Communication Plan

Central Baltic INTERREG IV A Programme 2007–2013

Content

1. Outline for the communication and publicity

The information and publicity measures in the Central Baltic INTERREG IV A Programme 2007–2013 (hereafter referred to as the Programme) will be conducted in accordance with Commission Regulation 1828/2006 articles 2–10[1]. This is to serve two purposes: (a) the transparent, effective and attractive operation of the Programme towards its potential as well as the already existing partners and (b) conducting the information of the Community funding, its potential and impact to the citizens of the Community. In easy words, the Programme aims at using the EU funds as efficiently as possible and will let the Europeans know about the related benefits of the Community.

The long programme period reaching from 2007 until the end of year 2013 means changing needs for the communication measures and their expected results. Yet there are certain guiding principles that outline the overall communication of the Programme. This applies to both, the internal and external communication.

The main goal of the Programme communication is to attract, bring to life and disseminate the results of many good, efficient and representative projects in the Programme area. All of the communication in and from the Programme is to be precise but flexible to the changing needs of different informational activities, transparent, attractive, innovative and united within the eventually great number of actors in the framework offered by the Programme. Sustainable ways of conducting the informational activities will be considered of high importance. In short, the leading principles of communication in the Programme are:

Attractive, flexible and united communication

Precision and transparency of operations

Community closer to its citizens

The EU Strategy for the Baltic Sea Region is strongly supported by the Programme. As the Strategy, to a large extent, aims at similar goals as the Programme, the Strategy is communicated intensively in the Programme activities. For instance, the project applicants are guided in taking the Strategy into account when developing their projects and the approved projects supporting the Strategy are labelled for different PR activities.

This document will be implemented by the Joint Technical Secretariat (JTS) and monitored by the Monitoring Committee (MC) as a part of the Annual Report submitted by the Managing Authority (MA). The content of the document may be adjusted in the course of the Programme period. Any major amendment shall be approved by the MC (which also approved the original Communication Plan submitted to the Commission), while adjustments of a more technical nature can be approved by the MC Chair.

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[1] Article 2   Preparation of the communication plan
Article 3   Examination of compatibility of the communication plan
Article 4   Implementation and monitoring of the communication plan
Article 5   Information measures for potential beneficiaries
Article 6   Information measures for beneficiaries
Article 7   Responsibilities of the managing authority relating to information and publicity measures for the public
Article 8   Responsibilities of beneficiaries relating to information and publicity measures for the public
Article 9   Technical characteristics of information and publicity measures for the operation
Article 10   Network and exchange of experience

2. External communication – target groups of the Programme

The target groups to be addressed with the external communication measures are varying in several ways. The level of desired activation differs strongly between the general public, potential beneficiaries, European Commission (EC) etc. It is important to see beyond the ordinary horizon when stating the target groups for the actions. When marginal or less obvious target groups are found and addressed it may awaken interest also in the adjacent, more "traditional" target groups and vice versa. All the target groups can be seen in the following picture letting light on the relations between the groups.
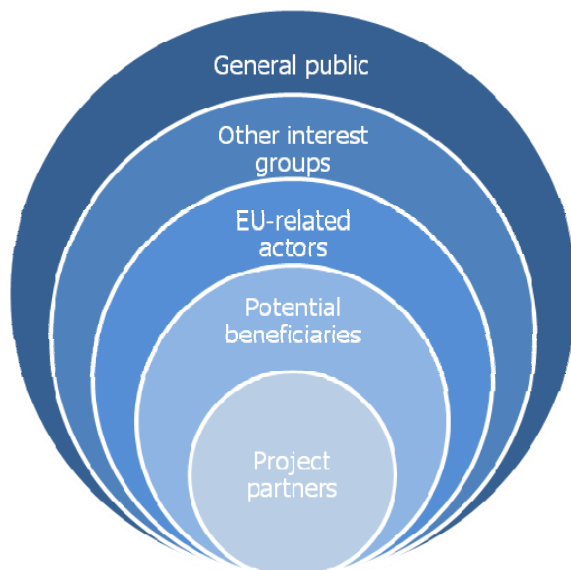
Picture 1. The external target groups of the Programme communication from widest to narrowest

2.1. Project partners

This group consists of all partners of projects that have been accepted for funding from the Programme. This is not seen as a point where the projects start the implementation on their own but rather as a point where the nature of the communication changes from guiding the preparation of applications towards effective implementation support. Project partners are targeted with guiding and supportive information (i.e. the Programme Manual and other guiding documents) from the Programme on a regular basis throughout the project lifetime. Every project haze an appointed contact person in the JTS. These measures are to guarantee an efficient implementation of the projects and a supportive atmosphere for the project partners. The JTS is there to guide project partners through challenges (i.e. with networking and training) and to celebrate the successes together with them. The Programme helps to promote project results.

2.2. Potential beneficiaries

The potential beneficiaries include all actors that fulfil the general eligibility criteria set for project partners in the Programme. Therefore they can be local and regional authorities, state organisations, organisations established for general interest needs, NGO's and, though only in Estonia, also private enterprises. These potential beneficiaries are targeted with the mailing list and website as well as with media visibility gained by projects funded by the Programme. Participation at different events and giving presentations are important measures to provide up-to-date practical information on how to seek funding and which types of projects can be supported by the Programme.

This is a very important target group that carries the opportunities and possibilities of the success of the Programme. One of the challenges of this group is to map all possible actors that could turn up as potential project developers and owners. The actors don't always themselves know that they could be eligible for a project funding if not addressed directly. Therefore targeted measures for different types of organisations are used. For this group it is very important to feel welcomed and supported by the JTS with possible requests for further information and in the preparation phase of the project applications. The first contact with representatives of this group is important and it should be used to attract them to contact the JTS again with any level of ideas for potential projects.

2.3. EU-related actors

The EC receive annual progress reports from the Programme as identified in the Programme document. The Desk Officer in DG Regio is informed about Programme proceedings and events on a regular base, not least via her/his representation in an advisory function in the Programme's Monitoring Committee. Other EU-related instances that are informed about the Programme include: other DG's, Committee of the Regions, relevant committees of the European Parliament[2], regional representations in Brussels[3], EC representations in the Programme area countries. If they are interested, these bodies could also be put on the Programme's mailing list to receive more frequent updates of the Programme proceedings.

2.4. Other interest groups

There are different interest groups that may potentially benefit from the Programme or offer synergy options to it. Co-operation with a large number of possible actors from the Programme area offers the Programme visibility and benefits from the joint efforts with these instances. The interest groups to be targeted can be different transnational, national, regional and local authorities, economic parties and social actors like decision makers, media, educational institutions, NGO's, cross-border and pan-Baltic organisations, and other relevant funding programmes (especially the Baltic Sea Region Programme 2007-2013, the South Baltic Cross-border Co-operation Programme 2007-2013 and the Estonia-Latvia Programme 2007-2013 as well as to some extent Convergence and Competitiveness Programmes). The interest groups are to be provided with accurate information about the Programme, its objectives and measures to fulfil them. This offers publicity to the Programme and better possibilities for the projects in finding cooperation partners. Networking with many different actors help the Programme to gain knowledge from "the field" and share ideas and experiences.

2.5. General public

The general public is the widest and most diverse group in itself. This group offers many challenges from heterogeneity in different levels to geographical distances between people as well as diverse attitudes from passive ignorance to even opposing the Community. Considering the horizontal goals of the Programme setting strong focus on anti-discrimination, gender equality and sustainable development, also the individual informational activities don't treat the public as one mass of people but rather differentiate groups by e.g. age or expected level of knowledge in EU/Programme matters. The message must also be tailored to easily suite

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[2] i.e. Committees of: Environment, Public Health and Food Safety; Economic and Monetary Affairs; Employment and Social Affairs; Environment, Public Health and Food Safety; Industry, Research and Energy; Internal Market and Consumer Protection; Transport and Tourism; Regional Development; Agriculture and Rural Development; Culture and Education; Women's Rights and Gender Equality; Climate Change

[3] i.e. Helsinki EU Office, Riga City and Region office to the E.U., Stockholm Region Brussels Office, Tallinn EU Office, Turku-Southwest Finland European Office and other related local and regional EU offices

the chosen target group's interests addressing familiar issues like environment, education or family instead of EU jargon. In fact, the Programme as well as its projects is to serve as a translation and example of the EU issues and objectives to a more general language shared by the citizens for the Community.

For the Programme a positive public appearance is very important and a well-conducted public information flow creates positive charge towards the Programme and the values and organisations behind it. Different media channels are used to gain visibility among the general public. Liaising with the general public is also seen as an opportunity to reach representatives of the next target group, the potential beneficiaries.

3. Means of working

3.1. The general setting

Programme language is English. All material produced on the Programme level is in English only. It's proven to be difficult, time-consuming and rather expensive to get satisfactory translations on different specialised EU and related issues into four languages (Estonian, Finnish, Latvian and Swedish). It is also important that the funded projects truly understand the language and the content of the Programme which is not necessarily the case with only barely satisfactory translations that may even vary in content from one another in the different languages. Also, as we are dealing with a cross-border Programme with projects extending over several state and therefore also language area borders it will anyway be the case that a common language must be found between the partners to implement projects. In day-to-day operation and with spoken information, the operational language can vary depending on the situation. I.e. the JTS Sub-Secretariats and the JTS Info Points of the Programme can provide oral information in any convenient language. The local offices are to add to the accessibility of first-hand information from the Project in the different languages and they can assist in avoiding any kind of misunderstanding resulting from the Project material being in English. Also the media will be approached in the local language as otherwise the messages will be hard to get through. The language to be used with publicity activities targeted at the general public will also have to be considered on case-by-case basis.

The Programme has a corporate identity manual to ensure a united and coherent image of the Programme being delivered to the target groups throughout the Programme lifetime. The corporate identity manual includes the programme logo, slogan, letter and other templates, spelling rules/terminologies to be used and set sentences describing the Programme and descriptions of the European Regional Development Fund.
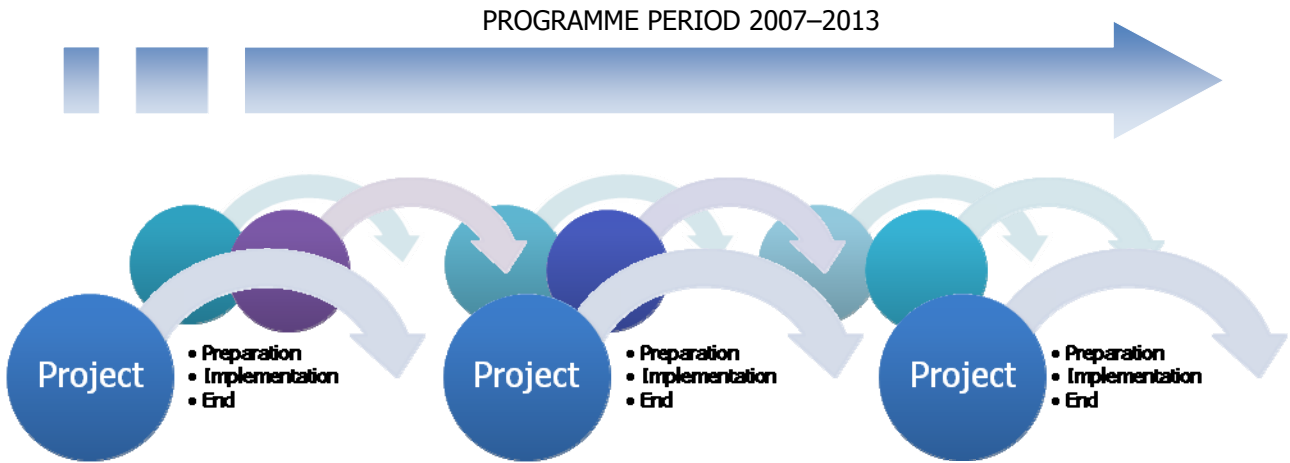
3.2. External and internal communication

The communication scheme covers both the external communication from the programme outwards as well as the internal communication among the Programme's implementation and management structures and its staff (i.e. MA, JTS, MC, Steering Committees (SC), Audit Authority (AA), Certifying Authority (CA)). The Programme time span can be seen as a three-phase period consisting of the building-up, the implementation and the closing-up. These three parts vary notably in the needed communication actions in relation to both the external and the internal communication. It should also be noted that the Programme period will include many individual project periods and there will be a number of projects beginning and ending during the Programme lifetime.

In the initial phases of the operation the **external communication** focused at awareness-raising activities to make the Programme visible for the different actors within the Programme area to attract a satisfactory number of quality applications and operations to be funded. As the Programme proceeds and projects are implemented the variety of informational needs and also possibilities grow larger. When the Programme has projects

approved, it is important to take the results of the projects to the public stressing the role of the Community funding. In the final phase of the Programme the public needs to be made aware of the overall results, benefits and successes of the Programme, which will require intense work by all the different actors of the Programme and the projects where still possible. In the situation with all the results clear it will be an honour to make them widely public for which purpose as many media channels as possible will be taken in use.

There are seven people working in the JTS Main Office in Turku, two people in each of the two JTS Sub-Secretariats in Mariehamn and Tallinn, one and "a half" people in the JTS Info Point in Stockholm and one in the JTS Info Point in Riga. Well functioning **internal communication** is seen as an engine for the successful implementation of the external communication and therefore it will be strictly coordinated through the Programme period. As the internal communication between the JTS locations is rather a management issues, the details are available in the Description of the Management and Control systems. In any case, there will be close working contact with the different internal structures of the Programme and all parties are to be included and kept alert in all three phases.

Picture 2. The Programme lifetime in contrast with the projects' lifetime

3.3. Measures

The following measures will be used for both the external and internal communication and publicity actions. The measures are first listed with a short description after which a table is provided showing which groups are targeted with each measure.

Internet

The Programme website at www.centralbaltic.eu is a dynamic up-to-date platform providing both permanent and relevant actual information about the Programme and projects to everyone interested. The website includes a log-in feature to the Intranet for the different programme actors (JTS, MA, MC, SCs, AA and CA) by functioning as a file sharing platform (e.g. meeting agendas and minutes, project applications).

Material provided on the public website includes:

- Programme document
- Programme Manual for Applicants
- Application package including application forms and filling instructions
- Various templates for project application and management (i.e. co-financing statement, partnership agreement, subsidy contract, progress report)
- Publicity material (brochures, newsletters, logos)
- List of beneficiaries receiving funding from the Programme (including names of all project partners, a short description of the project, the total budget of the project and the amount of ERDF co-financing granted, the geographical location of the project)

Other features available include:

- Calendar of Programme events Partner search
- Summaries and main facts of the implemented projects (incl. the amount of received ERDF)
- Project search
- Mailing list subscription option
- Link library
- Visitor statistics collected
- News
- FAQ
- Search engine

Materials produced

The Programme continuously produces different kinds of printed material for information and publicity purposes. The materials vary from those having more permanent nature (general brochures, posters etc.) to those that are made for more targeted use (seminar materials, materials for specific occasions and campaigns etc.). There will be different additional materials. Some materials are produced for simple publicity instead of informational reasons (i.e. gift gadgets with Programme logo). When producing all these materials ecological aspects are kept in mind and the greener options are preferred where possible (electronic vs. printed, choices of materials etc.).

Main Programme documents including the most fundamental Programme information:

- **Programme document**
  The Programme document contains the official programme outline agreed by the Member States/Åland and the EC. It is the core document of the Programme offering valuable information for anyone interested in developing and implementing a project funded by the Programme.

- **Project Applicant's Programme Manual**
  The Manual is a practically oriented handbook updated for each call for applications aimed at the ones preparing applications and implementing projects. The manual includes i.e. conditions of eligibility, information on application procedure as well as contact information and other first-hand information for any applicant. It is available on the Programme website.

Information and promotion materials include:

- **E-newsletter**
  Electronic newsletter published at least twice a year (only one in 2008) presents news and proceedings of the Programme. It discusses programme-related issues in the area, features projects funded by the Programme, deals with current things in the Programme secretariat and

advertises upcoming events of the Programme. Though the main mailing is done electronically, paper copies are also produced for the purpose of giving out in events and when presenting the Programme with an info stand.

- **Central Baltic mailing list**
  An electronic mailing list is being used (already since the end of 2007) to inform potential beneficiaries, different stakeholders and other interested instances about the Programme, its projects and current events. The mailing list subscription can be done on the Programme website or by e-mail to the JTS.

- **Press releases**
  Press releases are published jointly as media invitations to the biggest programme events where an interest for the media can be seen and distributed in the relevant area using the media database collected by the JTS. Releases are also made according to the annual implementation schedule of the Communication Plan on the issues where the JTS considers them relevant. The press releases are always provided in the local languages to make the Programme more attractive to the local press and to gain wider media coverage.

- **Brochures**
  General brochures are published to provide overall information about the Programme. These are available in all offices of the Programme, and handed out in events where the Programme is represented. The brochures serve two purposes: their main purpose is to invite more project applications. The other function is to share project examples and outcomes. The main brochure produced for this purpose is the Central Baltic Showcase Brochure which displays the summaries of all the projects funded by the Programme. Eventually there will be brochures presenting the results of the Programme to the general public.

- **Roll-up posters**
  Posters are produced and used by all JTS offices in relevant publicity events. The purpose of the posters is mainly to draw visual attention.

- **Event-specific materials**
  Seminars, conferences, trainings, fairs and other specific events require their own materials to be published (presentation templates, related information packages etc.). These will be in line with corporate design and the rest of the Programme materials.

- **Promotional gadgets**
  Other material promoting the Programme like pens, note blocks, conference binders, USB sticks, calendar etc.

- **Business cards, letterheads, presentation templates etc.**
  Graphically consistent material is produced for day-to-day working contacts like business cards, letterheads, envelopes, email signature files and PowerPoint presentation templates with the Programme logo and contact information to leave an attractive and coherent image of the Programme. Personal business cards with the Programme logo and contact information are to be handed out by all the Programme employees.

Events

- **Launch and Opening events of the Programme**
  The Programme events started with series of Programme Launch/Opening events in May–June 2008. The Launch event was organised in Turku/Finland on May 29, 2008, and smaller Opening events in the four other countries/Åland of the Programme (Riga June 11, Tallinn June 13, Mariehamn June 16 and

Stockholm June 18, 2008). These events were the first big publicity step of the Programme and were planned to awaken strong interest and win notable publicity in the participating regions paving the way for interest in the Programme events in the future. Though, all five events being tied together, the Opening events in the four other countries/Åland had a slightly different approach. The Launch event was the largest in scale and attracted a wide base of different participants offering an overall presentation of the programme and its goals together with inspiration for the three priorities[4] of the Programme. The smaller events focused more on the sub-programmes, practical information and the local aspect in each country/Åland. Despite this slightly different approach, the Launch event in Turku and the Opening events in the four other countries/Åland have to be seen as an integrated whole having gathered in total over 460 participants to hear about the Programme, its goals and means of achieving them

- **Central Baltic Showcase events**
  Every year the Programme organises an information event "Central Baltic Showcase" summing up the progress of the Programme and its projects to gain visibility for the Programme among the selected target group. During the first years of implementation the main target group is rather naturally the potential beneficiaries but as the Programme life cycle proceeds the main target group is to change towards the general public and other interest groups where information about the Programme outcomes can be seen as interesting. The Showcase event can also be organised as a series of events in the countries when a more localised touch for the general public is needed. The event will in any case be organised in the Programme area. An annual award for successful project implementation practice – The Bouncing Float Award[5] – will be announced annually during 2010-2013.

- **Project development seminars**
  Every time during a call for applications is open there are seminars organised in the Programme area to instruct the potential beneficiaries in developing their project application for the Programme. The seminars enable the Programme to support the candidates in creating high-quality project applications and make the planning and eventual implementation of projects more efficient by avoiding common mistakes.

- **Presentations for specific target groups**
  Specified informational presentations will be created for different target groups when a suitable group and setting for the presentation is discovered by the Programme or upon request from the public or stakeholders.

- **External event participation**
  The JTS continuously participates in promotional and/or information events organised by other actors in the Programme area, i.e. conferences, seminars, annual/general conferences, fairs and other events organised by for example projects funded by the Programme, other funding programmes, Pan-Baltic organisations etc. Representation and/or information/promotional material will be provided by the JTS when the distribution is considered advantageous for spreading the word about the Programme or when there is informational benefit available for the Programme itself.

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[4] (a) A safe and healthy environment
   (b) An economically competitive and innovative region
   (c) Attractive and dynamic societies

[5] The "bouncing float" relates to the Programme logo showing a fishing float in the water. The float bounces when there is expected and pleasant activity taking place under the surface. The Bouncing Float Award will be given to a project that has indicated good and efficient project implementing actions below the Programme day-to-day surface.

- **The annual Europe Day May 9**
  The MA will fly a European Union flag outside its premises annually for the week starting on May 9. Also other publicity opportunities will be mapped in conjunction with the EU day in the Programme area.

Networking

- **Communications network**
  In order to make the communication from the Programme efficient and coherent, a supporting network functions between the JTS and the project partners responsible for their project's communication and publicity measures. The aim of the Communications network is to provide support to projects with their project implementation by providing them guidance, ideas and encouragement in their project's communication activities. This supporting network is not to be mixed up with the support provided by the JTS with the contact person appointed for each project. The network functions on a mailing list basis. The Communication seminars organised in conjunction with the Lead Partner seminars support the network by providing a platform to meet and discuss the communication issues amongst the projects.

- **Day-to-day communication**
  The Programme staff provides support and information by answering the phone and emails as well as welcoming visitors at all JTS locations with all kind of interest towards the Programme. This will be done in a warm and encouraging manner to leave good impressions about the Programme.

- **INFORM Network**
  The JTS Information and Communications Officer takes part in the DG Regio's communication network called INFORM to gain the most current and accurate information on the communication issues on the Community level.

- **INTERACT communication events**
  The JTS Information and Communications Officer will also take part in any relevant communication meetings/trainings/seminars organised by INTERACT to share experiences and make contacts.

Media

Although gaining media attention can be seen as a challenge in today's world, strong efforts will be made to get media coverage in the Programme area in all different levels of press, television and radio including these media's own websites. When possible (i.e. press releases sent by the Programme), the messages will be targeted to best suit the audience in question, always in the local language. In general, local news broadcast or local newspaper article is most efficiently used tackling more local issues whereas national news can cover wider issues.

Contact is to be kept up with local media from all the JTS locations and also own articles are written or ideas for articles proposed by the JTS to the press under the overall coordination by the JTS Information and Communications Officer. These contacts are also to avoid mis-information to be published about the Programme.

In many cases, however, it might not be possible to influence what will be written or broadcasted about the Programme or its projects. The JTS will coordinate measures to deal with possible false or negative information published in the media and guidelines for crisis communication have been created. The measures depend

strongly on the nature of the undesirable publicity but always need to be selected quickly and with the aim to turn the negative visibility into positive visibility as widely as possible. This may often be a very efficient way to gain people's attention but need to be handled skilfully to get the positive image to be the remaining one.

Table 1. Measures to be used to reach each target group

	GENERAL PUBLIC	POTENTIAL BENEFICIARIES	PROJECT PARTNERS	MEDIA	OTHER INTEREST GROUPS	EU-RELATED ACTORS
BROCHURES, POSTERS	●	●		●	●	
BUSINESS CARDS, LETTERHEADS, TEMPLATES		●	●	●	●	●
CENTRAL BALTIC MAILING LIST		●	●		●	●
COMMUNICATIONS NETWORK			●			
DAY-TO-DAY COMMUNICATION	●	●	●	●	●	●
EVENT-SPECIFIC MATERIALS	●	●	●	●	●	●
EXTERNAL EVENT PARTICIPATIONS	●			●	●	
PRESENTATIONS FOR SPECIFIC GROUPS	●				●	
LAUNCH EVENTS	○	●	●	●	●	●
NEWSLETTER	●	●	●		●	●
PRESS RELEASE	○	○		●	○	○
PROJECT DEVELOPMENT SEMINARS		●				
PROMOTIONAL GADGETS	●	●	●	●	●	●
SHOWCASE EVENTS	●	●	●	●	●	
WEBSITE	●	●	●	●	●	●

● Group targeted directly with respective measure
○ Group targeted indirectly with respective measure

4. Internal organisation and the division of responsibility

4.1. Managing Authority and Joint Technical Secretariat[6]

The MA and the JTS together form a link between the EC and the projects. The MA is responsible for the communication with the EC. The JTS is the responsible body for implementing the Communication Plan drawn up by the MA in consultation with the MC and approved by the EC. The JTS is in charge of the day-to-day operation of all (internal and external) communication. Within the JTS, the JTS Information and Communications Officer is the main person in charge of the implementation of the Communication Plan. The JTS Handbook as an internal working tool offers the staff guidelines on different working methods like whom to contact with different kinds of issues, how to handle external information requests and contacts with different target groups.

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[6] For contact details see Chapter 7

The communication responsibilities of the JTS include in general:

- The over-all co-ordination of the communication between all of the Programme bodies
- Implementing the Communication Plan and all above mentioned (see 3.3.) communication measures and making an annual Implementation Schedule for the Communication Plan stating more concrete measures and target dates for the informational activities of the coming year (done annually as part of the JTS Work Plan presented to the MC)
- Being the first contact point for inquiries about the Programme offering adequate information for everyone interested
- Appointing a contact person in the JTS for each project to ensure clear and consistent communication between the individual projects and the Programme
- Collecting reports from the projects and evaluating their communication activities together with other obligatory reporting
- Creating a strategy for possible communication crisis situations in the Programme taking into consideration the possible roles that the MA, AA and CA may have in solving these communication crisis situations

4.2. Monitoring and Steering Committees

The MC monitors the implementation of the Programme by reviewing the progress and approving the annual and final reports from the MA as well as by receiving reports from the SCs. This monitoring includes the monitoring of the implementation of the communication and publicity activities.

4.3. Project partners

The projects are the best ambassadors of the Programme. Good implementation of the communication plan ensuring efficient communication between the project and the Programme results as a mutual benefit: The Programme can use the projects' successes as its flagship examples whereas the projects benefit from assistance and co-operation with the Programme, for example, by gaining publicity through the activities organised by the Programme.

Every project has to develop a communication plan of its own and submit to the JTS with the first progress report. The implementation of the plan will be monitored together with the regular progress reports of the projects collected by the JTS. Each project will mainly communicate with the one appointed contact person in the JTS office to make communication clear and systematic. Also the Communications Network (see 3.3) actively supports the project partners in their communication measures. In practise this includes providing the projects guidance on how to implement their communication plan and how to disseminate the project results and best practices e.g. in the Programme's newsletters, web page and other materials as well as at public events. The projects should consider the JTS as both an important target group as well as a collaborator when implementing their communication activities.

5. Monitoring and evaluation

The monitoring activity is based on indicators describing the measures of the operational implementation of the Communication Plan.

The activity indicator measures the activity taken to establish the respective measure and the result indicator shows what the direct result of the action is. These two types of indicators are quantitative in their nature and evolve around numeric data which is recorded fairly easily with counting different units. The target values of the indicators are set in the annual Implementation Schedule of the Communication Plan (see 4.1.) and the evaluation of the implementation will be done by the JTS annually together with the annual reporting of the

Programme. The Programme mid-term evaluation to be conducted during 2010-2011 and followed up during 2012-2013 offers an additional possibility to evaluate the functioning of the Communication Plan in a broader perspective. The needed corrective measures are taken based on the result of the evaluations.

Table 2. Indicators for the communication measures

Communication measure	Activity indicator (Number of)	Result indicator
PRINTED MATERIALS		
General brochure	Copies printed	No of copies distributed
Showcase brochure	Copies printed	No of copies distributed
Newsletter	Copies printed	No of copies distributed No of copies downloaded from the website
Promotional gadgets	Different types of gadgets produced	No of copies distributed
EVENTS		
Showcase event	Events Participants Press invitations sent	Overall satisfaction level of the participants Media coverage (no of articles, TV or radio visibility)
Project development seminars	Seminars Participants	Overall satisfaction level of the participants
Lead Partner seminars	Seminars Participants	Overall satisfaction level of the participants
External events	Events where Programme presentation Events where Programme info stand	N/A
WEBSITE		
Website	Updates on the front page per month	Average no of visitors per month No of downloaded documents
OTHER PROMOTION		
Media contacts	Press releases	Media coverage (no of articles, TV or radio visibility)
Mailing list	Mails sent out to the list	N/A
Communications network	Mails sent out to the list	N/A

6. Budget

There will be a sufficient budget reserved in each annual budget of the JTS for the communication and publicity measures of the Programme. The JTS has its own full time Information and Communications Officer responsible for the needed measures to guarantee a well-functioning communication plan.

The JTS budget is prepared by the Head of the JTS annually by October and approved by the Monitoring Committee as part of the overall Technical Assistance budget. The Implementation Schedule for the Communication Plan (see 4.1.) will be compiled and approved as part of the JTS Annual Work Plan.

At the same time with a fair amount being reserved for the measures in question, ways of using the funds in a sensible manner will be used. For example the long programme period allows using economies of scale resulting in smaller costs per item. Other ways of sensible spending include wide use of electronic materials and

working tools (eNewsletter and other electronic documentation, internet phone calls etc.), use of free premises for events where possible as well as trying to get the media and other instances to desire to make the Programme visible instead of the Programme paying to get coverage in different forums.

Below is an indicative budget for the communication measures. However, the final allocations to different measures are decided on a yearly basis in connection with the approval of the overall Technical Assistance budget by the MC.

Table 3. Indicative budget for the communication measures of the Programme[7]

Communication measure	Estimated cost per year	Total cost 2008[8]–2013
Website	in 2008: 20.000 €[9] 2009-2013: 4.000 €	40.000 €
Materials produced	30.000 €	180.000 €
Programme document, Manual, newsletter (electronic), mailing list announcements etc.	0 €[10]	0 €
Brochures, flyers and other printed publicity material	25.000 €	150.000 €
Promotional gadgets	5.000 €	30.000 €
Events	46.000 € (2008) 40.000 € (2009-2012) 55.000 € (2013)	261.000 €
Launch and Opening events	30.000 € (in 2008 only)	30.000 €
Central Baltic Showcase Conferences (annual 2009-2013)	20.000 €	100.000 €
Information and consultation seminars for project developers before each of the planned two calls per year, one in 2008 (in EE, FI, LV, SE and Åland)	in 2008: 16.000 € 2009-2013: 20.000 €	116.000 €
Presence at external events	*JTS travel budget*	*JTS travel budget*
Final Conference	in 2013: 15.000	15.000
Personnel for communication tasks[11]	in 2008: 140.000 2009-2013: 207.000	1 175.000
Total	**236.000 €** (2008) **281.000 €** (2009-2012) **296.000 €** (2013)	**1 656.000 €**

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[7] As the budget is only indicative and had been made when drafting the original Communication Plan for the whole Programme duration it has not been altered as part of the revision of the Plan in 2010. No major changes in the overall communication budget are foreseen.

[8] The Technical Assistance in 2007 was not separated between the MA, AA, CA and the JTS but it was all reported as preparatory costs. Therefore the figures of 2007 are not included here.

[9] Setup cost of the site

[10] Due to their electronic nature

[11] Salary costs for the Information and Communications Officer, 2 Info Point Managers and 0.5 Info Point Coordinator

7. Responsible bodies' contact information

7.1. Joint Technical Secretariat

Head of Secretariat **Philipp Schwartz**
Information and Communications Officer **Linda Talve**

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Good communication is as stimulating as black coffee, and just as hard to sleep after.

Anne Morrow Lindbergh (1906–2001)