

# Communication Strategy

INTERREG IPA CROSS-BORDER COOPERATION PROGRAMME  
"GREECE – THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA 2014-2020"

CCI 2014 TC 16 I5CB 009

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

The cooperation programme is co-funded  
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## **1. General**

### **1.1 “The people’s right to know”**

This document is the multi-annual Communication Strategy of the Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”, co-financed by the Instrument of Pre-accession Assistance. The Managing Authority, in cooperation with the Joint Secretariat, will be responsible for the implementation of the Communication Strategy.

The drafting of the Communication Strategy, which defines in detail the necessary information and publicity measures for the communication of the Cooperation Programme, is foreseen by Regulation (EU) No 1303/2013 and Regulation (EU) No.447/2014.

Information and publicity is the responsibility of the Managing Authority and the Joint Secretariat, which are charged with implementing the interventions. This takes place with the contribution of the Joint Monitoring Committee, which is informed about the measures that are being taken for the achievement of these goals. The competent national and regional authorities take all the necessary administrative measures in order to ensure the effective application of the provisions that concern information and publicity with respect to the intervention of the Structural Funds and to cooperate with the European Commission.

For the drafting of the present Communication Strategy, the following have been taken into consideration:

- 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.231/2014 of the European Parliament and of the Council of March 11, 2014 establishing an Instrument for Pre-Accession Assistance (IPA II)
- Commission Regulation (EC) No.447/2014 on the specific rules for implementing Regulation (EU) No.231/2014 of the European Parliament and of the Council establishing an Instrument for Pre-accession Assistance (IPA II)
- The European Transparency Initiative (ETI)
- 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 experience acquired from the information and publicity programmes that were implemented during the application of the previous Programming Periods.

### **1.2 Summary of the Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”**

Cross border cooperation policy is about establishing links across national boundaries to enable joint approaches to common problems and opportunities. The present Programme constitutes a set of proposals for the interventions envisaged under the terms of the cross border cooperation of European Territorial Cooperation for the period 2014-2020.

As the successor to the “Neighbourhood programme Greece – The former Yugoslav Republic of Macedonia” that operated between the two countries the period 2000-2006, and the “Greece–

The former Yugoslav Republic of Macedonia IPA Cross-Border Programme 2007-2013” it will attempt to capitalize on the experience gained and the lessons learned by the participants and the implementing structures in order to bring cooperation to a new level.

The overall 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 product”.

Within this framework, the priorities which constitute the policy outline for the convergence in the area of intervention of the specific Programme are:

- Priority Axis 1: Development and Support of Local Economy
- Priority Axis 2: Protection of Environment - Transportation
- Priority Axis 3: Technical Assistance

Priority Axis 1 will be implemented by two thematic priorities and three specific objectives focusing on;



Thematic Priority (a): Promoting employment, labour mobility and social and cultural inclusion across borders through, inter alia: integrating cross-border labour markets, including cross-border mobility; joint local employment initiatives; information and advisory services and joint training; gender equality; equal opportunities; integration of immigrants' communities and vulnerable groups; investment in public employment services; and supporting investment in public health and social services;

*Specific Objective 1.1: Create employment opportunities for educated graduates by exploiting comparative advantages of the cross border area, preferably with the use of innovative tools and practices*

*Specific Objective 1.2: Improvement of preventive health care and social services of children and elderly population*



Thematic Priority (d): Encouraging tourism and cultural and natural heritage

*Specific Objective 1.3: Improve the attractiveness and promote tourism in the cross-border area to enhance employment in tourism*

Priority Axis 2 will be implemented by two thematic priorities and four specific objectives focusing on;



Thematic Priority (c): Promoting sustainable transport and improving public infrastructure by, inter alia, reducing isolation through improved access to transport, information and communication networks and services and investing in cross-border water, waste and energy systems and facilities

*Specific Objective 2.1: Upgrade public infrastructure to improve road travel time, safe border crossing and promote energy efficiency towards green transport*

*Specific Objective 2.2: Sustainable management, and recycling of bio-wastes*



Thematic Priority (b): Protecting the environment and promoting climate change adaptation and mitigation, risk prevention and management through, inter alia: joint actions for environmental protection; promoting sustainable use of natural resources, resource efficiency, renewable energy sources and the shift towards a safe and sustainable low-carbon economy; promoting investment to address specific risks,

ensuring disaster resilience and developing disaster management systems and emergency preparedness

*Specific Objective 2.3: Sustainable management of protected areas, ecosystems and biodiversity*

*Specific Objective 2.4: Prevention, mitigation and management of natural disasters, risks and hazards*

The eligible cross-border area includes nine (9) NUTS III regions along the border of the two countries. These regions are Florina, Pella, Kilkis Serres and Thessaloniki in Greece and Pelagonia, Vardar, Southeast and Southwest in the former Yugoslav Republic of Macedonia.

The total population of the Programme area is 2,366,750 people, of those 1,585,378 inhabitants (66.99%) live in Greece, and 781.372 (33.01%) live in the former Yugoslav Republic of Macedonia (Eurostat - Demographic Balance and Crude Rates by NUTS III Regions, 2012). The total area covers 29,259 km<sup>2</sup>, 14,422 km<sup>2</sup> in Greece and 14,837 km<sup>2</sup> in the former Yugoslav Republic of Macedonia.

Approved on August 6, 2015 by the European Commission (Decision C(2015) 5655), the Interreg IPA Cross-border Cooperation 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) with a total budget of 45.470.066,00 €. This amount consists of 38.649.552,00 € EU contribution and 6.820.514,00 € national contributions (The national co-financing rates for Greece and the former Yugoslav Republic of Macedonia are 15%).

## **2. Description of the Communication Strategy**

### **2.1 Introduction**

In order to respond to the communication strategy and objectives, communication of the Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” has to take up several challenges:

- Capitalising the lessons learnt from the past

It is extremely important, in the 2014-2020 Programming period, to give continuity to the communication activities and tools performed during the 2007-2013 Programming Period, by:

- capitalising these experiences and tools, avoiding all possible mistakes made in the past;
  - carrying out new, more effective and pervasive actions;
  - spreading them to the eligible Programme areas (local communities);
  - communicating at a cross-border level, in an area characterised by a insularity degree
- The cross-border nature of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” means that it is addressed to a wide variety of audiences in two different countries, with well known consequences in terms of language and culture differences.
  - Addressing targets with very different levels of awareness of the subject, the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” has to address a wide variety of audiences (potential beneficiaries, actual beneficiaries, Programme partnership, other public and private organisations, public opinion, media) whose familiarity with European funding varies widely. The terms of European funding may sometimes appear complicated to some non-specialist audiences. This aspect may

constitute an obstacle to understanding the objectives and contributions of the Programme for some audiences.

- Role of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” actual beneficiaries in the communication

Actual beneficiaries of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” funds play a key role in the communication, as they have to ensure:

- The respect of information and publicity regulations in promoting the projects’ activities and disseminating their results (Communication at the Project level)
- The provision of all relevant data to the Managing Authority, in order to support the communication effort of the Programme on concrete progress and results (Communication at the Programme level).

## **2.2 Objectives**

The general objectives of the Communication Strategy are the following:

- **Awareness:** Highlighting of the role of the Community and the Structural Funds of the European Union for the general public and the promotion of the added value of Community participation in the jointly funded projects of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”
- **Transparency:** Ensuring transparency as far as access to the Funds is concerned. This means that the mechanisms for provision of resources of the Programme have to be transparent to the potential beneficiaries.

Nevertheless, there are certain specific communications goals, which reflect the more general goal of the Programme. They have the objective of identifying the necessary measures in order to deal with the communication gap between the citizens in the eligible areas and the role of the European Union, in particular in the framework of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”.

The specific objectives of the Communication Strategy are the following:

### **In terms of Awareness**

- To promote the Programme itself (strategy, objectives etc.)
- To promote the role played by the European Union and the participating States (Greece and the former Yugoslav Republic of Macedonia) in good cross-border cooperation in the area
- To promote the significance of European Territorial Cooperation on the “way” to European integration

### **In terms of Transparency**

- To ensure targeted dissemination of information on specific benefits from Programme participation for different groups of potential applicants, as well as the general public (in order to help them identify how they can benefit from cross-border cooperation between the two countries)
- To provide clear, specific and adequate information on Programme rules and procedures to potential project applicants (in order to facilitate participation and quality projects)

- To empower potential project applicants to participate in the Programme (in order to help them acknowledge their role in successful Programme implementation and cross-border cooperation)

Therefore, the communication strategy must do the following:

- Promote the Programme and its results to the general public and all the potential interested parties;
- Deliver adequate information about the Programme, its role, impact and aims to the identified target groups;
- Inform the institutions involved in the implementation of the Programme about their role in information and publicity;
- Highlight the socio-economic impact expected from the programming period 2014-2020
- Attract probable partners who could undertake actions in the framework of the implementation of the Programme
- Ensure that the potential Final Beneficiaries have complete, valid, and timely information;
- Inform target groups about the conditions and criteria to be met to access the “Greece-The former Yugoslav Republic of Macedonia” Programme’s funding:
  - eligibility criteria, either at geographical, juridical and financial level,
  - projects’ planning criteria,
  - project proposals’ assessment criteria,
  - project implementation criteria (both at partnership and at financial level),
- bodies and persons to contact to receive technical info about the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” and projects’ implementation procedures;
- Demonstrate the role of the European Union and the way in which Community resources are spent with transparency;
- Highlight the transversal priorities (sustainability of the development; equal opportunities and non discrimination; respect of competition rules) set up at EU Level.

### **2.3 Target Groups**

The main targeted audiences for the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” in the period from 2014 to 2020 are the following:

- Potential beneficiaries in the framework of the Programme’s actions
- Beneficiaries and Lead beneficiaries of approved actions
- Representatives of all the local, regional, and municipal authorities in the eligible areas
- Local, regional, national, European, but also specialized mass-media, which contribute to the promotion of the Programme in the eligible areas
- The general public



## 2.4 Actions per Target Group

The information that will be provided and the publicity that will be directed towards the various partners will be differentiated based on their separate needs. For example:

| Targeted audience   | Information/ Message   | Goals/ Expected result   |
|---|--|--|
| <p><b>Potential beneficiaries in the framework of the actions of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”</b></p> <p><i>Regional and local authorities</i></p> <p><i>Development authorities at the regional and the local level, which are able to manage public funds</i></p>          | <p><b>Available financing:</b> how much, when, how, for what purpose, and who can submit an application</p> <p><b>Information about the Programme:</b> its nature, goals, procedures, benefits, and the expected results</p>   | <ul style="list-style-type: none"> <li>• Widespread dissemination of the Programme with timely and valid information for the immediate utilization of the financing opportunities</li> <li>• Clear and detailed information about the financing opportunities, the procedures, and the conditions of eligibility</li> <li>• Timely and complete information about the accreditation procedures</li> <li>• Information about the future observation of publicity rules after financing is ensured</li> <li>• Submission of proposals from all the eligible areas for the Programme</li> <li>• A high level of proposals that are compatible with the priorities of the Programme</li> <li>• Effective dissemination of the resources of the Programme to the appropriate actions</li> </ul> |
| <p><b>Final Beneficiaries and Lead Beneficiaries of approved actions.</b></p> <p>(The Final Beneficiaries may vary according to the nature of the action on each occasion)</p> <p><i>Regional and local authorities.</i></p> <p><i>Development authorities at the regional and the local level, which are able to manage public funds</i></p> | <p><b>Information about the Programme:</b> its nature, goals, procedures, benefits, and the expected results.</p> <p><b>How an action is managed in the framework of the Programme.</b></p> <p><b>How results are publicized.</b></p> <p><b>Reinforcement of the expected results through coordination with similar actions.</b></p> <p><b>Reinforcement of the expected results through</b></p> | <ul style="list-style-type: none"> <li>• Information about and commitment to adhere to the publicity rules and regulations.</li> <li>• Clear, detailed, and continuous information and support concerning the obligations and rights that result from the securing of financing.</li> <li>• Motivation and creation of a climate of healthy competition for the highlighting of good practices.</li> <li>• Complete understanding of the Programme and effective implementation of the actions.</li> <li>• Dissemination of information about the results of the</li> </ul>  |



|   |   |   |
|---|---|---|
|   | <b>the recognized good practices of the previous period.</b>  | <p>Programme to other partners as well.</p> <ul style="list-style-type: none"> <li>• Capitalizing on the results of the Programme.</li> </ul>   |
| <b>Other entities</b> (Non-governmental Organizations, Institutes, Universities, professional associations, chambers, economic and social partners, etc.) | <p><b>Available financing:</b> how much, when, how, for what purpose, and who can submit an application</p> <p><b>Information about the Programme:</b> its nature, goals, procedures, benefits, and the expected results</p> <p><b>Benefits from cross-border cooperation</b></p> | <ul style="list-style-type: none"> <li>• Ensuring information and sensitization of the entities, local society, and the responsible entities according to the occasion.</li> <li>• Ensuring complementarity and synergy for information</li> <li>• Utilization of the range and subject matter for which the entities and the partners are responsible for the creation of networks and strategic cooperation</li> <li>• Submission of proposals from all the eligible areas for the Programme</li> <li>• A high level of proposals that are compatible with the priorities of the Programme</li> <li>• Complete understanding of the Programme and effective implementation of the actions</li> <li>• Dissemination of information about the results of the Programme to other partners as well</li> </ul> |
| <b>The general public</b>   | <p><b>Benefits from cross-border cooperation and expected results</b></p> <p><b>Highlighting of the role of the European Union</b></p>  | <ul style="list-style-type: none"> <li>• Entrenchment of the message of joint contribution by the European Union, Greece and the former Yugoslav Republic of Macedonia</li> <li>• Promotion of the Programme, its axes, its vision, and its goals</li> <li>• Promotion of the results and benefits of the implementation of the Programme through the highlighting of good practices</li> <li>• Promotion of the social and economic impact of the Programme</li> <li>• Increase of the public's knowledge of the Programme and of support for the initiative</li> <li>• Transparency concerning the management of resources of the European Union</li> </ul>   |

|  |   |  |
|--|---|--|
| <p><b>Mass-media</b></p> <p><i>Local, regional, national, pan-European, and specialized</i></p> <p><i>Press, radio, television, and electronic media</i></p> | <p><b>Information about the Programme:</b> its nature, goals, procedures, the resources available, how they are managed, etc.</p> <p><b>Which are the approved projects, who is implementing them, and where</b></p> <p><b>The benefits and expected results of the Programme</b></p> | <ul style="list-style-type: none"> <li>• Regular provision to the mass-media of interesting news about the Programme</li> <li>• Participation of the mass-media in events and actions related to the Programme</li> <li>• Ensuring precision, clarity, and reliability concerning the information related to the Programme</li> <li>• Promotion of the results from the implementation of the Programme.</li> <li>• Categorization of news items and promotion with the appropriate media (at the local or national level)</li> <li>• Support for the initiative</li> <li>• Transparency concerning the management of resources of the European Union</li> </ul> |
|--|---|--|

### **3. Communication strategy**

#### **3.1 Introduction**

The overall communication strategy will privilege an integrated, multimedia and transversal approach, capable of ensuring high visibility to the Programme, strengthening consensus on Community policies and becoming a development tool in the involved territories.

It will meet the following criteria:

- personalized communication for each target, obtained through tailor-made tools and activities;
- coherent, integrated and synergic actions with concrete and positive fall-out on the territory;
- easy, effective, transparent language aimed to inform and at the same time “bridge the gap” among EU Institutions and citizens;
- key-messages that take into account differences in language, culture, religion, society, etc.
- active confrontation with the stakeholders through methods of participated planning;
- widespread and capillary diffusion through traditional and innovative channels;
- transversal approach (public relations, press office) aimed to inform public opinion of the positive contributions of the European Union.

#### **3.2 Indicative strategic choices**

In order to fulfill the goals of the communication strategy five different indicative strategic choices are available.

*a) Activation of the beneficiaries for the acceleration of the implementation of the Cooperation Programme*

The role of the beneficiary is important for the implementation of the Programme, because it also operates as a multiplier of information. By entrenching the beneficiary at the heart of the system, the greatest possible diffusion of information to the general public is ensured, as well as the greater effectiveness of the Programme’s implementation.

*b) Ensuring the continuity, uniformity, and simplicity of communication at all the stages of the Programme and for every targeted audience*

Previous experience has proven that for effective communication, the use of simple messages free of excessive information about the jointly financed projects is necessary in order for them to be understandable and to encourage participation by citizens. Information will be continuous and stable for all the stages of every project, from its announcement to its evolution and completion.

*c) The operation of networks of cooperating entities in order to maximize results in terms of communication.*

Staff members of the Managing Authority, the Joint Secretariat, and the Partner States are cooperating with the following:

- social or economic partners in order to inform the target audience about the calls, announcements, eligibility criteria, etc.

- existing networks in the public administration, Universities, and Professional Associations, utilizing the communication and information structures that are already functioning,
- those in charge of publicity among the beneficiaries, with the goal of optimal coordination of the beneficiaries' publicity obligations and the uniformity of messages,
- journalists at local and regional mass-media in order to ensure the diffusion of information to the shapers of public opinion.

The networks of cooperating entities can ensure the widespread dissemination of information, the avoiding of overlaps, and the maximization of the result in terms of communication, as well as economies of scale.

*d) The promotion of already existing examples of participation in the Cooperation Programme*

By presenting specific examples, either from the previous Programme Period, or from the current one, both transparency and the encouragement of participation are achieved. The targeted audience, knowing that there are members of local society or some entrepreneurial sectors or the world of education who have already benefited from such Programmes, will express an interest in learning more or participating in the jointly financed Programmes.

All the actions that are included in the communication plan are interlinked and follow a single visual identity.

*e) Pursuing the use of alternative and innovative ideas as measures for an approach, information, and publicity*

The use of alternative approaches and innovative ideas in the selection of measures, on a case by case basis and wherever it is feasible, may strengthen the public's interest and consequently reinforce the effectiveness of the Strategy.

### **3.3 Content of the Communication Strategy**

The information and publicity measures of the Communication Strategy are expected to cover the entire duration of the Cooperation Programme and to be differentiated for each targeted audience.

The combination of different means of and tools for communication is also necessary in order to ensure the most effective communication possible.

The official language of the Communication Strategy is English. However, the communication tools/ events/ materials have to be developed also in the languages of the Partner States, in order to facilitate the recipient of the information in the population of Programme Area.

### **3.4 Implementation Stages for Communication**

For the application of the Information and Publicity Actions of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”, a sequence of stages of communication of a graduated nature is foreseen. Each stage constitutes a continuation, complement, and specialized definition of the previous stage.

There are three main stages of communication:

**First Stage: General information about the Cooperation Programme and its actions, inaugural event**

The first stage concerns the development “vision” for the eligible areas of the Programme, the overall intervention within the boundaries of the eligible area. Its goal is the creation of recognition, dignity, and reliability concerning the intervention, the participation of the European Union in this intervention, as well as informing potential beneficiaries about the financing opportunities of the Cooperation Programme. At this level, the main message that will be followed by all communication and will constitute its identity is being formed.

During the first stage of communication, the objective is to inform the target audiences about the Cooperation Programme and the basic content (general objectives, axes, strategic projects, expected results). During this stage, which begins after the approval of the Programme by the European Commission, the Managing Authority takes care to spread the information in a simple and understandable way about the following:

- Implementation of the inaugural activity
- Hoisting of the flag of the European Union all year long
- Publication of the list of beneficiaries
- Publication of approved Cooperation Programme documents
- Publication and sending of a synopsis of the Cooperation Programme, which will constitute the informational guide with basic knowledge about both the Programme and the contribution of the funds of the European Union
- Intensive informing of potential beneficiaries
- Informational correspondence, e-mails, wide use of the internet to spread information
- Informational meetings, single day conferences, and working meetings, press conferences, etc.

**Second Stage: Creation of an opinion about the Programme and its actions among the various target audiences, easy access to particular actions and to the opportunities that it offers, creation of a disposition to participate in the financing opportunities**

The second stage of communication concerns the general goals of the Cooperation Programme, the specific goals, and the thematic units that contribute to these goals, as well as the contribution of the European Union to the implementation of these actions. The goal is to inform the public about how the development “vision” for the eligible areas is translated into goals and actions, and therefore, to reinforce the reliability that was created in the first stage of communication and to document the main message of communication. In addition, the second stage of communication concerns the provision of specialized information and the creation of “user” publicity for the potential beneficiaries in order to reinforce the pace of implementation of the Cooperation Programme.

During the second stage of communication, the objective is to motivate the target audiences, either in order for them to participate in the Programme or in order to function as multipliers of information. This stage is characterized by the provision of more specialized knowledge about the content and the evolution of the Programme, the criteria and the procedures for the integration of actions, the management and monitoring of the actions of the Programme, with the goal of preparing and activating the potential beneficiaries, in order for them to have access to the financing opportunities of the Programme. In addition, a goal of the present stage is to inform the general public in a simple and understandable way about the evolution of the Programme's interventions as well. During this stage, the Managing Authority takes care of the following:

- The implementation of annual activities
- The publication of a list of beneficiaries
- The hoisting of the flag of the European Union all year long

- Widespread use of the Internet
- The publication and distribution of special informational guides
- The systematic organization of thematic meetings and seminars with the potential beneficiaries and the beneficiaries
- The utilization of the available information networks in order to approach potential beneficiaries
- The presentation of good examples and good practices
- Special informational bulletins and periodic informational printed matter
- Periodic press conferences

### **Third Stage: Dissemination of the results and benefits achieved, highlighting of Good Practices**

At the third stage of communication, the results of the implementation of the Programme's actions and the role that the European Union played in the achievement of its goals are promoted. At this stage, communication focuses on the reinforcement and completion of the image that was created in the two previous stages, connecting the development "vision" and the general goals with the "positive" results from implementation. In addition, one goal is to motivate the beneficiaries to highlight their Good Practices, as well as to support them in order to increase the pace of implementation.

During the third stage of communication, the objective is to demonstrate to the general public that the goals of intervention in the eligible areas have been implemented and that the development "vision" is a reality. The actions that the Managing Authority undertakes during the present stage have as their goal to promote the results and benefits that result from the completion of the actions and the strategic projects of the Programme, with emphasis on the highlighting of good practices. Some of the means that are used are the following:

- The implementation of annual activities
- The publication of a list of beneficiaries
- The hoisting of the flag of the European Union all year long
- Widespread use of the Internet
- The promotion of good examples and good practices
- The utilization of the mass media (result campaigns)

### **3.5 Means of communication**

Each target group determines the message to be communicated and the measure to be used to reach it. In most cases a combination of measures is used to communicate with a given target group.

All means of communication will have a common corporate identity that needs to be elaborated by an external PR company selected through an open call. The main means of communication are the following:

- Key documents
- Publications
- Internet homepage

- Events
- Press and electronic media coverage

### **3.5.1 Key documents**

The IPA II CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” document forms the basis for the cross-border cooperation in the Greece-The former Yugoslav Republic of Macedonia area from 2014 to 2020. It describes the eligible area, outlines priorities and areas of interventions, designates competent authorities and provides information on Programme and project implementation as well as financial implementation and control.

#### Other official documents

Other official documents, such as the Programme Manual and the Project Manual complement the Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” document, by giving additional, more detailed information on areas of interventions, objectives, expected outputs and results as well as on implementing provisions to be applied by competent authorities and final beneficiaries.

### **3.5.2 Publications**

#### Leaflets

Leaflets are symbolic business cards of the Programme. They are appetisers in so far as they contain general information about the Programme. The target groups of leaflets are the potential applicants, the general public, national, regional and local public authorities and development agencies, trade and professional bodies, economic and social partners, non-governmental organisations (NGO's), organisations representing business, information centres on Europe as well as Commission representations in the participating Partner States and educational institutions. They are aimed at encouraging a wide participation in the Programme, as well as helping to spread information about the Programme. The content of flyers will be developed by the Managing Authority and the Joint Secretariat in cooperation with partners, assisted by an external PR company selected through an open call.

#### Brochures

If leaflets are the business cards, brochures are the product catalogues of the Programme, which give a comprehensive survey of a given programme period with a handful of projects summarising the activities, the results and the outcomes. They are targeted at applicants and at institutions involved in programming and implementation as well as national, regional and local public authorities and development agencies, trade and professional bodies, economic and social partners, non-governmental organisations (NGO's), organisations representing business, information centres on Europe as well as Commission representations/delegations in the participating countries, educational institutions and project promoters. Such brochures will be developed by the Managing Authority and the Joint Secretariat in cooperation with partners assisted by an external PR company selected through an open call.

#### Specific publications

Specific publications include materials for seminars and conferences like presentations and handouts. These are prepared by the JS, the MA or the National Authorities taking into account the information needs at each occasion.



### **3.5.3 Internet homepage**

A Programme level homepage will be created, which is linked to national and regional level homepages, thus creating a network. The homepage is the key source of up-to-date information, it describes the Programme, it outlines priorities and areas of interventions and it indicates necessary contact details. All relevant documentation such as the Application Pack or the Programme documents will be available as downloads. It will provide information about approved and running projects and it will collect questions and answers. The list of beneficiaries, the names of the operations and the amount of public funding allocated to the operations will as well be published through the home page.

The home page will have a news section (newsletter, events forecast, and press releases), a common internal surface and an electronic partner forum. The newsletters will be placed in the form of archives on the website. The homepage will contain a list of links to other useful websites as well. An external web designer company selected through an open call will be responsible for design and construction and it will develop an editing system allowing the staff of the JS to enter information and to update the website rapidly with the latest information and documentation.

### **3.5.4 Information events**

In order to strengthen personal relations events will be organised to market the Programme to potential applicants and to the wider public. Proper information and partner search facilities are provided to potential applicants by these opportunities. Events will be organised by the JS in co-operation with partner institutions with the help of external experts if necessary.

#### Information days and partner search forums

At the launching of the Cooperation Programme a major information activity will be organised by the Managing Authority in co-operation with the National Authorities to publicise the CP and to highlight the role of the Community. The event will also provide general information on the CP objectives, priorities and possible areas of intervention.

At later stage regular information days and partner search forums will be organised to help potential applicants to develop their projects and to search for partners. Information days and partner search forums will be organised by the JS in co-operation with the Managing Authority and the National Authorities. These occasions will give way to discuss project ideas, management and implementation issues, to meet potential applicants and to facilitate partner search. These events are to cover areas that participate in the Programme.

#### Conferences and seminars

Contacts between actors involved in the Programme as well as proper information flow to potential applicants/final beneficiaries and to the general public are ensured by means of conferences and seminars held in the frame of the Programme. Potential applicants/final beneficiaries, national, regional and local public authorities and development agencies, trade and professional bodies, economic and social partners, non-governmental organisations (NGO's), organisations representing business, information centres on Europe as well as Commission representations in the participating Partner States, educational institutions and project promoters, institutions involved in programming and implementation, politicians and representatives of the media will form the basis of target audience of these events.

Evaluation conferences will be organised on a yearly basis to present and assess the achievements of the Programme.

#### Europe Day

On the week starting on 9 May, the flag of the European Union will be flying in front of the premises of the Managing Authority in order to highlight the role of the Community in the funding of the Programme.

European Cooperation Day

European Cooperation Day is annually on 21 September and the surrounding days. The Programme shall participate in celebrating the achievements of territorial cooperation in its region by organizing local events, showcasing project results or highlighting the importance of territorial cooperation.

**3.5.5 Press and electronic media coverage**

Advertisements

Calls for proposals published in nationwide and in regional daily papers as well as in professional magazines will make the Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” more transparent in the Programme area to the general public. Regional papers will cover each participating province / district in the Programme area.

Press releases and electronic media coverage

The Managing Authority, via the JS, will work in close co-operation with professional magazines to release brief informative articles in them and with the electronic media to inform them about the main stages and results of the Programme. Furthermore, the Managing Authority and the JS will be responsive to request of information from the press or radio.

**In any case, it should be noted that the communication tools described are indicative and not obligatory. The use of these tools depends on the budget available.**

The table below displays indicative/ suggested material. It is noted that the official language of the Programme is English; however, the production of the material in the official languages of all Partner States is possible in order to facilitate the recipient of the information.

| Printed material   | Audience  |
|--|---|
| <ul style="list-style-type: none"> <li>• Data reports (fact sheets)</li> <li>• Informational leaflets about the Programme, as well as for each Measure</li> <li>• Annual list of all the approved projects</li> <li>• Annual action report leaflet</li> <li>• Banners</li> </ul> | Local and regional authorities, potential beneficiaries, mass media, general public |
| Audio-visual material  |   |
| <ul style="list-style-type: none"> <li>• Promotion film</li> <li>• Advertising spots for radio</li> </ul>  | Local and regional authorities, potential beneficiaries, mass media, general public |
| Electronic material  |   |
| <ul style="list-style-type: none"> <li>• Logos</li> </ul>  | Potential beneficiaries   |
| Marketing  |   |
| <ul style="list-style-type: none"> <li>• Pens and pencils</li> <li>• Ecological bags</li> <li>• USB sticks</li> <li>• Shirts</li> <li>• Cards</li> <li>• Notebooks</li> <li>• Calendars</li> </ul>   | Potential beneficiaries, European and national bodies, mass media, general public   |

### 3.5.6 Social responsibility activities

The Programme’s long-term communication goals may be also achieved through intense, targeted social responsibility activities helping to address environmental and social issues. In that sense, social responsibility in communication includes new responses (products, services and models) to social needs that are developed in order to deliver better social outcomes, creating new social relations or cooperation. Actions may be targeted in the fields of public services, culture and leisure, health etc. The Interreg IPA CBC Programme “Greece - The former Yugoslav Republic of Macedonia 2014-2020” through its socially responsible communication activities, strives to inspire and create opportunities for advancement by making improvements to daily life in its eligible area.

### 3.6 *Technical characteristics of information and publicity measures*

All information and publicity measures aimed at beneficiaries, potential beneficiaries and the public shall include at least the following:

- the emblem of the European Union, in accordance with the graphic standards set out by the European Commission, and reference to the European Union;
- reference to EU funding: “European Union”
- reference to a logo chosen by the Managing Authority, highlighting the added value of the intervention of the Community.

The Managing Authority, in cooperation with the JS, will publish details manuals for the proper usage of the communication means by the final beneficiaries.

### 3.7 *Schedule for the Implementation of Communication Actions*

The communication timing covers the period 2015-2023 thus representing the actual implementation period of Interreg IPA Cross-Border Cooperation Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”.

A scheduling table of the selected actions that are foreseen and that will be implemented in each region is set out in terms of content, evolution, and the communication needs of the Programme.

| Actions                   | Stages of Communication    |                             |                            |
|---------------------------|----------------------------|-----------------------------|----------------------------|
|                           | First Stage<br>(2015-2016) | Second Stage<br>(2016-2020) | Third Stage<br>(2020-2023) |
| Inaugural Event           | •                          |                             |                            |
| Annual Event              | •                          | •                           | •                          |
| Hoisting of the E.U. Flag | •                          | •                           | •                          |

|   |   |   |   |
|---|---|---|---|
| <b>Publication of the List of Beneficiaries</b>       | • | • | • |
| <b>Internet</b>                                       | • | • | • |
| <b>Single-Day Conferences/<br/>Conferences/ Fairs</b> | • | • | • |
| <b>Training Seminars</b>                              | • | • | • |
| <b>Direct Mail (postal)</b>                           | • | • | • |
| <b>Newsletters</b>                                    | • | • | • |
| <b>Working Meetings</b>                               | • | • | • |
| <b>Informational Guide</b>                            | • | • | • |
| <b>Radio</b>  | • | • | • |
| <b>Press</b>  | • | • | • |
| <b>Press Conferences</b>                              | • | • | • |
| <b>Outdoor Advertising</b>                            | • | • | • |
| <b>New Media</b>                                      | • | • | • |

## **4. Roles and responsibilities**

The implementation of the communication strategy will be a joint effort. The main actors of communication are the Managing Authority and the Joint Secretariat.

The Managing Authority is the main body responsible for communicating formal information to the European Commission, programme bodies, national authorities, and projects.

The contact person responsible for information and publicity designated by the Managing Authority is:

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The **Joint Secretariat** has the following indicative tasks in co-operation with the Managing Authority and the National Authorities:

- to develop a strategy for information and publicity and to develop an overall system for public relations connected to the Programme;
- to make sure that a common corporate identity for the Programme will be used in all means of communication;
- to develop informational material for dissemination;
- to assist the preparation of presentations, other specific publications and relevant material to be used in public events;
- to maintain and update the Internet homepage;
- to organise information events with partners from the Programme area;
- to maintain necessary public relations with the media;
- to be responsive to any request of information;
- to appoint a person responsible for information and publicity;
- to disseminate the best practices in terms of information and publicity;
- to maintain constant information on committed funds, for further dissemination and project development.

Moreover, national and regional members on the Joint Monitoring Committee have access to national and regional politicians, as well as national and regional decision makers in European and other international institutions. For this reason, JMC members have a role in translating the added value of the programme to national and regional politicians and decision makers.

Additionally, project beneficiaries form a link between the Programme and the communities in the Programme area. Projects are primarily responsible for communicating with their main target groups about the project outputs under development and their results, always acknowledging the support received from the programme (EU funding). This means that project communications should mainly focus on communicating their outputs rather than on branding the project as such, which is only a temporary cooperation aimed at developing the outputs. Secondly, projects are expected to feed back to the programme level by sharing examples of promotional materials, success stories, and descriptions of (expected) outputs. For this reason,

the Programme has stipulated a number of mandatory communication measures that projects are expected to develop.

Finally, INTERACT Programme has developed a strategy for harmonised branding of Interreg programmes. The purpose is to join efforts and increase the visibility of Interreg, in particular towards policy makers and multipliers at the EU level.

## **5. Indicative budget**

The Communication Strategy includes a basic estimation of the budget allocated to information and publicity. For the exact estimation of the budget, the previous experience in conducting communication campaigns during the previous programming period, as well as the specific annual and comprehensive needs of the Cooperation Programme will be taken into account.

The joint information and publicity measures will be financed through the technical assistance budget.

## **6. Implementation Procedures**

The implementation of the Communication Strategy will be effectively managed by drawing up annual Action Plans for Communication, yearly detailing activities, tools and their schedules.

The annual Action Plans for Communication will identify the main activities and tools according to the “Greece – The former Yugoslav Republic of Macedonia” Programming phases and related communication needs and strategy.

The annual Action Plans for Communication will have the necessary level of detail for ensuring the optimised management of the present Communication Strategy and allowing monitoring and evaluation activities.

According to specific and practical needs, the implementation of some communication activities and tools might be outsourced, in the respect of the European principles transparency and respect of the free competition market rules.

The Managing Authority will implement the administrative procedures needed for outsourcing both activities and tools.

### **6.1 Monitoring and Reporting of the Communication Strategy**

According to the EC Regulation no. 1303/2013, the Managing Authority shall inform the Joint Monitoring Committee on the following:

- the Communication Strategy and progress in its implementation;
- information and publicity measures carried out;
- the means of communication used.

The Managing Authority shall provide the Joint Monitoring Committee with examples of such measures.

Moreover, the Annual Reports and the Final Report on implementation of the Cooperation Programme shall include:

- examples of information and publicity measures for the Cooperation Programme carried out when implementing the Communication Strategy;
- the specific arrangements for the information and publicity measures, including, where applicable, the electronic address at which such data may be found;
- the content of any major amendments to the Communication Strategy.



## **6.2 Evaluation of the information and publicity measures**

The Managing Authority/Joint Secretariat evaluates the information and publicity actions that are expected to be organized in the framework of the Programme. The evaluation of these actions takes place based on the contribution of the actions to the achievement of the goals of the Communication Strategy and in accordance with qualitative and quantitative objectives according to the nature of the actions.

In particular, indicative indicators for evaluation are broken down into the following:

**Output Indicators**, which record publicity actions such as:

- Number of events (single-day conferences, conferences, seminars, fairs etc.)
- Number of news articles (incl. Programme’s website articles, articles developed for other media, press releases, press conferences, etc.)
- Website statistics
- Types and number of communication material
- Number of participants per single-day conference
- Number of social media posts (posts, likes, followers etc.)

**Result Indicators**, which record the result of the actions for each target audience, such as:

- Raised awareness about the Interreg IPA CBC Programme and its funding opportunities
- Raised awareness about project outputs and Programme results
- Improved knowledge about procedures for applying for/ claiming funding
- Increased capacity for effective project implementation (e.g. LB seminars, guidance, etc.)
- Raised satisfaction about information/ guidance provided to applicants and funded projects

### **Measurement methodology**

In order to better assess the results from the implementation of the Communication Strategy, qualitative field research (surveys with applicants, projects, website surveys) may be conducted. For instance:

Via questionnaires on the opinion of the participants at events and/ or

Via specifically designed field research on the opinion and knowledge of specific target groups before and after specific communication actions.

## **7. Equality between men and women and non discrimination**

The participating countries will ensure that equality between men and women and the integration of the gender perspective (gender mainstreaming) is promoted during the various stages of implementation of the Funds and any discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation will be avoided. Special attention will be given to providing women as well as people with disabilities living in the eligible border region with equal opportunities to access to information.

The Programme’s web site to be established will include special features to support people whose eyesight is damaged.

In case of organising publicity events –information session, seminars, workshops, and conferences– the venue of the event will be chosen in a way that direct access to people in wheelchairs will be possible, in order to enable their participation. In some cases special services may be needed to enable people with disabilities to access to information. For example deaf people may require interpretation, while blind or physically handicapped people may require personal assistance during events. The invitation for these events will include a question whether the participant needs any assistance and if yes, what kind of. Assistance to disabled people during information events will be organised and such support services will be financed under the TA budget.