Interreg CENTRAL EUROPE Programme Communication Strategy

Approved by the Interreg CENTRAL EUROPE Monitoring Committee

Vienna, 21 September 2015

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A. Introduction

The Interreg CENTRAL EUROPE Programme is a European Union cohesion policy programme managed by the City of Vienna (MA 27 – Department for EU Strategy). It supports transnational regional cooperation among nine central European countries: Austria, Croatia, the Czech Republic, Hungary, Poland, Slovakia and Slovenia, as well as parts of Germany and Italy.

The overall objective of the programme is "to cooperate beyond borders to make central European cities and regions better places to live and work". It will reach this by implementing smart solutions that answer to regional challenges in the fields of innovation, low-carbon economy, environment, culture and transport. The programme budget for transnational projects will be around 231 million Euros from the European Regional Development Fund (ERDF) between 2014 and 2020. The European co-funding will be complemented by national public and private funds, bringing the total budget to nearly 300 million Euros.

Communication will play a key role in achieving the strategic and operational goals envisaged by the Interreg CENTRAL EUROPE Programme. Communication will overall help to raise awareness and inform stakeholders and the interested public about the programme as well as to build, manage and sustain mutually fruitful relationships with key audiences. The communication strategy laid down in this document, which was approved by the Interreg CENTRAL EUROPE monitoring committee on 21 September 2015, presents details on how this will be achieved. Annual work plans will then further describe how the programme will communicate in specific years throughout its life time.

Following this introduction, the document will first analyse the framework for developing the strategy in Part B, before general and specific communication objectives are defined in Part C in relation to programme and management goals laid down in the Interreg CENTRAL EUROPE Cooperation Programme[1]. Part C will also introduce result indicators to enable evaluation, describe communication approaches and indicate communication audiences. Activities and tools to be used for reaching the communication objectives and results are defined in more detail in Part D. Part E finally presents the projected budget for implementing the strategy in the years 2015 to 2023.

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[1] Cf. CENTRAL EUROPE 2020 Cooperation Programme, approved by the European Commission on 16 December 2014. The document is available for download at www.interreg-central.eu.

B.   Framework for strategy development

Communication today is more than simply transmitting information or mere publicity; it is often applied to engage stakeholders and thus devise effective strategies leading to better and more sustainable initiatives.[2]

The Interreg CENTRAL EUROPE Programme represents one such sustainable initiative in the frame of European Union cohesion policy and its recent approach to communication already helped to further improve it: relevant stakeholders were not only informed and made knowledgeable about the new design of the programme but also involved through intensive dialogic communication in the years 2013 and 2014. As a result of this process, the funding priorities for the new programming period are very well reflecting territorial challenges and needs identified by both experts and stakeholders in the programme area.

This modern understanding of the function and role of communication is based on the insight that one-way communication alone does not make a significant difference. Too often an important element is missing: interpersonal two-way communication between the programme and its stakeholders. Media, no matter how technologically advanced; messages, no matter how skilfully packaged; and information, no matter how relevant, are not enough to bring about meaningful and sustainable results. Changes in attitude and behaviour can only be achieved if people addressed and involved are part of the process leading to change.[3] This realisation calls for a shift in communication, a shift which was already widely realised in the previous programme: from a focus on tools and outputs to a focus on people and results.

Two-way communication – employed to understand, assess, explore, and facilitate decision-making related to change – combined with the effective use of one-way communication is expected to significantly enhance results and the sustainability of initiatives.[4] Building on this premise, this communication strategy will provide the framework for improved communication towards the interested public and relevant stakeholders as well as for their increased participation and involvement in the Interreg CENTRAL EUROPE Programme.

The premises on which the Interreg CENTRAL EUROPE Programme communication strategy is based can be summarised as follows:

- Communication is about raising awareness, informing, persuading, or changing behaviour. However, it is as much about listening, exploring, understanding, empowering, and building consensus for change.

- Communication has a strategic management function. It supports programme management to reach intended results and changes. Communication is central to achieving changes envisaged by the programme.

- Communication prioritises management goals and not the goals of the communication unit. To communicate for the sake of communication cannot be the objective, communication objectives are intrinsically linked to programme and management goals.

- Communication is a horizontal management task. It is not limited to one programme body or unit. As there is a difference between everyday communication and professional communication, the internal capacity to communicate professionally has to be strengthened across all programme bodies.

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[2] Cf. World Bank (2008), Development Communication Sourcebook, p. xi-xii
[3] Ibid, p. xi
[4] Ibid, p. xii

B.1 Legal framework

According to the aforementioned principles, the Interreg CENTRAL EUROPE Cooperation Programme is the defining document to which this communication strategy relates. However, as a European initiative, the legal framework provided by the European Union has to be respected as well.

When communicating European funds and their programmes and projects, the two regulations below lay down specific rules for developing strategies and for implementing them. In addition to these, the European Commission and the Interact Programme have issued guidance documents, which were also considered when drafting this document.

B.1.1. Common provisions regulation No 1303/2013[5]

The common provisions regulation defines in Articles 115 to 117 and in Annex XII the general framework for the communication of cohesion policy programmes. With regard to timing, it demands that the communication strategy has to be submitted to the monitoring committee and ultimately adopted by it no later than six months after the approval of the programme. The European Commission no longer approves the strategy. In the following years of programme implementation, communication work plans and progress reports on implementing the strategy have to be presented to the programme monitoring committee.

The regulation requires programmes to include following elements into their strategies:

- Description of the communication approach taken;
- Description of materials that will be made available for people with disabilities;
- Description of how beneficiaries will be supported in their activities;
- Indicative budget for implementing the strategy;
- Description of responsibilities for implementing the strategy;
- Specific communication activities, including a website;
- Indication of how the strategy will be evaluated;
- Description of how results of the previous programme will be used;
- Annual work plans describing planned activities.

B.1.2. Implementing regulation No 821/2014[6]

The implementing regulation defines in Chapter 2 and in Annex II the binding technical characteristics of communication activities. Instructions are especially given for creating the EU emblem, how to display the emblem and how to create permanent plaques or (temporary) billboards.

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[5] Cf. Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303
[6] Cf. Commission Implementing Regulation (EU) No 821/2014 of 28 July 2014, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2014.223.01.0007.01.ENG

B.2   Lessons learnt

When developing the communication strategy, experiences made in the previous CENTRAL EUROPE Programme offer an important source for improvement.[7] In line with the structure of the communication strategy, strengths and weaknesses are briefly reviewed before concrete learnings are formulated.

B.2.1. Objectives

Following a communication needs assessment[8], the definition of objectives is the starting point for all strategy formulation. Building on reliable internal capacity, communication can aim to either increase the awareness or knowledge of relevant audiences or to change their attitude or behaviour (see Figure 1). These basic objectives will then have to be made more specific through the definition of audiences, results and approaches.

When choosing communication objectives it is important to respect their inherent hierarchy. They build on each other with internal capacity building as the prerequisite for all external communication. For example: Stakeholders that do not yet know the programme will first have to be made aware of and knowledgeable about the programme before their attitude and behaviour towards working with the programme can be changed.

Two basic questions need to be answered when developing communication objectives: "What do I want to achieve?" and "Why do I want to achieve this?" In the previous CENTRAL EUROPE Programme the first question was answered well with objectives clearly defined. However, the answer to the second question remained rather vague. The link between communication objectives and programme and management objectives was not sufficiently defined, which made it difficult to measure the real contribution of communication to the successful implementation of the programme.

Outlining the communication intervention logic will therefore be an essential first step when drafting the communication strategy. Similar to the intervention logic for the whole programme, which demonstrates how the Interreg CENTRAL EUROPE Programme will help reaching EU cohesion policy objectives, the communication intervention logic will show how communication will help reaching programme (management) objectives.

Lessons learnt

- Link communication objectives to programme and management objectives
- Develop a clear communication intervention logic

Figure 1: Internal and external communication objectives

B.2.2. Audiences

Looking at the communication objectives, it becomes obvious that communication is about achieving change in people. Knowing the relevant audiences to be addressed is therefore vital. The questions to be asked are: "Which group of people has to be targeted to reach which objective?" as well as "What do people think of the programme?" and "What shall they think of the programme?"

In the previous CENTRAL EUROPE Programme, communication audiences were defined at a rather general level; they were not assigned to specific communication objectives and thus misleadingly seemed equally relevant for all objectives. However, this did not much hamper communication implementation as further segmentation and targeting was done ad-hoc – it nevertheless made systematic monitoring and evaluation difficult.

Learning from this experience, relevant audiences will be assigned from the beginning to each specific objective. This will include audiences that the common provisions regulation expects programmes to involve.[9]

These are in detail:

- Union citizens;
- Media;
- Competent public authorities;
- Economic and social partners;

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[9] Cf. Article 5 and Annex XII of Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303.

- Relevant bodies representing civil society such as non-governmental organisations;

- EU information centres;

- Representation offices of the European Commission and the European Parliament;

- National communication officers for the structural and investment funds;

- Educational and research institutions.

Contact data of specific stakeholders will have to be researched by the network of national contact points on national and regional levels and by the Joint Secretariat on European level. This contact information should be reviewed and updated at least once per year and will respect data protection rules.

In addition to assigning audiences directly to objectives, a grid will indicate what an audience thinks at the time of writing the strategy and what they should think after the communication activities. This takes us straight to the topic of messages.

Lessons learnt

- Assign audiences directly to specific communication objectives
- Add information on current status quo of audiences and expected status quo
- Contacts to be researched and shared by joint secretariat and contact points

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B.2.3. Messages

The mind set or attitude/behaviour of a specific audience can best be influenced by communicating tailor-made and reliable communication messages. Messages are the most important issues the programme wants the audiences to know in view of a specific communication objective. Messages are the content of communication; they have to be focused and of interest to the particular audience addressed.

In the previous CENTRAL EUROPE Programme, key messages were rather generic and not directly linked to audiences or specific objectives. However, they were further segmented and targeted at relevant audiences in the course of implementing the strategy, which turned out to work out very well.

Learning from this, communication messages in the new Interreg CENTRAL EUROPE Programme will also be defined more precisely only when the programme moves towards new milestones, such as the opening of a call. For example, messages will then be developed especially for experienced applicants to bring across the simplification which the electronic submission system or the revised legal framework on finances offer. Messages directed at political decision makers could at the same time focus on policy improvements and investment generation.

As a rule, main messages will have to relate to Europe-wide cohesion policy key messages: harmonisation, simplification and result orientation.[10]

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[10] For more information about Europe-wide key messages related to the reformed EU cohesion policy, please refer to: „Refocusing EU Cohesion Policy for Maximum Impact on Growth and Jobs: The Reform in 10 Points", retrieved from the European Commission website at http://europa.eu/rapid/press-release_MEMO-13-878_en.htm in May 2015.

Lessons learnt

- Focus main messages on simplification, harmonisation, and result orientation
- Define messages for specific audiences more precisely during implementation

B.2.4. Approaches

The term communication approach refers to a coherent set of tactical actions aimed at achieving a specific objective. Or, seen from the other end, communication approaches determine which activities are most promising for getting specific messages across to clearly defined audiences (thus ultimately reaching a specific objective).

Approaches describe how the programme wants to bring across messages to its audiences to reach its objectives. They all have specific persuasive impacts: Dissemination and media relations for example will reach and inform many people but convince few to change their attitude, while personal networking and cooperation will reach only few but might be more persuasive.

A non-exhaustive list of communication approaches that are commonly used includes:

- Advertising;
- Campaigning;
- Community relations;
- Cooperation and harmonisation;
- Dissemination (incl. storytelling);
- Edutainment (incl. gamification);
- Media relations;
- Personal dialogue (incl. networking and exchange);
- Social/viral marketing;
- Stakeholder involvement;
- Training;
- Transparency;
- Visibility and publicity (incl. corporate design).

In the past programming period, approaches were not described in the programme communication strategy. This limited the overall understanding of why certain activities were defined in the annual work plans as it was not clear on which basis an activity was deemed relevant to contribute to reaching an objective.

Learning from this, approaches will be included in the strategy - and specific activities will clearly relate to these.

Lessons learnt

- Define communication approaches to be applied to reach expected results

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B.2.5. Activities

Strategies are often developed already having a specific set of measures in mind. However, the definition of activities and tools should come at the very end of the strategy development process. Activities can basically be clustered as follows:

- Start-up activities (incl. branding and kick-off conference);
- Digital activities (including websites and social media);
- Publications (including leaflets, brochures and manuals);
- Public events (including conferences and open days);
- Targeted events (including seminars and networking meetings);
- Media relations (including media releases and conferences);
- Promotional materials (including event materials).

Towards the end of the previous programming period, monitoring and evaluation of communication activities were intensified to measure their effectiveness and to ultimately fine-tune them. Feedback on programme events and trainings was consistently positive as was feedback on publications and digital activities. In addition, the thematic rebranding of the programme – from four priorities to six themes - and the switch from print to digital products has proven to be the right decision at the right time and the previous programme became a Europe-wide good practice in developing relevant communication activities.

However, no output indicators were set, which limited the quantitative monitoring and evaluation of activities. It was also not defined, which audiences were addressed by which activity and to which objective an activity was contributing.

Learning from this experience, activities will be more clearly linked to communication approaches and objectives they contribute to. Furthermore, output indicators will be developed including baseline values to improve monitoring and evaluation.

Lessons learnt

- Better link activities to specific communication objectives and audiences

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B.2.6. Branding

A very specific kind of learning from the past relates to branding. It explains why the Interreg CENTRAL EUROPE Programme joined and helped drive forward the initiative to harmonise Interreg branding. In the previous programming period, more than 80 brands

were created to communicate European Territorial Cooperation (ETC) programmes. On top of these programme brands co-funded projects created their own brands, further increasing the number of ETC brands to over 3 000 across Europe.

Beside high costs for developing numerous – and in case of projects very short-lived – brands this diversity resulted in a low visibility and recognition towards potential applicants and other audiences. The diversity also hampered possible spill-over effects and the build-up of critical mass among similar programmes and projects.

With harmonisation, simplification, better results and better spending underlying the new EU cohesion policy this was not seen as sustainable - a step-change in branding strategies across ETC programmes was thus initiated to increase the recognition and reputation of the strand as a distinctive objective of EU cohesion policy.

A survey launched by the Interact Programme in February 2014 among technical programme bodies across Europe, resulted in more than half of all European Territorial Cooperation (ETC) managing authorities and joint technical secretariats replying with following views on branding:

- 93% said that awareness on ETC programmes needs to be improved;
- 80% agreed that a harmonised brand is a good way to improve awareness;
- 75% said that changing the name from Interreg to ETC in 2007 has reduced awareness and preferred Interreg as a brand name.[11]

Since the publication of this survey, all but one transnational programmes and many cross-border and interregional programmes have voluntarily decided to adapt their individual programme brands and to use harmonised logos in the new programming period. The well-known name *Interreg* was re-introduced while *European Territorial Cooperation* will remain the legal term used in the regulations.

The harmonised branding offers direct benefits to the Interreg CENTRAL EUROPE Programme: an overall increased recognisability on the ground will help with attracting relevant partners and capitalising on thematic results in a more cost-efficient and effective way. In line with wider EU cohesion policy goals for the new programming period, joining the harmonised branding initiative is expected to reduce spending as well as to increase simplification and recognition.

The member states of the Interreg CENTRAL EUROPE Programme have therefore fully endorsed the new branding strategy.[12] They furthermore decided to exploit the potential benefits of harmonised branding to a maximum degree, by also extending the harmonisation to co-funded projects. This will influence communication activities of beneficiaries, which will be further detailed in the relevant sections of parts C and D of this document.

B.2.7. Role of the projects

The Rambøll evaluation report on communication in the previous CENTRAL EUROPE Programme came to the conclusion that "while (potential) beneficiaries and stakeholders have generally been reached well, it is more difficult to reach out to the public, particularly the media […] Structural funds programmes are often too broad in their focus to

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[11] For more information, please refer to the following presentation, retrieved from the European Commission website in May 2015:
http://ec.europa.eu/regional_policy/sources/conferences/etc2014/doc/6_interreg_branding_2014_2020.pdf
[12] Cf. Minutes of the 7th CENTRAL EUROPE 2020 Steering Group Meeting in Ljubljana (Slovenia), 29 November 2013.

be interesting to the media or easy to communicate to a broader general audience. News angles/ stories that would be of interest to the media are often missing [...]."[13]

It is important to note that when coming to the above conclusion, Rambøll only evaluated the programme level of communication without considering the key role that projects play as Interreg ambassadors in reaching out to the public and other audiences. The programme's role in communicating with the public is limited because it is not the programme as such boasting concrete results that affect the public directly but rather the projects. Beneficiaries are better suited to communicate to their audiences including citizens and other end-beneficiaries due to their national/regional anchorage and the fact that their work concretely influences the living and working conditions in the regions.

However, beneficiaries often lack the capacity and necessary skills for professional communication. Taking account of this, beneficiaries need to be regularly trained by the programme. In addition, to be in a position to evaluate project communication more systematically and efficiently, projects will also be requested to report on additional result indicators linked to the programme communication objectives of increased awareness and knowledge as well as improved attitude and behaviour.

Lessons learnt

- Build the capacity of beneficiaries to communicate efficiently
- Introduce project communication result indicators linked to the programme strategy

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B.2.8. Evaluation

The reasons for aiming at better evaluation of communication are numerous: to monitor the process and take corrective actions where possible; to learn from past mistakes and make future communications more effective; to ensure the accountability of the resources dedicated to communication; and, most importantly, to be able to assess, demonstrate, and quantify the effectiveness of communication.

In addition, there are legal requirements to monitor and evaluate. The Common Provisions Regulation requires in Articles 111 (4) that programme communication must be subject of the annual implementation report. Furthermore, Article 116 (3) states that progress in communication has to be reported once per year to the monitoring committee.[14]

Learning from, in terms of scope, a rather limited communication mid-term evaluation in the previous programming period, it becomes obvious, that evaluation must be planned in a more rigorous manner from the beginning – to be able to monitor progress and to guarantee the needed transparency and accountability of communication results.

To reliably measure changes in (internal) communication capacity as well as (external) awareness, knowledge, attitudes, and behaviours, this communication strategy will set indicators and targets for communication and define baselines reflecting the status quo at the beginning of the programming period. Progress towards the set targets will be measured on a regular basis to have an accurate idea of the level of change that is strived for by

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[13] cf. Rambøll Management Consulting, Central Europe Programme Evaluation of Communication and Capitalisation Activities, 2011, pp. 1 and 14.

[14] Cf. Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303.

communication. The difference between pre-assessment and post-assessment will account for the impact of communication, provided that all other variables influencing the results have been identified and taken into account.

Lessons learnt

- Define measurable result indicators, baselines and targets for evaluating progress towards achieving communication objectives
- Define measurable output indicators and targets for monitoring the implementation of activities

C. Communication strategy

This part of the document will describe the overall programme communication strategy – from communication objectives to results expected as well as audiences, approaches, and activities[15]. It builds on intensive desk research on good practices and empiric research leading to the lessons learnt laid down in the previous part of this document.

As mentioned before, the Interreg CENTRAL EUROPE Programme understands communication as intrinsically linked to programme management as defined in the cooperation programme.[16] The intervention logic below indicates how communication is integrated in the programme. Based on specific communication objectives that are in line with programme and management objectives, communication results, approaches and activities are defined. These will then trigger changes in key audiences, which directly contribute to reaching management results and ultimately programme results (see Figure 2).

Figure 2: Communication intervention logic
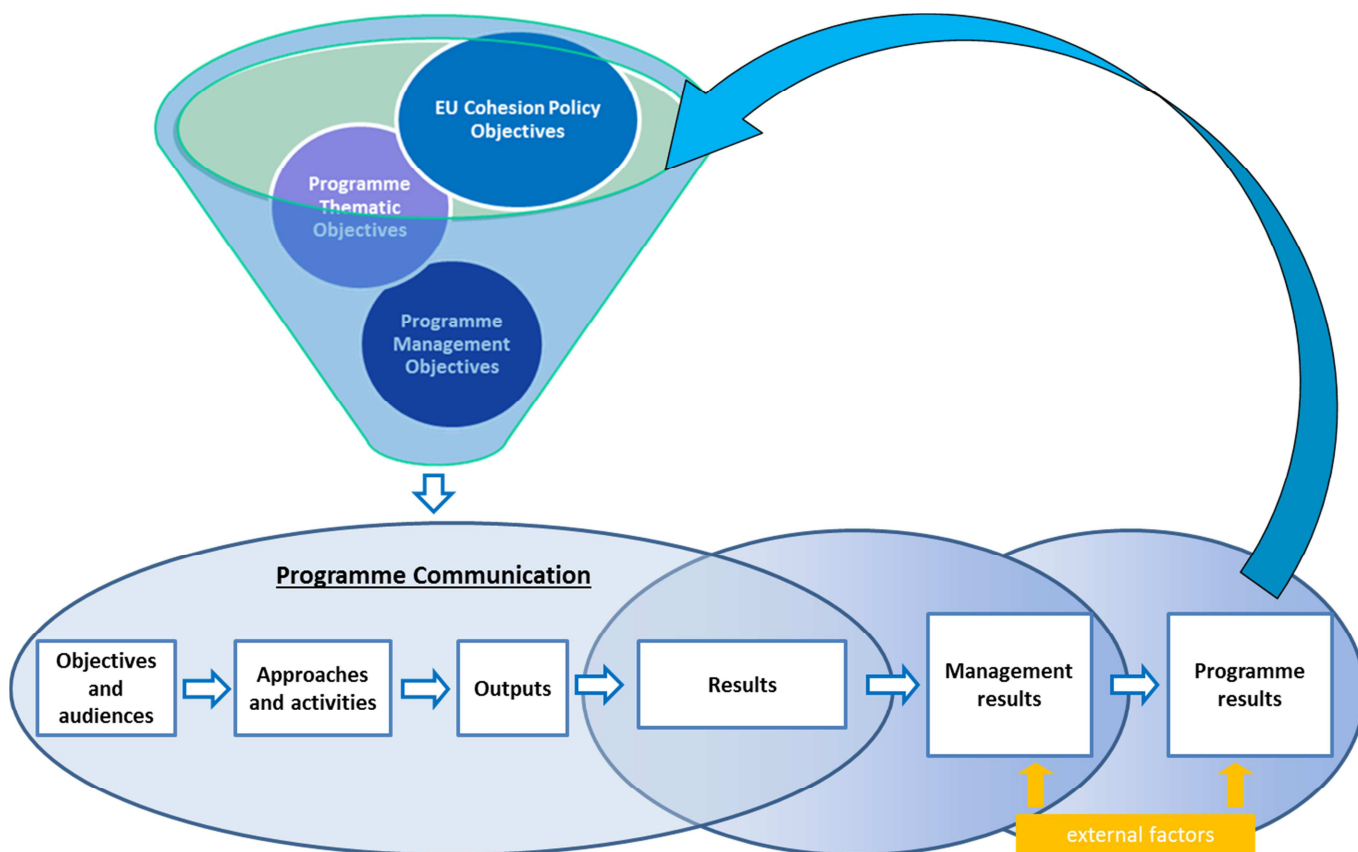
The above figure shows how important it is to be aware of programme management objectives before defining communication objectives. To remind, the specific objectives for technical assistance (i.e. programme management) were defined in the cooperation programme:

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[15] In this chapter activities will only be briefly listed. A more detailed description of activities and their Output indicators will follow in Part D of this document.

[16] Cf. CENTRAL EUROPE 2020 Cooperation Programme, Section 2.B, approved by the European Commission on 16 December 2014. The document is available for download at www.central2020.eu.

- To effectively implement the cooperation programme;
- To support applicants and beneficiaries and to strengthen the involvement of relevant partners in programme implementation.[17]

For the use of this communication strategy, these management objectives can be further split into:

- Support applicants to participate in the programme;
- Strengthen the involvement of stakeholders in programme implementation;
- Support beneficiaries to implement projects;
- Increase the satisfaction of beneficiaries by effectively implementing the programme.

Starting from these management objectives and expected results, the challenge in terms of communication will be to effectively communicate to and engage with applicants, beneficiaries and stakeholders: i.e. to raise their overall awareness and knowledge about and to improve specific attitudes and behaviour towards the programme.

Breaking this challenge down into specific communication objectives results in a hierarchy of objectives, from programme through management to communication objectives (see Figure 3). On the following pages, audiences, results, approaches and activities will be defined for each of the communication objectives.

Figure 3: Overview of programme, management and communication objectives

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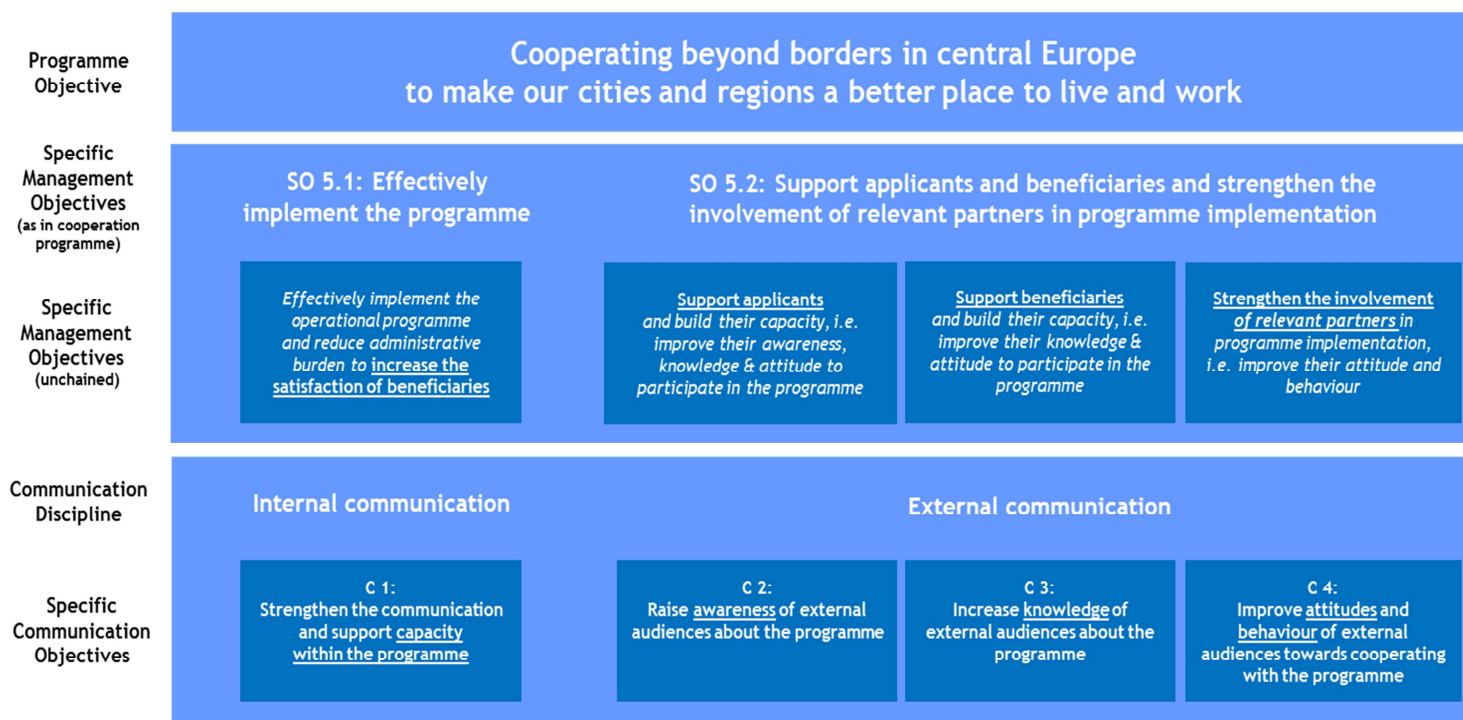
C.1 Communication objective 1: Strengthen internal communication capacity

Challenge

In the Interreg CENTRAL EUROPE Programme, communication is understood as a horizontal management task. As such it is not limited to programme communication managers alone but affects the whole joint secretariat, the national contact point network, and, to a certain extent, the control system. All staff will have to be involved to successfully communicate the programme to its stakeholders and the public.

With regard to the control system, members of the network of national controllers[18] or auditors sometimes did not pay sufficient attention to communication with beneficiaries, even when being in direct exchange with them. Unsurprisingly, satisfaction of beneficiaries with support from controllers and auditors showed to be relatively low compared to other programme bodies and needs to be strengthened as a recent programme survey shows.[19]

In the past, staff of both the joint secretariat and the national contact points expressed interest in being better trained and supported in their support and communication efforts. Ensuring consistent quality across all programme bodies is key to successful communication and ultimately an increase satisfaction of stakeholders. This requires the strengthening of professional communication capacity among the key programme bodies, which are regularly in contact with potential applicants, beneficiaries and other audiences.

The expected result of the internal capacity-building will be an increasingly positive feedback of stakeholders on assistance and communication of key programme bodies with applicants, beneficiaries and stakeholders.

Audiences

Audiences	Status quo in 2015	Targeted status quo	Message focus*
Joint secretariat and managing authority	Varying communication skills and knowledge of messages	Improved communication expertise across the secretariat and managing authority	Simplification Harmonisation Result-focus
Monitoring committee, national committees and network of national contact points	Varying communication skills and knowledge of messages	Improved communication expertise across the committees and networks	Simplification Harmonisation Result-focus
Controllers and auditors	Limited understanding of the importance to communicate with beneficiaries	Improved acceptance of their role as communicators	Simplification Harmonisation Result-focus

* Messages and their proofs will be concretely defined when approaching specific milestones of the programme, such as new call launches or thematic capitalisation.

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[18] National controllers (former title: first level controllers) are the bodies or persons designated by the programme Member States for performing verifications of expenditure, in accordance to Article 23(4) of Regulation No 1299/2013.
[19] Cf. CENTRAL EUROPE Survey: Feedback on Programme Management, December 2014 (internal document).

Result indicator

ID	Result (indicator)	Unit	Baseline value (2014)	Target (Ø 2015-2020)	Source of data	Reporting
C.1.1	At least maintained **positive feedback on overall communication** by joint secretariat	Percentage			Programme survey on satisfaction with programme management	2018 2020 2023
C.1.2	At least maintained **positive feedback on overall communication** by contact points	Percentage			Programme survey on satisfaction with programme management	2018 2020 2023
C.1.3	Increased **positive feedback on overall communication** related to control activities	Percentage			Programme survey on satisfaction with programme management	2018 2020 2023

Approaches

When building the internal capacity to better communicate the programme, a mix of one way communication and dialogic communication will be applied.

Concrete approaches will include training and support in harmonising and implementing communication measures of relevant programme bodies, complemented by dissemination of key information via publications, direct mailing and social marketing. Thus it will be ensured, that latest developments in programme implementation (incl. communication) reach all programme bodies in time and that they are in a position to get involved. In addition, individual needs expressed by the programme bodies will be considered and serviced.

Outline of activities

Activities to be set in place for reaching the expected result could include:

- Start-up activities including brand book and brand manual
- Digital activities including national websites, direct mailings, social media, etc.
- Publications including briefings on e.g. how to organise events or organise media relations
- Targeted events including trainings on e.g. social media use and internal workshops

C.2   Communication objective 2: Raise awareness about the programme

Challenge

When trying to raise the awareness about programme calls and achievements, the challenge is to reach almost identical audiences in different roles with different messages in different phases of the programme. For example, a national ministry or a private company could first act as potential applicants and participate in a project before becoming a potential target audience for taking up results achieved by the programme at a later stage.

In the programme phase focussing on calls for proposals, there is the need to transparently advertise opportunities and to attract potential applicants by making them aware of the available funding. Former applicants and beneficiaries can be reached relatively easily because contacts have been established already. New applicants, however, are more difficult to reach because no contacts exist. Reaching them will require viral approaches building on various multipliers.

In the programme phase focussing on project implementation and results, the focus switches to transparently raising awareness on achievements - while target audiences widely stay the same because those formerly addressed as potential applicants often are also the main stakeholders that are expected to take up or use programme and project results in one way or the other. The advantage in this phase will be that contacts often are established already and that the audiences can thus be reached more directly to make them aware of achievements. Multipliers such as the European institutions or thematic business associations are important audiences in both phases.

The expected result of increased awareness will be that a higher number of the audiences reached and made aware of the programme will access the programme website. The assumption behind this indicator is that increased awareness will ultimately result in a higher demand for information on calls and achievements, which will be available almost exclusively on the programme website.

Audiences

Audiences	Status quo in 2015	Targeted status quo	Message focus*
Call-focused phase			
Potential applicants	Have a need for funding but limited awareness of the new programme and funding opportunities	Have been reached and made aware of the new programme	Opportunities Simplification
National communication officers	Have limited awareness of the new programme and funding opportunities	Have been reached and made aware of the new programme	Opportunities Simplification Harmonisation
Representation offices of the European Commission and the European Parliament	Have limited awareness of the new programme and funding opportunities	Have been reached and made aware of the new programme	Opportunities Simplification Harmonisation
Key bodies of overlapping Interreg programmes and macro-regional strategies	Have limited awareness of the new programme and funding opportunities	Have been reached and made aware of calls	Opportunities Harmonisation

Thematic business organisations	Have limited awareness of the new programme and funding opportunities	Have been reached and made aware of calls	Opportunities Simplification
Media and other multipliers	Have limited awareness of the new programme and funding opportunities	Have been reached and made aware of calls	Opportunities Simplification Harmonisation
Implementation- and result-focused phase			
Representation offices of the European Commission and the European Parliament	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
National communication officers	Have limited awareness of programme results	Have been reached and made aware of results	Harmonisation Result-focus
EU information centres	Have limited awareness of programme results	Have been reached and made aware of results	Harmonisation Result-focus
Key bodies of overlapping Interreg programmes and macro-regional strategies	Have limited awareness of programme results	Have been reached and made aware of results	Harmonisation Result-focus
Media	Have limited awareness of programme results	Have been reached and made aware of results	Harmonisation Result-focus
Public authorities	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
Thematic business organisations	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
Relevant bodies representing civil society such as non-governmental organisations	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
Economic and social partners	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
Educational and research institutions	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus
Union citizens	Have limited awareness of programme results	Have been reached and made aware of results	Result-focus

* Messages and their proofs will be concretely defined when approaching specific milestones of the programme, such as new call launches or thematic capitalisation.

Result indicator

ID	Result (indicator)	Unit	Baseline value (2014)	Target (Ø 2015-2023)	Source of data	Reporting
C.2.1	Increased number of **unique sessions** on programme website	Number			Monitoring of web statistics on unique sessions	2018 2020 2023
C.2.2	Increased number of **unique page views** on project websites on the programme website	Number			Monitoring of web statistics on unique page views	2018 2020 2023

Approaches

To increase the awareness of potential applicants and end-users of results and achievements, the programme will aim for a better visibility as well as transparent and viral one-way communication.

As a first step, the corporate design of the programme will be aligned with the harmonised Interreg brand to increase visibility in the programme area and to facilitate cooperation with overlapping Interreg programmes and the involvement of external stakeholders.

In a second step, social marketing and classical media relations will then be used to raise awareness and to increase traffic to the programme website as the first point of entry to information. In addition, cooperation with multipliers will be aimed for to increase reach.

Targeted cooperation with audiences such as overlapping Interreg programmes, the national communication officers or the representation offices of the European Commission and the European Parliament will increase their awareness and strengthen their role as important multipliers.

Outline of activities

Activities to be set in place for reaching the expected result could include:

- Start-up activities including brand book
- Digital activities including newsflashes and social media
- Media relations including news releases and news conferences
- Public events including conferences, exhibitions and participation in multiplier events
- Promotional materials especially for events

C.3 Communication objective 3: Increase knowledge about the programme

Challenge

As with raising awareness on the programme, increasing the knowledge about calls, project implementation and on achievements means to inform almost identical audiences in different roles by using different messages related to different phases of programme implementation.

In the call-focused phase, there is the need to increase the knowledge of all potential applicants that were reached on available funding and application rules – no matter whether applicants are new or experienced. Communication will have to help applicants gain the relevant knowledge, which should ultimately contribute to receiving good project proposals that will contribute to reaching programme aims.

In the implementation- and result-focused phase of the programme, different information will have to be provided while target audiences widely stay the same. Potential applicants have by now moved into the roles of beneficiaries, who need to be made knowledgeable about project implementation rules, or they have become potential users of results. Multipliers such as the European institutions or thematic business associations are important audiences in both phases. Increased cooperation should also be sought with overlapping Interreg programmes especially in the result-focused phase to inform important European level audiences about concrete and aggregated achievements of the Interreg programmes, which will ultimately increase knowledge about the individual programmes.

The expected result of communication measures that aim to increase knowledge will be that the target audiences feel better informed about and are more satisfied with the programme. A relevant indicator for this will be feedback provided by participants to national and transnational programme events as well as events organised by the projects.

Audiences

Audiences	Status quo in 2015	Targeted status quo	Message focus*
Call-focused phase			
New potential applicants	Have heard of the programme but limited knowledge about rules and procedures on how to apply for funds	Have been informed and gained sound knowledge about the new funding opportunities and procedures	Rules Simplification Harmonisation
Experienced potential applicants	Are knowledgeable about the previous programme but have outdated knowledge about rules and procedures on how to apply for funds in the new programme	Have been informed and gained sound knowledge about the new funding opportunities and procedures	Rules Simplification Harmonisation

Implementation- and result-focused phase

New beneficiaries	Have limited knowledge about project implementation rules and procedures and results of other projects	Have been informed and gained sound knowledge to effectively implement projects	Rules Simplification Harmonisation Result-focus
Experienced beneficiaries	Have limited knowledge about project implementation rules and procedures and results of other projects	Have been informed and gained sound knowledge to effectively implement projects	Rules Simplification Harmonisation Result-focus
Public authorities	Have heard of the programme but limited knowledge about results that they could use	Have been informed and gained sound knowledge about results	Result-focus
Private sector	Have heard of the programme but limited knowledge about results that they could use	Have been informed and gained sound knowledge about results	Result-focus
Relevant bodies representing civil society such as non-governmental organisations	Have heard of the programme but limited knowledge about results that they could use	Have been informed and gained sound knowledge about results	Result-focus
Economic and social partners	Have heard of the programme but limited knowledge about results that they could use	Have been informed and gained sound knowledge about results	Result-focus
Educational and research institutions	Have heard of the programme but limited knowledge about results that they could use	Have been informed and gained sound knowledge about results	Result-focus
Media	Have heard of the programme but limited knowledge about results	Have been informed and gained sound knowledge about results	Harmonisation Result-focus
Key bodies of overlapping Interreg programmes and macro-regional strategies	Have limited knowledge about the results that they could transfer to their projects and other audiences	Have been informed and gained sound knowledge about results to transfer to their projects and other audiences	Harmonisation Result-focus
Representation offices of the European Commission and the European Parliament	Have heard of the programme but limited knowledge about the results	Have been informed and gained sound knowledge about the results	Harmonisation Result-focus
National communication officers	Have heard of the programme but limited knowledge about results	Have been informed and gained sound knowledge about results	Harmonisation Result-focus
EU information centres	Have heard of the programme but limited knowledge about results	Have been informed and gained sound knowledge about results	Harmonisation Result-focus
Union citizens	Have heard of the programme but limited knowledge about results that affect their lives	Have been informed and gained sound knowledge about results	Result-focus

* Messages and their proofs will be concretely defined when approaching specific milestones of the programme, such as new call launches or thematic capitalisation.

Result indicator

ID	Result (indicator)	Unit	Baseline value (2014)	Target (Ø 2015-2023)	Source of data	Reporting
C.3.1	Maintained high **satisfaction with information** provided by the programme at events	Percentage			Event feedback forms of national and transnational programme events	2018 2020 2023
C.3.2	High **satisfaction with information** provided by the projects at events	Percentage			Monitoring of additional communication result indicator for projects	2018 2020 2023

Approaches

To increase the knowledge of applicants, beneficiaries, and potential users of programme and project results, the approach employed will be transparent and viral one-way communication as well as dialogic communication on the basis of an all-inclusive website, edited in cooperation with the projects.

Information will be disseminated, mainly through events, trainings and the programme website which will function as a one-stop-shop. All information from the programme and projects will be available there and in addition distributed at programme and multiplier events. Information will be made more accessible through story-telling and visualization approaches thus also encouraging virality.

Cooperation with audiences such as key bodies of overlapping Interreg programmes, thematic business organisations, national communication officers or representation offices of the European Commission and the European Parliament will in addition increase their knowledge and strengthen their role as important multipliers of information.

Outline of activities

Activities to be set in place for reaching the expected result could include:

- Digital activities including programme website and multimedia platforms
- Public events including conferences and exhibitions
- Targeted events including national information events and transnational lead applicant trainings as well as capitalisation and cross-fertilisation workshops
- Publications including newsflashes, manuals, leaflets, infographics and brochures
- Media relations including news releases, news conferences and site visits

C.4 Communication objective 4: Improve attitude and behaviour to the programme

Challenge

In all phases of programme implementation, audiences which were already reached and informed directly have to be convinced to further spread the word on calls and achievements and to seek closer exchanges with the programme bodies for more effective programme implementation.

The expected result of improved attitudes and behaviour towards the programme among potential applicants as well as beneficiaries and other multipliers will be that they become ambassadors of the programme. On their own initiative they will actively raise awareness and spread information on the programme, thus helping the programme to reach stakeholders to which no contacts were established before.

Audiences

Audiences	Status quo in 2015	Targeted status quo	Message focus*
Call-focused phase			
Potential applicants	Are knowledgeable about the programme but uncertain whether to spread information	Have been convinced to help the programme to reach out to key audiences	Simplification Result-focus Harmonisation
Implementation- and result-focused phase			
Beneficiaries	Are knowledgeable about the programme but uncertain how to support the programme in spreading results	Have been convinced to help the programme to reach out to key audiences	Simplification Harmonisation Result-focus
Public authorities	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus
Private sector	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus
Relevant bodies representing civil society such as non-governmental organisations	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus
Economic and social partners	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus
Educational and research institutions	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus

Media	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus
Key bodies of overlapping Interreg programmes	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Harmonisation Result-focus
Representation offices of the European Commission and the European Parliament	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Harmonisation Result-focus
National communication officers	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Harmonisation Result-focus
EU information centres	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Harmonisation Result-focus
Union citizens	Are knowledgeable about the programme but uncertain whether to cooperate with the programme on results	Have been convinced to help the programme to reach out to key audiences	Result-focus

* Messages and their proofs will be concretely defined when approaching specific milestones of the programme, such as new call launches or thematic capitalisation.

Result indicator

ID	Result (indicator)	Unit	Baseline value (2014)	Target (Ø 2015-2023)	Source of data	Reporting
C.4.1	Increased percentage of **shares on Facebook** (based on total number of posts)	Percentage			Social media statistics	2018 2020 2023
C.4.2	Increased percentage of **mentions on Twitter** (based on total number of tweets)	Percentage			Social media statistics	2018 2020 2023
C.4.3	**High number of joint communication activities** implemented by projects with external stakeholders	Number			Project monitoring (additional communication result indicators)	2018 2020 2023

Approaches

Hesitations to cooperate can best be overcome through personal dialogue and community relations rather than by employing one-way communication. The communication approach will therefore focus on interpersonal exchanges and networking as well as digital community building.

Outline of activities

Activities to be set in place for reaching the expected result could include:

- Digital activities including community-building through website and social media
- Publications including needs assessments studies based on feedback forms at events
- Targeted events including individual consultations as well as individual meetings, road shows and capitalisation or cross-fertilisation workshops

D. Communication activities

This part introduces indicative communication activities and tools for the implementation period 2014-2023. The outlined activities and tools provide a basis for more detailed planning in annual communication work plans as foreseen in Article 116 and Annex XII of the Common Provisions Regulation.[20] If an output indicator refers to the number of calls or projects funded, figures are based on estimations made in the performance framework of the Interreg CENTRAL EUROPE Cooperation Programme: four calls for proposals are planned to provide funding for up to around 120 transnational projects.

D.1 Start-up activities

Start-up activities include the preparation of this communication strategy and the development of the programme corporate design. The latter will ultimately result in a programme brand book and a project brand manual. Legislation explicitly requires the organisation of a kick-off conference and the branding of the premises of the managing authority and joint secretariat with the EU flag.

D.1.1. Communication strategy

Key points

o   Relevant communication objectives: C1
o   Relevant communication audiences: Programme bodies and European Commission
o   Accessible for people with disabilities: Partly, depending on disability

The communication strategy and subsequent annual work plans are internal documents that will ensure efficient and effective programme communication, which will help meeting core organisational objectives. When developing the strategy, legal obligations listed in chapter B.1.1 of this document will be respected. Building on this strategy, national contact points might define additional, multi-annual communication plans.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
1.1.1	Programme communication strategy developed and approved by the monitoring committee	Number			Monitoring	2015
1.1.2	Annual work plans developed and approved by the monitoring committee	Number			Monitoring	2015-2023

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[20] Cf. Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303 and related implementing legislation.

D.1.2. Kick-off conference

Key points

o   Relevant communication objectives: C2, C3, and C4

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Yes

The kick-off conference of the Interreg CENTRAL EUROPE Programme already took place on 1/2 July 2014 and bridged the past programme to the new one. Results of 124 projects implemented in central Europe since 2007 were presented in an exhibition and discussed within a panel discussion and interactive thematic sessions. At the same time, awareness was raised on the new programme and first project ideas were presented in a project idea fair and partner search forum. More than 700 potential applicants and political stakeholders participated in the event and gave positive feedback on the information and networking opportunities provided.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
1.2.1	Kick-off conference organised	Number			Monitoring	2015

D.1.3. Programme brand book

Key points

o   Relevant communication objectives: C1

o   Relevant communication audiences: Programme bodies

o   Accessible for people with disabilities: Partly, depending on disability

The programme brand book will be an internal document laying down the Interreg CENTRAL EUROPE corporate design including a general description of the branding strategy and related branding rules. It will also define specific designs and (where appropriate) contain PDFs and other digital open format templates for the office and promotional materials, publications, exhibitions, etc.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
1.3.1	Programme brand book developed	Number			Monitoring	2015

D.1.4. Project brand manual

Key points

o   Relevant communication objectives: C1 and C3

o   Relevant communication audiences: Programme bodies and beneficiaries

o   Accessible for people with disabilities: Partly, depending on disability

The project brand manual will be a public document to introduce programme bodies and projects to the harmonised branding strategy and related branding rules. The manual provides projects with their binding logos and suggests non-binding designs for plaques, promotional materials, publications, exhibitions, etc. – all based on the Interreg CENTRAL EUROPE Programme corporate design as documented in the brand book.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
1.4.1	Project brand manual developed	Number			Monitoring	2016
1.4.1	Project logos developed	Number			Monitoring	2023

D.1.5. Display of the Union emblem

Key points

o   Relevant communication objectives: C2

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

In line with rules set out in the Common Provisions Regulation[21], the European Union emblem will be permanently displayed at the premises of the managing authority, the joint secretariat and the national contact points in form of a door sign or other.

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[21] Cf. Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303 and related implementing legislation.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
1.5.1	EU emblem permanently displayed	Number			Monitoring	Yearly

D.2   Digital activities

Digital tools comprise first of all the programme website but also include newsflashes, direct mailings, social media, and multimedia in a wide meaning. For people with a disability, such as sight impairment, digital media and applications could sometimes be difficult to access. However, new advanced technologies more and more break such barriers and will be employed by the programme whenever possible.

D.2.1. Programme website

Key points

o   Relevant communication objectives: All

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Peoples' habits are changing. Many are now exclusively looking for information online, therefore the programme website becomes an important carrier of information not only about the programme and its activities but also about funded projects as well as activities taking place on national level (see also chapter D.2.2 of this document). The website is thus the natural place for transparently publishing information about beneficiaries as requested by relevant EU legislation.[22] The list of operations funded by the programme will be available on the website and updated regularly but at least every six months.

Directed at various audiences, ranging from potential applicants to stakeholders not directly involved in the programme, the website at www.interreg-central.eu will be a one-stop-shop for all programme information. Users will be intuitively guided through available content via a clear layout and straightforward navigation. Interactive, barrier-free accessibility and responsiveness will be fully integrated into the website to enable also disabled users to access all information.

The responsive, portable device-friendly design will closely reflect the programme's brand identity and allow a smooth integration of social media. It will further focus on community-building among applicants and beneficiaries and make available all relevant outputs of the projects to stakeholders in an output library.

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[22] Ibid

Regular monitoring and continuous web development will ensure that the user experience will be maintained and/or improved over the programme lifetime. To get maximum exposure on search engines such as Google, careful search engine optimisation (SEO) will help to get the website to the top of natural searches. It will also incorporate tracking software that enables the joint secretariat to see which pages are popular and which are under-performing.

Last but not least it is worth mentioning, that, unlike in the programming period 2007-2013, the internal intranet will no longer be hosted on the programme website; instead a dedicated and secure cloud will be put in place for sharing internal documents.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
2.1.1	Transitional programme website developed for years 2014 and 2015	Number			Monitoring	2015
2.1.2	Permanent programme website developed and kept up-to-date	Number			Monitoring	2016

D.2.2. Websites for projects and national contact points

Key points

o   Relevant communication objectives: All

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

As the programme website will be carrying all important content of the programme, it will also serve as the main gateway to detailed information on all projects and national contact points. Above all, users should be able to find quickly what they need – from one access point.

Hosting project websites on the programme website offers multiple benefits: from avoiding fragmentation of information, to ensuring lasting availability of results, and not least saving significant financial resources, which would otherwise be used for creating temporary project websites.[23] It also allows for coherent appearance in line with the programme branding and strengthens the link between the programme and its projects.

The network of contact points guides applicants and beneficiaries through the whole range of information on the national level. Hosting the national contact point's websites on the programme website allows for quick access to national information in national language. In addition, it also ensures a coherent appearance in line with the programme branding,

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[23] Calculations based on figures from the programming period 2007-2013, which suggest potential savings of up to EUR 2 million.

strengthening the visibility of the programme. However, some national contact points might also opt for websites integrated in their hosting institution's website while respecting all branding requirements. In that case the programme website will link to this website.

Technically, beneficiaries and national contact points will have wide-ranging autonomy in working with the individual websites on the programme website. They can be built based on flexible templates and allow many additional functionalities such as event registration. As master administrator, the joint secretariat will be able to monitor the project websites closely by seeing which pages are popular and which are under-performing.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
2.2.1	National contact point websites developed	Number	0	9	Monitoring	2016
2.2.2	Project websites developed	Number	0	120	Monitoring	2016 2017 2018 2019

D.2.3. Newsflashes and direct mails

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

An electronically distributed newsflash will be the key publication to regularly push information about programme and project developments to registered subscribers and selected media. In addition it will feature European regional development news and events. The newsflashes will thus keep key audiences abreast of recent developments and are expected to direct more user traffic to the Interreg CENTRAL EUROPE website including project websites. Social media integration will be ensured for potential dialogue on news.

Close cooperation with projects will be important content-wise. Beside thematically mixed issues there will also be issues focussing on specific topics such as call openings or thematic achievements. The transnational newsflash published by the joint secretariat will in many countries be complemented by national newsletters sent by the national contact points.

In addition to the above newsflashes, the programme will inform programme bodies as well as applicants and beneficiaries more directly about latest developments related to programme management, calls and implementation through direct mailings.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
2.3.1	Newsflashes published by JS and NCPs	Number	0	90	Monitoring	Yearly

D.2.4. Social media

Key points

o Relevant communication objectives: C2 and C4

o Relevant communication audiences: All

o Accessible for people with disabilities: Partly, depending on disability

Social media is generally defined as a group of internet-based applications that allow the creation and exchange of user-generated content.[24] It will be used by the joint secretariat and, where possible, national contact points to strengthen links and interactions with applicants, beneficiaries and stakeholders, using an easy-to-understand, non-technical language where possible. Social media activities are aimed at increase of the awareness on the programme generating traffic to the website. The programme will mainly use and constantly monitor the relevance of the social media platforms below and consider potentially new platforms.

The programme´s **Facebook** page is directed at a wider and more general audience. It will offer snippets of news usually based on information provided on the programme and project websites. Posts will include photos, infographics, videos and other content that encourages dialogue and discussion between the programme bodies, beneficiaries and stakeholders.

The programme´s **Twitter** account is directed at a professional audience, made up of important multipliers including the media and policy makers on all governance levels. It will be used to raise awareness of this professional audience on information available on the programme and project websites. Tweets will focus on highlighting interesting facts, news, achievements or recent programme developments. Messages tweeted are "expressions of the moment or ideas", short appetizers for more information on the website.

The **LinkedIn** professional network is directed at applicants, beneficiaries and media. It will be used to strengthen exchanges and networking between potential applicants, who are preparing project proposals and look for suitable partners. At a later stage in programme implementation, the focus will shift towards encouraging exchanges and networking on project achievements. Additionally, news and stories posted on Facebook are to be spread also via LinkedIn, thus increasing traffic to the programme website.

The **CENTRAL EUROPE Community** is directed at applicants and beneficiaries mainly. It will be extended to become a programme-based social intranet for more-in-depth exchanges on

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[24] Kaplan Andreas M., Haenlein Michael (2010). "Users of the world, unite! The challenges and opportunities of social media." *Business Horizons* 53 (1)

project ideas, partner search and implementation issues. It will be built into the programme website with interlinkages to the project websites and be complementary to the more public awareness-raising on LinkedIn.

Output indicators

ID	Output indicator	Unit	Baseline value (2014)	Target (Ø 2015-2023)	Source of data	Reporting dates
2.4.1	Facebook posts	Number			Monitoring	Yearly
2.4.2	Twitter tweets incl. retweets and national tweets	Number			Monitoring	Yearly
2.4.3	LinkedIn posts (not updates)	Number			Monitoring	Yearly
2.4.4	CENTRAL EUROPE Community put in place	Number			Monitoring	2015

D.2.5. Videos

Key points

o Relevant communication objectives: C2 and C3
o Relevant communication audiences: All
o Accessible for people with disabilities: Partly, depending on disability

Video content will be complementary to other channels used by the programme. It will be realised in various formats by the programme, including illustrations and slideshows or real-life documentations. The programme will in addition make use of project videos created.

Films focussing on raising awareness will be rather short and aim at evoking reactions from the audience – which ultimately should result in more visits to the programme and project websites to find information. Such films will best be developed in cooperation with national contact points and projects.

Educational films could take the shape of tutorials or documentations (e.g. recorded sessions of trainings). However, the edutainment approach is preferable also for providing information. Educational entertainment is content designed to educate and to entertain. It includes content that is primarily educational but has incidental entertainment value, and content that is mostly entertaining but contains educational value.

All video content realised will be used for other digital channels including the website, the newsflash and social media.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
2.5.1	Short films realised	Number			Monitoring	Yearly

D.2.6. Other multimedia

Key points

o   Relevant communication objectives: All

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

The widely used term multimedia refers to content that combines different forms including text, audio, still images, animation, video, or interactive content. In the Interreg CENTRAL EUROPE Programme, it is planned to develop web-based multimedia applications to complement traditional ways of disseminating information online and at events.

Possible multimedia outputs are apps for mobile devices, or apps for more social dialogue-oriented events, educational and informative games or snowfall storytelling[25]. New multimedia tools and platforms might emerge over coming years and will be closely monitored and potentially taken up.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
2.6.1	Multimedia applications realised for web and events	Number			Monitoring	Yearly

D.3   Publications

Publications include any kind of printed (or printable digital) product, such as briefing documents, leaflets, brochures, handbooks and studies which carry information about the programme and its projects.

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[25] Cf. "How 'Snow Fall' Changed Digital Storytelling for the Better", accessed online in May 2015 at
http://www.saydaily.com/2014/06/how-snow-fall-changed-digital-storytelling-for-the-better

D.3.1. Internal briefings

Key points

o Relevant communication objectives: C1

o Relevant communication audiences: Programme bodies

o Accessible for people with disabilities: Partly, depending on disability

Briefings will be short and concise summaries drafted by the joint secretariat to inform other programme bodies about programme implementation issues such as key messages to be preferably used in a specific programme phase. Briefings will strengthen the "one voice" approach by ensuring consistency in communication throughout the programme area at all levels.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.1.1	Briefings produced and shared among programme bodies	Number			Monitoring	Yearly

D.3.2. Programme manuals and handbooks

Key points

o Relevant communication objectives: C1 and C3

o Relevant communication audiences: Programme bodies, applicants and beneficiaries

o Accessible for people with disabilities: Partly, depending on disability

In order to thoroughly inform potential applicants and beneficiaries about rules and procedures for applying and working with the programme, comprehensive manuals will be written in a coordinated effort by the joint secretariat and managing authority and be published following approval by the monitoring committee. All manuals might be published in translated national versions by the national contact points.

An application manual will cover the entire application process including the assessment and contracting phase (adapted to each of the four calls planned) while an implementation manual will inform about reporting requirements and provide tips on content, financial and communication management of funded projects.

In addition to the above described programme manuals, a communication handbook will provide a compact overview on how to communicate as part of the programme. The purpose of the communication handbook will be to assist programme bodies and project beneficiaries in strategy development, branding as well as in enhancing the efficiency of planned communication measures. An integrated style guide for writing in English will help ensuring a higher consistency and quality of texts produced. The communication handbook will be based on a similar handbook to be issued by Interact for Interreg programmes in

2015, and is expected to take the shape of a collection of fact sheets that can be further extended if necessary.

All manuals will be Word-based PDF documents with the intention to gradually complement these with HTML-coded online manuals suitable also for mobile devices.[26]

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.2.1	Manuals published for applicants and beneficiaries	Number			Monitoring	2015 2016

D.3.3. Leaflets

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Leaflets will summarise key information on specific issues of programme implementation. The main aim of leaflets is to provide a brief overview and to attract a wider audience to the website, where more detailed information can be accessed. The main advantage over digital forms of information is that audiences, especially at events, can keep the leaflet and refer to it later.

In the early implementation phase, leaflets will be produced to provide key data of the programme and to inform potential applicants about funding opportunities. In later application stages, leaflets are expected to give an overview about thematic achievements. They will be printed and distributed at both programme and multiplier events and could be published in national languages by the national contact points.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.3.1	Leaflets produced	Number			Monitoring	Yearly

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[26] Cf. H2020 online manual: http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm, accessed online in May 2015.

D.3.4. Infographics

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Infographics are visual representations of information, data or knowledge intended to present information quickly and clearly. Infographics have been successfully used in the previous CENTRAL EUROPE Programme already. Beside the programme website and publications, infographics will be used as content for social media channels such as Facebook and Twitter.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.4.1	Infographics produced	Number			Monitoring	Yearly

D.3.5. Brochures

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Project brochures will be developed in the later implementation phase in close cooperation with all funded Interreg CENTRAL EUROPE projects to present short portraits. The brochures will visualise thematic project results (culture could be separated then from environment), make pilot actions accessible and provide basic information on how the partnership brought benefit to the programme countries and regions.

The brochures are expected to be available in a printed-on-demand and an online version. The print versions will be distributed at both programme and multiplier events and could be published in national languages by the national contact points. However, by the time of implementation brochures could well take the shape of multimedia applications only, employing for example snowfall storytelling[27] (see also chapter D.2.6 of this document).

Layout and structure of the brochures will allow for highlighting statistical facts and figures that support the European dimension. End-beneficiaries will be quoted as well as key stakeholders from the programme bodies. Following finalisation, they will also provide good leverage for reaching out to the media.

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[27] One good example is the Interreg IVC online report: The Interreg IVC Story, accessed in May 2015 at http://report.interreg4c.eu/.

The brochures will be integrated in other communication activities such as the website, social media, newsflash, exhibitions and other events. Especially social media reach could be further enhanced through calling the community to vote for their favourite project on e.g. Facebook. For this purpose, project articles in the brochures could also be turned into fact sheets.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.5.1	Thematic brochures in which project achievements are portrayed	Number			Monitoring	2018 2019 2020

D.3.6. Studies and reports

Key points

o   Relevant communication objectives: C3

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Legislation requires from programmes to report annually about progress achieved. Based on these extensive implementation reports, shorter and more accessible versions will be published annually together with an executive summary to ensure transparency about programme implementation not only towards the European Commission but also towards wider audiences.

The programme might also conduct more thorough studies on thematic achievements as was done in the programming period 2007-2013, which will feed into the annual implementation reports and provide the basis for discussions on results and changes achieved in the programme area.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
3.6.1	Studies and reports published	Number			Monitoring	Yearly

D.4 Public events

Public events include any kind of conference, exhibition, campaign, road show or other larger-scale event activity, which is directed at a wider audience. The aim will be to host widely barrier- and paper-free events and integrate multimedia event apps to improve participants' experience and networking.

D.4.1. Programme conferences

Key points

o   Relevant communication objectives: C3 and C4

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Yes

Interreg CENTRAL EUROPE conferences will be events to raise the awareness and provide basic information on either new calls or on achievements across the entire programme area. They will also aim to encourage cooperation and stand in for the major annual information activity required by regulation.[28]

Programme conferences can take various formats depending on the issues in focus but most often will include a mix of thematic presentations, panel discussions and generous time for networking and exchange among participants. Side events could in addition be organised by projects.

In the early implementation phase project idea fairs and partner search opportunities will be offered while in a more mature implementation phase of the programme project achievements will be exhibited and exchanged on in capitalisation events. Combinations with targeted events are also imaginable (see D.5.3 and D.5.7.). If possible, the national contact point of the hosting country will in addition organise news conferences (see D.6.2.) or on-site visits of funded projects to practically demonstrate achievements (see D.4.2).

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
4.1.1.	Programme conferences organised	Number			Monitoring	Yearly

D.4.2. National public events

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: All national audiences

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[28] Cf. Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, retrieved from Eur-Lex in April 2015: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303

o   Accessible for people with disabilities: Yes

National public events will be organised by the national contact point network and complement transnational public events. They aim in principle at raising the awareness of wider national audiences on the programme, setting them apart from targeted events.

They can take various shapes including project exhibitions, participation in the European Cooperation Day or dedicated programme sessions in the frame of multiplier conferences. The organisation of national public events will be supported and, to the possible extent, coordinated by the joint secretariat to ensure a harmonised approach across the programme area.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
4.2.1	National public events organised	Number			Monitoring	Yearly

D.4.3. Programme exhibition

Key points

o   Relevant communication objectives: C2 and C4

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Yes

Building on photos collected for brochures through competitions and other means, a barrier-free (e.g. through integrating Braille script) travelling exhibition will be gradually designed and organised in cooperation with the national contact points.

In the early implementation phase, the exhibition from the previous CENTRAL EUROPE Programme will be used and complemented with new projects funded as of 2016. Spots for hanging the exhibition beyond large-scale programme events will be identified and organised by the national contact points. They will also be responsible for an optional opening reception and media relations.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
4.3.1	Programme exhibition created and gradually extended	Number			Monitoring	Yearly

D.4.4. Participation in multiplier events

Key points

- o Relevant communication objectives: C2 and C3
- o Relevant communication audiences: All
- o Accessible for people with disabilities: Partly, depending on organisers

Participation in multiplier events and, hand-in-hand with this, cooperation with overlapping Interreg programmes, Interact and other thematic EU funding programmes will be extended in order to increase visibility in the programme area beyond existing, direct stakeholder contacts.

The Interreg CENTRAL EUROPE Programme hopes that Interact will further facilitate and encourage Interreg programmes to better coordinate participation in multiplier events to advertise joint thematic achievements. It is expected that large-scale thematic conferences organised by the European Commission for European expert audiences, such as Green Week, European Sustainable Energy Week, TEN-T Days etc. will thus develop greater interest in cooperation.

Other opportunities for achieving greater visibility of the programme are the annual Open Days in Brussels organised by the European Commission as well as the annual European Cooperation Day organised by Interact. Events of relevant macro-regional strategies also offer interesting opportunities to present the programme.

Last but not least, programme staff will be present in and contribute with programme inputs to Interreg internal events and networks, such as the DG Regio Inform Network for regional development communication experts, who meet twice a year over two days.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
4.4.1	Active participation of programme representatives including national contact points in multiplier events (excluding project events)	Number			Monitoring	Yearly

D.5 Targeted events

Targeted events include any kind of seminar, workshop, focus group, interpersonal meeting, or other smaller-scale event activity, which is addressed at a narrow, rather specific audience. The aim will be to host paper-free events and integrate multimedia event apps to improve participants' experience.

D.5.1. Internal meetings and trainings

Key points

- o Relevant communication objectives: C1
- o Relevant communication audiences: Programme bodies
- o Accessible for people with disabilities: Yes

Regarding programme implementation, one of the key roles of the national contact point network is to raise awareness and provide information to applicants, beneficiaries and stakeholders. The capacity and consistency to communicate to external audiences will be ensured through briefings as well as half-yearly contact point meetings. These will regularly be complemented by trainings on specific implementation and communication issues. Dedicated training for the network is recommended in addition to participation in project implementation trainings (see D.5.6) because the network's needs deviate from those of beneficiaries.

In one of the internal meetings, draft annual work plans of the national contact points will be presented and discussed intensively. The ensuing debate among contact points and the joint secretariat are expected to have a cross-fertilisation and training effect. In order to make this exercise most efficient, the national contact points will have to provide the JS with their draft work plans well in advance of the meeting for a thorough analysis.

Information on latest implementation and communication developments of the programme will regularly be provided also in meetings of the joint secretariat with all other programme bodies, such as the monitoring committee and the network of national controllers. Whether training will be provided on specific issues will be decided case-by-case.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.1.1	National contact point meetings organised	Number			Monitoring	2015-2021

D.5.2. National information days and trainings

Key points

- o Relevant communication objectives: C3 and C4
- o Relevant communication audiences: National audiences
- o Accessible for people with disabilities: Yes

National information days will be organised by the national level (usually by the network of national contact points) and address wider national audiences with targeted but basic information about calls, project implementation and achievements.

Depending on the topic, national information days can take various shapes from seminars and partner search meetings to cross-fertilisation workshops. The organisation of these

targeted events will be supported by the joint secretariat in order to ensure a harmonised approach of providing information across the programme area.

In addition to information events organised on the national level, national controllers might also organise trainings for beneficiaries. These will be supported by the national contact points and the joint secretariat.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.2.1	National information days organised by national contact points on calls	Number			Monitoring	2015 2016 2017 2018
5.2.2	National information days organised by national contact points on results	Number			Monitoring	2018 2019 2020

D.5.3. Lead applicant trainings

Key points

o   Relevant communication objectives: C3

o   Relevant communication audiences: Potential applicants

o   Accessible for people with disabilities: Yes

In order to receive relevant and good quality project proposals, each application step will be accompanied by training measures for lead applicants on the transnational level. The lead applicant trainings will focus on presentations of rules and procedures, complemented by good practice examples, open question rounds and thematic sessions.

The recommended place for holding transnational lead applicant trainings is Vienna as most staff of the joint secretariat will have to be involved in the organisation of the events. Exceptions will be trainings that will be combined with public programme events. To reach a wider audience than those attending, trainings will be web-streamed if possible.

The lead applicant trainings will further be supplemented by national information days for project applicants organised by the national level in all programme countries (see chapter D.5.2) and individual consultations by the JS (see chapter D.5.4).

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.3.1	Lead applicant trainings organised	Number			Monitoring	2015 2016 2017 2018

D.5.4. Individual consultations

Key points

o   Relevant communication objectives: C3

o   Relevant communication audiences: Potential applicants

o   Accessible for people with disabilities: Yes

In addition to the above mentioned training, lead applicants will be entitled to individual consultations with the joint secretariat. These consultations will take place following the lead applicant training either personally, via phone or electronic tools. In a first step, consultations will be based on submissions of filled-in project idea forms and not on already filled-in application forms.

In addition to lead partner consultations with the joint secretariat, consultations with the network of national contact points will be available to all potential applicants at any point of the application process to receive guidance on national rules and procedures.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.4.1	Individual lead applicant consultations by the joint secretariat	Number			Monitoring	2015 2016 2017 2018

D.5.5. Lead partner seminars

Key points

o   Relevant communication objectives: C3 and C4

o   Relevant communication audiences: Beneficiaries

o   Accessible for people with disabilities: Yes

Following the funding decision, dedicated training including individual briefings will be offered to upcoming lead partners. They will be informed through presentations, practical exercises and direct exchanges on contracting issues as well as on the project start-up phase to enable them to smoothly kick-off new projects.

As most of the joint secretariat will be involved in these capacity-building workshops, it is recommended to organise these in Vienna. The lead partner workshops will be followed up upon in later stages of project implementation by further trainings, available not only to the lead partners but also other key project partners (see chapter D5.6).

In addition to the lead partner seminar, consultations with the joint secretariat and the network of national contact points will be available to all beneficiaries at any point of project implementation. In such consultations, national contact points will mainly provide guidance on national rules and procedures.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.5.1	Lead partner seminars organised	Number			Monitoring	2016 2017 2018 2019

D.5.6. Project implementation trainings

Key points

o   Relevant communication objectives: C3 and C4

o   Relevant communication audiences: Beneficiaries

o   Accessible for people with disabilities: Yes

The aim of project implementation trainings is to provide technical support and advice to beneficiaries, enabling them to reach a higher implementation quality of their funded projects. The project management teams (project, finance and communication managers) will be informed by the joint secretariat, national contact points and experts from other institutions (e.g. from the European Commission, European Investment Bank, Interact, experienced project lead partners) on and directly practice how to: communicate the projects, prepare good progress reports; measure project progress; prepare controls and keep audit trails; close projects; spread results; follow-up on results etc. The trainings will thus involve all staff of the joint secretariat.

The aim will be to reach active participation in the trainings as this is expected to significantly increase the learning experience. The events will thus be split into short plenary sessions providing an overview and parallel thematic workshop sessions with a smaller number of participants in each.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.6.1	Project implementation trainings organised	Number			Monitoring	2016 2017 2018 2019 2020

D.5.7. Result-oriented workshops and focus groups

Key points

o Relevant communication objectives: C3 and C4

o Relevant communication audiences: All

o Accessible for people with disabilities: Yes

Result-oriented workshops will stimulate knowledge exchange among funded projects of the programme and beyond. The small-scale events will build on interactive and innovative ways of working together and sharing collective knowledge, making use of experiences made in the partner consultations and feedback workshops in the preparation phase of the programme.

Such capitalisation and cross-fertilisation workshops will be held for each thematic priority to help beneficiaries to directly transfer knowledge on project level. Projects from other programmes will be invited to participate and stakeholders from macro-regional strategies and other EU-funded initiatives will be asked to actively contribute.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.7.1	Workshops and focus groups organised (also as part of public programme conferences)	Number			Monitoring	Yearly

D.5.8. Project competitions

Key points

- o Relevant communication objectives: C4
- o Relevant communication audiences: Beneficiaries
- o Accessible for people with disabilities: Yes

Competitions will be used to get beneficiaries more involved in programme communication and to encourage them to share content and interact with the programme. It is important to visualise project achievements, which largely depend on having high-quality project photos. To this end, the programme could for example initiate photo competitions or project slams.

Photos submitted by funded projects will have to be license-free and fulfil certain criteria in order to be used for all kinds of programme communications products such as the project brochures or the travelling exhibition. A shortlist of photos could be used for further activities such as a wall calendar and other promotional products including roll-ups. The best photos could also be presented in a short award ceremony at a programme conference.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
5.8.1	Project competitions organised	Number			Monitoring	2017 2018 2019

D.6 Media relations

Media relations include all kind of activities leading to the publication of information about the programme in printed or digital news media, such as media releases and conferences, journalist on-site visits, editorial office visits, etc. As a general principle, the programme will not pay for any publication of information in news media, an approach to be rolled out to projects, too.

D.6.1. News releases

Key points

- o Relevant communication objectives: C2 and C3
- o Relevant communication audiences: Media
- o Accessible for people with disabilities: Yes

Decision makers in Brussels and the programme Member States rely widely on national media of their home countries to be informed about political developments. This is why it so important to intensify relations with the national media through national contact points and the projects. However, with European Voice, the Economist and online news sites like

Euractiv and EUobserver there are also European level media consulted by many policy and decision makers that can be addressed by the joint secretariat.

It is mainly these European media outlets that will be targeted with relevant news such as funding opportunities and programme achievements. Together with news releases special interviews could be offered when regional policy issues become newsworthy in Brussels. These dates will have to be further specified along the political calendar of the European Parliament and the European Council.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
6.1.1	News releases published online	Number			Monitoring	Yearly

D.6.2. News conferences and project site visits

Key points

o   Relevant communication objectives: C2 and C3

o   Relevant communication audiences: Media

o   Accessible for people with disabilities: Yes

In addition to the above news releases, media could be addressed more directly in news conferences linked to milestones of the programme. Such news conferences could be linked to bigger programme conferences, organised by the contact points mainly for the national media in the hosting country also in form of project site visits; or they could be linked to European-level events, organised by the joint secretariat at the fringe of e.g. a monitoring committee meeting in the Committee of Regions, mainly for media correspondents in Brussels.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
6.2.2	News conferences organised	Number			Monitoring	Yearly

D.7   Promotional materials

Promotional products are by definition produced in larger quantities and come custom printed with the programme logo. In the Interreg CENTRAL EUROPE Programme they will be mainly limited to office and event material and clearly linked to awareness-raising.

D.7.1. Office and event materials

Key points

o   Relevant communication objectives: C2

o   Relevant communication audiences: All

o   Accessible for people with disabilities: Partly, depending on disability

Promotional materials will mostly be produced to ensure consistent branding of programme events, including roll-ups, posters as well as office products such as business cards, pens, notebooks, and memory sticks. In addition, bags and umbrellas and other items will be produced as memorable give-aways with a long-lasting awareness effect.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
7.1.1	Office and event items produced (roll-ups e.g. counting as one)	Number			Monitoring	Yearly

D.7.2. Other promotional materials

Key points

o   Relevant communication objectives: C2

o   Relevant communication audiences: Selected key stakeholders

o   Accessible for people with disabilities: Partly, depending on disability

Taking up a successful promotional product from the programming period 2007-2013, an annual wall calendar will be printed, which will be distributed to key beneficiaries, high-level stakeholders and decision makers. The calendar will focus on and raise visibility on key issues for the programme and the projects in the coming year. To communicate specific results, more extraordinary products could also be thought of. One example could be a playful top trump cards game of thematically related projects, making use of photos and information collected for other activities. The game could be used and distributed in all events.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
7.2.1	Other promotional items produced (e.g. wall calendars count as one item)	Number			Monitoring	Yearly

D.7.3. Gifts

Key points

o   Relevant communication objectives: C4

o   Relevant communication audiences: Selected key stakeholders

o   Accessible for people with disabilities: Yes

The production scale is one key difference between promotional products and gifts, which are usually purchased and branded in small quantities only. Gifts also have a different objective: they are not meant to raise awareness but to improve relations. They help to express gratitude to persons while respecting rules against corruption. An example of a gift is a bouquet of flowers wrapped with a band holding the programme logo.

Output indicator

ID	Output indicator	Unit	Baseline value (2014)	Target (2023)	Source of data	Reporting dates
7.3.1	Gifts produced	Number			Monitoring	Yearly

E.   Communication budget

In line with relevant legislation[29], the managing authority and the joint secretariat will be mainly responsible for implementing activities indicated in this strategy as well as for coordinating and supporting communication activities of other programme bodies.

In addition to the joint secretariat, the network of national contact points will be directly involved in programme communication. They will help raise awareness on the national level and provide information to potential applicants, beneficiaries and stakeholders on calls and achievements of the programme.

Expenses for implementing activities planned in this communication strategy will be covered from the programme's technical assistance budget. In order to increase quality and efficiency, communication tasks will be internalised to the possible extent. Annual communication work plans and reports on communication activities planned and carried out by both the joint secretariat and the network of national contact points will have to be approved by the monitoring committee.

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[29] Article 23(2) of Regulation (EU) No 1299/2013.