



Coherent Policy Development for High-Quality and Sustainable Living Environment

Deliverable 7:
Communication plan

FINAL

31 October 2023



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The views expressed herein can in no way be taken to reflect the official opinion of the European Union.





Rotterdam, 31 October 2023

*Coherent Policy Development for High-Quality and Sustainable
Living Environment*

*Deliverable 7
Communication plan*

In association with:



CONTENTS

1	Introduction	1
1.1	This report	1
1.2	Methodology	1
1.3	Reading guide.....	1
2	Key communication messages	2
2.1	Deliverable 4.....	2
2.1	Deliverable 6.....	7
3	Opportunities and risks for communication	14
3.1	Risk mitigation regarding key messages	14
3.2	Opportunities	15
4	Evaluation of communication	16
5	Communication plan and timeline	18
	Annex A - Key audiences	19
5.1	Policymakers, politicians, ministers and high-level government officers	19
5.2	Local authorities	19
5.3	Non-governmental organisations (NGOs)	20
5.4	Business, i.e. construction and spatial planning sector	20
5.5	General public.....	20
5.6	Education and academia.....	21
5.7	Overview of key audience addressed per key communication message	21
	Annex B - Communication channels	22
5.8	Website	22
5.9	Intranet	23
5.10	Email	23
5.11	Newsletter	23
5.12	Social media	24
5.13	News articles	25
5.14	Workshops / focus groups	25
5.15	Live public events	25
5.16	Overview of communication channels per key communication message	25
	Annex C - Feedback/Evaluation Form Template	27

1 Introduction

1.1 This report

This report (Deliverable 7) is part of the Coherent Policy Development for High-Quality and Sustainable Living Environment in Estonia service contract funded by the DG REFORM, with the Ministry of Climate (MoC), formerly under the Ministry of Economic Affairs and Communications (MEAC), as the main beneficiary.

Deliverable 7 constitutes the 'Report on a communication plan', hereafter the 'communication plan'. Its objective is to raise awareness after the conclusion of the project on the results of two of the Deliverables of this project namely:

1. **Deliverable 4:** Proposal for a living environment development plan concept;
2. **Deliverable 6:** Action plan for the development of the e-construction platform

To do so, Deliverable 7 provides guidance to the MoC on key messages and communication channels to effectively inform different stakeholder groups.

1.2 Methodology

The key building blocks of the communication strategy have been informed by desk research. Task Leads of Deliverables 4 and 6 contributed to the choice of communication objectives and messages. The Leads of Deliverables 2, 4 and 6 added their experiences with the respective stakeholder consultation methods (survey, 'Regional working seminars' and workshops) which fed into chapter 3 'Opportunities and risks for communication'.

1.3 Reading guide

This communication plan is based on the following elements:

- ✓ **Chapter 1 - Introduction:** short description of the purpose of this document;
- ✓ **Chapter 2 - Key communication messages:** the heart of the report, including the key messages to be communicated, based on the results of Deliverables 4 and 6;
- ✓ **Chapter 3 - Opportunities and risks for communication:** lessons learnt from the project and a risks register;
- ✓ **Chapter 4 - Evaluation of communication:** overview of indicators that can be used to evaluate communication;
- ✓ **Chapter 5 - Communication plan and timeline:** proposed series of communication actions to be carried out during the six months after project end;
- ✓ **Annex A - Key audiences:** characteristics of the main audiences to be considered;
- ✓ **Annex B - Communication channels:** characteristics of the main channels to be considered;
- ✓ **Annex C - Feedback/Evaluation Form Template:** a form that can be handed out at events to collect feedback.

2 Key communication messages

A good relationship between the government and other stakeholder groups is essential for the successful implementation of policy interventions, including visions and action plans. Good relationships can be built on **transparent** and **open communication**, through the provision of **timely** information, effective **two-way** communication and the use of the **digital** space.¹

This chapter introduces the key messages to be communicated to help disseminate the results of Deliverables 4 and 6. For each deliverable, we present the key 'objectives' of the communication, target audience, communications channels and in turn the key messages. It should thereby be acknowledged that the objectives are interlinked and can potentially be addressed in a combined communication approach.

2.1 Deliverable 4

The main messages of Deliverable 4 aim to emphasise the need for a high quality living environment development plan as a national strategic document, and to inform about its content and the necessity to integrate it with the national spatial plan. The objectives of the communication on Deliverable 4 can be summarised as:

- **Objective 1:** Explain the need for a living environment development plan in Estonia;
- **Objective 2:** Inform about the development of the living environment development plan;
- **Objective 3:** Raise awareness on the living environment development plan's implementation;
- **Objective 4:** Sensitise to the need of coherent policy making.

2.1.1 *Objective 1: Explain the need for a living environment development plan in Estonia*

The main objective of this communication message is to justify the need for a living environment development plan and emphasise its urgency towards Estonian policy makers. This message aims to explain why such a plan is needed, i.e. by emphasising those topics not covered in existing policy documents. The messaging would focus on the plan's relevance for society and would thus cover:

- ✓ The strategic aspects of the issues affecting the human living environment; and
- ✓ The gaps regarding the issues' consideration in the national spatial plan, other development plans and the Estonia 2035 Action Plan.

Key audience:

- Policymakers, politicians, ministers and high-level government officers
- Local authorities

Communication channel:

- Website
- Social media
- Intranet
-

¹ Whispir (n.d.). A guide to multi-channel communication for local government. https://assets.ctfassets.net/9kxexp0ev0j/5lv1dVKKO3Cs2A4jLXzuhP/add6c142354e3f02714616c76c2b5dd6/Whispir_Local_Gov_Ebook_210609_015127.pdf

Example messages:

1. **Website:** The website could have a landing page on the *background* of the living environment development plan. This could also inform about the reasons (*'why'*) for Estonia being in need of such a plan.
2. **Social media:** Social media can be used to introduce the living environment development *plan*. Especially channels like Facebook can provide introductory text, eye-catching infographics and links to further information or the dedicated website.
3. **Intranet:** The message could be presented in a one-pager overview, including the main information in a brief and visually appealing manner, e.g. by including infographics. Links to more detailed information can be provided.

Figure 2-1 Example outline of an intranet-post



2.1.2 Objective 2: Inform about the development of the living environment development plan

This message aims to distribute the current proposal of the living environment development plan, including key points for further discussion and policy recommendations. It aims to inform affected parties and keep them involved in the development process. The message would hence include:

- ✓ A status update on the development process and further steps planned in the timeline;
- ✓ Links to the outline of the proposal for review; and
- ✓ Brief summaries to on the topic for further distribution.




Key audience:

- Policymakers, politicians, ministers and high-level government officers
- Local authorities
- Non-governmental organisations
- Business
- General public
- Education and academia

Communication channel:

- Website
- Newsletter and social media
- News articles
- Live public events

Example messages:

1. **Website:** The website could run a newsfeed, broadcasting updates written by the responsible authority, as well as relevant press releases and events.
2. **Newsletter and social media:** The message could be drafted along the following lines:
 **The development of the living environment development plan enters the next stage: Proposal approved by the Minister.**
 **This has happened since the last update: XXX. This will come next: XXX Please find the current version here: [LINK to website with the current proposal](#)**
 **You want to share this progress with your community? Feel free to use our pre-prepared info papers! [Link to website with download options of infographics, prepared blog posts, etc.](#)**
3. **News article:** Articles could communicate on *status updates* and to report *outcomes of key events*, like workshops or live public events.
4. **Live public events:** *Status updates* on the development plan could be presented at relevant live public events to raise the public awareness and keep stakeholders informed. One or two PowerPoint slides can be prepared for use at multiple events.

2.1.3 Objective 3: Raise awareness on the living environment development plan's implementation

This objective is closely related to the previous one, however, it is not only informative but aims to actively engage stakeholders in the plan's implementation. While the informative aspects of Objective 2 are already relevant, the active engagement will become more important at a later stage of the project, i.e. after official initiation of the development plan. It should be noted that active engagement can only start after the development plan is officially initiated. The message would include:

- ✓ Information regarding the official kick-off of the development plan implementation;
- ✓ Current state of the development plan and progress made with regards to the foreseen timeline;
- ✓ Background information on process developments, involved stakeholders and implementation of feedback received; and
- ✓ Links to more elaborate information.

Key audience:

- Politicians, ministers and high-level government officers
- Local authorities
- NGOs
- General public
- Business, i.e. construction and spatial planning sector
- Education and academia

Communication channel:

- Email
- Newsletter
- Social media
- News articles

Example messages:

1. **Email:** Targeted emails can be sent out, for example to associations. Those emails can introduce the topic of interest, like the latest developments, reminder of the timeline, etc., provide links for further information and ask for the recipient to share the email among members.
2. **Newsletter:** Newsletters can be used to inform a broad range of stakeholders about the development plan's implementation, related timeline, etc. Since the newsletter may reach various audiences other than policymakers, the message would be communicated in a short manner, using an easily understandable tone. The newsletter can provide a certain level of detail, but would also provide links to websites and documents containing further information.
3. **Social media:** To raise awareness via social media, the message would be short and precise, emphasising the importance of co-creation. It could be linked to a photo or graphic on one of the shortcomings of the currently existing policy documents. As an example, the Ministry(s) could launch a post drawing attention to the need to enhance green skills in Estonia. The message, for example on Instagram, would look like:

Figure 2-2 Example of how an Instagram post could look like



2

🤔 How important are the skills of professionals for shaping the built environment?

🛠️ We believe this is incredibly important. But how can professionals be empowered to make meaningful contributions?

➔ We want to know your opinion on the needs for reskilling the Estonian workforce to enable the greening of the domestic industry!

👉 Please see here for participation options: [LINK to website with additional info](#)

#haveyoursay #workskills #leavenoonebehind #yourhighqualitylivingenvironment #MinistryofClimate

4. **News article:** An article could introduce the living environment development plan to the general public, indicate the responsible parties and justify the political interest. It could also inform about possibilities to get further information and participate in events.

² References photo left: <https://unsplash.com/photos/woman-in-blue-tank-top-standing-beside-white-wall-TXxiFuQLBKQ>; Photo middle: <https://unsplash.com/photos/vFlgDjm97wE>; Graph: imaginary figures

2.1.4 **Objective 4: Sensitise to the need for coherent policy making**

This objective aims to facilitate coherent policy making and communicates on the aspects that are relevant across several development plans, i.e. the national spatial plan and Estonia 2035. Hence, the message would stress:

- ✓ The need of cooperation for the plan's development; and
- ✓ Strategic aspects that need revision to be coherent across all development plans and strategies.

Key audience:

- Policymakers, politicians, ministers and high-level government officers
- Local authorities

Communication channel:

- Intranet
- Email
- Workshops / focus groups

Example messages:

1. **Intranet:** This channel could be used to give general updates on the progress of the living environment development plan and related topics, i.e. to keep all policymakers informed, including those not directly involved in the topics covered by the living environment development plan.
2. **Emails:** Emails can be more targeted and can thus contain content tailored to the recipient. They could inform specific working groups on topics that may be relevant for them, e.g.:
Dear colleague,
With this email we want to inform you about our latest findings on XXX.

This topic might be of interest to you since it could lead to adjustments of Estonia 2035.

Please find the detailed report on this topic here: [LINK to in-depth report on the shared topic](#).

I would be happy to organise a discussion on the topic between our departments. Let me know if you would be interested in this.

Hope to speak to you soon!

3. **Workshops:** Workshops are essential to ensure policy coherence by facilitating cross-authority collaboration and by bringing together various working groups active in the fields related to the living environment (development plan). Workshops can be used to point out identified *misalignments* or *missing aspects* and to collaboratively develop related interventions. The workshops can also include non-governmental stakeholders to emphasise the importance of co-creation and implement co-creation processes. Interactive workshops could be used for both information sharing and collection of stakeholder inputs.

2.1 Deliverable 6

The key communication messages of Deliverable 6 relate to the e-construction platform. The messages aim to justify the need for an e-construction platform, raise awareness about its functions and capabilities, and to encourage its use. The key messages will also seek to promote the action plan / policy recommendations formulated by Deliverable 6. The objectives can therefore be defined as follows:

- **Objective 1:** Explain the need for the e-construction platform;
- **Objective 2:** Raise awareness on the e-construction platform (and other digital services);
- **Objective 3:** Encourage spatial planning / construction stakeholders to use the e-construction platform (and other digital services);
- **Objective 4:** Communicate about the policy recommendations i.e. the action plan Deliverable 6 has produced.

2.1.1 *Objective 1: Explain the need for the e-construction platform*

This objective seeks to justify the need for the e-construction platform by explaining what problem it is trying to solve. Its aim is therefore to make the case for the e-construction platform, i.e. to explain *why* such a platform is needed. Communication would focus on explaining which current bottlenecks in Estonia's construction and spatial planning sector are addressed by the e-construction platform.

The messages would revolve around:

- ✓ Lack of information exchange between the stakeholders in the sector;
- ✓ Data related to the built environment being scattered across different databases.

Key audience:

- Policymakers, politicians, ministers and high-level government officers
- Local authorities
- Business, i.e. construction and spatial planning sector

Communication channel:

- Social media
- Website

Example messages:

1. **Social media:** The message could be drafted along the following lines accompanied by an attractive picture.

“🤔 What is the PROBLEM that the e-construction platform is aiming to solve?
🗑️ Most of the data related to the built environment and the life-cycle of buildings is scattered across **different information systems and databases which are managed by different service providers and agencies.**
➡️ This makes collecting necessary information and filling in different formal documents very **time-consuming.**
👉 To read further, please refer to the following website: *Link to website with additional info.*
#econstructionplatform #digitalservices #construction #spatialplanning #MinistryofClimate”

2. **Website:** The website text would borrow text from Chapter 2.2 ‘*Why is the e-construction platform needed?*’ of Deliverable 6.

2.1.2 **Objective 2: Raise awareness on the e-construction platform (and other digital services)**

This objective requires regular communication on the progress made regarding the e-construction platform, i.e. its improvements. The aim is to keep stakeholders informed, carry them along and create some buzz around the developments of the e-construction platform (and other digital services), increasing the chances to engage them. The specific aspects to communicate about are:

- ✓ Steps in its development, success stories, e.g., when an existing specific database has been integrated in the e-construction platform; when a specific subsystem of the e-construction platform has been developed / finalised;
- ✓ Planned next key steps in the development;
- ✓ Any improvements regarding the data quality (including reliability), user-friendliness / usefulness.

Key audience:

- Policymakers, politicians, ministers and high-level government officers (mostly interested in major achievements)
- Local authorities
- Business, i.e. construction and spatial planning sector (interested in major and smaller achievements along the development process)
- General public (mostly interested in major achievements)
- Education and academia

Communication channel:

- Website
- Intranet
- Newsletter
- Social media
- Live public events
- News articles

Example messages:

1. **Website:** The website could elaborate on the specifics of *what has been done*. More *technical / detailed* information can be provided. The website may include attachments to *official reports* on the e-construction platform.
2. **Intranet:** Newsfeed posts could be launched, including *best practice* examples. To increase the interest, this could be linked to *interviews* with colleagues or popular individuals in the sector.
3. **Newsletter, Social media:** The message could be drafted along the following lines accompanied by a visual representation of the development steps and timeline as illustrated in Figure 2-1.

“ Phase X of the e-construction platform development has been accomplished: The X and Y elements of the e-construction platform are ready.

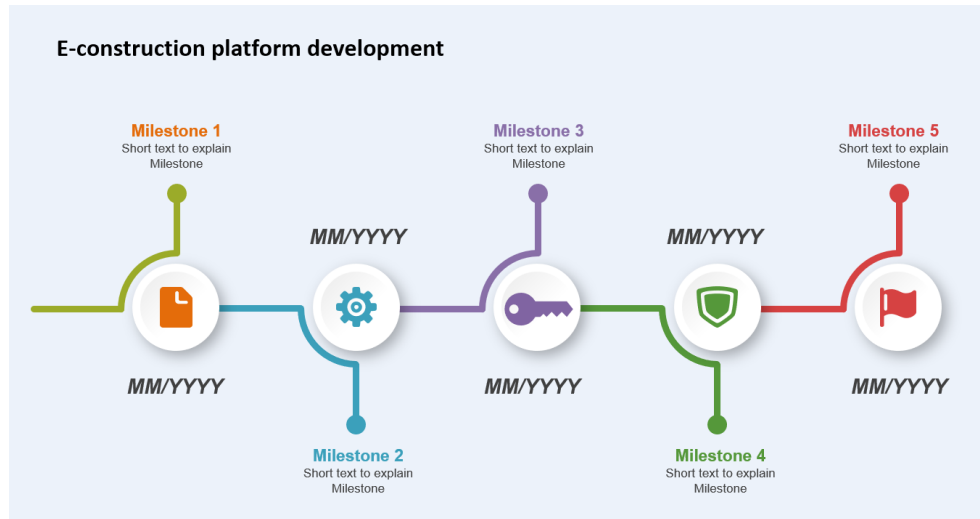
➔ SOON The next step will be to develop the X feature which we expect to have ready by MM/YYYY.

👉 For more information, please refer to the following website:

Link to website with additional info.

*#econstructionplatform #digitalservices #construction
#spatialplanning #progress #X #Y #MinistryofClimate”*

Figure 2-3 Visual representations of timeline and milestones



4. **Live public events:** *Demonstrations* of the platform could be presented at fairs and other relevant events.
5. **News article:** An *article* could inform the general public on the platform and relevant updates, introduce the responsible parties, justify the political interest and present the planned future steps.

2.1.3 Objective 3: Encourage spatial planning / construction stakeholders to use the e-construction platform (and other digital services)

This objective calls for communicating on the benefits / usefulness of the e-construction platform (and other digital services). This aims to ‘sell’ the e-construction platform (and other digital services) to stakeholders, creating a sense of need. This can be done by informing the sector about the platform’s functional tools and how they can benefit from using it. It is thereby key to overcome the feeling that stakeholders may have of digital services being too complex. The key communication messages would focus on:

- ✓ The functionalities of the e-construction platform;
- ✓ The fact that the e-construction platform simplifies processes.

Key audience:

- Business, i.e. the construction and spatial planning sector

Communication channel:

- Newsletters
- Social media
- Workshops / focus groups
- Live public events

Example messages:

1. **Newsletters, social media:** Short demo video describing current / new features of the e-construction platform, accompanied by one of the below messages (you can use a different message every time):

“Do you work in / with the spatial planning and/or construction sector?”

- 🕒 Save time
- ⚙️ Work efficiently
- 💰 Save costs
- ⚠️ Reduce errors
- 🎯 Make better decisions

#econstruction platform”

“Do you want to **save time** and **reduces errors in data and information**. The e-construction platform can help you!”

“By having integrated all relevant databases, the e-construction platform simplifies processes, **enhancing your productivity**; this in turn leads to **costs optimisation**”

“The e-construction platform allows you to make **better decisions** by providing you with accurate and up-to-date information in an easily accessible way”

“The e-construction platform includes the following **innovative functional tools** {X, Y, Z} to help you with {X, Y, Z} tasks.”

Figure 2-4 Screenshot e-construction platform demo by Jaan Saar on January 2023



2. **Workshops / focus groups:** Running a demo to present either current or newly developed features of the e-construction platform, stressing on functionalities of the e-construction platform (see messages under ‘Newsletters, social media’) and asking participants for constructive feedback.

“**Have your Say!**

Questions i.e., is everything clear?

Feedback e.g., Does it seem useful to you? Is there anything missing? Do you have any concerns? What would make it even better?”



3. **Live public events:** Live public events could be used to demonstrate the platform and other digital services to stakeholders and give them the possibility to try them with guidance. Interactive sessions with users can also be used to clarify questions.

2.1.4 **Objective 4: Communicate about the policy recommendations (i.e. action plan) Deliverable 6 has produced**

This objective tackles how the Ministry of Climate can communicate about the policy recommendations (i.e. action plan) Deliverable 6 has produced. The aim of this objective is to facilitate an open dialogue between the Ministry of Climate and relevant policy stakeholders who have the potential to influence or be impacted by the proposed next steps. The key communication messages should include:

- ✓ The three main ‘objectives’ that Deliverable 6 produced;
- ✓ The (priority) actions that Deliverable 6 developed.

Key audience:

- Politicians, ministers and high-level government officers
- Local authorities
- Education and academia

Communication channel:

- Website
- Newsletters
- Social media
- Workshops / focus groups
- News articles

Example messages:

1. **Website:** The website text could use the text drafted in Chapters 4.3 ‘Actions per objective’, 4.4 ‘Roadmap for action plan’ and 5 ‘Conclusions and general recommendations’ of Deliverable 6.
2. **Newsletter, Social media:** The message could be drafted along the following lines accompanied by a visual like Figure 2-5.

“The following three objectives have been identified to ensure the further successful development of the e-construction platform:

1. Improving the usefulness and quality of data
2. Improving the usefulness and quality of digital services
3. Strengthening cooperation and engagement with digital services

To achieve these objectives a set of actions have been identified. Take a closer look at these here: [Link to page with the list of \(priority\) actions that Deliverable 6 has produced](#)

[#actionplan](#) [#econstructionplatform](#) [#digitalservices](#) [#construction](#)
[#spatialplanning](#) [#progress](#) [#MinistryofClimate](#)”

Figure 2-5 Objectives for further successful development of the e-construction platform



3. **Workshops / focus groups:** Key messages at such meetings would be even more detailed and should also include the ‘actions’ identified to achieve the three ‘objectives’ above (Chapter 4 of Deliverable 6 spells out all these actions, see also Figure 2-6 below). Such technical information could be accompanied by visuals and other tools that would appeal to stakeholders and encourage them to provide feedback. For example, a workshop could start with a Slido poll to assess the initial thoughts and reactions and follow up in a plenary or breakout sessions to dig deeper into stakeholder views.

Figure 2-6 Overview of the timeline for priority of actions proposed by Deliverable 6

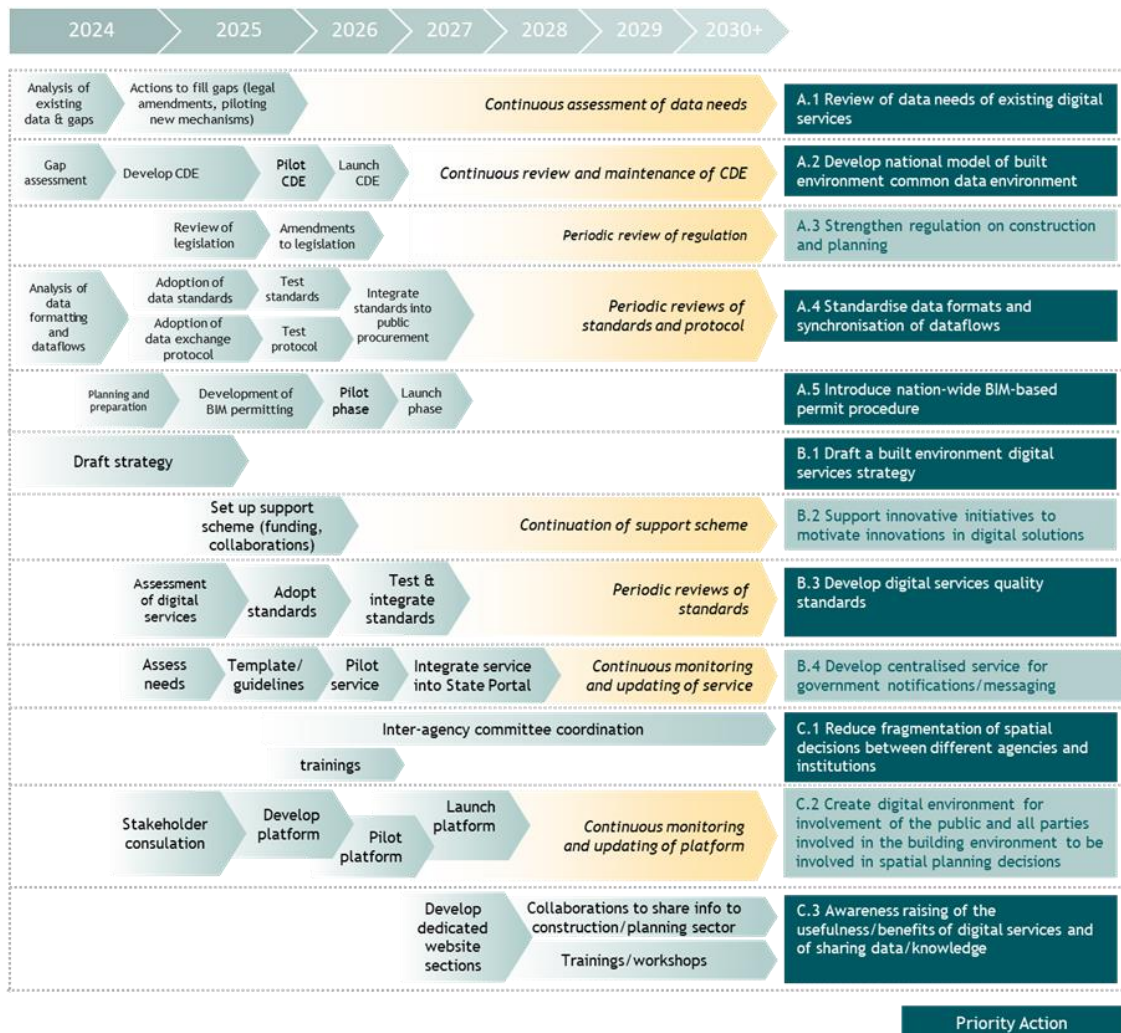
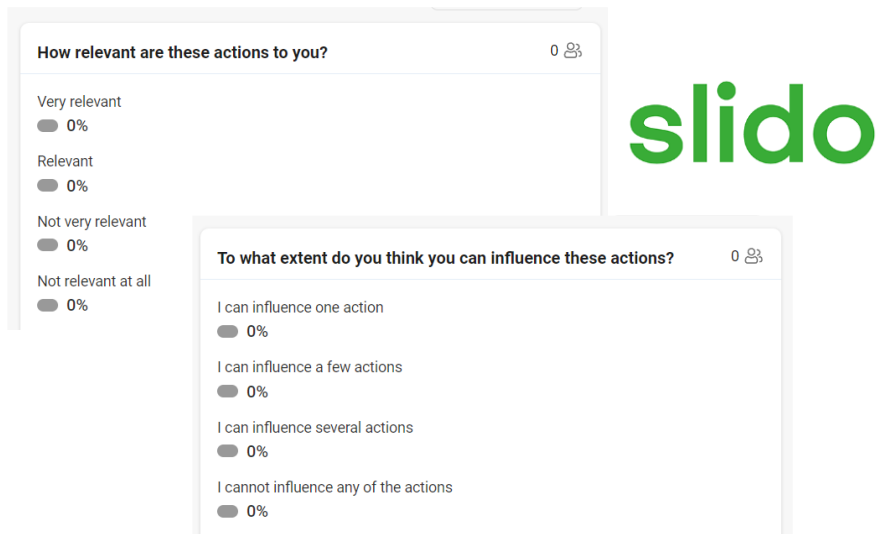


Figure 2-7 Slido poll example questions



4. **News articles:** An article could inform about the policy recommendations and the possibilities to engage in this field, e.g. by sharing information on upcoming events.

3 Opportunities and risks for communication

This chapter presents the risks and opportunities regarding the communication plan, drawing from lessons learnt during stakeholder consultation activities conducted as part of this project, i.e.:

- Online survey (Deliverable 2)
- Regional working seminars (Deliverable 4)
- Workshops (Deliverables 4 and 6)

It should be noted that the risks and opportunities are often interlinked and can reinforce each other.

3.1 Risk mitigation regarding key messages

The table below presents a number of risks that were identified concerning the communication of key messages. These risks are presented together with measures to either prevent risk from materialising or to mitigate the effect of risks in case they materialise.

Table 3-1 Risks and mitigation measures overview

Description of risk	Likelihood	Severity	Proposed risk-mitigation measures
Irrelevant communication	Medium	High	<ul style="list-style-type: none"> • To effectively communicate the messages, the right target audiences need to be identified (Chapter 2 is a start to this); • Priority messages must be selected and tailored to the targeted audience (Chapter 2 is a start to this); • Targeted communication strategies per key audience allows to communicate relevant information, e.g., the private sector / business may be interested in the business advantages for them which could in turn support the development of a high quality living environment; • Communication should be result-based, meaning that measurable goals and reporting metrics should be defined (see Chapter 4)
Confusing and unclear information	Low	High	<ul style="list-style-type: none"> • The messages must be well drafted and to-the-point, and consistent across all tools and for all key audiences; • The use of visuals that enhance understanding should be considered
Low effectiveness of chosen communication tools to bring across the key messages to the targeted audiences	Low	High	<ul style="list-style-type: none"> • Establishment of communications evaluation indicators to assess the effectiveness of the communication strategy along the project and for the long term (see Chapter 4)
Low attendance at workshops / events	Medium	Medium	<ul style="list-style-type: none"> • Early save-the-dates (8-12 weeks before event) and invitation / registration (4-6 weeks before event); • Attractive invitation with agenda and clear explanation of the purpose of the workshop and why certain stakeholders should attend
Language barriers	Medium	High	<ul style="list-style-type: none"> • Communicate in relevant languages other than Estonian if needed; • The communication materials will be tailored to the targeted audience, e.g. avoiding jargon when primarily targeting the private sector
Ethics non-compliance	Low	High	<ul style="list-style-type: none"> • Close liaison with institutional ethics and approval bodies especially for email dissemination as well as for workshops and other events for which personal information will be collected

3.2 Opportunities

From the lessons learnt along the study process, opportunities were identified for improving communications and obtaining better results from consultation activities. The table below presents a list of actions to seize opportunities, such as a higher response rate, higher participation, better / more spot-on answers, better questionnaires / contents, and more practical / useful results.

Table 3-2 Opportunities to improve communication in the future and respective actions

Opportunity	Action	Survey	Workshop / Seminar
Higher response rate	<ul style="list-style-type: none"> Ensure that the invitation explains why it is important for stakeholders to participate in the activity; If consultants are involved (like it has been the case in this contract), have the consultants draft such an invitation; When applicable, include a so called 'support letter' from the DG REFORM (in cooperation with the beneficiary) explaining the reason for the contract and why funding has been granted; Send out reminders, ensuring that participants have sufficient time to respond 	X	
Better / more spot-on answers	<ul style="list-style-type: none"> Ensure that the invitation explains clearly what the purpose of the activity is and how the outcomes will be used; If consultants are involved in a certain activity (like it has been the case in this contract), have the consultants draft such an invitation 	X	
Higher participation	<ul style="list-style-type: none"> Send early (save-the-date) invitations and timely reminders before the event; Turn the invitation text into a visually appealing invitation; Having local municipality officials as mediators of seminars spreading the word about the seminar; Targeted invitations ensure a great hit rate - it is worth investing some time in the selection of relevant stakeholders and sending each a personal invitation; Phone calls to selected participants. This would be accompanied by dedicating a few working hours to contacting potential participants only 		X
More practical / useful results	<ul style="list-style-type: none"> Having local municipality officials actively participating in the seminars; Prior to workshops / seminars, circulate a draft version of the work in question (e.g., web-based 'worksheets' with different elements of the spatial development plan) to participants, encouraging them to read it and if they wish, react to it prior to the workshop / seminar and even after. 		X
Better questionnaires / contents	<ul style="list-style-type: none"> Define early in the process who the target group is so that questionnaires / contents are tailored to the target group and the most is made of the activity; Determine the language in which the activity will be carried out. 	X	X

4 Evaluation of communication

To measure the progress and success of the communication in disseminating Deliverable 4 and 6 results, key performance indicators (KPIs) must be established and periodically monitored. The following table provides a series of KPIs which can be used to evaluate the external communication of the key messages. The 'success' indicators are thereby qualitative indications since their quantification would need further tailored research. The table also indicates the KPI's implementation period.

Table 4-1 Example of indicators to evaluate communication activities

Key objective addressed	KPI	Success indicators	Time frame
4.1: Explain the need for a living environment development plan in Estonia	<ul style="list-style-type: none"> Number of clearly identified gaps in the currently existing policy framework on high quality living environment 	<ul style="list-style-type: none"> Monitor trend towards minimising the number of gaps to a certain threshold 	Long term
4.2: Inform about the development of the living environment development plan	<ul style="list-style-type: none"> Number of visits/clicks on a social media post Number of subscribers/followers of a social media channel Number of subscribers to a newsletter 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend on visibility indicators 	Short term
4.3: Raise awareness on the implementation of the living environment development plan	<ul style="list-style-type: none"> Total number of interactions (likes, shares, comments...) on a social media post Number of subscribers gained on a social media channel Number of pages visited per session on the website Opening rate of the newsletter Click-through rate of the newsletter Unsubscribe rate of the newsletter 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend regarding engagement numbers and unsubscription rate 	Medium term
4.4: Sensitise to the need for coherent policy making	<ul style="list-style-type: none"> Number of different Ministries involved in workshops 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend in participating Ministries 	Short term
6.1: Explain the need for the e-construction platform	<ul style="list-style-type: none"> Number of visits/clicks on a social media post Number of subscribers/followers of a social media channel Number of subscribers to a newsletter 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend regarding visibility indicators 	Short term
6.2: Raise awareness on the e-construction platform (and other digital services)	<ul style="list-style-type: none"> Number of visits/clicks on a social media post Number of subscribers/followers of a social media channel Number of subscribers to a newsletter Unsubscribe rate of the newsletter 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend on visibility indicators and unsubscription rate 	Short term
6.3: Encourage spatial planning / construction stakeholders to use the e-construction platform (and other digital services)	<ul style="list-style-type: none"> Number of relevant databases frequently used Number of users of the e-construction platform Total number of interactions (likes, shares, comments...) on the website Number of pages visited/interactions per session on the platform Opening rate of the newsletter 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend in number of frequently used databases 	Long term

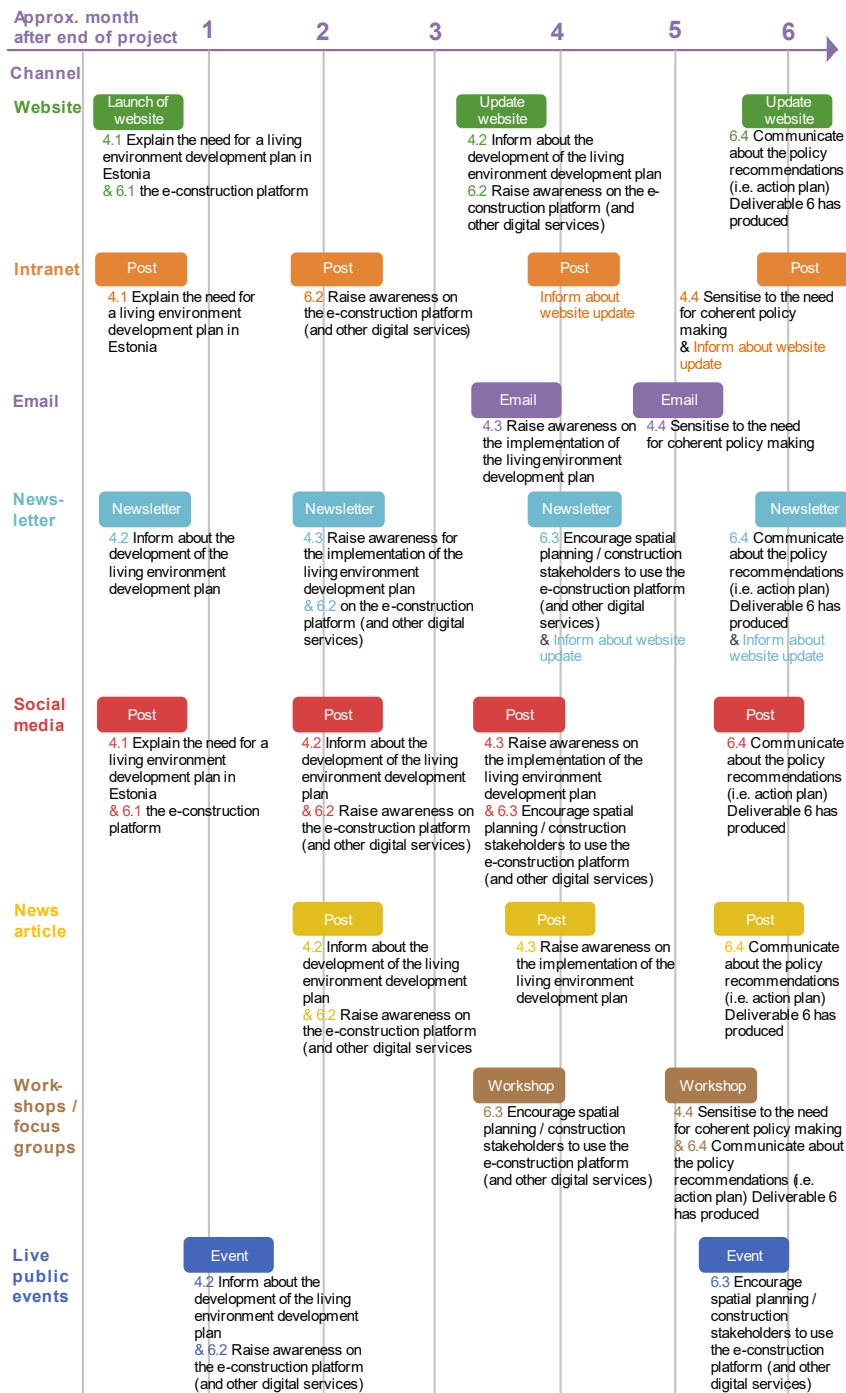
Coherent Policy Development for High-Quality and Sustainable Living Environment

Key objective addressed	KPI	Success indicators	Time frame
	<ul style="list-style-type: none"> Click-through rate of the newsletter 	<ul style="list-style-type: none"> Monitor trend on visibility/ engagement indicators 	
<p>6.4: Communicate about the policy recommendations (i.e. action plan) Deliverable 6 has produced</p>	<ul style="list-style-type: none"> Number of visits/clicks on a social media post Number of subscribers/followers of a social media channel 	<ul style="list-style-type: none"> Set goals / targets and assess against that Monitor trend in visibility indicators 	<p>Long term</p>

5 Communication plan and timeline

To allow for the preparation of key messages and effectively communicate such, a plan needs to be established. The following table presents an indicative timeline of the communication actions that we recommend to be taken within six months after the completion of this project.

Figure 5-1 Communication actions and timeline



Annex A - Key audiences

This chapter elaborates on the key audiences for the communication messages. This is important because messages resonating with one stakeholder group do not have to resonate with another. Among others, the stakeholders' knowledge on the topic and preferred tone and communication channels may differ.

The following sections elaborate on different stakeholder groups, tapping into what their interest and knowledge in the topic is and what the most effective channel to reach out to them may be.

5.1 Policymakers, politicians, ministers and high-level government officers



A coherent transition requires all government authorities and political actors at national level to be aware of the topic and related developments. This is important to facilitate appropriate domestic guidance, also for policymakers on a more regional level, and avoid counter-acting political interventions. Communication is a main leverage alongside legislation, regulation and taxation that governments can use to cause change.

High-level government authorities are relevant for most of the communication objectives.

Because of the broad scope of the topic of living environment, the development plan is likely to affect the work of many government authorities. This audience would be provided with concrete and detailed information, as well as links to more technical information and details, including the e-construction platform.

Communication channels to engage this group can vary from online tools, like **email** and an **intranet**, to expert **workshops**.

5.2 Local authorities

Municipalities are also an important audience of the public sector. The local authorities engage on a more implementation-oriented scale than the first key audience. They are likely to be somewhat familiar with the topic of living environments and spatial planning.



Municipalities are crucial to implement national policies at the regional level and to communicate local needs to high-level policy-makers.

This stakeholder group is to **be informed** about and **engaged** in the process of the living environment development plan and developments in the area of digitalisation.

Communication channels to engage this group can vary from online tools, like **email** and an **intranet**, to expert **workshops**.

5.3 Non-governmental organisations (NGOs)



NGOs are likely to intervene in the living environment development plan's progress and can take on the role of experts, partners, lobbyists or public critics. They are likely to be knowledgeable about the topic, however most likely focused on one specific field.

NGOs have good communication channels and are keen on providing insights and opinions on specific topics. Information / messages directed at NGOs can be detailed and providing this stakeholder type with a possibility for follow-up questions would be favourable.

The most suitable communication channels to inform this stakeholder group are **newsletters** and **social media posts**; expert **workshops** would be suitable for its engagement.

5.4 Business, i.e. construction and spatial planning sector

Stakeholders and experts in the study-relevant sectors, i.e. construction and spatial planning include urban planners, architects and other influential actors of the business environment.

Construction and spatial planning stakeholders would be interested in changes in the governance and policy framework, long-term strategies and action plans. This stakeholder type has knowledge on the topic and can therefore digest technical and detailed information.

Posts on a **website** and **social media**, **newsletter** as well as expert **workshops** and **live public events** are suitable communication channels to share relevant messages and events with this key audience. It would be important to provide messages in a targeted tone, emphasising the impacts and dependencies of the topic on the actors' business environment.



5.5 General public

The general public represents the broad audience of Estonian citizens. It includes individuals and communities as well as homeowners, housing associations and others. Informing them of new policy developments potentially affecting them (e.g., digital tools, proposed plans for national zoning and urban development) is key to facilitate transparent and inclusive policy making, and obtain their interest and acceptance.

The general public is not a specialised audience and can thus not be expected to have detailed knowledge on neither living environment development nor digitalisation. Topics of interest will depend on the person and can range from mobility to housing to (green) public spaces.



The main communication channels to reach this key audience are **blog** and **social media posts**, **newsletter**, **TV** and dedicated **websites**. The communication messages would be designed as accessible as possible and the tone would avoid jargon to be easily understandable. The level of detail should be rather low to keep the message interesting to a wide range of the general public.

5.6 Education and academia



This audience encompasses universities, colleges, schools, research institutions and students and plays a vital role in conducting research and advancing knowledge and skills in related fields. For example, this can address specific elements of the e-construction platform or the facilitation of co-creation in Estonian policy making. Their input and collaboration are often sought to inform and develop policies and to provide vocational education and training (VET).

To enable good cooperation with this stakeholder group, **awareness raising** is relevant. Education and academia would demand a different focus of the information provided than previous audiences, and would benefit from detailed background data, also on methods applied.

Some main communication channels to reach out to these would be **reports, press releases** and expert **workshops**.

5.7 Overview of key audience addressed per key communication message

The table below provides an overview of the key audiences addressed by each objective, as per the objectives identified in Chapter 2.

Table A-1 Overview of key audience addressed per key communication message

Audience / Objective	Politicians, ministers and high-level government officers	Local authorities	NGOs	Business	General public	Education and academia
4.1: Explain the need for a living environment development plan in Estonia	✓	✓				
4.2: Inform about the development of the living environment development plan	✓	✓	✓	✓	✓	✓
4.3: Raise awareness on the living environment development plan's implementation	✓	✓	✓	✓	✓	✓
4.4: Sensitise to the need coherent policy making	✓	✓				
6.1: Explain the need for the e-construction platform	✓	✓		✓		
6.2: Raise awareness on the e-construction platform (and other digital services)	✓	✓		✓	✓	✓
6.3: Encourage spatial planning / construction stakeholders to use the e-construction platform (and other digital services)				✓		
6.4: Communicate about the policy recommendations (i.e. action plan) Deliverable 6 has produced	✓	✓				✓

Annex B - Communication channels

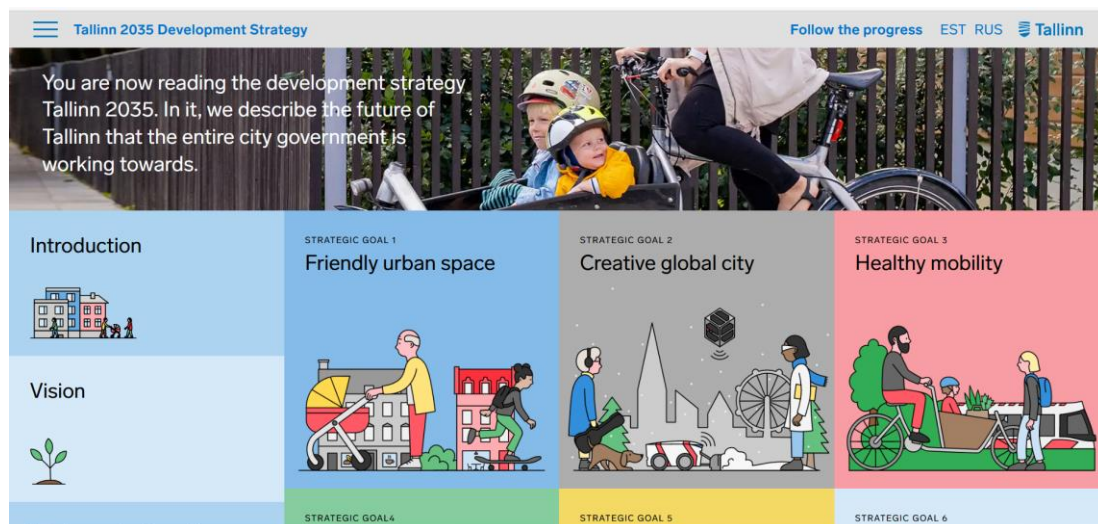
This chapter presents the most appropriate communication channels to consider for successful outreach to the key audiences. Widespread dissemination opportunities are sought through digital means, like government websites and social media posts, as well as offline tools, like workshops and information events.

Online sharing of messages would be crucial due to efficiency reasons in terms of resources and outreach. 91% of Estonians were identified as internet users in 2021.³ **Multi-channel** communication would also allow contacting a large number and variety of stakeholders.⁴ It is also recommended to **leverage on existing communication channels**, for example, within the Estonian government and/or the construction and spatial planning sectors. By utilising channels owned by the Ministries, costs can also be saved.⁵ To be **integrative**, the set of communication channels would consider barriers, for example, the tone of a message.⁶

5.8 Website

Government websites are effective communication channels seeking to improve communication, ease administrative burdens and provide greater access to public services for citizens and businesses. Currently, no dedicated website for the development of high quality and sustainable living environment exists. Information is spread over different public authorities, through the national government via Estonia 2035⁷, or the Tallinn city government⁸. To simplify coherent information provision, a dedicated website or webpage under the national government could be beneficial. An example could be the website on '[Tallinn 2035 - Development Strategy](#)', of which a screenshot is given in Figure B-1. Another example is [e-ehitus](#).

Figure B-1 Exemplary design of a dedicated website, here on Tallinn 2035



Source: <https://strategia.tallinn.ee/en/>

³ World Bank Data (2023). [Individuals using the Internet \(% of population\) - Estonia](#).

⁴ Whispir (n.d.). [A guide to multi-channel communication for local government](#).

⁵ HM Government (2022). [Performance with purpose - Government communication service strategy](#).

⁶ HM Government (2022). [Performance with purpose - Government communication service strategy](#).

⁷ Republic of Estonia (n.d.). [Strategic goals](#).

⁸ City of Tallinn (n.d.). [Business environment](#).

A dedicated website could feature key project elements, detailed background information, engagement materials and regular news updates. To be effective for information sharing, governmental websites must have the following features:⁹

- Authoritativeness (Information to be consistent with messages communicated by public officials ‘on the ground’);
- Comprehensiveness (at least for the topics addressed on the website);
- Fit-for-purpose (to provide useful information to the target audience); and
- Ease of navigation (so that citizens can easily find the useful information).

A website would be accessible to **all key audiences**, i.e. because the information can be relatively easily be provided in several languages, like Estonian, Russian and English. However, a website demands stakeholders to actively approach it when seeking information. It is thus not suitable to inform not intrinsically interested stakeholders.

5.9 Intranet

An intranet is a digital network within an organisation, where employees can securely share information and collaborate.¹⁰ This could be relevant to share information among policy makers or with employees of key organisations for the communication messages. In the latter case, messages should be prepared for sharing with businesses to increase the likelihood of being further populated within the organisations.

5.10 Email

E-mails can facilitate communication with large numbers of stakeholders in a quick and efficient manner. Emails can be used within one audience category or between several ones. They can either be used for one-way communication, suitable to share information. This is covered under section 5.11 on newsletters. Or emails can serve two-way communication, allowing recipients to react. It can thus be used to collect stakeholder input, e.g. by providing a dedicated email address which can be shared with stakeholders and on the website/via the other communication channels.

5.11 Newsletter

Newsletters enable stakeholders to stay informed and engaged throughout the project’s development process. They are a means of delivering updates on the project, on a regular or occasional basis. They can also share project-related resources, including research findings, contact information and success stories. Newsletters can be employed for internal organizational communication or for external distribution to the general public. The level of detail can be low, however, links to further information can be provided.

Newsletters can be interesting to **all key audiences**. However, they require people to actively subscribe.

⁹ OECD (2023). Effective government information websites - Toolkit for implementation. Available at: <https://www.oecd.org/gov/effective-government-information-websites-ac325b03-en.htm>

¹⁰ Simpplr (2023). Intranet. Available at: <https://www.simpplr.com/glossary/intranet/>

5.12 Social media

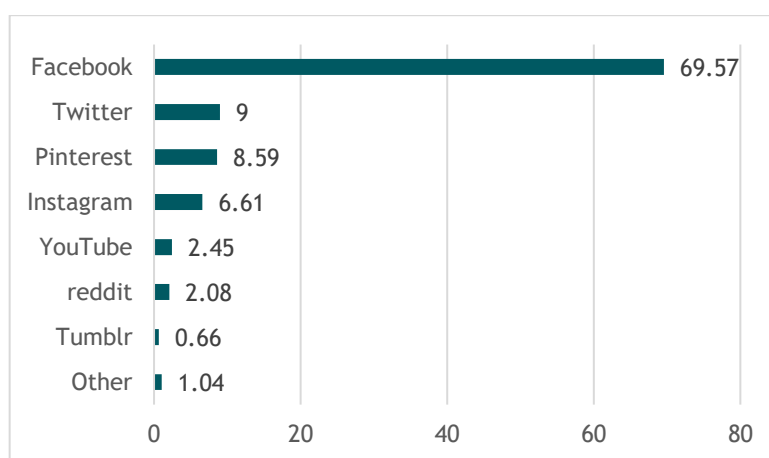
Social media is another channel that can be used to increase the awareness on the project, communicate on the project outcomes, and increase the visibility of activities that will be organised, such as workshops and conferences.

Social media allows for quick and broad information dissemination and can engage audiences due to the possibility to share messages themselves.¹¹ It also allows to use imagery, reach out to new audiences and get attention of journalists and other influential people. Moreover, this channel is rather cheap and easy to manage.

Facebook is by far the most common social media platform in Estonia, as illustrated in Figure B-2. Stenbock House¹² is a social media channel, shared by the government, the Prime Minister and the Government Office and has 25 000 followers on Facebook. Some Ministries have their own Facebook-channel, like the Estonian Ministry of Foreign Affairs¹³, having 29 000 followers.

Further relevant platforms could be X Corp (former Twitter), with the in English and Estonian available channel of the Estonian Government (29 000 followers), Youtube with ValitsuseUudised¹⁴ being the video channel of the government and the Prime Minister (4 100 subscribers) and LinkedIn, with for example the Ministry of Finance¹⁵ having 1 400 followers. A project-specific hashtag could be established and used across the different social media channels.

Figure B-2 Market share of social media websites in Estonia based on the number of visits in 2022, in %



Source: Statista (2023). Leading social media websites in Estonia in 2022, based on share of visits. Available at : <https://www.statista.com/statistics/1165914/market-share-of-the-most-popular-social-media-websites-in-estonia/>

Social media can be used for **all key audiences**. However, it would be mainly used to attract attention and provide basic updates on the project. Detailed information could be provided via external links.

¹¹ Hyland-Wood, B. et al. (2021). [Toward effective government communication strategies in the era of COVID-19. Humanities and Social Science Communication, 8\(30\).](#)

¹² See <https://www.facebook.com/stenbockimaja>

¹³ See <https://www.facebook.com/valismin/>

¹⁴ See <https://www.youtube.com/c/ValitsuseUudised/featured>

¹⁵ See <https://www.linkedin.com/company/estonian-ministry-of-finance/>

5.13 News articles

Newspapers can have a high reach including the general public. However, the use of e-services is common in Estonia and increasingly attracts former users of print media. A few of the most popular websites visited in 2022 news platforms, i.e. delfi.ee, postimees.ee and ohtuleht.ee as well as the public radio (err.ee) and public news (ria.ee).¹⁶ These channels can be used to raise awareness on developments and events and provide general information.

5.14 Workshops / focus groups

Workshops can be an interactive tool for face-to-face interactions and discussions, fostering a deeper understanding of a project’s objectives and implications. Through workshops, stakeholders from diverse backgrounds, including government representatives, industry experts, community leaders and NGOs, can actively participate in shaping the project’s development. This collaborative approach can contribute to the project aligning with the varied interests and needs of the diverse society. Workshops can also facilitate the exchange of knowledge and best practices and can be used to address concerns and answer questions.

Workshops can be designed to be attractive to **all key audiences**. It depends on the topic which stakeholder group is targeted.

5.15 Live public events

Live public events, like conferences or fairs, can bring together various key audiences, including government officials, academic experts, industry representatives, community leaders and the general public. They hold opportunities for in-depth discussions, the sharing of knowledge and expertise, and the exploration of innovative solutions.

5.16 Overview of communication channels per key communication message

The following table provides an overview of the recommended communication channels per key communication objective as per the objectives identified in Chapter 2.

Table B-1 Overview of communication channels per key communication message

Audience / Objective	Webiste	Intranet	Email	News-letter	Social media	News article	Work-shops / focus groups	Live public events
4.1: Explain the need for a living environment development plan in Estonia	✓	✓			✓			
4.2: Inform about the development of the living environment development plan	✓			✓	✓	✓		✓
4.3: Raise awareness on the living environment			✓	✓	✓	✓		

¹⁶ Gemius (13 July 2022). Top 10 most visited websites in Estonia - June 2022 #gemiusAudience. Available at: <https://www.gemius.com/all-reader-news/top-10-most-visited-websites-in-estonia-june-2022-gemiusaudience.html>

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Audience / Objective	Webiste	Intranet	Email	News- letter	Social media	News article	Work- shops / focus groups	Live public events
development plan's implementation								
4.4: Sensitise to the need for coherent policy making		✓	✓				✓	
6.1: Explain the need for the e-construction platform	✓				✓			
6.2: Raise awareness on the e-construction platform (and other digital services)	✓	✓		✓	✓	✓		✓
6.3: Encourage spatial planning / construction stakeholders to use the e-construction platform (and other digital services)				✓	✓		✓	✓
6.4: Communicate about the policy recommendations (i.e. action plan) Deliverable 6 has produced	✓			✓	✓	✓	✓	

Annex C - Feedback/Evaluation Form Template

EVENT EVALUATION FORM

Name of Event: _____

Date: _____

Primary Event Organiser: _____

1. Please rate the success of the event:

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

2. Please indicate the extent to which you agree with the following statements:

a) Information and resources provided at the event is relevant to you:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments: _____

b) You are likely to use these information and resources in the future (if you are, please specify in comments 'how'):

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments: _____

c) Presentations were interesting (please leave in comments any 'highlights' you would like to mention)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments: _____

d) You would recommend this event to others (if you do, please specify in comments to 'whom')

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments: _____

e) There were opportunities to network with stakeholders relevant to you

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments: _____

THANK YOU FOR YOUR FEEDBACK!

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