

INFORMATION & PUBLICITY GUIDE

Interreg - IPA CBC Greece - Albania

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The Project is co-funded by the European Union and by National Funds of Greece & Albania



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1 INTRODUCTION

Co-funded Projects enable the EU to demonstrate in a practical way how the EU impacts on the everyday lives of citizens. Within this framework the European Territorial Cooperation (ETC) budget across the European Union amounts to €10,1 billion for the Programming Period 2014-2020¹.

This guide was prepared so that all bodies involved with Projects funded by the Interreg IPA II Cross-border Cooperation Programme “Greece – Albania 2014 – 2020”, co-funded by the European Union and national funds of Greece and Albania will be in a position to comply with EU Regulations and Guidelines regarding their communication activities. Correctly applying the EU logo and complying with the information and publicity requirements is a key element in the successful promotion of EU funding.

This manual has been designed to ensure that actions that are co-funded by the European Union (EU) incorporate information and communication activities designed to raise the awareness of specific or general audiences for the co-funded actions and the EU support for these actions in the country or region concerned, as well as the results and the impact of this support.

The manual mainly covers the way the EU identity should be promoted. It sets out requirements and guidelines for briefings, written material, press conferences, presentations, invitations, signs, commemorative plaques and all other tools used to highlight EU participation in projects/interventions. In addition, it offers tools designed to enable the development of a dynamic communication strategy that will highlight the achievements of EU support to co-funded interventions.

This manual contains requirements for all beneficiaries and implementing beneficiaries under contracts and financing agreements, whether signed by the European Commission or by any other Contracting Authority. In all other cases the manual is only designed to provide guidance, unless otherwise stated. In all cases the provisions of specific contracts, financing agreements prevail.

¹ http://ec.europa.eu/regional_policy/index.cfm/en/policy/cooperation/european-territorial/

Over and above the basic elements of visibility and information, and bearing in mind the context of every action, Project beneficiaries and contractors are encouraged, where the available budget and resources permit, to develop a communication and visibility plan that will highlight in a dynamic way the impact of the EU support on the eligible area. This may require the engagement of outside expertise.

2 LEGAL BASIS

The following documents have been taken under consideration for the drafting of the present Handbook:

- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002;
- Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006;
- Regulation (EU) No 1299/2013 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal;
- Regulation (EU) No.231/2014 of the European Parliament and of the Council of March 11, 2014 establishing an Instrument for Pre-Accession Assistance (IPA II);
- Commission Regulation (EC) No.447/2014 on the specific rules for implementing Regulation (EU) No.231/2014 of the European Parliament and of the Council establishing an Instrument for Pre-accession Assistance (IPA II);
- The European Commission’s Decision C (2015) 5482, by which the Interreg IPA II Cross-border Cooperation Programme “Greece-Albania 2014-2020” was approved;
- The European Transparency Initiative;
- The Communication Plan of the Interreg IPA II Cross-border Cooperation Programme “Greece-Albania 2014-2020”.
- Communication and Visibility Manual for European Union External Actions

3 BACKGROUND INFORMATION

The Information and Publicity (I&P) guidelines establish the conditions and procedure for the notification and disclosure of granting and use of the Interreg IPA II Cross-border Cooperation Programme “Greece-Albania 2014-2020” funds, and for marking of the objects financed by them. According to Article 24 of Regulation (EU, Euratom) No 966/2012, *“Any Actor implementing IPA II assistance as defined in points (a) to (c) of Article 58(1) of Regulation (EU, Euratom) No 966/2012 shall fulfil the requirements on information, publicity and transparency in accordance with Article 35(2) of Regulation (EU, Euratom) No 966/2012, and ensure appropriate visibility of the actions”*. Therefore, Project beneficiaries are required to apply all the appropriate Information and Publicity measures.

The overall aims of I&P actions with regard to EU funding are:

- To acknowledge the role of the EU Funds;
- to acknowledge the importance of the support provided by the EU; and
- To promote an understanding of the objectives and achievements of interventions co-funded by the EU.

Moreover, the general objectives of any I&P actions concerning ETC co-funded Projects should be the following:

- **Awareness:** Highlighting of the role of the European Community and the Structural Funds of the European Union for the general public and the promotion of the added value of Community participation in the co-funded Projects; and
- **Transparency:** Ensuring transparency as far as access to the Funds is concerned.
- **Equal Opportunities and non-discrimination:** Ensuring accessibility and as far as visibility implementation is concerned.

4 VISUAL IDENTITY ELEMENTS

4.1 The Programme’s name

The **Interreg IPA Cross-border Cooperation Programme “Greece – Albania 2014 – 2020”** has been approved by the European Commission’s Decision C (2015) 5482. The correct usage use of the Programme’s name is essential in all official documents, projects’ outputs and advertising materials, as it enforces the Programme’s brand identity.

4.2 Joint Branding

Every European Territorial Cooperation Programme seeks to develop valuable projects that have a real impact on the life of European Citizens. In order to attract new people and new projects, a Programme has to be visible. Programmes exist all over the EU, within and outside its official territorial borders, covering every region of Europe. They offer a unique network for projects directly targeted at improving our lives and economic development in our regions and at making our environment safer and more sustainable.

But this diversity can turn into a handicap when these Programmes (nearly a hundred of them) communicate separately about the opportunities they offer; they look like an exploded mosaic of local Programmes that are totally disconnected from each other, but still all of them are purchasing the same goals: reducing – if not removing – the obstacles created by borders within the EU and between the EU and its neighbours.

Together, European Territorial Cooperation Programmes have decided to put an end to this isolation and joined efforts under harmonized visual brand mark and a common brand name usable in every language: **Interreg**.



Interreg is now the brand name for European Territorial Cooperation and should be used publicly as widely as possible.

This will allow Interreg stakeholders to benefit from each other in their communication, attract project applicants and make projects visible.

The harmonized Interreg brand provides greater visibility for Interreg at all levels and towards the widest audience. It demonstrates that Interreg makes a difference both locally and at European level, providing large-scale evidence that cooperation in Europe brings people closer, makes economies stronger and helps to better preserve our environment.

To that end, for the 2014 -2020 programming period, the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” has adopted a new branding orientation, thus participating actively in the joined efforts for a harmonized visual identity. The logo of the Programme has been designed according to the Interreg Brand Design Manual. The new logo clarifies that it is an EU funded Programme (EU flag), in the framework of the Instrument of Pre-Accession Assistance (IPA) and part of the European Territorial Cooperation (Interreg).



4.3 The Interreg Project Logo

The projects funded under the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” have to follow the common branding procedure as well.

The project logo will have to look like this:



Project Acronym

The project acronym should be presented in the same fonts as the logo. Further guidelines as to how to design the project logo can be found in the Interreg Brand Manual by Interact: <http://greece-albania.eu/folder/tools>

The Managing Authority of European Territorial Cooperation Programmes and the JS of the Programme shall support the beneficiaries in designing the logo.

The EU funding of the Programme is granted from the Instrument of Pre-Accession Assistance II (IPA II). Concerning this, the general reference **“Project co-funded by the European Union”** needs to be included in small size in all communication materials. Whenever possible (i.e. written documents), the specific funding should be mentioned; i.e. **“Project co-funded by the European Union and National Funds of the participating countries”**. This should be written in the same font type as the logo and located at the bottom of each deliverable/ mean of visibility.

4.4 Use of Logo

The fulfillment of the requirements as set out in the following section implies a win-win situation: a clear indication of the Programme’s co-funding will let the Project’s audience know that the EU and the Programme supports the approach developed.

Please note that expenditure for I&P activities that do not comply with the requirements described below are considered as ineligible. The Programme reserves its rights to take further steps in case the requirements are violated.

All Projects or activities financed from the Programme funds have to have an explicit reference to EU contribution, including a reference to the relevant financing sources. e.g. “The Project is

co-funded by the European Union and by national funds of the countries participating in the “**Interreg IPA Cross-border Cooperation Programme “Greece – Albania 2014 – 2020”**”.

Moreover, in order to mark objects and to indicate the European Union’s contribution, all Projects or activities financed from the Programme funds have to be marked with the Programme and EU logo, including:

- Buildings;
- Events;
- Machinery;
- Equipment;
- Publications;
- Information and advertising material;
- Digital information carriers and material;
- Television shows, articles and other texts in a technically possible and suitable manner;
- Advertisements in print or digital media;
- Souvenirs.

The Logo shall be used for any kind of I&P material. This includes word-, pdf-, ppt- or similar documents, as well as information made available by electronic means and audio-visual material.

The Logo must always be visible.

The beneficiaries must mark their websites or the website(s) financed from the Programme funds with the Logo, and provide information on the content of the project, the beginning and end date of the project and the amount of the Programme funds to be received.

The beneficiaries must place the Logo on documents and certificates that will be distributed during implementation or as a result of a Project to participants or to the public.

Information and communication material, such as publications (newsletters, brochures, pamphlets), must contain a clear indication of the EU’s participation on the title page. Publications should include references to the body responsible for the information content.

On digital information carriers the Logo is placed on front page, in introductory scene or picture, and also on the packaging (e.g. packaging of a CD, DVD etc.).

The beneficiaries are obliged to send any I&P Material to the Communication Officer of the JS and/ or the Managing Authority of the Programme.

The use of the **EU emblem** (the flag of the European Union with the text European Union) only is recommended in case of small promotional objects, where space is limited.

For further instructions on the graphic standards of the EU emblem, please refer to Annex II.

5 PROJECT I&P STRATEGY

5.1 Appropriate Visibility

Communication activities should be properly planned in all Projects. Communication should focus on highlighting the role of the EU as a beneficiary and on the achievements and impact of the action, not on administrative or procedural milestones. In order to maximise the impact of communication efforts, beneficiaries must keep in mind that:

- Activities need to be timely
- Information used must be accurate
- The right audience(s) should be targeted
- Messages should be interesting for target audience(s)
- Activities should be appropriate in terms of resources spent and expected impact

However, there should also be room in any plan to seize a good opportunity. A good communication strategy reflects the ability to use unexpected opportunities for the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be taken up.

A budgeted communication and visibility plan should be included in the work plan of any EU co-funded action, highlighting the communication activities that need to take place at key stages in the life of the action. The funds allocated for communication activities should have been included approved Application Form. The communication budget should be sufficient to have a real impact, and reflect the size, and, consequently, the likely impact of the action.

A specific Work Package of the Application Form of the Interreg IPA II Cross-border Cooperation Programme “Greece – Albania 2014 – 2020” requires that an I&P strategy shall be laid down. Specific I&P objectives, target groups and a dissemination strategy shall be identified. Derived from this, appropriate I&P activities shall be compiled including mandatory outputs, as described below. However, the I&P actions will be proportionate to the level of funding

available. The level of detail should be tailored to the nature, extent and cost of the communication activities envisaged.

The I&P strategy shall guarantee that Information and Publicity becomes an integrated part of the Project funded under the “Interreg IPA II Cross-border Cooperation Programme “Greece – Albania 2014 – 2020” throughout its life cycle. The Beneficiaries, shall plan relevant human and financial resources and allocate the responsibilities among the partnership.

The objective of the I&P strategy shall be to increase the awareness of the general public and/or specific audiences on the Project, the Interreg IPA II Cross-border Cooperation Programme “Greece – Albania 2014 – 2020” and European Territorial Cooperation. Moreover, the transparency of the activities implemented and of the EU funds used shall be guaranteed. The implementation of an I&P strategy shall furthermore ensure that results achieved are disseminated widely and capitalised by policy makers and stakeholders in the Programming Area. Besides those general aims, each Project shall define specific objectives for its I&P strategy, according to the Project contents.

5.2 Target Groups

In order to communicate effectively, target audiences should be clearly identified in communication and visibility plans.

Depending on the objectives, the Project Beneficiaries shall identify relevant target groups. In addition, specific target groups have to be addressed by a variety of specific activities. A dissemination plan shall prove the compliance between target groups and activities.

Potential target groups could be (list not exhaustive):

- General public;
- Local, regional, national, European, but also specialized mass-media, which contributes to the promotion of the project;
- European Commission and Members of the European Parliament;
- Universities, research institutions, research community, educational organisations;

- Local, regional and national authorities;
- Economic and social partners;
- Public road/ water/ environmental management companies and authorities;
- Chambers and their members, Federations and Associations;
- Labour centers;
- Development Agencies;
- NGOs;
- Networks.

5.3 Mandatory I&P outputs

As stated above, the project’s communication plan is a strategic tool aiming to raise awareness about the project, and to disseminate its results. In addition it ensures efficient communication among project beneficiaries. Furthermore, the project communication plan should also be addressed to specific target groups such as the media and the general public, with the purpose of disseminating interesting information about the project to the wider audience.

There are four (4) mandatory I&P outputs that should be included in a project:

a) Project Communication Plan

b) Development of a Project Website

c) At least one (1) Publication (brochure/ booklet) with the results of the project

d) Organisation of one (1) Final Public Event

5.3.1 Communication Plan

Besides the description of the I&P strategy in the Application Form of the Programme, it is highly recommended to develop a more detailed, internal plan for Information and Publicity (I&P plan, communication plan etc.) immediately after the Project’s approval. This allows to further specify objectives and to tailor activities to the identified target groups, but also to manifest responsibilities and dedicated budget lines.

The communication plan should be developed in English as soon as the project starts. **The Project’s Communication Plan should be submitted to the JTS with the first progress report.** Final Beneficiaries shall use the template available in Annex III.

5.3.2 Project website

The website shall be launched at least in the Programme’s official language² and shall provide information on the Project, its progress, deliverables and results, as well as details for Project Beneficiaries. Moreover, it shall refer to European Territorial Cooperation and the EU co-funding.

The domain name of the website shall be short and memorable. Therefore, it is suggested to run under its own Project domain (e.g. www.projectname.eu) and shall not only be part of an institutional website (e.g. www.ministry-environment.gr/department-for-water/research-andprojects/project-name/html).

The project’s website shall be developed and functional within the first six (6) months after the Subsidy Contract is signed and shall be kept online at least two years after the project closure. Please communicate the website’s expiry date to the Joint Secretariat (JS) early in advance, so that the Programme can collect/ upload relevant Project results on the Programme website.

The project’s website shall include **a short description of the Programme**. The text for this use shall be discussed and approved by the JS.

The Interreg Project Logo (picture 1), together with the textual reference to the sources of financing (picture 2) must appear on the homepage (front page) of the project’s website.

There is also a need for **a disclaimer on the bottom** of the homepage that the material on the website does not necessarily reflect the official position of the EU, the Managing Authority and the participating countries. This disclaimer should include the following: *This webpage has been*

² The official language of the Programme is English. However, in addition to English, Greek and Albanian may be used for the better promotion of the project.

produced with the financial assistance of the European Union. The content of the webpage are the sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries and the Managing Authority.

The beneficiaries need to make available at least **the links** to the following websites:

- the Programme’s website: www.greece-albania.eu
- the website dedicated to the EU Regional Policy: http://ec.europa.eu/regional_policy/index_en.htm
- the institutional websites of the beneficiaries(if applicable)

Beneficiaries are advised to publish in the project website any procurement related to the implementation of the project.

It is important to stress that all projects approved will have a web-page within the website of the programme (www.greece-albania.eu) where they can also provide material.

5.3.3 Project result booklet

At least one leaflet/ booklet, including and spreading of the Project results, shall be published.

This leaflet/ booklet shall be (at least) in the Programme’s official language, i.e. English.

The cover page should contain the Interreg project logo. The textual reference to the sources of financing with the flags of EU and the two participating countries must appear either on the cover page or the back page.

The following disclaimer must be included: *The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority.*

5.3.4 Public final event

A public final project event should be held in at least in the Programme’s language, i.e. English and it shall inform the target groups about the results achieved during the project implementation. It is recommended to link this activity with media communications (e.g. press release, press conference). Again, the Interreg project logo, as well as the sources of financing

should appear on all documents, publications, presentations, or other materials made available during the event.

5.4 Non – mandatory I&P outputs

5.4.1 Posters

The beneficiaries will have the opportunity to create the poster for their project through an online tool, provided by the Managing Authority, bearing thus only the cost for the production.

5.4.2 Media relations

In addition to the outputs above, further outputs in the field of media relations are highly recommended and expected. The communication with and via the mass media is an essential tool for reaching the general public. Many potential activities can be chosen such as press releases, press conferences or press (field) trips, public relations campaigns, paid articles and ads, direct contacts and interviews etc. In order to set the basis for an effective media communication, it is recommended to set up a contact database of relevant contact persons/ journalists at the Project start.

Further communication activities shall be tailored according to I&P objectives, target groups and Project contents, such as:

- Project newsletter;
- Production of gadgets (e.g. pens, bags etc) and promotion materials (e.g. posters, banners etc);
- Promotional film or picture presentations;
- Photos; (preferably before and after” pictures to document the progress of projects and relevant events)
- Radio spots; etc.

As a general rule, gadgets shall be suitable for and correspondent to an identified target group.

5.4.3 Social Media

Apart from the traditional methods and techniques of communication, the Internet offers an array of modern opportunities to promote the projects: the so-called social media e.g. Facebook, Twitter, LinkedIn, Google+, Youtube, Pinterest etc. If the beneficiary’s scheme decides to include in the communication strategy the use of social media, then a specially designed strategy must be developed according to the needs of each platform since each platform requires different techniques. If the beneficiaries decide the use of Social Media, then they must also draft an operational plan for implementing the communications for this medium. Based on previous experience, there were numerous examples of projects which their beneficiaries included the use of Social Media in their Communication Strategies only to find out soon that it was difficult to maintain implementation of communications over time. Thus, the use of Social Media is strongly recommended, only in cases where there is a strong commitment from the beneficiaries’ side.

Please note that the Project’s background and co-funding sources shall be highlighted in any I&P action (e.g. printed material such as press releases, publications, but especially activities with no visible output such as radio or TV interviews etc.).

5.5 Mainstreaming gender equality and non-discrimination in the projects’ I&P Strategy

The objective of non-discrimination refers to the prohibition of any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation. Article 19 of the Treaty on the Functioning of the EU provides the legal base for EU legislation combating discrimination. Moreover, Article 7 of Regulation 1303/2013 refers to the promotion of equality between men and women and non-discrimination.

Besides the legal obligations, there is a strong economic argument, also linked to the achievement of the Europe 2020 targets, to work towards a more equal and diverse society as demonstrated by a wide range of studies, including by the OECD.

Hence, mainstreaming gender and non-discrimination on project level and particularly in communication strategy is a key factor in successful dissemination of project results.

In particular, accessibility is ensuring that disabled people can access the communication channels (website, promotional material, venues etc.) and that there are no barriers that prevent this. In other words, making something accessible means providing alternative means (formats or options) to access what’s on offer if the “standard” offer is not accessible.

The best way to embed inclusive communications across the project lifecycle is to develop an inclusive communication policy that clearly sets out a commitment to inclusion. The length and complexity of this policy will be determined by many factors, ie. nature of project, profile of main target groups, size of partnership, scope of beneficiary institutions, budget resources, human resources, etc.

Examples of promoting accessible and inclusive communication at project level:

- **Accessibility of venues:** Make sure that any conference/seminar/meeting rooms or other venues are accessible and reachable.
- **Accessibility of information material:** Some audiences may need alternate formats in order to benefit from the information to be shared, such as larger print, tactile or oral formats for people who are blind or visually impaired. Others may need a modification of the content in order to make use of the information. People with cognitive and developmental disabilities present a widely varied audience whose individual members may benefit from modified content, as well as alternate formats.
- **Accessibility of information on the Web:** Many of the suggestions presented to make printed materials more readable and comprehensible can also be applied to documents that are presented on the World Wide Web. Multi-media files on the Web can help reinforce the printed words. For example, an audio version can be provided, where the words are read aloud.

Beneficiaries need to keep the project website simple and clear. It is advised that the website is accessible according to Web Accessibility Initiative (WAI) guidelines of the World Wide Web Consortium (W3C). To help with navigation, use simple icons/colors to identify elements of the site or pages to be accessed. Keep navigation tools in the same place on each page. Consistency in design will guide the visitor.

5.6 Incorporating corporate social responsibility in the projects’ I&P strategy

Project beneficiaries shall integrate social and environmental concerns in their project implementation, I&P execution and in their interaction with their stakeholders and target groups.

By way of illustration, sustainable event management (also known as event greening) is the process used to produce an event with particular concern for environmental, economic and social issues. Sustainability in event management incorporates socially and environmentally responsible decision making into the planning, organization and implementation of, and participation in, an event.

For example, large events usually require a large amount of marketing, which would include aspects such as media, communication, public relations and the associated production. It is an important aspect of an event, but should also be done responsibly, as it contributes to the event’s environmental footprint. Using cloud based services, mobile conference apps, and digital event displays, the majority of the printed event documentation can be provided in digital formats. Offering paperless events not only reduces the conference footprint but is convenient for attendees.

Similarly, the environmental impact can be reduced when an appropriate venue is selected with easy access by the participants and organizers. It also has to be as easily accessible as possible by public transportation. Also, larger places require larger amounts of energy for cooling, heating, illuminating, etc. For this reason, to overestimate the dimension of the building

requirements will considerably affect the use of resources. The size has to be in accordance with the number of attendants.

In the same logic, and in response to the new circumstances caused by the refugee crisis, project beneficiaries shall directly or indirectly link their I&P strategies to this.

6 MARKING OBJECTS AND EVENTS

6.1 Beginning and duration of marking objects and events

The Logo must be placed on an object financed from or completed with the help of the Programme funds immediately after acquiring or completing the object, except for objects on which the Logo has been placed already during production.

In case construction or other activities are carried out within the Project, the object must be marked with the Logo immediately after starting the activities.

In case of an event, the location where the event is hosted must be marked with the Logo and with the EU flag for the duration of the event.

The marking of objects must remain legible and correct for at least five years after the last eligible date of the Project activities. Project Beneficiaries have to retain a sample copy of I&P materials, advertisements and other similar objects to prove correct marking. In case of activities, the Project Beneficiaries have to retain photos or other evidence, which proves marking of events.

In case marking of the use of the Programme funds is damaged before the period of marking expires, the Project Beneficiary must replace it.

6.2 Means for marking objects

The Project Beneficiaries must mark the objects financed from the Programme funds with a sticker, information sign, billboard or board of gratitude with the Logo, or place the Logo on the object during production, according to the nature of the object and the conditions prescribed in this guide.

6.2.1 Sticker

The Project Beneficiaries are recommended to mark the objects financed from the funds of the Interreg IPA II Cross-border Cooperation Programme “Greece – Albania 2014 – 2020” with a sticker of the Logo as follows:

- Small objects (office equipment, furniture items, smaller means of work etc) with a sticker of approximately 50×20 mm;
- Larger objects (equipment etc.) with a sticker of approximately 120×50 mm.
- Vehicles with a special sticker covering at least 30% of the area where it will be put (ie door, etc)

Stickers on the objects may not be used, in case there is an information sign in the same room as the object(s) financed from the Programme funds, concerning the co-financing of all objects/material in the room in total. Additionally, stickers may not be used in case the Logo has been placed on the object(s) during production. In this case, the JS is to decide on the means of marking the object(s) or on minimum measures of marking an activity.

Stickers must remain legible and correct for at least five years after the last eligible date of the Project activities. In case stickers are damaged or wear out the Project Beneficiary must replace them.

	PROJECT TITLE NAME OF THE PROJECT BENEFICIARY
PROJECT ACRONYM	
Project Deliverable Budget: €	Description of activity/ deliverable
Project co-funded by the European Union	<input type="text" value="Project website"/>

6.2.2 Information Sign


If any rooms, facilities or other similar objects are rented, purchased, or furnished with the help of the Programme funds, an information sign with the Logo must be placed in a visible location

in these buildings, rooms, facilities or in a place related to these. In case of the information sign, separate stickers do not have to be used to mark single objects.

Minimum measures of an information sign should be approximately 220x150 mm.

The recipient of the Programme funds may mark the objects financed from the Programme funds differently from the requirements given above by co-ordinating this with the JS in advance.

Infrastructure and construction projects, activities and deliverables do not fall under this category.

	
PROJECT ACRONYM	PROJECT TITLE NAME OF THE PROJECT BENEFICIARY
Project Deliverable Budget: €	Description of activity/ Deliverable
<input type="text" value="Project website"/>	Project co-funded by the European Union and national funds of the participating countries


6.2.3 Billboard

If a project finances an infrastructure or construction object/ deliverable, a billboard will be set up in the location of the object.

The billboard must correspond to the following conditions:

- The billboard should be set up in a place visible by the public that is in close proximity to the object to be acquired or built;

- The Logo of the Programme will be placed on the billboard and it will cover at least 25% of the area of the billboard;
- Minimum measurement of the billboard should be approximately 1500x1000 mm;
- The billboard must be made of durable and weatherproof material in case of outdoor use;
- It is also permitted to put Logos of other authorities connected to completing or financing the object and any other additional information regarding the object on the billboard.

	<p>PROJECT TITLE NAME OF THE PROJECT BENEFICIARY</p>
<p>PROJECT ACRONYM</p>	
<p>Project Deliverable Budget: €</p>	<p>Description of activity/ Deliverable</p>
<p>Contractor:</p>	
<p>PROJECT WEBSITE</p>	<p>Project co-funded by the European Union and national funds of the participating countries</p>

6.2.4 Board of gratitude

When acquiring an object that costs more than 500.000,00 or financing an infrastructure or construction object, the Project Beneficiary must install a board of gratitude at the location of the object within six months after acquiring the object or completing the works. Public contribution includes the Programme funds, and co-financing by public and public equivalent bodies.

The board of gratitude must correspond to the following conditions:

- Board of gratitude will be set up in a visible place that is located on the object, in close vicinity or at a location connected to it;
- The Logo will be placed on the board of gratitude and it will cover at least 25% of the area of the board of gratitude;
- Completion date of the object will be given on the board of gratitude;
- Minimum measures of the board of gratitude should be approximately 700x450 mm.
- The board of gratitude must be made of durable and weatherproof material in case of outdoor use.
- The installed board of gratitude must be retained at least until 5 years after the project closure.

7 APPLICATION OF VISUAL IDENTITY ELEMENTS IN PROJECTS

The required visual identity elements of the Programme will be placed in a central and visible position (for publications: cover pages, for electronic/audio-visual material the principles shall be applied by analogy). Below there are specific requirements for the most common I&P measures.

7.1 Leaflets and Brochures

Leaflets and brochures should contain at least the following;

- The Interreg project logo
- Textual reference to the sources of financing with the flags of EU and the two participating countries
- Disclaimer that “The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority”.

7.2 Stationary Sets (letterheads, envelopes, business cards, folders etc.)

There is no specific guidance regarding the format or size of stationary sets. However, they should contain at least the following;

- The Interreg project logo
- Textual reference to the sources of financing

In case, it is impractical on small surfaces to use the Interreg logo and the textual reference to the sources of financing with the flags of EU and the two participating countries, the usage of the EU emblem only is expected.

7.3 Event materials (Posters, Banners, Roll-up, Pop-up stands etc.)

The beneficiaries who organise or participate in events such as conferences, fairs and exhibitions in the framework of co-funded operations, should contain at least the following on all event materials;

- The Interreg project logo
- Textual reference to the sources of financing

7.4 Newsletters/ Press Releases/Announcements

Newsletters will be issued when specified in the communication strategy of the project. Newsletters can be mailed in electronic form or be posted on the project’s website. The newsletter should contain at least the following;

- The Interreg project logo
- Textual reference to the sources of financing
- Disclaimer that “The views expressed in this <...> do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority”.

7.5 Press Releases/Announcements

Press releases/announcements will be issued when specified in the communication strategy of the project. Templates for press releases/announcements may vary according to the subject covered, but they should contain at least the following;

- The project logo and slogan
- The EU emblem with the phrase “This project is funded by the European Union”
- Disclaimer that “The views expressed in this <...> do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority”.

7.6 Notices of Competition/Calls for Tenders

Each Notice of Competition/Call for Tenders shall at least include the following elements;

- The Interreg project logo
- Textual reference to the sources of financing

7.7 Radio spots

Each radio message/ spot should at least include the following element; Verbal transmission of the phrase “The project is co-funded by the European Union and by National Funds of the Participating Countries participating in the Interreg IPA II CBC Programme “Greece – Albania 2014 - 2020”.

In case the radio spot is transmitted in the official language of one of the participating countries, project beneficiaries are requested to consult the JS Communication Officer beforehand for translation-related guidance.

7.8 Promotional items

Promotional items (such as T-shirts, caps, pen etc.) should be distributed when specified in the communication strategy of a project. The promotional items should be clearly identified with the Programme’s logo and slogan and the European Union’s emblem. On certain promotional items (e.g. pens, key-holders), where it is not possible to include all information, at least the EU flag should appear. Before taking any decision on the production of such items, the JS Communication Officer should be consulted.

7.9 Photos

Beneficiaries who implement projects should take (where applicable) “before and after” pictures to document the progress of projects and relevant events.

The pictures chosen should;

- be those which best illustrate the project
- either illustrate the essence of the project or be of an important person involved in the project

- contain, when possible, the project and programme logos in the background
- include a caption
- mention the name of the organization or person that owns the copyright alongside the picture

The JS may require from project beneficiaries to send electronically or by post duplicates of the photos.

8 FURTHER SUPPORT BY THE PROGRAMME

The final beneficiaries are asked to inform the JS /Managing Authority on public project events. If possible, the JS or the Managing Authority will participate to these events and offer promotion material (e.g. Programme banners or posters). Communication trainings and tool kits will be offered during project implementation.

Please do not hesitate to contact the Joint Secretariat or the Managing Authority if you need any assistance for your communication activities.

Managing Authority of European Territorial Cooperation Programmes

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57001, Thessaloniki, Greece
Call center: +30 2310 469600
Fax: +30 2310 469602
Web site: www.interreg.gr
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Joint Secretariat of the Interreg IPA II CBC Programme “Greece – Albania 2014 – 2020”

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ANNEX I: The communication matrix: How and when to communicate what to whom?

Communication should occur throughout the life cycle of the action and should be timely.

Communication and visibility efforts should be used to announce and accompany key milestones. In order to tailor visibility activities both to the specific stages of the action (or of the project cycle) and to the target population, the matrix below can be used. This matrix outlines the types of visibility activity appropriate to the various stages of the life cycle of an action.

It should be noted that the stages of the project cycle set out in the matrix are proposed for the purpose of planning only. They are not intended to be the focus of the communication activities; the focus should be achievements and impact. The matrix is intended as a flexible tool and may be updated and adapted at any stage of the action, if necessary.

The scope of the visibility matrix goes beyond the scope of individual contracts, contribution agreements or financing agreements (it also covers programming, identification, appraisal, financing, evaluation and audit). Although it is useful in the context of drafting communication and visibility plans it should be clear that not all activities proposed under the visibility matrix can be funded in the context of specific contracts, contribution agreements or financing agreements.

	Programming	Identification	Appraisal	Financing	Implementation	Evaluation & Audit
Communication objective	Announce EU support	Information on action status	Information on action status	Highlight amount of EC support, and context	Awareness raising	Demonstration of impact
Responsibility	Beneficiary	Beneficiary	Beneficiary	Commission/ Beneficiary	Beneficiary	MA/ Beneficiary
Type of key message	“The world’s biggest donor at the service of the Millennium Goals”	"More, better, faster – Europe cares"	"The EU and <beneficiary>- delivering more and better aid together"	“The world’s biggest donor at the service of the Millennium Goals”	“Cooperation that Counts”	"The EU delivers"
Most appropriate tools	Press conferences, events, interviews	Information campaign	Information campaign	Press conference	Events, site visits, TV and radio spots, high level visits	Videos, reports
Beneficiary population	Press conference following pledge	Information campaign to accompany visit of identification	Inform via the media on selection of beneficiary	Inform via the media when financing is confirmed	Information campaign, photo opportunities, (joint) high level visits to	Make key results publicly available Work with the media to show the impact on

		mission			mark milestones	the ground
EU institutions and international community	Press conference following pledge	-	-	-	Information campaign, photo opportunities, (joint) high level visits to mark milestones, joint presentations, thematic events	Make key results publicly available & broaden to include key strategic messages
European citizens	Press conference following pledge	-	-	Inform via the media, if appropriate Work with specialist press Thematic events	Photo opportunities, (joint) high level visits to mark milestones, broad awareness raising campaigns, thematic events	Inform via the media, if appropriate Make key results publicly available and broaden to include key strategic messages

ANNEX II: How to use the EU emblem

Symbolic description & Regulation colours

The logo has 12 stars. There is no correlation between the number of countries in the EU and the number of stars. The use of the colours is strictly regulated. Therefore, the emblem is in the following colours:

PANTONE REFLEX BLUE for the surface of the rectangle.

PANTONE YELLOW for the stars.



The international **PANTONE** range is very widely available and easily accessible even for non-professionals.

Four-colour process

If the four-colour process is used, it is not possible to use the two standard colours. It is therefore necessary to recreate them by using the four colours of the four-colour process. The **PANTONE YELLOW** is obtained by using 100% "Process Yellow". By mixing 100% "Process Cyan" and 80% "Process Magenta" one can get a colour very similar to the **PANTONE REFLEX BLUE**.

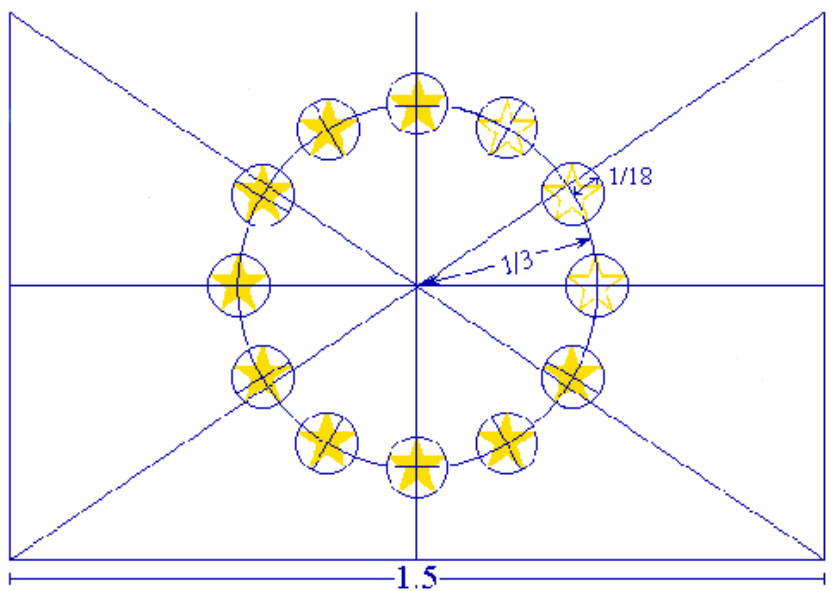
Internet

PANTONE REFLEX BLUE corresponds in the web-palette colour RGB:0/51/153 (hexadecimal:

003399) and **PANTONE YELLOW** corresponds in the web-palette colour RGB:255/204/0 (hexadecimal: FFCC00).

Geometrical description

All stars are upright, i.e. with one point vertical and two points in a straight line at right angles to the mast. The circle is arranged so that the stars appear in the position of the hours on the face of a clock. The number of stars is invariable at 12.



Incorrect uses of the EU emblem

A frequent mistake is to use the emblem upside down. If the stars have a single point each pointing upwards the emblem is the right way up.

- 1 The emblem is upside down



- 2 The stars are not upright



- 3 The stars are wrongly positioned in the circle. They must appear in the position of the hours on the face of a clock



Single colour reproduction

- 4 If only black is available, outline the rectangle in black and print the stars in black and white



- 5 In the event that blue is the only colour available (it must be Pantone Reflex Blue), use it 100% with the stars reproduced in negative white and the field 100% blue



Reproduction on a colour background

The emblem is reproduced for preference on a white background. Avoid a background of varied colours, and in any case one which does not go with blue. If there should be no alternative to a coloured background, put a white border around the rectangle, with the width of this being equal to 1/25 of the height of the rectangle



ANNEX IV – Communication Tool-kit by INTERACT

Communication is a crucial process embedded into every stage of a project’s life-cycle. From the start-up, through implementation, until and even after the closure, communication plays a key role in the success of a project. Considering the diversity of contents communicated to varied target groups through diverse channels, the complex process of communication requires careful planning and implementation.

Communication is complementary to the project’s overall management tasks, but it is also a management task in itself. It is not possible to identify a single process that could be applied to every communication activity every time. But it is possible to draw up some general principles for the projects funded by Interreg Programmes based on combined experience and good practices.

The toolkit has been prepared by Interact and adopted by the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” for inspiring communication staff working for the projects funded by the European Territorial Cooperation Programmes in handling their daily communication operations.

In case of questions do not hesitate to contact the Communication Officer at the Joint Secretariat of the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020”.

Communication Plan

The Projects will have an approved budget and plan for activities already in place in their application. It is still advisable to plan the Project communication in more detail in the early phase of the Project and to clearly agree on the division of responsibilities.

A Communication Plan or Strategy is the bible of Project communications. It ensures that communication efforts help to achieve the Project’s goals, and that they are coordinated and effective. It also helps to clarify what staff, time and resources are needed and how to use them. Therefore a Communication Plan must be developed by the Projects once approved in order to have standardised Project communication practices, and use them effectively throughout the whole Project implementation.

A Communication Plan provides an overall view on communication objectives and how the Project plans to achieve these, whereas annual plans describe how, when and by whom the activities will be implemented for the particular year at hand.

It’s a good idea to write down a communication plan, even if it is a small Project. That way the Project will have a document that partners can agree upon. It will serve as a document to refer to periodically. A lot of communication work consists of “putting out fires” – responding to urgent needs. If they do not have a written plan, it can be easy to forget the non-urgent (but perhaps more important) activities. The level of detail in the Project communication plan can be adjusted to the needs of the Project in question.

The Project’s Communication Plan needs to be developed in close cooperation with the Project coordinator and PPs. Communication is an essential element of a successful Project, so all partners must be involved and committed in the communication activities. **The Communication Plan shall be submitted to the JS.**

In developing the Project Communication Plan, it is important to decide what communication tools and methods would be appropriate for specific Project and communication objectives and for specific target groups.

Prepare the Communication Plan

Before taking the first step with drafting the Project Communication Plan:

- 1) Review your **Project objectives and priorities**. Understanding the overall Project aims is key to identifying how the communication of the Project will be organised;
- 1) Read the Project approved application;
- 2) Understand what kind of *change* the Project aims to bring about in the Programme area. This will help you define your communication objectives to help achieve this *change*;
- 3) Prepare an introduction about the Project; include it in the Plan while drafting the document;
- 2) Do a **SWOT analysis** of the Project regarding communication. Identify:
 - 6 Strengths: What have we got that we can use?

- 7 Weaknesses: What could damage our reputation?
 - 8 Opportunities: What could we capitalise upon?
 - 9 Threats: What might go wrong?
- 3) Involve your colleagues in the Project in setting up the Plan;
- 10 Hold internal consultations within Project partners, and consult with other Project stakeholders/ experts;
 - 11 Inform them of your SWOT findings, ask for their input. If possible, involve them in SWOT analysis process.

Outlined below are some key steps in developing a Project Communication Plan

Step 1: Identify and analyse your target groups

You are now aware of what your Project aims to achieve, when, where and how. And you have analysed your current situation with communication. You can proceed with the following:

- 12 **Define** the Project's communication **target groups**. For example, these can be:
 - 13 Final beneficiaries of your Project's results
 - 14 Local, regional, national authorities and European institutions
 - 15 Network institutions and organisations
 - 16 General public (citizens)
 - 17 Internal stakeholders
- 18 **Analyse** your **target groups**. This will help you identify what messages you want to deliver, how and through which channels.
- 19 **Interests and information needs**
- 20 **Characteristics** (for example: number, location, education, language, background, organisation and position)
- 21 **Knowledge, attitude and practice** on the Project's objectives
- 22 **Information sources**
- 23 Identifying **primary and secondary target groups** can help you prioritise audiences and therefore determine the focus of your activities and messages.
- 24 Primary target groups are more important audiences you primarily want to reach out to.
- 25 Secondary target groups are less (but still) important target groups you want to target with your communication efforts.

Step 2: Define your communication objectives and key messages.

- Identify your communication objectives and break it down for **each** target group. These objectives will depend on the **overall Project objectives**. What kind of *change* do you exactly want to bring about in a target group?

Following the possible target groups you defined, your objectives could be, for example, increase awareness of the **general public** about the results of your Project.

- Communication activities should support the Project objectives in achieving a change in at least one of the following three characteristics of the target groups:
- **Knowledge:** what new things do you want them to learn about your subject?
- **Attitudes:** what changes in opinions do you want to stimulate?
- **Practice:** what changes do you aim at in what the target group does? What new things would you like them to do, and what things should they stop doing?
- For each of your objectives and each of your audiences, think of the **key messages/** information you want to convey.
 - Basic messages should be kept simple. Details can be added later if necessary.
 - Messages should address the audience’s interests and attract their attention.
 - It is important to formulate the objectives correctly in order to better focus on, implement and evaluate your communication activities.

1)

Step 3: Define your communication channels.

- 1) Define **tools and activities** that you will use in addressing your target groups to achieve your objectives.
 - Identify the best channels that will enable you reach out to a specific target group you identified, based on your findings of target group analysis.

For example, prefer mass media activities for target groups with a larger number of people (such as general public) while you can deliver your message to specific target groups via direct communication channels (such as emailing, delivery of well-designed informative materials or organising events).

- The choice of the communication channels should be based on the audience, the message that you want to convey, and the cost-effectiveness of the channel. Repeating your message and using a mix of several communication channels can help your message actually reach your audience. The channel needs to match the message.

For example, if you need to convey detailed technical information, radio is probably not the best channel as it is hard for the audience to remember technical details. Detailed and technical information may need several pages of explanation, so a manual may be the best choice: readers can always go back to the manual later to check on the details.

- 2) Define the **Project’s visual identity**.

- A visual identity will make sure all communication activities and tools are visually aligned. Your tools and activities will be easily recognised if you have a visual identity approach preparing them. This will add brand value to your Project visibility.
- Consider the rules of the BalkanMed Programme, namely the Visual Identity Guidelines for Projects, while defining your Project visual identity.

- 3) Define a **budget**.
 - Set budget values as rough estimations to enable you to define tools, assign overall resources, but to be flexible at the same time.
- 4) Describe **responsible partners and human resources** that will be made available for implementation of the Plan.
 - Which Project institutions are responsible for implementation of the Plan?
 - How many core person(s) are made available for its implementation?
 - How the involvement of other Project partners will be coordinated in implementation?

Tip: Involve your colleagues in other partner countries in preparation and implementation of the Communication Plan.

- 5) Later, make sure the responsible person for the Project’s Communication Plan implementation, and any change of this person during the Project implementation, is communicated to the BALKANMED Joint Secretariat.
- 6) Do not overload yourself, be realistic.

Write the Communication Plan

Considering all three steps, the Project Communication Plan must include at least the following sections:

- **Project communication main goal and objectives:** What to achieve with the communication activities?
- **Target group(s):** The success of Project communication depends on establishing and developing continuous relations with the key audience (target groups previously selected) during the whole Project duration, engaging some of them to contribute to the Project implementation and reaching all of them when informing about the Project achievements
- **Main messages** of the Project to be communicated through the communication activities and to be tailored for different target groups.
- **Tools and methods** to achieve the objectives: explanation of the foreseen communication activities, the **time plan** and which activities will be tailored to different target groups’ needs
- **Evaluation measures:** Regularly checking whether – and to what extent - the activities are reaching the communication objectives, allowing revision and readjustment if necessary
- **Budget:** reasonable financial resources to be committed for the Project communication activities

Annual follow-up of the Communication Plan

Once the Communication Plan is in place, it functions as a framework for the communication work during the whole Project life cycle. Planning of the day-to-day communication activities

should be done as an integral part of the overall planning and budgeting of the Project implementation annually for each year to come.

Tips for making a follow-up of the Communication Plan per year (it is advisable to put it in written every year):

- **Overview** the implementation of plan for the previous year.
 - Break it down to specific activities. Evaluate the available outputs you have. For example, the number of visitors to the website, description and number of events organised, etc.
- Identify **communication goals and objectives for the year ahead**. These should take into account:
 - **Communication objectives** described in the Communication Plan (which also derived from overall objectives of the Programme)
 - **Current stage of Project implementation**
 - **External factors** to be taken into account. For example, political factors, national, regional or EU-level initiatives: European Year of... etc.
- Define a **key target group** focus for the year ahead.
 - 2-3 target groups and the associated tools to be concentrated on (which does not mean that other target groups are neglected). These key target groups for the year at hand can then be broken down into more specific groups especially concerning the wider public. For example: students, professionals, etc.
- Describe your **channels**
 - Describe channels that will be used to address the target groups in that year.

For example: Press releases for mass media, newsletters for beneficiaries of the Project results, social media for general public.
 - You can always use multiple channels to reach a target group, a channel to reach multiple target groups and multiple channels to reach multiple target groups.
- Think of an **annual communication calendar**.
 - When should each output be ready? Prepare a timetable for producing each item. Planning can be specific (e.g. mentioning months, weeks) or flexible (mentioning quarters in the year). For example newsletters quarterly and website continuous/constant.
 - Define frequency of periodical publications/ tools.
 - Calendar shall be specific yet still flexible enough to allow room for changes.
- Think of the **annual communication budget**.
 - How much money is available for each item? It is necessary to be sure there is enough scope to allow for the delays, crises and extra work that always occur. It is a good idea to keep 10% of the budget and time in reserve for such items.

- Identify “external” costs (venues and catering for events, materials, visibility items, external expertise etc.) including the needed flexibility within the already planned budget framework.
- Set the **annual target values** for the indicators of the Communication Plan.
- Describe the number of communication activities outputs planned for the year: How many media articles to be published, how many videos produced, how many events organised, etc.
- Plan and keep sources of verification for these output indicators archived. For example: Keep event participant lists, evaluation forms, survey results, statistics of the website (dated), etc.
- Draw up a general list of lessons learned, use as a reference for future years.
- Organise the **work share** for implementation of the annual activities:
 - Which body is responsible for each item?
 - Who is responsible for producing each item: Existing staff, part-timers, or external service providers?
 - Make sure your colleagues in the Project are aware of their tasks and responsibilities in the Communication Plan.
- You can use a work plan table with columns breaking down the annual communication such as: tool/ activity, description, target groups, responsible bodies, estimated budget, estimated time, etc. following the logic of Communication Plan.

Evaluation of the Communication Plan

Include in your Communication Plan a description on how the implementation will be monitored and evaluated. Each communication objective should have indicators for following up the success in reaching the objective in order to be able to evaluate and show how well the communication was done. Plan and describe the data you will collect and how the evaluation process is done.

Consider evaluation also a tool for improving your communication work during the Project lifetime. For instance, in case there would be shortcomings in reaching certain goals during one year, an analysis of why this happened and what could be done to overcome the challenges could help to improve the respective activities in the upcoming years.

The benefit of efficient monitoring and evaluation of communication activities is twofold: it feeds into both the periodic reporting of the Project as well as into the larger process of Project evaluation.

Events

At least two major events must be organised by the Project to create awareness and disseminate the Project results. A kick-off event should be organised, whenever possible, within

two months after the beginning of the Project implementation and a final dissemination event should be organised at the end of the implementation period.

To these events, not only Project partners but key stakeholders/ final beneficiaries/ decision-makers should attend and the audience should be as wide as possible. During the events, Projects are encouraged to place the EU flag and ensure visibility of the Project logo.

Other activities/ events can be organised by the Project (i.e. targeted small events) or the partners can decide to participate in an activity organised by others if relevant for the Project implementation. Participation in external events is a good way to promote the Project as well as of the institution or region involved and it can be useful as it gives Projects an opportunity to come face-to-face with their target audiences.

Projects are invited to participate, whenever requested, in other events organised by the Programme with the purpose of presenting/ discussing/ developing/ sharing Project results and creating synergies with other Projects and relevant organisations. Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” may organise thematic events intended to inform stakeholders, policy makers, beneficiaries and other interested parties about Programme and Project achievements and to foster capitalisation opportunities among the approved Projects. Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” will organise as well trainings for beneficiaries of ongoing Projects on Project implementation issues (e.g., reporting, procurement, financial issues, communication, etc.).

The content of the events organised by the Projects depends on the stage of the Project. For Projects, it is important to organise events that are interesting for the target audiences and for media to attend. Typical Project events include conferences, seminars, exhibitions, field trips, kick off and closing events. It can also be interesting to join forces with other thematically relevant Projects to organise joint events. This can save human and financial resources and even broaden the audience significantly and it is in line with Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Capitalisation Strategy.

One of the major promotional events organised in the European arena where Programmes and Projects can take part in is a Europe-wide campaign called **European Cooperation Day (EC Day)** with the aim of highlighting results of European cooperation across borders to the general public. More information can be found on the EC Day campaign website. Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Projects may think of organising some of their events in line with the EC Day that takes place normally in September each year.

How to organise a successful event

Preparation of the event

No matter what type of event you are organising, it needs to be planned and prepared with a clear purpose in mind. Remember to ask yourself (and your event planning team) the following three questions:

- **Objective:** What do we want to achieve with the event?
- **Audience:** Who do we want to reach?
- **Method:** What is the most effective way of reaching them?

The success of an event depends on a clear understanding of the purpose of the event, its target audience and how to reach them, matched with an appropriate event plan. All parts of the event need to support the main goal of the event. A good event is a sum of different elements making up integrity. The participants of a good event shall be able to remember the main message that was intended to be delivered via that event.

The biggest events are usually planned already in the annual work plan or Project application, making it a good starting point for the event to be planned ahead of time. Procurement processes are often time consuming but can luckily be done well in advance.

In case you have a similar target group with any other Project (from the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” or other Programme), you could consider joining forces by organising one event together. This will save you both human as well as financial resources.

Organisers

Build a team responsible for the event and put together a detailed plan. Identify local contact persons and allocate roles to team members. If the direct decision-makers are not part of the organising team, make sure to brief them regularly, i.e., by holding meetings.

Set up a script or a roadmap (see images below) with all information related to the event (agenda, detailed timeline of the day, contact person venue, data speakers, etc.) so that everyone in the organising team has the overview at hand whenever necessary.

Audiences

To identify your target group, you could ask yourself the following questions:

Which groups of people should be interested in attending? Which groups of people have the potential to help you to achieve your objectives? Who is already involved, but could become more committed or useful to your Project if you engaged them more closely? How can you make your event appealing to them?

Please, do not confuse internal meetings for Project management attended only by Project partners with public event addressed to general public or external audience which requires good dissemination in advance and good invitation policy in order to have broader participation than just Project partners.

Budget

Also the event budget should be planned with the objectives of the event in mind. E.g., if you need to train 30 people, the budget is naturally planned smaller than if you aim at taking a bus full of journalists to see 3 different Project’s results. Consequently, your budget will determine where you can hold the event, the number of people you can invite, and the quality of the support material (such as presentation hand-outs, press packs, brochures, etc.).

Start a budgeting spreadsheet as soon as an event is planned and make a team member responsible for tracking costs. Allocate all fees and costs and keep some contingency budget for emergencies. Be aware of public procurement procedures and the time needed to contract services.

Name and description of the event

The name of an event should let the reader grasp what the event is about at first sight. Good names are short rather than long. Together with the name, a clear description of the aim of the event and whom the event targets should be available.

Timing

Together with the name and description, the time and place (at least the city) of the event should be set ahead of time to allow for effective marketing. Check that the chosen date does not conflict with other events that your target audiences might also be interested in. At the same time, you can also consider organising your event prior or after another event that is thematically relevant to your target audience. Check that the most important participants (e.g. desired speakers) would be able to attend. Also check for clashes with other more newsworthy events: political events, holidays, etc. When working in an international setting and with participants travelling from longer distances, it is a good practise not to organise events starting on Monday morning or ending on Friday afternoon, allowing for travel on working days.

Agenda

Build the agenda in a way to make up a well-planned schedule where the different parts follow each other in a logical sequence. Make sure the aim of the different parts is clear already in the agenda given out before the event in order for the participants to know what to expect.

Keep the event interactive by introducing panel discussions, workshops and break-out sessions (different formats to avoid boring events). Always allow plenty of time for questions and discussion. Also, make sure to build in regular breaks to keep people’s attention and to encourage networking possibilities.

Build some flexibility in the Programme, for example if some presentations do not finish on time. Make sure the moderation role is given to someone who can keep the schedule.

Plan enough time for coffee breaks (around 30 min) and lunch (at least 1 hour). Content-wise, remember to always introduce what the Project is about (for those who don't know about it), explain the Project results and mention the EU and Programme funding (both with the display of the Project logo and orally).

Speakers

Interesting, knowledgeable and skilled speakers are one of the make-or-break factors of any event. What kind of speakers to invite depends largely on the nature of your event. Sometimes high profile names or people from well-known organisations can help to make your event appealing to certain target audiences, but sometimes it can be most interesting and effective for the message delivery when the speaker is e.g. ,a young entrepreneur as an end-user of a Project result on stage. Individuals who are naturally good at presenting to groups transform the atmosphere and impact of the event itself.

When inviting speakers you will need to provide them with clear information on the event and its objectives, normally in the form of a draft Programme, a briefing on the types of people attending the event (including other speakers) and detailed instructions on what they are expected to do and how their contribution links to the other parts of the event. A good practise is to provide the speaker with a set of 2-4 questions that you would need him/ her to answer in the presentation. These questions and answers are to support the messages you want to give to your audiences.

Always make sure to follow up with your invited speakers proactively in person: do not assume that people received, read, or registered your invitation or that they will respond to you.

Ask for the presentations and possible hand-outs well in advance of the event and make sure the contents you wanted are in place. Often the speakers appreciate honest feedback and guidance on how to make the presentation better as this will ensure their presentation to meet the expectations of the audience. Ask for permission to publish the presentation online after the event if you plan to do so. Discuss and confirm fees, travel expenses etc., in advance and for prompt payment.

Before the event, collect all presentations and pre-load them in one large presentation file on the presentation laptop.

Moderator(s)

A good event can become great with the addition of an excellent moderator. Make sure that you have someone who is able to manage the event, lead discussions and debates, keep schedules and make the event interesting and relevant to participants. Many journalists also make good moderators; ask some of your media contacts if they know of someone suitable. Keep in mind that while a moderator from “outside” can be a fresh element to your event and provide an interesting viewing angle to your issues, he/she needs to understand the nature of your event, know who is the audience and what the main aim of your event is. Discussing the event and all related expectations well before the event with the moderator is very important.

Venue: rooms and technical equipment

Characteristics of a good venue include good accessibility for the participants (the chosen city and the location in the city), right sized rooms for the sessions, easy transfer between the rooms during the event (if applicable) and a suitable place for potential catering services where people can enjoy refreshments without having to spend excessive amounts of time in lines. Check out the connections to e.g., airports and train/ bus terminals. Preference for public transport instead of all participants having to take a taxi to reach the venue is recommended.

Try to use the meeting rooms located in the premises of some Project partner institutions, if the venue capacity for the foreseen number of participants is enough, as a way to save costs.

Define the number of expected participants and the need for different auditoriums, break-out rooms, lobby spaces, room for coffee breaks and lunch etc., ahead of time and include them in the term of reference when procuring the venue. If the venue offers catering services they can often be included in the same procurement.

Think also of the technical equipment you will need for holding the event – laptops, Projectors, screens, etc. Check what the venue provider has to offer; some equipment can be included in the price and some not. Arrange a site visit in advance and also check the equipment to be used.

Consider hiring a professional photographer for bigger events.

Catering

If you are going to provide food, a buffet is a good idea as it allows people to mix and talk. However, allow for enough tables and some places for people to sit down. Remember to include the dietary requirements into the registration form and check from the catering service provider how long prior to the event they will need to know these requirements.

Agree with the provider the deadline to confirm the final number of participants regarding the catering, Bear in mind that the catering is the most expensive part of an event, so an accurate number of participants can save costs.

Accommodation

Especially with bigger events, recommend the delegates to book accommodation well in advance. You can make a block reservation in the venue if it is a hotel or in a nearby hotel, if possible, especially during other major events or in cities with limited hotel capacity. This is particularly important when participants are arriving from further away and don't know the location - they would appreciate an easy way to book accommodation in or close to the event venue.

Try to get special rates for participants in the proposed hotels.

Invitations to participants

Develop the invitation in good time to notify target audiences well before the event. A “save the date” message can be the first announcement, followed by more details of the event later on.

Keep everything simple and easy to understand (what, for whom, when and where?). The basic information should be published on the Project website at least two months before the event and updated when the plans proceed.

For the marketing of the event, newsletters reach a large number of people at once. However, be sure that the formulation of the invitation in a newsletter is clear to the people on the list (i.e. does the event address all of them or perhaps only a certain part). Dedicated e-mails are the most efficient way to ensure people’s attention. Indicate a reply-by-date and a contact mail/ phone number. If necessary, send a reminder later on and ask them to inform about any potential cancellation.

Registration

If the foreseen number of participants is more than 70, online registration saves you time. People submit their information online into a database that you can access through a private site where you can add, delete and edit participant and event information. Usually there is a “download to Excel” function available in the tools. Use some free platforms online to create your online forms for the registration to the event (and maybe for the evaluation form to be sent to the participants afterwards) such as <https://ec.europa.eu/eusurvey/home/about> or www.jotform.com.

Upon sending confirmations to participants after registration, include some further practical information about the place where the event is taking place. This can be an info sheet about the location of the venue (address and map), main transport options to get there (information on main airports and how to reach the venue from there), accommodation possibilities and other necessary information. Depending on the nature of the event, a list of participants can be sent to the registered participants beforehand or to be hand over during the event. This can help e.g., in partner search or in finding interesting people for other networking purposes.

Rehearsal meeting

Hold a rehearsal meeting with the organising team a day before the event. Go through the main presentations, anticipate frequently asked questions (locations of rooms and toilets, internet access, etc.) and make sure everybody in the team can answer them. Check that the technicalities (e.g. laptops, Projectors and sound) work and that you know whom to contact at the venue if something stops functioning during your event. Make sure you know how to adjust air conditioning and the lights.

Make sure you have name badges, place labels for speakers, registration sheets, pens and paper, needed contact lists etc., in place already the day before.

During the event

Registration

Make people feel invited. Have someone greet the participants and show them to the cloakroom and the registration desk. Have plenty of people at the registration desks to avoid

long lines and to answer possible questions the participants might have. Think of making different lines according to the alphabetic order of the surnames (A-D, F-M, etc.) to get a faster registration process.

Prepare materials beforehand so that people do not have to compile their event package while others are waiting. In case you are using feedback questionnaires that are filled in on the spot, consider whether you want to give them as part of the material kit or later during the day. Reserve a box or other place where the filled-in questionnaires and the badges to be recycled can be returned.

Technical equipment

Arrange and check the necessary technical equipment and set-up, e.g., video Projector, laptop, etc. Check you have all connection cables, power sockets, transformers, and adapter plugs.

If possible, collect all presentations before the event and pre-load them in one large presentation file on the presentation laptop.

Media

If media attend your event, make sure they are well taken care of. Make sure that you appoint someone responsible for introducing the journalist(s) to people to interview, explain the Project, and act as a contact point if they require any information.

Shortly before the event, sending out a press package including brief background information regarding the event and other useful materials can help journalists correctly comprehend and reflect your event. This should be complemented by additional information and event visuals delivered to the journalists after the event.

Always try to involve media in your events addressed to external audience. Try to sell the Project through a personal story behind as a way to attract media. Try to have a relevant actor (local politician, public authority) participate in your event. This will reach media’s attention and your event will be more likely to be published in newspapers and digital websites, among others.

Photos

Depending on the nature of your event and the need for photos afterwards, do some planning of the needed photos before the event. Would you like to have action shots, close-ups, general pictures of crowd, a picture of a specific keynote presenter or perhaps of the interesting building you are at? To get the right shots, think of the intended use of the photos – will they be published

in publications, press articles/ releases, thank you letters, social media and/ or on the Project website and what message do you want to send through the photos.

After the event

Follow-up

Upload all relevant documents online (presentations, photos etc.) and send a thank you note to all participants and guests together with the link to the online materials. In case you are using an online tool for collecting feedback (e.g. <https://ec.europa.eu/eusurvey/home/about> or www.jotform.com), the link to the questionnaire can be included in the same mail. In that case the mail would need to go out as soon as possible after the event, preferably even the next day, for the people to still feel motivated to provide their feedback. This feedback would be very useful for the organisation of future events,

If you approached or were approached by media about your event, remember to later check and document media coverage. Online coverage can be further spread via any social media channels you might be using. You can also make news on your Project website and publish something about the successful event in a post-event newsletter. Include several photos to make more attractive the news/ newsletter.

Evaluation

Hold a debriefing session with the organising team - discuss what went well and what can be improved in the future. Thank the team members for a job well done. Once the participant feedback has been collected, go through the findings with the whole team.

Event planning checklist

Before the event

- Tasks are allocated to all organisers
 - Invitations and registration
 - Budgeting
 - Welcoming participants
 - Venue, coffee breaks and catering
 - Agenda (Speakers? Moderator?)
 - Photographer
- Set up script or roadmap of all details of the event
- Invitations sent out in time (speakers, media and participants)
- Make a block reservation at a recommended accommodation, that are included in practical information for participants
- Upon registration, participants receive a confirmation email with the final version of the agenda + practical information
- All organisers are briefed to answer frequently asked questions
- Speakers (and the moderator) are briefed
- All presentations are compiled and checked
- Check technical equipment

During the event

- A reception desk is available for registration
- Registration sheets
- Name badges arranged in alphabetical order
- Conference packs (if applicable) and promotional materials
- Place labels and water are available for speakers
- Conference room equipment is checked
- Laptops with presentations
- Multimedia Projectors and screens
- Cables and electricity sockets
- Microphones, sound system; persons available for handing out microphones
- Air conditioning and lights
- Enough toilet facilities are available
- There are recycle bins in the conference room
- Acces for people with disabilities is ensured
- All activities comply with the publicity requirements (e.g. EU flag on display)

After the event

- Event documents and photos are uploaded to your website
- Thank you notes sent to all participants and guests
- Conclusions made based on feedback forms and debriefing
- All costs and fees are taken care of

European Cooperation Day

Since 2012, Interact has been coordinating a Europe-wide campaign called European Cooperation Day (EC Day) with the aim of highlighting results of European cooperation across borders to the general public. Under the motto “Sharing borders, growing closer”, hundreds of local events are held across Europe in the week around 21 September every year, reaching out to thousands of people. The campaign is coordinated by the Interact Programme with the support of the European Commission, the European Parliament and the Committee of the Regions. The local events showcase how cross-border, transnational and interregional cooperation Projects are reducing obstacles and disparities, while at the same time increasing cultural understanding and efficiency between European regions. All Interreg Programmes and Projects are invited and encouraged to participate actively in the campaign.

If you would like to contribute to the European Cooperation Day as a Project, contact the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” and propose your idea of event.

- Organise a local event celebrating the achievements and results of cooperation in Europe and, specifically your Projects’ results;
- Become a partner of one of the local events to be organised by Programmes in your area;
- Disseminate information on the events through your social media, website or other communication tools;
- Attend one of the local events in your area

More information can be found on the campaign website: www.ecday.eu

Clear and effective writing

In order to reach your audience, the way you communicate the results achieved by your Project is essential. Apart from the channel, the clear and effective writing or speaking becomes of primary importance to pass the message you like to transmit. If you address general public, try to avoid the ‘technical’ aspects of your Project and make it clear for them to understand what you achieved thanks to the EU support.

Anything you write, from a short status update in social media to a multipage document, write using clear, plain language. Use the tips below to help you write in a way that is easy for your audience to understand and remember.

The clear writing tips shared here are based on a presentation by the Plain English Campaign. You can find more information and resources on the website www.plainenglish.co.uk.

Sentence length

- Use an average sentence length of 15 – 20 words (never go longer than 30).
- Mix sentence length – short sentences can be very effective.
- Say only one thing per sentence. When in doubt, use a full-stop.

Vocabulary

- Use everyday words that you would use at home – vocabulary that your grandparents, neighbours, and friends would understand.
- **Avoid jargon and acronyms** whenever possible! If you can’t, include a glossary at the beginning of your document.

Tone

- Use a conversational tone rather than an academic or overly formal one.
- This does not mean you should use slang or dialect – your writing should still be professional and correct – but your tone should engage your reader and not put them to sleep.
- Use first and second personal pronouns to refer to your organisation and reader (we, us, and you).

Structure

- Put the most important fact at the beginning of your text so that readers can find it easily – don’t bury it in the middle.
- Use bullet points rather than long paragraphs.

Content

- Think like a journalist. Make sure you answer the 5Ws: Who? What? When? Where? Why?

Use active sentences, not passive ones

- **Active:** The European Commission published the document in January.
- **Passive:** The document was published in January by the European Commission.

Example on clear writing

Before editing

The Study Findings

A key finding of the study is that contrary to the perceived view of many that the high profile closures mark the end of large scale marine employment on the north bank, market demand analysis has demonstrated that there are substantial opportunities for attracting marine related employment. However, it is evident that the marine market is also changing, with one pattern of employment being replaced with another and the challenge for the public sector is therefore to manage the process of change, ensure that the continued supply of adequate sites is provided for and guide the growth of the new marine technologies.

The review of existing businesses located in the study area and nearby found that eleven world class companies within the subsea technology and renewable energy sectors are operating from this area. A number of these, including Wellstream and Duco in Newcastle, are looking to expand. ONE North East has also received a number of inward investment enquiries from companies, seeking sites and looking to make significant investments, who have expressed interest in the study area. The activities of the Port of Tyne are also increasingly requiring additional land and waterfront access. This includes the growth in cruise ships visiting the Tyne.

The study therefore confirms the continued strategic regional importance of the existing marine infrastructure located on the River Tyne North Bank, in particular sites with appropriate infrastructure

including large sheds, hardstandings and quayside areas capable of accepting heavy loads and with deepwater access. It sees a real opportunity to promote a 'Marine Industries Cluster/ Centre' on the River Tyne North Bank to build on the European pre-eminence in subsea, fabrication, marine design and naval architecture. It is considered that this could become a leading European integrated marine industrial estate with deepwater facilities, multi-user load out and fabrication facilities and high-wide load access.

The complex would aim eventually to establish Global credentials for subsea manufacturing, fabrication, conversion and assembly of offshore oil and gas modules and infrastructure.

It is concluded that the significant marine infrastructure along the River Tyne North Bank should be dedicated to these growth sectors and inappropriate riverfront uses encouraged to locate elsewhere.

The consultants propose a number of immediate next steps including commissioning detailed technical reports to identify the condition and extent of riverfront infrastructure (berths, water depth, hardstanding, cranes, dry docks etc), utility capacities, ground condition and contamination, site load capacities, movement strategy etc. They also propose the preparation of a global marketing strategy in consultation with key stakeholders. How these are progressed will be part of further discussions with North Tyneside and ONE

After editing

The Study Findings

Conclusion

The Tyne North Bank could become an international centre for the marine industry, including subsea manufacturing, fabrication, marine design and naval architecture. This would mean building on the area's existing industry and reputation, and concentrating on marine development rather than other sectors.

Existing advantages

The area already has:

- *Eleven major subsea technology and renewable energy companies; and*
- *Sites with large sheds, hardstandings and deepwater quays.*

New development

- *Existing companies, including Wellstream and Duco, want to expand.*

- *ONE North East has received outside development enquiries.*
- *The Port of Tyne needs more land and water access, partly to meet increasing demand from cruise shipping.*

Next steps

The consultants propose that we:

- *Commission technical reports on the area such as:*
 - *Riverfront infrastructure*
 - *Utilities*
 - *Ground condition and contamination*
 - *Load capacities*
 - *Access; and*
- *Produce a global marketing plan, with North Tyneside and ONE North East.*

Storytelling

Storytelling is a technique which people have used to pass on information since prehistoric times. So while it may be a hot trend in communication today, it is far from a new concept!

Conveying information through stories not only makes our content more interesting to our audience, it makes it much more likely that they will remember it. Use storytelling to give your Project a human face, avoiding complicated/ boring information to get your message through more easily. If you are trying to get attention from the media, storytelling techniques are essential. While you need to have facts and figures too, a compelling story is a must.

Many of the storytelling techniques shared here were developed by MSLGroup, a global communications network specialising in PR.

Why story-telling

Because it's memorable

Because its authenticity and emotional appeal

Because of its sense of togetherness (engaging your audience)

Planning your story

When planning your story you need to know very well your Project, the audience you would like to address (to adapt the language and to select the communication channel to be used accordingly) and identify the take-away message that you would like to transmit thanks to the story.

Why does your story need to be told? What is the purpose of your story?

Who is the audience for your story?

- What do they care about?
- What's their/ the problem?
- How much do they know? Where do they get information?
- What do they need (from you) to act?
- Remember: Write for them, not for you (or your colleagues)

Which of the following outcomes would you like to achieve with your communication?

- Who I am: **Awareness**

Announce, state, introduce

You want the local community to know that your Project exists!

- Why I’m here: **Relevance**

Explain, comprehend, relate

You want people to understand what transnational cooperation and your Project is about: how it works, what benefits it has already brought to the area, etc.

- I have a dream: **Vision**

Inspire, excite, galvanise

You want to inspire people on how your Project’s idea appeared.

- I’ll show you how: **Education**

Demonstrate, teach, describe

You want to show people what partners do in your Project

- I do therefore I am: **Principles in action**

Participate, join, compete

You are holding an event or contest and you want people to take part

- I know what you’re thinking: **Dealing with the elephant in the room**

Provoke, challenge, surprise

You come from an area that is very Eurosceptic and you want to assure them that their EU taxes are bringing their region positive results

- **The format** - where will the story land?

Newspaper, website, social media platforms, press release to the media?

- What is the story **context**?

What is going on outside of our direct work environment? What is happening in the news? Could these things affect the way our audience hears your message?

- Why is now a **good time** to tell your story?

Is there an event or situation which makes the story more relevant today than it would be next week or next month?

Writing your story

Starting to write your story is often the most difficult part. For that reason, we are giving you a short exercise you can use to get your creativity flowing, and template to use as a starting point. Just remember to find a main character/ hero the story could be based on; a scene/ setting where the story is set; and a conflict/ resolution to make your story more interesting (problem/ solution given by the Project).

Six word stories

Try to condense your story into just six words, similar to how Ernest Hemingway crafted his famous six word story: “Baby shoes. For sale. Never worn.”

Here are a few more that might inspire you:

- “Found true love. Married someone else”
- “Coyote howls, dark night, flat tire”
- “Wax wings. High hopes. Long fall”
- “Loved abroad. She moved abroad”
- “Old neighbours, once enemies, now friends”

Template

This “narrative template” can be used to get you past that blank sheet of paper. It can be a useful starting point for developing your story.

We believe in a world where...

This is the focus of the story expressed as a belief about the world, e.g., we believe in a world where regions work together to solve problems.

We know in that world that....

This is what you know about the world that brings tension, e.g. we know that cooperation in a transnational Project isn't always easy. There are complex rules to follow, cultural barriers to overcome, and compromises to make.)

So we make sure...

This is what you do to resolve the tension, e.g. so we make sure to help Project partners to develop jointly their activities and work better together.)

Which is why we...

This is what you do in terms of outputs, deliverables and overall behaviour, e.g., which is why we have created XXX and believe that this BalkanMed Project brings useful solutions for the involved regions, solving common problems.)

It is a very good idea to make your story more interesting and to attract media (if it's the case), to highlight a character (someone who benefited from a Project) and add facts and figures that support your story (just make sure you don't overload your audience with information).

Sample story

When Ana was a child, she was not allowed to swim in the Danube, which runs behind her family's home in Bulgaria. Her mother told her that the river was polluted – that meant no drinking, no swimming, no playing.

That was 25 years ago.

Today, thanks to regions joining forces in an Interreg Project and establishing environmental standards, the Danube's waters are clean and safe. Interreg is the European Union's tool for funding cooperation Projects. The Project (Acronym) made this possible. And

environmental protection is just the tip of the iceberg – other Interreg Projects are reducing unemployment, increasing renewable energy and improving transportation.

Now, Ana has children of her own, and she is happy to let them swim in the clean waters of the Danube. This is just one example of the activities carried out by the Project XXX that has been funded by the European Union through the Balkan-Mediterranean Programme.

To find out how more about XXX Project, please visit (website link).

Newsletters

A newsletter either in electronic or in paper format can be an effective communication tool for the Projects. It can also be a good way to draw attention to the news published on your website.

As paper newsletters are costly to print and mail delivery is both costly and less effective than delivery via electronic channels, the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” prefers e-newsletters in line with its environmental-friendly policy.

As for any communication tool it is important to remember who the readers of your newsletter are. The content, frequency and format are to match the target group. The Project’s websites of the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” include the possibility to send online newsletters (read specific section in Project’s website – User Manual).

Some common practises

1. Project newsletters, like in the case of Programme newsletters, are produced two to four times a year and provide an update on Project progress, activities and produced outputs/deliverables. More than 4 newsletters sent by email per year can discourage your audience to read it.
2. Shorter electronic e-mail newsflashes (an online newsletter of just 1 piece of news) can be also produced additionally. Brief, up-to-date information on e.g. upcoming Project events is provided.

Preparation and planning

- Prepare the email newsletter or newsflash with short titles, many visuals and short texts relying on links embedded to them if necessary. Decide the format of the different news according to the ‘blocks’ provided by the Project website-newsletter module.
- Make a schedule for when newsletters are planned to be sent out for the upcoming year. Think of the bigger events, occasions and news that should be covered by each one and leave room for news that come up between the initial planning and publishing of the newsletter.
- Appoint a person responsible for the newsletters and ask all partners to forward the worthwhile information to that person during the period the newsletter will cover.
- Original materials are preferable. If previously published materials are used, get the permission of the author or owner beforehand, and then give them credit in the publication. Know the source of the materials (texts, pictures, illustrations) you are using, obtain prior permission, and give credit, or don’t use the material.

Drafting

- Highlight a maximum of 3 important news with a specific ‘block+image’ each of them and include a list of other brief news if needed.

- If your newsletter is more than one or two pages, include a very brief list of contents at the top. For example “In this issue ...”
- When drafting the contents, keep in mind who will read the newsletter. Are they mostly potential beneficiaries of the Project results, general public or stakeholders? Plan the contents accordingly.
- Contents can include: Important developments regarding your Project, past and upcoming Project events, important Project news and results.
- Consider including information of other similar Projects, in particular those involved in the capitalisation activities of your Project or the activities already generated together.
- Respect the provided template to make sure the EU flag and Programme logo are prominently included and the reference to the ERDF is in place. Do not forget to include the Project logo at the end of the newsletter to give more visibility to your Project acronym.
- Enrich the contents with visuals, such as photographs and icons.
- Include a link to the Project contact details in the website for any potential questions/ comments.
- Proofread the whole issue once you are done with contents. Send you a ‘test email’ and check that the links work and they take the reader directly to the desired content (instead of e.g. a front page where further navigation is still needed to find the actual content).

Promote your Project

- Give a brief overview of one or several Project output/ result/ s and links to more detailed story/ product. These can be inventories, researches, online platforms, maps, publications and many more things.
- Keep in mind the readers’ existing knowledge on the issue and make it easy reading for also those who are not familiar with the specific field. Remember to whom you are writing while formulating the messages.
- Sometimes you don’t need a whole article to promote a Project result. A sentence with most crucial details from a Project can help you achieve that promotion.

Examples

“Did you know? Thanks to X Project, people in X region can now get X service faster, cheaper and more efficiently”

“By the time X Project is finalised, X emissions in X region will be reduced by XX%”

“Thanks to the X Project, Balkan regions in X and Y countries now have and benefits”

“With the observation system established as a part of X Project funded by the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020”, X and Y countries can now jointly monitor ship wastes illegally disposed to X river”

Support Project related contents with visuals and links to further details and contact details as much as possible.

Dissemination

- Invite all Project partner contacts, institutions, local/ regional/ national/ European stakeholders, experts, etc. to subscribe to your Project newsletter through the online form available in the Project website. Like this, they will always receive from that moment on the online newsletter with updated information about the Project. Promote existence of such mailing list at your relevant events.
- If you have got already a list of contacts to whom you would like to send the newsletter, you can manually insert the contacts one by one in the “Subscribe to Project newsletter” form of your Project website. If the list of potential recipients is long, please contact the Joint Secretariat to be able to upload the whole list at once.
- All sent newsletters will be automatically published on your Project website and all issues stored under the specific section ‘Newsletters’.
- Send the newsletters also to the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Joint Secretariat and to all your partner institutions.

Presentations

A good presentation can be a very powerful tool to communicate your message to a group but if not used well it can also affect the audience in a negative way. Success depends on the ability to connect with the public (be it a big group in a conference or a small group in a meeting), to offer them a meaningful message and to make it attractive.

Most presentations still show crowded slides with unclear messages. Some speakers nowadays stand out as powerful presenters thanks to simplicity (See references: TED Talks, Garr Reynolds, Nancy Duarte etc.).

Their rule is **“don’t tell, show”** and make it relevant for the audience.

An **“example”** is worth a thousand words

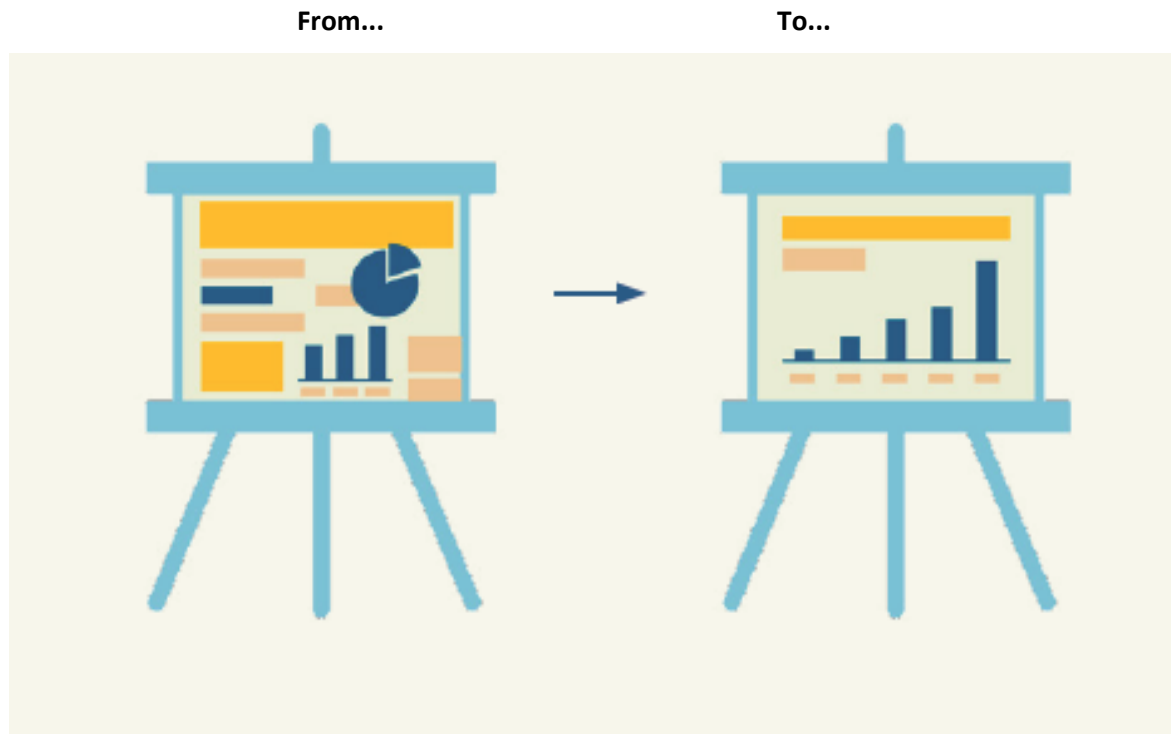
Audiences does not want Long Boring Bad slices Unclear message	Audience wants Short & Simple Legible Inspirational Straightforward
You want your audience to Keep attention Understand Get engaged Remember the messages	Create engaging presentations Make it simple Make it visual Make it meaningful Be inspiring

How to make a good presentation

Don’t tell, show

“Make it visual, you will explain it in person”

You will engage your audience if you manage to visualize your message. Long texts, complex or disorganized slides will not help. Slides are not to be used as the speaker’s “cheat sheet”. It is YOU who tells the “story”, you only need the slides to make it visual and help the audience focus on your speech and help them understand and remember your message. **We want to go...**



Create Memory

"Make it simple"

You will only engage your public when your *message* creates *meaning* for each specific *audience*. So start by understanding the audience and the way they process information. *It's all about the audience.*

How people process information

- We have short periods of attention
- We pay attention only to a few pieces of simultaneous information

What helps people learn faster and more meaningfully?

- Visuals + narration
- Visuals are processed 60,000 times faster than text



How far do people remember?

1. Our working memory is short-term (we forget 90% in 30 seconds)
2. Working memory processes limited information
3. Working memory relies mostly on acoustic and visual info

4. Only meaningful information (relevant to the audience) will be remembered long-term
5. People retain:
 - 80% of what they see
 - 20% of what they read
 - 10% of what they listen

Take advantage of how people process information to create meaning and be more effective

People will forget

Long text
Unclear messages
Long series of data
Most of what you say

People will remember

Visual information
Short, clear information
Personalised, meaningful content
Stories

Before the presentation

Design the slides to connect

Translate your ideas into visual images. Design an effective and appealing layout and style for your presentation. Apply the golden rule: **Keep it simple.**

As Garr Reynolds says, “*make it ZEN for them*”.

Single key message per slide

- Understood in 3 seconds
- Only relevant information
- Few key points
- Be specific
- Add descriptive title
- Do not put subheadings

Reduce text

- Easy to read
- Only keywords or phrases
- No long text

Inspirational, high-quality visuals

- Simple graphs, easy to understand
- Choose images that speak for themselves
- Use high quality photographs (be careful with copyrights)
- No 3D effects

Clear layout

- Leave blank space, let it breathe
- No overcrowded slides
- No clutter: eliminate superfluous information (copyright, date...)

Clean design

- Few matching colours
- Very few fonts
- Plain or simple backgrounds
- Group related objects together so that relation is understood immediately
- Align objects: connect them through their edges. It creates sense of order
- Create contrast to add visual interest
- Repeat some aspects of the design throughout the entire presentation to give visual coherence

Convey your message, “Make it meaningful”

Before you go to PowerPoint, plan your presentation. Think about the purpose. Define the appropriate message for each specific audience, because it’s all about the audience in a presentation. Define the structure to tell the “story”.

Tailor your message

You create meaning when your message is relevant for the people, so you need to give your content a different approach for each audience. Before you begin, ask yourself:

What is the purpose of this event or meeting? What is my own purpose in this context?

Your message can be different in each presentation depending on the purpose of the meeting or the event. Are you trying to persuade authorities to support your strategy? Establishing collaboration with another organisation? Each purpose calls for a different style and meaning.

Make sure your presentation:

- Conveys memorable messages
- A limited number of messages will make it more effective: do not overwhelm the audience
- Illustrate complex ideas with stories: it makes it easier to understand

What type of audience? What do they want?

Different target groups have different expertise and interests. Do not recite the same presentation event after event. Tailor your presentation in a way that the audience can relate to it.

E.g. authorities will probably want to know more about Project results in general while final beneficiaries will want to know how to exactly implement the Project results. Tailor your messages to each audience.

You can save time by having a basic general presentation available. However, to make it really powerful, you need to make an individual presentation for each audience. You can make use of the relevant parts of the general presentation but for the new presentation you need to:

- Adapt your messages and content
- Leave out slides that have no or little meaning for the audience in question
- Choose the stories, anecdotes or examples that make a point to the specific audience
- Add new slides to address the specific purpose and message for that event or meeting

During the presentation

Structure the content

Outline your ideas and define a structure that organizes all the content. Look at the big picture. Arrange your ideas in a smooth, logical sequence.

Opening

You have a few seconds to attract the audience’s attention so you need a strong beginning: introduce the issue to be addressed, how it links to the theme of the event/ meeting, state your purpose and main message.

Development

Break each section making a key point and present your ideas incrementally in a logical order.

Summary and closure

Briefly summarize your main points. Reinforce your main message within the big picture and prompt your audience to action if your purpose requires it.

To organise your ideas, define the whole sequence of slides:

- Create an outline for all the presentation
- Plan the order, group into sections if needed
- Sketch each slide
- Write down key points
- Draw quick ideas for visuals, charts or photos
- Define which stories or anecdotes better exemplify or address your messages.

Deliver and connect

“Be inspiring, talk to engage”

The best presentation is when you listen to the speaker and you can imagine the story he or she is telling you. You are engaged. You want more. PowerPoint or whichever means you use, is only a tool to make your message visual. You are the one who delivers. It is you who can connect with the audience and engage them into action. You are the one who can make them imagine, who generates trust and conviction that you have the right message. You are the presentation.

Bring out your acting skills to connect with your audience and engage them. Here are some tips:

- Start with an ice breaker to capture the audience’s attention
- Don’t read your slides, the audience will disconnect
- Deliver the message in your words and at your own pace. Synchronise the slides to your speech. Show the next slide at the same time you begin talking about it.
- Pause from one key point or section to the other. Allow yourself and the audience to process the information
- Project your voice. You want the back row to hear you
- Maintain eye contact with a number of specific people in different parts of the room
- Add humour when appropriate. Your audience interest will rise
- Show enthusiasm and energy
- Act naturally
- Use a conversational approach: create the feeling of an enlarged conversation

Use your body language to persuade

70% of your language comes out of your body so it is important that your body language shows enthusiasm and confidence. It needs to be coherent with your speech.

- Preferably don't be seated.
- Move away from the podium and, occasionally, move towards the audience.
- Take care of your posture: don't lean backwards, droop your shoulders or keep your head down.
- Don't stand rigid or with arms crossed. It shows lack of confidence. Keep them open in front.
- Emphasize your words with hand gestures. It helps your audience follow your speech.
- Avoid hands in pockets, clasping or other repetitive movements that portray nervousness.
- Show attentiveness while other speakers talk.
- Don't move in excess, it distracts the audience.
- Don't turn your back to your audience, it disconnects them from you.

Make good use of time and tools

Do not use your slides as the lecture notes for your audience.

If you want your audience to have further information, prepare a separate hand-out that summarises your messages and their meaning: the key points you want your audience to remember. You can use a printed version of your slides with notes at the bottom, infographics or an executive summary, for example. However, please consider the environmentally-friendly approach of the Interreg IPA CBC Programme "Greece – Albania 2014 – 2020": only print the very necessary documents!

Hand them at the end of your presentation to make sure the audience focuses on your speech instead of disconnecting to read the hand out. In other cases as in training events or working meetings, for example, you can choose to give the handouts some days before so that your audience can read them in advance. It will support long term learning as well as quicker progress of work and decision taking.

Stick to the given time, even if it is reduced from original schedule.

A long presentation that delays the next will annoy your audience. However, if you contribute to the agility of the whole event, the audience will have a positive impression.

If a previous speaker has already conveyed part of your messages, do not repeat all of them again. Simply make a brief reference to the common messages or specify new perspectives, then dedicate more time to the messages that have not been mentioned. In general, interlinking of the given presentations and underlining how the big picture comes together makes it easier for the audience to understand the joint message (where applicable).

Resources and tools

For information and examples on simple and powerful presentations, visit:

- TED Talks (www.ted.com). See examples of really powerful presentations.
- Garr Reynolds site, author of the book “Presentation Zen” (<http://www.garrreynolds.com>)
- Nancy Duarte, author of Slide:ology (<http://www.duarte.com/book/slideology>)
- Witt Communications (www.wittcom.com). A website for public speaking with tips and links.

Use of illustrations and photos:

iStockphoto (www.istockphoto.com). You can download quality images for free (type “Free images”).

The techniques shared here are based on the presentation with PowerPoint, the most commonly used tool. Most of them can also be applied to other interesting tools available. Here are some:

Prezi (www.prezi.com)

An alternative to PowerPoint with animation and visual templates that has become quite popular.

eMaze (www.emaze.com)

Similar to Prezi, with this tool you can create your presentations online.

VideoScribe (www.videoscribe.co)

It allows you to create a video based on animation. Design or technical know-how is not needed.

Audacity (<https://sourceforge.net/Projects/audacity>)

A free multi-track audio editor.

Venngage (<https://venngage.com>); Canva (www.canva.com); and Piktochart (www.piktochart.com)

Free infographic makers.

Websites and Webspaces

Websites are primary information and communication channels for Projects. The Project website is the main communication tool for all Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Projects as it is efficient (in terms of time and human resources), effective, easily updated with the latest information and accessible to those interested. Websites are the first place for many target groups to find information from. The website is a source of information not only for Project stakeholders but also for the wider public.

A webspace or webpage is a page with different sections provided for a Project under a Programme website. Interreg Programmes’ combined experience in the previous Programming Period has shown that although websites were very useful channels for many Projects, many beneficiaries also published Project websites solely for publishing simple descriptions of their Projects, their partners, Project news and basic materials. Things that would not necessarily have required a separate website. In order to save funds and assist beneficiaries with their online communications, the BalkanMed Programme is in this period going for the webspace option.

Benefits of webspaces include:

Helps Projects save funds.

Allows the target groups to access detailed and up to date information and materials from Projects under one single website.

Provides an outline for the Projects that have no or little idea on what kind of information they should be publishing about their Projects.

Let Projects exploit website traffic the Programme website already gets. Boosts traffic on the Programme website.

Reduces workload of Project partners.

The Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” website (<http://www.greece-albania.eu>) includes and hosts one webpage per Project in the Programme website. The integrated system of Programme and Project websites facilitates the monitoring of Project activities and it saves financial and human resources. No costs is needed for creating and maintaining the Project website since these services are offered by the Programme free of charge and the website is responsive to different kind of devices.

The Project webpages will have the same structure for all Projects, and will include:

- Pre-filled information fields with data from the Application Form: partnership, budget, etc.
- Dynamic information to be filled in by Projects: Project summary, Project results, news and events, etc.

Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Projects must also create their own website with a life reaching beyond the Project and being a Project output itself and not a simple communication tool. The Project will be required to follow the Programme’s visual guidelines.

Project websites

A well designed Project website can be a key management tool, capable of raising the profile of the Project and improve dissemination of its results to a wide range of stakeholders. However, the target groups and needs vary greatly from Project to Project.

Information can be made available also using other channels like via social media accounts or Project partner organisations’ websites. Using the different available online solutions for communication should always be considered thinking of whom the Project aims to reach and what the best tools to get through to them are. Also, consider the needed resources for keeping the website up to date. Having an outdated and passive website does not serve any purpose.

- A website must be continuously updated and maintained. Launching websites and abandoning them is unfortunately a common practise by Projects and should be avoided. Keep the site up to date and make it active. Regularly update your website with news, information on Project’s developments/ results and the benefits they bring.
- The main updates on a website should be clearly dated.
- Make sure the link to your Project website is present on each partner institution website, including a short description of the Project (aim, results, financial support from the EU) as stated in the regulations.
- Use the internal Library of documents in the Project website for exchanging documents among partners and for Project management purposes.
- Publish on your website, but also publicise your website! Put the address on all print items, press releases, paper and electronic correspondence, etc. Include a link to the Project’s website, apart from on the websites of Project partners, on other relevant stakeholders’ websites.
- At the end of the project the website should be archived onto a CD-ROM, USB disk (or other drive) or online (permanent) storage.

Tips

Make your website easy to use;

Do not overload it (especially the start page) with information;

Use the “3 click principle” – users should not have to click more than 3 times in order to find the information that they are looking for. 2 clicks and even 1 click are increasingly becoming the trend;

Use language your readers would use;

Place keywords high on the page;

Update content frequently;

Link your website to your social media accounts, use follow buttons;

Include SEO in your term of references while procuring for the website development;

Build website content around programme keywords;

Use language your readers would use;

Social media

Social media has strongly shaped the communication landscape in the past few years and it seems impossible to leave it out of any communication strategy today. Social networking, photo and video sharing applications, blogs and wikis represent the power of social media in our time.

The main reason why social media has emerged as an efficient communication tool lies on its interactivity. Users are able to generate content as they have become active online members. Now users not only read information but create their own by expressing their views and sharing information with a potentially large audience.

Many organisations have resorted to social media as communication tool since it maximises cost-efficiency. The distribution of online information usually helps reach a wider audience, as posts may deepen on many levels and go viral.

Interreg Programmes in Europe and their Projects have joined the trend by starting to make use of some of the more popular social media tools. Information is disseminated on Facebook and Twitter, pictures are displayed on Instagram and Flickr, community groups created on LinkedIn and Yammer, videos uploaded to Vimeo and YouTube.

Added value of social media

- Low-cost
- Interactive
- Fast, real time information and interaction
- An increase of traffic to your website
- Added value in branding
- Virality of messages (but also of negative messages)
- Good possibility of linking and networking with relevant actors
- Knowledge increase in your field(s) of expertise

Which one(s) to use?

When starting the trip in social media, many organisations want to be part of many of them. But again, as with all communication tools, the use needs to be well planned and need-based. Presence in social media will not be successful if you cannot sustain it over a longer period of time. It is to be carefully evaluated whether a social media tool will really provide added value to your overall communication strategy, mainly the target groups and messages to deliver to them – is social media a good tool to reach them and if so, which one of the many possible alternatives.

Do you have the resources to use the channels? Being active in social media is a serious task of which the needed inputs should not be under estimated. Without these considerations the use of social media can turn out to be a waste of time and energy.

Tips for Facebook and Twitter

- Make an accurate social media strategy, especially for communication campaigns. What messages are put out on what channels, who are the target groups in the different platforms, how often to publish, who to do it etc.
- Start by following people and organisations within your network. The more you follow, the more you are followed.
- Keep your audience engaged, post regularly but do not overload (“spam”) them with unrelated information. Make the connection of the content of your posts and your own activities clear to the followers (e.g. when sharing someone else’s post, include an intro to it making it clear how this is relevant to your followers).
- Include links to your posts for more info.
- Include pictures to your posts. It will make your information more attractive. Posts with images get more interaction.
- Do not post the same info to all your social media platforms. Play to the strengths of each social channel. Define what types of posts are published on what platform. This is especially important if there are several people using and publishing content on your channels.
- Try to post real-time info.
- Make sure your profile image is visible enough (focus on the image, small letters will never be read by your followers). It’s compulsory to include the BalkanMed Project’s logo in a prominent visible place.
- Upload attractive cover images for your profile.
- Avoid complex terminology. Be informal in your posts.
- Respond to the messages even if they are negative.

Tips for Facebook

- Remove the link from the post after inserting it (the thumbnail will be generated and will remain visible anyway).
- Create photo albums to have a better organised photo archive.
- Make the texts short and catchy.

Tips for Twitter

- Use innovative hashtags in order to be distinguished from others.
- Use the reference @Interreg_GRAL if your content is of interest for the Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” community.
- When replying to a tweet, make sure it appears on the tweet feed, so that it can be seen by more followers and on your timeline when viewed from desktop (this –currently– can be done by including punctuation before the mentioned handle)

Free social media management tools

- *Hootsuite* to manage multiple social media accounts.
- *TweetDeck* to manage different Twitter accounts.
- *Buffer* for Facebook, Twitter, LinkedIn and Google+ to analyse your followers profile and increase your posts’ exposure.

Free analytical tools

Tracking your posts’ performance on social media will enable you grasp your followers’ interests, behaviour and help you organise your future posts, their style, contents and timing. The default analytical services provided by mainstream social media channels usually provide the basic data that Programmes can make use of.

Media

Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Projects have more possibilities to attract media than the Programme as a whole, because of their concrete results with impact at local/ regional level which can catch the attention of local/ regional media. Interreg IPA CBC Programme “Greece – Albania 2014 – 2020” Projects should try to attract media as much as possible during their implementation activities as a good way to disseminate their results.

How to deal with the media?

There are no written rules on how to deal with journalists. Every organisation has its own strategy and social skills. However, experience shows that some factors are helpful when contacting the media and “selling” our information.

- Journalists have little time. They strive to gather all the key elements of a story (picture, testimonials, confirmed source) and jump from one topic to another depending on the daily issues they have to cover. This bustling and stressful professional routine requires an extra effort from the organisation/ person that sends out information to them. How to catch the attention of a journalist?
- Keep it simple. Journalists appreciate clear and understandable information. Don’t overload an article with complex jargon and acronyms that only EU actors understand.
- In line with the aforementioned rule, try to use plain English. Words such as “eligibility”, “ETC”, “decommitment”, “work package” and “thematic objective 11” are unlikely to be known by people outside the EU Project world. Concentrate on the everyday related content, practical benefits, and leave out the technicalities about the Project.
- Present a story that the media and society can identify with. Abstract profound concepts are good for background articles, features and other formats. However, if you’d like to attract the attention of local media, present a local story, e.g. a Project that helps the city be more environmentally friendly.
- Professional courtesy: both sides (information sender and recipient) have to demonstrate mutual respect. This is only possible if each party truly takes into account the routines associated with the other’s role.
- Build a win-win partnership with the journalist. The institution is not the only party seeking the accomplishment of an objective (to have the information published) but also the journalist gets benefits from this partnership: an interesting story, attractive or powerful images and the possibility to include sources that are valuable for their media.
- Say you are available, be truly available and remain available! This means you will be available not only until the publication of your article but also if the journalist contacts you again for further information (maybe about other topics).

Before you start writing... A couple of things you should know!

The Inverted Pyramid

The “inverted pyramid” is the model for newswriting. It simply means that **the most important information should be at the top** – the beginning– **of your story**, and the least important information should go at the bottom. That way, even if a person doesn’t read the whole article, he/ she gets the main idea, the message you are trying to highlight overall. Consequently, as the reader moves from top to

bottom, the information presented should gradually become less important.

The lead/ introduction

The lead (or opening paragraph) is the first paragraph of any article. It’s also the most important. The lead must accomplish several things:

- Give readers the main points of the story;
- Get readers interested in reading the story;
- Summarise the entire article.

Typically, leads should not be longer than 50-60 words since readers want to know in a glimpse what the piece of news is all about. What should you include in the lead? Journalists **use the five “W’s and the H”**: who, what, where, when, why and how.

Who Who is the story about?	What What is the story about?	Where Where did the event you’re writing about occur?	When When did it occur?	Why Why did this happen?	How How did this happen?
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OK, now how can I make my press release interesting?

- Choose a clear, short headline in which you clearly state what the reader is going to learn if he/ she dives into the article;
- Identify your audience and choose the right style accordingly (serious or funny, specific or general). If the press release has to be sent to different targets, change your style/ angle (and even the content) to make it useful;
- One catchy tip is to include a question in the opening line to get the reader's interest. For example: "Have you ever wondered how to recycle fiberglass? The European Project XX does it for you!"; Remember that the Project technicalities are often the least interesting thing for a journalist and he/ she will not be impressed by explanations of budgets, ERDFs, long organisation names etc. They want to see where the local story is , what is the concrete benefit to people. The main message to get in is that this was brought to the people by the European Union funding in cooperation with other European countries;
- Use correct grammar and proofread for errors and typos before sending out the information;
- Add powerful high resolution photographs or drawings that depict your press release;
- Use the communication unit(s) of your institution and your partner’s institutions to disseminate the press release through their media databases. Involve the Project’s partners on it;
- Try to link the press release to a special moment of the Project: e.g. invitation to a Project event, production of one output; Inform the JS about all the Project appearances in media Make sure that the EU funding is mentioned in the article/ news.

ANNEX III: Communication & visibility plan template

General communication strategy

Objectives

- Overall communication objectives
- Target groups
 - Within the country(ies) of the Programme where the action is implemented
 - Within the EU (as applicable)
- Specific objectives for each target group, related to the action’s objectives and the phases of the project cycle
- Examples of communication objectives:
 - ensure that the beneficiary population is aware of the roles of the beneficiary and of the EU in the activity
 - raise awareness among the host country population or in Europe of the roles of the beneficiary and of the EU in delivering aid in a particular context
 - raise awareness of how the EU and the beneficiary work together to support education, health, environment, etc

Communication activities

- Main activities that will take place during the period covered by the communication and visibility plan
- Include details of:
 - the nature of the activities
 - the responsibilities for delivering the activities
- Communication tools chosen
- Include details of advantages of particular tools (media, advertising, events, etc.) in the local context

Indicators of achievements

- Completion of the communication objectives
- Include indicators of achievement for the different tools proposed
- Provisions for feedback (when applicable)
- Give details of assessment forms or other means used to get feedback on the activity from participants

Human Resources

- Person/ days required to implement the communication activities
- Members of the management team responsible for communication activities

Financial resources

- Budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)

Timeline



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