Interreg - IPA CBC
Greece - The former Yugoslav Republic of Macedonia

INFORMATION AND PUBLICITY GUIDE FOR FINAL BENEFICIARIES

Version 1.0

December 2015

The Programme is co-funded
by the European Union
and by National Funds
of the Participating Countries

TABLE OF CONTENTS

1. Introduction **1**
2. Legal Basis **2**
3. Background Information **3**
4. Visual Identity Elements **4**
4.1 The Programme's Name *4*
4.2 The Interreg project logo *4*
4.3 Reference to EU and sources of financing *5*
5. Project I&P strategy **6**
5.1 Appropriate visibility *6*
5.2 Target groups *7*
5.3 Mandatory I&P outputs *8*
5.4 Non – mandatory I&P outputs *10*
5.5 Mainstreaning gender equality and non-discrimination in the projects' I&P strategy *11*
5.6 Incorporating corporate social responsibility in the projects' I&P strategy 13
6. Marking objects and events **14**
6.1 Beginning and duration of marking objects and events *14*
6.2 Means for marking objects *14*
7. Application of Visual Identity Elements in Projects **18**
7.1 Leaflets and Brochures *18*
7.2 Stationary Sets (letterheads, envelopes, business cards, folders etc.) *18*
7.3 Event materials (Posters, Banners, Roll-up, Pop-up stands etc.) *19*
7.4 Newsletters/ Press Releases/Announcements *19*
7.5 Notices of Competition/Calls for Tenders *19*
7.6 Radio spots *19*
7.7 Photos *20*
8. Further support by the Programme **21**
ANNEX I: The communication matrix: How and when to communicate what to whom? ....
ANNEX II: How to use the EU emblem ....
ANNEX III: Project communication plan template ....

1. Introduction

Co-funded Projects enable the European Union (EU) to demonstrate in a practical way how the EU affects the everyday life of citizens. Within this framework, the European Territorial Cooperation (ETC) budget across the European Union amounts to €10,1 billion for the Programming Period 2014-2020[1].

This Guide was prepared so that all bodies involved in projects implemented in the framework of the Interreg IPA CBC Programme "Greece-The former Yugoslav Republic of Macedonia 2014-2020", co-funded by the European Union and national funds of the participating countries, will be in a position to comply with the Regulation (EC) 1303/2013 and Regulation (EU, Euratom) No 966/2012. The correct use of the EU logo and the compliance with the Information and Publicity (I&P) requirements are key elements in the successful promotion of EU funding.

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

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

2. Legal Basis

The following documents have been taken under consideration for the present Guide:

- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002
- Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006
- Regulation (EU) No 1299/2013 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal
- Regulation (EU) No.231/2014 of the European Parliament and of the Council of March 11, 2014 establishing an Instrument for Pre-Accession Assistance (IPA II)
- Commission Regulation (EC) No.447/2014 on the specific rules for implementing Regulation (EU) No.231/2014 of the European Parliament and of the Council establishing an Instrument for Pre-accession Assistance (IPA II)
- The Interreg IPA Cross-Border Cooperation Programme "Greece – The former Yugoslav Republic of Macedonia 2014-2020" (hereinafter CP), approved by the European Commission Decision C(2015) 5655 on August 6, 2015 [CCI 2014 TC 16 I5CB 009]
- The European Transparency Initiative;
- The Communication Strategy of the Interreg IPA CBC "Greece-The former Yugoslav Republic of Macedonia 2014-2020"

3. Background Information

The Information and Publicity (I&P) guidelines establish the conditions and procedure for the notification and disclosure of granting and use of the Interreg IPA CBC Programme "Greece-The former Yugoslav Republic of Macedonia 2014-2020" funds, and for marking of the objects financed by them. According to Article 24 of Regulation (EU, Euratom) No 966/2012, "*Any actor implementing IPA II assistance as defined in points (a) to (c) of Article 58(1) of Regulation (EU, Euratom) No 966/2012 shall fulfil the requirements on information, publicity and transparency in accordance with Article 35(2) of Regulation (EU, Euratom) No 966/2012, and ensure appropriate visibility of the actions.".* Therefore, project partners are required to take all the appropriate Information and Publicity measures.

The overall aim of I&P actions in regards to EU funding are:

- To acknowledge the role of the EU Funds,
- to promote the objectives and achievements of the actions co-funded by the EU.

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

- **Awareness:** Provide awareness to the public by highlighting the role of the European Community and the Structural Funds of the European Union and by promoting the added value derived from the Community participation in the co-funded Projects.
- **Transparency:** Ensure transparency as far as access to the Funds is concerned.
- **Equal opportunities and non-discrimination**: Ensure accessibility and as far as visibility implementation is concerned.

Annex I provides information on communication that should occur during each project's lifecycle.

4. Visual Identity Elements

4.1 The Programme's Name

The **Interreg IPA CBC Programme "Greece- The former Yugoslav Republic of Macedonia 2014-2020"** has been approved by the European Commission Decision C(2015) 5655/06.08.2015. The correct use of the Programme's name is essential in all official documents, projects' outputs and advertising materials, as it enforces the Programme's brand identity.

4.2 The Interreg project logo

The creation of a project's visual identity is required, as this would increase the project's visibility and recognition. A project logo constitutes an essential part of the visual identity and shall be used in all project outputs.

All project beneficiaries will use the following *Interreg logo*, adjusted to each specific project (project acronym will be added). The design file and technical details will be provided by the Joint Secretariat and will be also available at the Programme's website for download.

Picture 1: Interreg project logo

4.3 Reference to EU and sources of financing

The reference to EU and sources of financing shall be visible in all project outputs, as follows;

The project is co -funded by
the European Union and
by National Funds of the
participating countries

Picture 2: Textual reference to the sources of financing

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

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

5. Project I&P strategy

5.1 Appropriate visibility

Communication activities should be properly planned in all Projects. Communication should focus on highlighting the role of the EU and also on the achievements and the impact of the action. Administrative or procedural milestones are not considered communication activities. In order to maximise the impact of communication, project partners must keep in mind that:

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

Nevertheless, there should also be room in any plan to seize a good opportunity. A good communication strategy reflects the ability to use unexpected opportunities for the benefit of the action.

Work Package (WP2) of the Application Form of the Interreg IPA CBC Programme "Greece-The former Yugoslav Republic of Macedonia 2014-2020" requires that an I&P strategy shall be laid down. Specific I&P objectives, target groups and a dissemination strategy shall be identified. Derived from this, appropriate I&P activities shall be compiled including **four mandatory outputs**, as described below in section 5.3. However, the I&P actions will be proportionate to the level of funding available. The level of detail should be tailored to the nature, extent and cost of the communication activities envisaged.

The I&P strategy of each project shall guarantee that Information and Publicity is an integrated part of the project and that it must be implemented throughout the project's lifecycle.

5.2 Target groups

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

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

Potential target groups could be (list not exhaustive):

- General public
- Local, regional, national, European, but also specialized mass-media, which contributes to the promotion of the project
- European Commission and Members of the European Parliament
- Local, regional and national authorities
- Economic and social partners
- Public road/water/environmental management companies and authorities
- Universities, research institutions, research community, educational organizations
- Chambers and their members, Federations and Associations
- Labour centres
- Development agencies
- NGOs
- Networks

5.3 Mandatory I&P outputs

The project's I&P strategy aims to raise awareness about the project, and to disseminate its results. In addition it ensures efficient communication among project partners. It should also be addressed to specific target groups such as the media and the general public, with the purpose of disseminating interesting information about the project to the wider audience.

There are four mandatory I&P outputs: **a) project communication plan, b) development of a project website, c) at least one publication (brochure/booklet) with the results of the project and d) organization of one final public event.**

a. Project communication plan

The project communication plan should be developed in English as soon as the project starts. The project's communication plan should be submitted to the Joint Secretariat with the first Progress Report. Final beneficiaries shall use the template available in Annex III.

b. Project website

The Project's website shall use at least the **Programme's official language**[2] and shall provide information about the Project, its progress, deliverables and results. The website shall include a **short description of the Programme**. The following text is suggested:

The Interreg IPA CBC Programme "Greece – The former Yugoslav Republic of Macedonia 2014-2020" is a cross-border cooperation Programme co-financed by the European Union under the Instrument for Pre-Accession Assistance (IPA II). The strategy statement of the Programme is "to enhance territorial cohesion by improving living standards and employment opportunities holding respect to the environment and by using the natural resources for upgrading of the tourism

[2] The official language of the Programme is English.

product". The total budget of the Programme for the period 2014-2020 is 45.470.066,00 €.

The Interreg project logo (Pic. 1), together with the textual reference to the sources of financing (Pic.2) must appear on the homepage (front page) of the project's website.

There is also a need for a **disclaimer** on the bottom of the homepage that the material on the website does not necessarily reflect the official position of the EU, the Managing Authority and the participating countries. This disclaimer should include the following: *"This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are the sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries and the Managing Authority".*

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

- the Programme's website: http://www.ipa-cbc-programme.eu
- the website dedicated to EU Regional Policy: http://ec.europa.eu/regional_policy/index_en.htm
- the institutional websites of the partners (if applicable)

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

Nevertheless, it is strongly recommended to link the project website to the beneficiaries' institutional websites.

Finally, beneficiaries shall make sure that the project website follows best practice in accessibility for disabled users.

IMPORTANT NOTE: The project's website shall be developed and functional **within the first six (6) months after the Subsidy Contract is signed** and shall be kept **online at least two years after the project closure**.

Please communicate the website's expiry date to the JS Communication Officer early in advance, so that relevant project results can be collected or uploaded on the Programme's website.

c. Project's results publication

At least one booklet/brochure with project results, shall be published. This publication shall be (at least) in the Programme's language.
The cover page should contain the Interreg project logo. The textual reference to the sources of financing must appear either on the cover page or the back page.
The following disclaimer must be included *"The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority".*

d. Public final event

A public final project event should be held in (at least) the Programme's language and it shall inform the target groups specified in the communication plan about the results achieved during the project's implementation. It is recommended to publicize this activity with other media communications (e.g. press release, press conference).
Again, the Interreg project logo, as well as the sources of financing should appear on all documents, publications, presentations, or other materials made available during the event.

5.4 Non – mandatory I&P outputs

5.4.1 Media relations

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

5.4.2 Social Media

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

5.5 Mainstreaning gender equality and non-discrimination in the projects’ I&P strategy

The objective of non-discrimination refers to the prohibition of any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation[3]. Article 19 of the Treaty on the Functioning of the EU provides the legal base for EU legislation combatting discrimination. Moreover, Article 7 of Regulation 1303/2013 refers to the promotion of equality between men and women and non-discrimination.

Besides the legal obligations, there is a strong economic argument, also linked to the achievement of the Europe 2020 targets, to work towards a more equal and diverse society as demonstrated by a wide range of studies, including by the OECD.[4]

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

---

[3] EU Charter of Fundamental Rights (http://ec.europa.eu/justice/fundamental-rights/charter/index_en.htm)

[4] OECD, 2012, Closing the Gender Gap – Act Now

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

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

Examples of promoting accessible and inclusive communication at project level;

Accessibility of venues: Make sure that any conference/seminar/meeting rooms or other venues are accessible and reachable.

Accessibility of information material: Some audiences may need alternate formats in order to benefit from the information to be shared, such as larger print, tactile or oral formats for people who are blind or visually impaired. Others may need a modification of the content in order to make use of the information. People with cognitive and developmental disabilities present a widely varied audience whose individual members may benefit from modified content, as well as alternate formats.

Accessibility of information on the Web: Many of the suggestions presented to make printed materials more readable and comprehensible can also be applied to documents that are presented on the World Wide Web. Multi-media files on the Web can help reinforce the printed words. For example, an audio version can be provided, where the words are read aloud.

Beneficiaries need to keep the project website simple and clear. It is advised that the website is accessible according to Web Accessibility Initiative (WAI) guidelines of the World Wide Web Consortium (W3C). To help with navigation, use simple icons/colors to identify elements of the site or pages to be accessed. Keep navigation tools in the same place on each page. Consistency in design will guide the visitor[5].

---

[5] National Center for the Dissemination of Disability Research, "Making Materials Useful for People with Cognitive Disabilities", *Research Exchange*, Volume 8, Number 3, 2003 (http://www.ncddr.org/products/researchexchange/v08n03/2_materials.html)

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

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

By way of illustration, sustainable event management (also known as event greening) is the process used to produce an event with particular concern for environmental, economic and social issues. Sustainability in event management incorporates socially and environmentally responsible decision making into the planning, organization and implementation of, and participation in, an event[6].

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

Similarly, the environmental impact can be reduced when an appropriate venue is selected with easy access by the participants and organizers. It also has to be as easily accessible as possible by public transportation. Also, larger places require larger amounts of energy for cooling, heating, illuminating, etc. For this reason, to overestimate the dimension of the building requirements will considerably affect the use of resources. The size has to be in accordance with the number of attendants[7].

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

---

[6] Gerard Blokdijk, *Event Management - Simple Steps to Win, Insights and Opportunities for Maxing Out Success*, International Monetary Fund, 2015

[7] *Low Environmental Event Guide*, deliverable in the framework of Regions for Recycling (R4R) project co-funded in INTERREG IVC Programme *http://www.regions4recycling.eu/upload/public/Reports/Low%20environmental%20impact%20event%20guide.pdf*)

6. Marking objects and events

6.1 Beginning and duration of marking objects and events

The Interreg project logo and the textual reference to the sources of financing must be placed on an object financed from the Programme's funds immediately after acquiring or completing the object, except for objects on which it has been placed already during production.

In case that construction or other activities are carried out within the project, the object must be marked after starting the activities.

In case of an event, the location where the event is hosted must be marked appropriately.

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

In case the marking of the Programme's funds is damaged before the period of marking expires, the project partner must replace it.

6.2 Means for marking objects

The project partners must mark the objects financed from the Programme funds with a sticker, information sign, billboard or permanent explanatory plaque, or place the marking on the object during production, according to the nature of the object and the conditions prescribed in this Guide.

6.2.1 Information sign

In case of infrastructure or construction operations with public contribution below € 500.000,00, an information sign must be displayed in order to increase project, Programme and EU awareness. The information sign must be placed in a visible location and must remain legible for at least five years after the last eligible date of the Project activities.

Picture 3 shall be used as a template for information signs.

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

6.2.2 Billboard

A billboard shall be put up for any project that fulfils cumulatively the following conditions;
(a) the total public contribution[8] to the operation exceeds EUR 500.000,00
(b) the operation consists in the purchase of a physical object or in the financing of infrastructure or of construction operations.
Picture 3 shall be used as a template for billboards. It is also permitted to put logos of other authorities connected to completing or financing the object and any other additional information on the billboard.

The billboard must also correspond to the following conditions:

- It should be set up in a place visible by the public that is in close proximity to the object to be acquired or built.
- It must be manufactured of resistant material (metal is recommendable).
- *Minimum* measurement of the billboard should be 1500x1000 mm.

The number and size of the billboards should be commensurate with the scale of operation and be clearly readable and understandable by those passing by. The billboards are <u>erected to the sites</u> where the project works are taking place and **should remain in place from the starting day until six months after completion of the project**. **Then the billboard shall be replaced by the permanent explanatory plaque referred to in the next section 6.2.3.**

6.2.3 Permanent explanatory plaque

The project partner *shall replace the billboard and put up a permanent explanatory plaque* that is visible and of significant size *no later than six months after completion* of an operation that fulfils cumulatively the following conditions:
(a) the total public contribution[9] to the operation exceeds EUR 500.000,00
(b) the operation consists in the purchase of a physical object or in the financing of

---

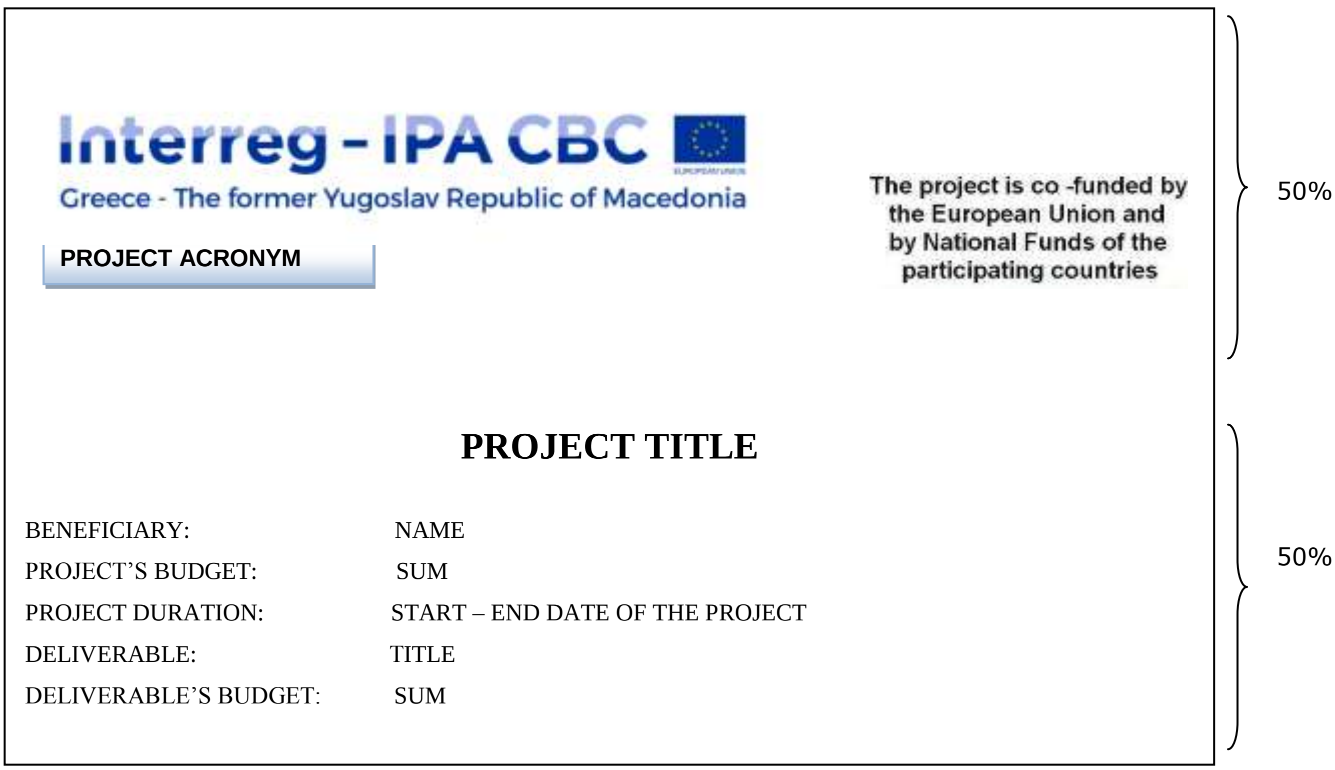
[8] Public contribution includes the Programme funds, and co-financing by public and public equivalent bodies.

[9] Public contribution includes the Programme funds, and co-financing by public and public equivalent bodies.

infrastructure or of construction operations.

The permanent explanatory plaque must mention the information displayed on **Picture 3** and correspond to the following conditions:

- It will be set up in a visible place that is located on the object, in close vicinity or at a location connected to it.
- Its size should be 700x450 mm *at minimum.*
- It must be manufactured of resistant material (metal is recommendable).
- It must be retained at least until five years after the project closure



Picture 3: Information sign/ Billboard/Permanent Explanatory Plaque template

6.2.4 Stickers

The project partners are recommended to mark the objects financed from the Programme funds with a sticker as follows:

- Small objects (office equipment, furniture items, smaller means of work etc) with a sticker of at least 50×80 mm;
- Larger objects (vehicles, equipment etc.) with a sticker of at least 120×150 mm.

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

Stickers must remain legible and correct for at least five years after the last eligible date of the project activities. For rain or sunshine protection, a PVC sticker with UV polishing is recommended. In case stickers are damaged or wear out the project partner must replace them.

7. Application of Visual Identity Elements in Projects

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

7.1 Leaflets and Brochures

Leaflets and brochures should contain at least the following;

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

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

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

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

In case, it is impractical on small surfaces to use the Interreg logo and the textual reference to the sources of financing, the usage of the EU emblem only (as shown below) is expected.

EUROPEAN UNION

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

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

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

7.4 Newsletters/ Press Releases/Announcements

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

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

7.5 Notices of Competition/Calls for Tenders

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

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

7.6 Radio spots

Each radio message/ spot should at least include the following element;

1. *Verbal* transmission of the phrase "The project is co-funded by the European Union and by National Funds of the Countries participating in the Interreg IPA CBC Programme "Greece – The former Yugoslav Republic of Macedonia 2014-2020"

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

7.7 Photos

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

The pictures chosen should;

- be those which best illustrate the project
- either illustrate the essence of the project or be of an important person involved in the project
- contain, when possible, the project and programme logos in the background
- include a caption
- mention the name of the organization or person that owns the copyright alongside the picture

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

8. Further support by the Programme

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

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

Managing Authority of European Territorial Cooperation Programmes 65, Georgikis Scholis Avenue 57001, Thessaloniki, Greece Call center: +30 2310 469600 Fax: +30 2310 469602 Web site: www.interreg.gr E-mail: interreg@mou.gr

Joint Secretariat Balkan Center, Building D, 10th Km Thessaloniki - Thermi Road 57001, Thessaloniki, Greece Call center: +30 2310 024050 Fax: +30 2310 024078 Web Site: www.ipa-cbc-programme.eu E-mail: jts-ipa-cbc@mou.gr

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

Communication should occur during the lifetime of the action and should be precise.

Communication and visibility efforts should be used to announce and accompany key milestones. In order to tailor visibility activities either to the specific stages of the action (or of the project's timetable) and to the targeted population, the matrix below can be used. This matrix outlines the types of visibility activity appropriate to the various stages of the lifetime of an action.

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

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

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

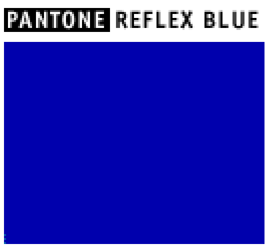
ANNEX II: How to use the EU emblem

Symbolic description & Regulation colours

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

PANTONE REFLEX BLUE for the surface of the rectangle.

PANTONE YELLOW for the stars.



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

<u>Four-colour process</u>

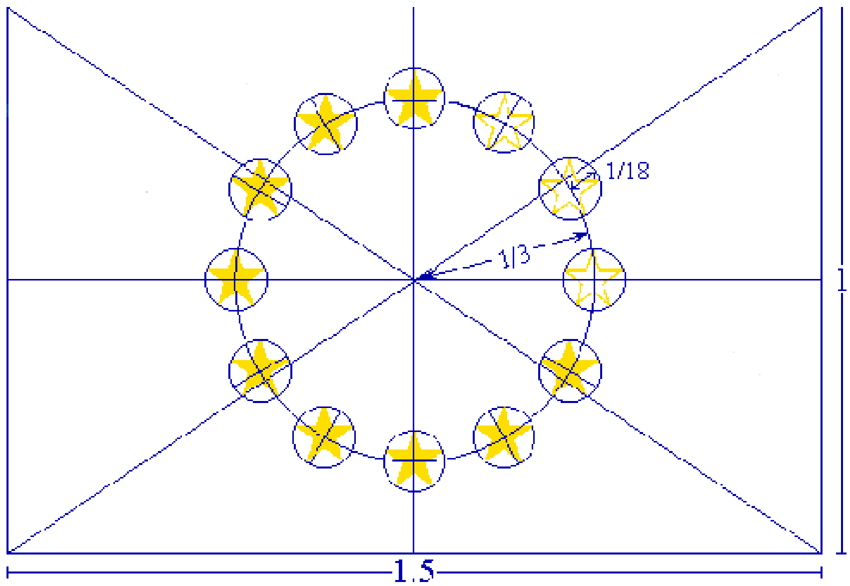
If the four-colour process is used, it is not possible to use the two standard colours. It is therefore necessary to recreate them by using the four colours of the four-colour process. The **PANTONE YELLOW** is obtained by using 100% "Process Yellow". By mixing 100% "Process Cyan" and 80% "Process Magenta"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

<u>Internet</u>

PANTONE REFLEX BLUE corresponds in the web-palette colour RGB:0/51/153 (hexadecimal: 003399) and **PANTONE YELLOW** corresponds in the web-palette colour RGB:255/204/0 (hexadecimal: FFCC00).

Geometrical description

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



Incorrect uses of the EU emblem

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

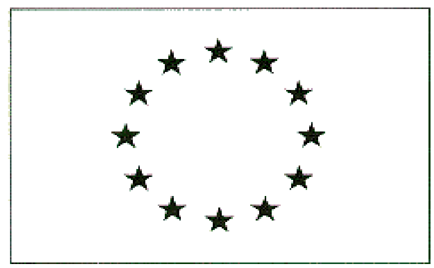
- The emblem is upside down

- The stars are not upright

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

Single colour reproduction

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



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

Reproduction on a colour background

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

ANNEX III: Project communication plan template

I. General communication strategy

II. Objectives

1. Overall communication objectives

2. Target groups

- Within the country(ies) of the Programme where the action is implemented
- Within the EU (as applicable)

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

3. *Specific objectives for each target group*, related to the action's objectives and the phases of the project's timetable.

Examples of communication objectives:

- ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity
- raise awareness among the host country population or in Europe (roles of the partner and of the EU in delivering aid in a particular context)
- raise awareness of how the EU and the partner work together to support education, health, environment, etc

III. Communication activities

Main activities that will take place during the period covered by the communication plan. Include details of:

- the nature of the activities
- the responsibilities for delivering the activities

IV. Communication tools chosen

Include details of advantages of particular tools (media, advertising, events, etc.) in the local context.

V. Indicators of achievements

- Completion of the communication objectives. Include indicators of achievement for the different tools proposed.

- Provisions for feedback (when applicable). Give details of assessment forms or other means used to get feedback on the activity from participants.

VI. Human Resources

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

VII. Financial resources

Budget required for implementing the communication activities (in absolute figures and as a percentage of the overall budget for the action).

VIII. Timeline

Managing Authority of European Territorial Cooperation Programmes
65, Georgikis Scholis Avenue
57001, Thessaloniki, Greece
Call center: +30 2310 469600
Fax: +30 2310 469602
Web site: www.interreg.gr
E-mail: interreg@mou.gr

Joint Secretariat of the Interreg IPA CBC Programme “Greece-The former Yugoslav Republic of Macedonia 2014-2020”
Balkan Center, Building D, 10th Km Thessaloniki - Thermi Road
57001, Thessaloniki, Greece
Call center: +30 2310 024050
Fax: +30 2310 024078
Web Site: www.ipa-cbc-programme.eu
E-mail: jts-ipa-cbc@mou.gr