media relations help in effectively promoting and explaining public policies to a broad audience.

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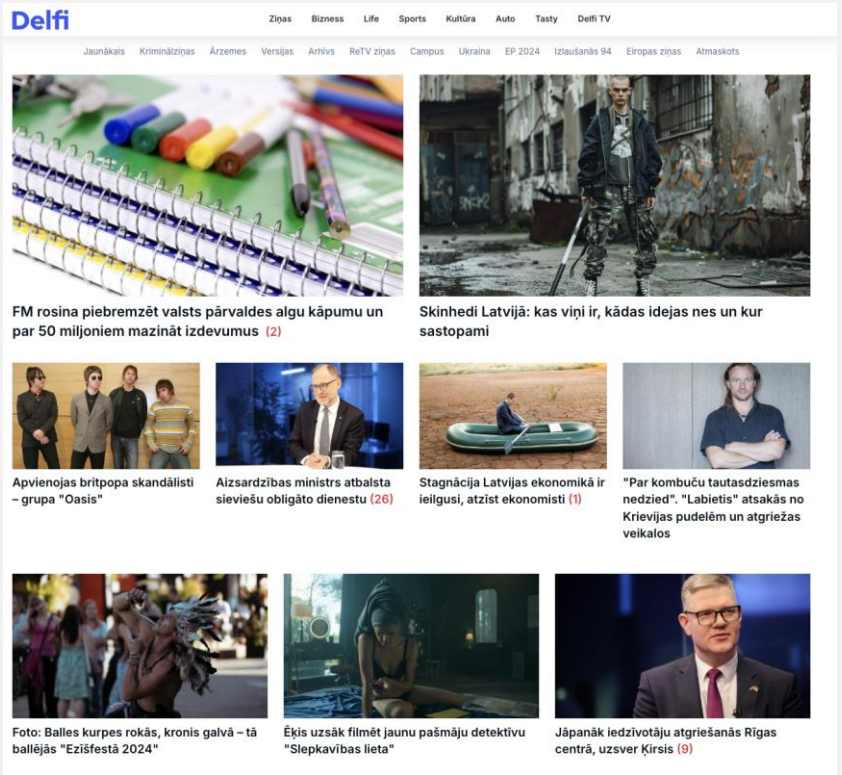
1st: The communication patterns have changed



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2nd: Understand the media needs

Media mission is to give answer:

- Quick answers what&why happened

They look for answers:

- Something interesting
- Why did it happen?
- Who is to blame?

Clicks!

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3rd: Understand the media landscape

Different media have different ways of creating content:

- **Types of Media**: Traditional (print, TV, radio) vs. New Media (social media, blogs, online news).
- **Journalistic Practices**: Understanding the needs and constraints of journalists (e.g., deadlines, accuracy, balance).
- **Media Challenges**: Navigating sensationalism, misinformation, and bias.

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Building media relations

- **Identify Key Messages**: What do you want to communicate? Focus on clarity and consistency.

- **Know Your Audience**: Tailor messages to the concerns and interests of different media audiences.

- **Engage Proactively**: Build relationships with journalists and media outlets before you need them.

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How to define key messages?

Ask yourself:

What is the goal of the interview?
What do you want the reader to think after the interview?

Prepare your statements:

- 2-3 main messages
- Technical information into story
- Context for facts & figures

Find out information about media, journalist, context, possible Q&A.

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Some tips&tricks: Keep friendly relationships

- Small-talk before & after interview
- Positive attitude
- Persuasive body language
- Eye contact

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Some tips&tricks: Never

- Never say “no comments!”
- Don’t lie
- Don’t offer “off the record”

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Some tips&tricks: During the interview

- Keep calm/be friendly
- Don’t react to negativity
- Answer the questions but remember your goal
- Repeat your main messages
- Don’t repeat the negative statements by the journalist
- Don’t be afraid from the silence
- Don’t speak to quickly
- Don’t use professional slang/technical language

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Techniques: How to focus attention on your message?

Marking the most important

- The most important thing, what I wanted to say...
- Things that you should remember...

The bridge

- From the other side...
- That what you saying could be so, but ...

Repeat your main messages!

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Be careful!

- If you are asked what you don’t know → answer only the things you know!
- You could make assumptions → stick to facts!
- If you’re asked your personal opinion → represent your organisation!

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You are a good spokesperson, if you are ….

- Easy to reach
- Respond as quickly as possible
- Follow the deadlines
- Talk simple
- Short
- Interesting

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Best practice examples from Member States and discussion

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Best case practices from the MS and discussion (1/3)

?

1. Challenging Stakeholder Engagement Experience:

Have you encountered a particularly challenging stakeholder engagement situation? If so, could you share a successful strategy or approach you implemented to resolve it?

Please raise your hand and unmute your microphone or write your answer in the chat.

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Best case practices from the MS and discussion (2/3)

?

2. Stakeholder Mapping in Complex Projects:

For your complex projects, have you conducted a stakeholder mapping exercise? What criteria did you use to identify and categorize stakeholders, and would you be willing to share your stakeholder map as an example?

Please raise your hand and unmute your microphone or write your answer in the chat.

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Best case practices from the MS and discussion (3/3)

?

3. Managing Media Relations:

3.1. Can you share a successful case where proactive media engagement significantly enhanced communication about the RRP or other EU-funded initiatives?

3.2. How do you manage media crises or negative coverage regarding the RRP or other EU-funded initiatives, and what lessons have you learned from such experiences?

Please raise your hand and unmute your microphone or write your answer in the chat.

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Q&A and closing

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