



CENTRAL BALTIC  
INTERREG IV A  
PROGRAMME  
2007–2013

# Communication guide for projects

Central Baltic INTERREG IV A Programme 2007–2013

Version 5.0



EUROPEAN UNION  
EUROPEAN REGIONAL DEVELOPMENT FUND  
**INVESTING IN YOUR FUTURE**

# Contents

<b>Contents .....</b>	<b>2</b>
<b>P A R T I Why, what and how? .....</b>	<b>5</b>
<b>1. Why work with communication? .....</b>	<b>5</b>
<b>2. What is required of your project? .....</b>	<b>7</b>
<b>3. Assistance from the JTS .....</b>	<b>8</b>
The Communication Network .....	8
<b>P A R T II How to do it? Food for thought!.....</b>	<b>9</b>
<b>4. Developing a Communication plan.....</b>	<b>9</b>
Communication aims and target groups .....	10
<i>Internal target groups .....</i>	<i>11</i>
<i>Reaching difficult target groups.....</i>	<i>11</i>
The strategy and content of the measures to be taken .....	13
Budget.....	14
Responsibilities.....	15
Evaluation.....	15
Putting it all together.....	18
<b>5. Examples of methods and measures.....</b>	<b>19</b>
Press releases .....	19
Press events .....	19
Newsletters.....	21
Modern technologies .....	21
Other promotion possibilities .....	21
<b>6. Internal communication.....</b>	<b>23</b>
How to do it? .....	23
<i>Language.....</i>	<i>23</i>
<i>Project meetings .....</i>	<i>23</i>
<i>Technologies for reaching each other .....</i>	<i>24</i>
<b>ANNEX 1 How to use the references – what goes where?.....</b>	<b>25</b>
Information and project materials .....	26
<i>Materials printed or in e-format.....</i>	<i>26</i>
<i>Promotion materials .....</i>	<i>27</i>
<i>Websites and blogs .....</i>	<i>28</i>
Information activities and project events .....	29
Infrastructure investments.....	29
Equipment for project implementation .....	29
<b>ANNEX 2 Graphical instructions .....</b>	<b>31</b>
Different file formats .....	31
The Programme logos.....	31
The reference to the European Union .....	32

<b>ANNEX 3 Template for the Communication plan .....</b>	<b>33</b>
General information on how to use this template: .....	34
Communication aims and target groups .....	34
Strategy and content of the measures to be taken .....	34
Budget.....	34
Responsibilities for implementation.....	35
Evaluation.....	35
<b>ANNEX 4 Short dictionary .....</b>	<b>36</b>
<b>ANNEX 5 Graphics guide to the European emblem .....</b>	<b>37</b>

## **Dear project partner,**

This Communication guide for projects is made by the Joint Technical Secretariat of the Central Baltic INTERREG IV A Programme 2007-2013 to provide instructions and guidelines for the communication activities of your project. The first part of the guide gives an overview of the reasons why communication is important as well as more detailed technical requirements set in the EC Regulation No 1828/2006 and by the Central Baltic INTERREG IV A Programme 2007-2013 for each project and project partner to follow.

The second part aims at offering food for thought in your work with communication tasks. It seeks to give practical examples and advice on how to best communicate your project both internally and externally to achieve good and sustainable outcomes.

Please do not hesitate to contact the Joint Technical Secretariat if you need any assistance or have further questions about your communication activities. We wish you best success in implementing your project in the coming years!

### **The Joint Technical Secretariat**

Central Baltic INTERREG IV A Programme 2007-2013

# PART I

## Why, what and how?

### 1. Why work with communication?

According to the Eurobarometer conducted in the autumn of 2008<sup>1</sup>, over a quarter of the Europeans think that **most** of EU's budget is spent on administration. The real figure for the year in question was only 4.4 %<sup>2</sup>. This is just one of the numerous indicators showing that the citizens are not well enough informed about how the EU functions and what it uses its money for. As it can hardly be said that there is not enough **information** out there, the crucial question becomes how this information is spread, i.e. **communicated**, to the citizens. Piles of vast statistics and colourful brochures sitting at different Europe info centres all over the member states are not getting the job done as they are merely information.

Information should be seen as the starting point for communication, which, in its own right, means delivering the message to the different target groups in a suitable, interesting and understandable way. By doing this, the information becomes knowledge, paving the way for new insights and grown interest. For the now ongoing programme period 2007-2013 the European Commission has, therefore, indicated a strong will to boost the **communication** activities in order to show to the citizens concrete examples and explain where and how the budget is spent and what it brings to life as benefits of the EU.

This will is to be seen, among other things, in the new demands set for the European Territorial Cooperation programmes. The programmes are to have communication officers with detailed Communication plans in place. Also each project funded by these programmes is required to submit and implement a Communication plan to spread the aims, means and results of the project in question to different levels of the surrounding society. As important as the results of the different programmes and projects are as such, their impact will grow manifold if they are communicated to the "outside world" efficiently.

Efficient communication from a body, be it in this case a programme or a project, requires a well-functioning **internal communication** scheme. The internal communication is to be included as an integral part of the Communication plan setting out clear framework for how the work within the body is coordinated by well-functioning communication.

The Central Baltic INTERREG IV A Programme 2007-2013 highlights the importance of effective communication. According to the Communication plan, "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". Technically, this means the Programme and all its projects are obliged to follow the EC Regulation No 1828/2006, which is to ensure the following:

---

<sup>1</sup> [http://ec.europa.eu/public\\_opinion/archives/eb/eb70/eb70\\_first\\_en.pdf](http://ec.europa.eu/public_opinion/archives/eb/eb70/eb70_first_en.pdf)

<sup>2</sup> [http://ec.europa.eu/budget/library/publications/budget\\_in\\_fig/dep\\_eu\\_budg\\_2008\\_en.pdf](http://ec.europa.eu/budget/library/publications/budget_in_fig/dep_eu_budg_2008_en.pdf)

- a larger possibility of transparency to the general public (what is being done with “their” money)
- a coherent and concrete picture of what the structural funds do
- to provide the general public information about the role of the European Union in the regional development of Europe together with the Member states

The most concrete actions towards the citizens are taken on the project level. In order to achieve good results, the communication within the project must be well coordinated. It should then be in every project’s own interest to actively communicate their activities, results and achievements externally.

As the EU wants to see cross-border projects taking place and is the main source of funding for these activities, it is understandable that they want to be visible and show the citizens that the results coming out of the projects are something the Community provides the ordinary citizens, a way to “bring their money back to them”. Eventually, by getting these examples brought and explained to them, many Europeans could realise the budget is not only spent in Strasbourg and Brussels but rather in their neighbourhood.

## 2. What is required of your project?

The publicity and information requirements for all projects are laid down in:

- Regulation (EC) No 1828/2006 (especially articles 8 and 9) and Annex 1 of Regulation 1828/2006
- Subsidy Contract §7
- Programme Manual
- This Communication Guide for the projects of the Central Baltic INTERREG IV A Programme 2007-2013

There are several actions that an approved project has to carry out in relation to information and communication:

1. To ensure wide and efficient communication and publicity, both the Central Baltic INTERREG IV A Programme 2007-2013 and all its projects are required **to have a Communication plan** for internal and external information and communication to be submitted with the first Progress report/Payment claim. More detailed information on project Communication plan is available in chapter 4 and the Communication plan template to use can be found as annex 3.

2. The project has **to display reference to the EU as well as to the Central Baltic INTERREG IV A Programme 2007-2013**. Detailed instructions on how to fulfil the requirements are included in Annex 1.

3. In addition, the Central Baltic INTERREG IV A Programme 2007-2013 assists projects in their communication activities by reporting on project results and best practices in the programme's newsletters, web page and other materials. Also the Communication network (see chapter 4) of the Programme and its projects is there to help in this cooperation. Therefore, it is important that you also **keep your contact person at the JTS well informed** about your project even beyond the necessary reporting. Consider also the JTS as an important target group of your information and communication activities!

4. **Information** about the project should be published **on each project partner's website** with a link to the project's own website (if existing).

Please be aware that the Programme will publish on its website at least the following information:

- Names of all project partners (including Lead Partner)
- Short description of the project (based on the summary provided in the Application form, can be updated/re-formulated upon request from the project)
- The total budget of the project and the amount of ERDF co-financing granted
- Geographical location of the project

### **3. Assistance from the JTS**

The Central Baltic INTERREG IV A Programme 2007-2013 assists its projects in their communication activities by reporting on project results and best practices in the programme's newsletters, web page and other materials (e.g. the annual Showcase Brochure). Therefore, it is important that you also keep your contact person at the Joint Technical Secretariat well informed about your project even beyond the necessary reporting. Consider also the Joint Technical Secretariat as an important target group of your information and publicity activities. The JTS also invites you to take part of a Communications Network (see below).

It is also advisable to promote the Programme as a source of funding for your project in your communication activities. This way whatever the audience may be gets a very concrete example (your project) of what the EU programmes do. You can, for example, add to your PowerPoint presentation a slide with the basic facts about the Programme, which would be:

- the logo of the Programme and EU flag with all references
- the map of the Programme area (available on the Programme website)
- the three priorities of the Programme (Safe and healthy environment, Economically competitive and innovative region and Attractive and dynamic societies)
- the contact information of the Joint Technical Secretariat, at least [www.centralbaltic.eu](http://www.centralbaltic.eu)

#### **The Communication Network**

All projects of the Central Baltic INTERREG IV A Programme 2007-2013 are included in the Communication Network which is set up to provide assistance as well as cooperation possibilities between the projects and the Programme. The network functions as an e-mail list inbetween the Communication seminars. At the Communication seminars the projects are invited to meet each other to exchange experiences on the communication issues. The projects are urged to be active and suggest themes they would like to cover/be trained on at the Communication seminars. This can be done through the contact person of the project or by sending a mail to [info@centralbaltic.eu](mailto:info@centralbaltic.eu).



## PART II

### How to do it? Food for thought!

#### 4. Developing a Communication plan

Not only the Programme but also each and every project must submit a Communication plan. The project Communication plan is to be submitted at the latest with the first Progress Report/Payment Claim but it can be submitted to the JTS contact person of the project already before. The JTS will give feedback on the Communication Plan to each project individually and could ask for one re-submission with further work on some parts of the Communication Plan. It is the responsibility of all project partners to ensure that there is sufficient external (and internal) information and communication on the launching, progress and results of the project. We recommend involving all project partners in creation of the project Communication plan.

Some common challenges and/or ideas may also be shared via the Communication network which each project will be a part of.

The Communication plan will naturally differ from project to project as each project has a different message, different target groups etc. Therefore, different information and communication tools are useful for different projects. *However, a template for the Communication plan that should be used can be found as annex 3 of this Communication Guide.*

The main purpose of a Communication plan is to tell why, to whom, what, how and when to communicate. Developing a well thought through Communication plan will simplify the work with communication on daily basis. The plan ensures all project partners have a joint idea and understanding of what should be done in terms of information and communication. A successful project creates practices, models, solutions, networks and/or knowledge that live on after the project ends even without project funding. To achieve this, communication is a tool to be used.

Consider the difference between informing and communicating. While information is more about making things available, communication is about making the audience understand the importance of it. Information is a one-way process whereas communication is a two-way process. It encourages participation through feedback and gives the participants a deeper understanding of the issues discussed. The Communication Plan should go beyond just information measures and include also communication measures.

The Communication plan for internal and external information and communication should at least contain the following sections:

- the communication **aims and target groups**
- the **strategy and content** of the information, communication and publicity measures to be taken
- the indicative **budget** for the implementation of the Communication plan
- the **responsibilities** for the implementation of the information, communication and publicity measures
- an indication of how the information, communication and publicity measures will be **evaluated**

As each project has already in the Application Form (4.1 and 4.2) described the target groups and communication measures, the Communication plan should be build on these existing plans. The Communication plan should include everything that is mentioned in the Application Form but also develop the communication strategy further.

## **Communication aims and target groups**

This section should provide the background to the plan and what the key issues to address are. By describing the aim of the Communication plan the project gets a direction towards which it can strive. The aim of the Communication plan is of course in line with but not identical to the aim of the actual project as such.

As an example see the aims of the Central Baltic INTERREG IV A Programme 2007-2013 in relation to its communication aim.

- Programme objective, example:
  - To generate good projects
- Communication objectives, examples:
  - To inform the general public about the EU funds and their benefits in their region
  - To attract applicants to apply for funding

The more specific a communication aim is the easier you will have to follow up on it. Try to make the objective SMART i.e.

S – SPECIFIC

M - MEASURABLE

A - ACHIEVABLE

R - REALISTIC

T – TIME-RELATED

The targets groups defined in the Communication plan depend on the aim of the plan as well as the issues the project is targeting. The target groups of the communication measures should naturally be directed towards those who are the stakeholders of the project. The UN/Habitat defines stakeholders as:

- those whose interests are affected by the issue or those whose activities strongly affect the issue
- those who possess information, resources and expertise needed for strategy formulation and implementation, and
- those who control relevant implementation, instruments/tools

An analysis of the various interest groups of your project can be made as an exercise within the project group to get a joint idea of what the most important targets groups are. It also gives an opportunity to define their characteristics and how they are best reached.

Food for thought for the projects - consider the below mentioned target groups and if they would be relevant to your project:

- Programme bodies: Joint Technical Secretariat (JTS) of the Central Baltic programme, project contact person in JTS, Steering Committee, Managing Authority
- Politicians / decision makers
- Local, regional and national authorities
- Population of the programme area – population besides the eligible area. Specific groups in the population (youth, seniors, unemployed, tax-payers, end-users vs population indirectly concerned, ethnic/language minorities)
- EU-related institutions: DG Regio, other DGs, Committee of the Regions, Regional representations in Brussels, EC representations in the country
- Other projects
- Media: Local, National, EU (InfoREGIO), written, audiovisual, web
- Business and trade organisations, networks, NGOs, associations, educational and research institutions, private companies

### Internal target groups

The Communication Plan should deal with external communication as well as internal Communication. In this respect it is therefore important to describe what the internal groups are and how the communication should flow in between these groups.

It is natural that everyone working directly for the project is to be considered as an integral part of the internal communication.

However, there are also other bodies that can be considered internal to the project in certain ways. For instance, the management level of the **(host) organisation** must be kept informed about what the project is doing at different times. Also other units/departments of the organisation, for instance human resource department, may need information about some aspects of the project from time to time. It is also to be noted that in many cases the project rules collide with the organisation rules (for example relating to financial flows) and it is therefore very important to create an understanding environment with good communication. If the project has a **national co-financer** not being the host organisation, they should also be involved in certain parts of the information flows and communication.

Whereas there is only one Lead Partner several project partners may be responsible for its respective work packages. Within the work packages various project partners may be responsible for carrying out activities. Furthermore, each project has a steering group, which is to monitor and steer the project to reach its targets as defined in the project application. The Joint Technical Secretariat communicates only with the Lead Partner of a project and therefore consider how the flow of information reaches all these groups. More on internal communication in chapter 6.

### Reaching difficult target groups

The INTERACT Point Turku (<http://www.interact-eu.net>) has conducted an analysis of all Communications Plans of the INTERREG cross-border programmes in the Baltic Sea Region area. Everyone found that the most difficult target groups to reach were **the media, politicians and the general public**. This will probably be the case also for your project. Therefore, consider specifically and thoroughly how you can approach these three target groups, as they are very important target groups. However, keep in mind that there are more target groups than these. Consider also that these target groups can be divided further into sub groups. The aim of the Central Baltic Communications

Network will of course also be to reflect and share experiences on how these can be reached. A few reflections are given below on how to reach media, politicians and the general public.

- **Media**

Media can be difficult to reach especially if you try to target national and international media. Sending a press release or an invitation to a press conference might not at all get the attention desired. Instead of just sending out press release after press release, try to establish a closer cooperation with the media. Identify journalists that write about the issue, call them up and talk to them. If you send press releases ask them if they have received them. Serve them with "ready made stories", personalise your stories etc. In many cases local media can be easier to reach and could be more interested in the issue if there is a local touch to your story. Therefore, consider adapting your strategies locally and figure out what is in it for each location.

Each project will receive **a list of press contacts** to use in their communication activities. The JTS hopes to be informed on any good contacts and cooperation possibilities with the media not yet on the list.

- **Politicians**

Politicians are very important for political backing of the project and its issue to get the results/achievements across. Consider from the start how to involve and make politicians appreciate and support your work. Some projects might have set up their steering group so as to involve important politicians. However, there are also other ways. The INTERREG IV B North Sea Region Programme asked their experienced project managers how to best do this:

- Secure commitment at the start of the project. Being awarded European funding indicates interest from an international and transnational level.
- Set up a board or political reference group so that the politicians from all partner regions can meet regularly to discuss the project and its direction.
- Encourage politicians and senior executives to accompany the officials on visits to other partners and see for themselves the good ideas and how they work.
- Put the project forward for awards that will help to raise interest in the local area.
- Provide a good briefing on the strategic points.
- Brief new council members, especially if the political composition of a council has changed after elections.
- Establish simple direct contact and information lines
- Make clear what role the politician or senior executive has in order to secure a sense of ownership and active participation.
- Raise their interest when the project results start coming through and media interest is secured.

- **The general public**

The general public is an important target group to reach but perhaps also one of the most difficult ones. To some extent the media is a channel to reach the general public. But as has already been said the media is difficult to reach so consider also other ways.

All projects are suggested to prepare a separate website for the project activities and also reflect information about project activities on each project partners' website. This is one way of making the information available.

But consider also more communication measures to support getting your project and its results out.

- Could you find existing forums/NGO:s which are interested in your subject? Link up with them.
- Is your project topic a topic of interest for universities/schools/local clubs etc.?
- Are there major events/festivals etc in your local communities where you could have a stand or activities about the topic of your project?
- Could you have an exhibition at a local, public place? For instance the local library?
- Could invite youths to take part in side events of your major project events?

## **The strategy and content of the measures to be taken**

In this section, four main topics should be covered:

1. Description of the guiding principles and strategic considerations
2. The messages for the respective target groups
3. The methods and measures used to reach the respective target groups
4. Timeframe for the activities.

*Description of the guiding principles and strategic considerations* includes such strategic considerations as transparency, consistency, innovation of the Communication plan. For example, the communication will ensure that the general public can easily find out about the use of public funding: where does it come from, whom does it go to? The project might point out the nature of the communication for example that it would be consistent; all project partners will spread the same messages in a coordinated way; all or some targets groups will be approached in local language or only English etc. These are considerations that the whole project group should discuss and agree on before defining the concrete methods for reaching the relevant target groups. The guiding principles and strategic considerations form the framework of any following decisions on messages, methods and timeframes.

*The message/s for each various target group* should be defined. For that purpose, the project has to take a look on the defined target groups again. The project partners have to find out what are the needs of defined target groups in relation to the project. Then the project will be able to define what message(s) they want to deliver to each group.

Fore example a message for general public: CBACB project helps to reduce air pollution in Central Baltic countries by researching on alternative fuel chemical composition.

The communication has to be clear, attractive (i.e. drawing attention) and definitely cannot be too generalized – the message has to be well-adapted to particular target groups. Furthermore, to be effective the messages have to be set in particular local contexts and demands.

*Methods and measures to reach the target groups* should be seen in context of the agreed strategic considerations, target groups and messages. Consider that each target group might be reached with specific methods and measures that do not suit the others. Read more about examples of methods and measures to reach your target groups in chapter 5. Activities could include organizing workshops

to demonstrate new techniques developed, putting together a newsletter about the project topic which is distributed to relevant target groups, taking part in relevant blogs, writing an article for the local media etc.

*The timeframe for the activities* should be kept in mind. Allow enough time at the beginning of the project for project start and at the end of the project to close the activities. Consider also with what frequency each target group should be targeted with information/communication measures.

**NB! For each target group there should always be a clear plan of why the group is targeted, what the specific group should learn from the communication and how the communication is done in practice and when (target group → message → measure → frequency).**

## Budget

A Communication plan needs to specify what it will cost to implement it. As the budget of the approved projects is already set, the specified budget for the Communication plan cannot alter the project budget as such. Therefore, all activities that are planned need to be in line with the already agreed project budget.

Those projects that did not foresee information and communication activities at the planning of the project application need to see what can be done within their budget.

For instance, whereas organising an event could be very costly and not possible to do unless it was already specified in the project application there are other ways of carrying out good information and communication activities without so much additional cost. A lot can be done by just using "man-hours" and using existing forums and networks. And a lot can be done by using modern media, which cut down on printing, travelling and posting costs.

- Instead of printing and sending a newsletter, try an e-version of a newsletter.
- Instead of organising an event of your own, are there events that any of your organisations are already organising and can you have a stand there?
- Is your organisation a member of relevant networks?
- Are there conferences to which your project could give an added value – talk to the organiser to see if they can include you as a speaker?
- What are the gate openers for the success of your project – meet with them. Use the advantage you have in having a cross-border partnership. The one who is closest goes to the meeting.
- Are there relevant online forums, which you can use as a channel for information and communication?
- Submit an article on Wikipedia or other relevant Internet resources about your innovative work.
- Does your region have other channels for supporting the spreading of information about your project?
- Make sure your website is mentioned on relevant web sites.
- Approach and cooperate with a school for spreading the information to the general public etc.

There is an example budget table available in the Communication plan template which can be used for showing the budget in the Communication plan. Budget numbers should be in EUR and reflect costs of all the partners.

COMMUNICATION ACTIVITY	EUROS
Production of publicity and information materials	
Website development and maintenance	
Events	
Other (specify what)	
<b>TOTAL communication budget</b>	
Total project budget (ERDF + other)	
Communication budget / total project budget (%)	

## Responsibilities

Just as important as defining the timeframe of **when** to do things is to define **who** will do it. Each project has one main person being overall responsible for the Communication plan and its implementation. Although various persons can be responsible for the various activities to be implemented it is always the responsibility of the Communication Coordinator to coordinate and follow up that activities have been implemented in the way foreseen in the Communication plan.

## Monitoring and evaluation

Evaluation of your communication work is carried out to determine whether you are reaching your communication objective/s. The evaluation should answer to the question:

*Are we providing the right communication means and products to the right people through the right channel at the right moment?*

The whole process of planning your communication work is important to be able to carry out successful evaluation i.e. aims, target groups, messages, methods. Therefore, when formulating your communication objectives consider also how you will get proof of saying that you have reached your communication objective.

Below see an example from the Central Baltic INTERREG IV A Programme 2007-2013 that could illustrate the planning process.

Target group	What do they know/think now?	What should they know/think/do afterwards?	Message	Tool to be used (activity indicators can be formulated)	Proof of the message going through (result indicators can be formulated)	Evaluation
Potential applicants	Either nothing or they think that it is hard to get the EU funds	That the funding exists, become interested in applying.	The Central Baltic INTERREG IV A Programme offers funding in your region. There is plenty of help available to guide you through the application procedure!	<ul style="list-style-type: none"> <li>- Mailing list</li> <li>- Promotion in others' events</li> <li>- Organising own events</li> <li>- Brochures</li> </ul>	Number of received applications	<p>Is the number what we expected?</p> <p>If not, how can this be taken into account in the future?</p>
TG 2...						

There are two parts of the evaluation process. The first is the monitoring part and the second part is the actual evaluation.

- Monitoring: regular observation and recording of activities taking place
- Evaluation: a planned, systematic process that assesses the achievement by preset criteria

The project sent out 12 press releases" is an outcome of a monitoring activity, a starting point for evaluation. You can monitor your activities but also the result of your activities. For instance if you send a press release, also keep track of the actual articles it generated. Potentially you could also consider analysing the articles it generated to see if it actually picked up on the messages that you try to spread, or did you rather get negative attention etc.

In line with the above reasoning try to establish indicators that you will continuously monitor. Use both activity and result indicators.

<b>Activity indicator:</b>	Number of media contacts	Does not tell anything about the quality, reach, impact or utility
<b>Result indicator:</b>	Number of articles it generated	Provides information on the availability of information and who potentially received it, but no information on if the information led to further impact



Don't forget to set a target for each indicator. Targets for each indicator will give you an ambition level showing you what you are aiming at.

	Indicator	Target	Method
<b>Activity indicator:</b>	Number of nurses in elderly care units in region having been trained	200	Participant list signatures
<b>Result indicator:</b>	Number of nurses that feel they can give better elderly care advice to clients after attending the training event organised by project x.	150	Survey

Remember that there is no requirement indicating you should have many indicators to follow, do rather have less but more relevant indicators for you to follow up on your communication objectives.

It is more difficult to try to get proof for reaching communication objectives that deal with awareness/knowledge, attitudes/perceptions and behaviour. They are often difficult to measure and are also difficult to be traced back to communication activities. One can say that the better you have defined your communication objectives in terms of being SMART (specific, measureable, achievable, realistic, time-related) the easier it will be to evaluate if you have reached them. And if you have communication objectives relating to awareness/knowledge, attitudes/perceptions and behaviour consider also using more qualitative methods of getting your data (content analysis, interviews, surveys etc).

Monitoring will be done continuously to gather the data from your activities and the result of your activities. But define already from the beginning when you will stop to have a look at the outcome of your indicators i.e. when will you do the actual evaluation? For instance if your target was to have at least 700 new visitors on your website each week but then you notice that you only get 200 new visitors each week – then the evaluation is an attempt to analyse why it is so and what you need to do to get 700 visitors – or maybe the aim to have 700 visitors was unrealistic and you should modify your target.

How to approach monitoring and evaluation?	
What is happening?	Monitoring
Why / why not?	Evaluation
Does anything need to be modified?	Review objective, target groups, messages, activities and indicators/targets etc

In conclusion, make sure that your objectives are realistic in the first place and ensure that enough resources are invested in evaluation to get meaningful results. However, be proportional – consider what is realistic to do with regards to your available resources within your project and its budget!

**Note!** Apart from the normal reporting, the projects will be asked to evaluate the implementation of their Communication plan more closely in the project Interim report. This could be a good timing for your evaluation.

### Putting it all together

The approximate length of the Communication plan is 4-6 pages with text descriptions following the given headlines. In addition to descriptions, it could also include an activity plan outlining what is being done for each relevant target group, what is said, which activity, when and by whom.

That should follow SMART principle meaning:

S – SPECIFIC

M - MEASURABLE

A - ACHIEVABLE

R - REALISTIC

T – TIME-RELATED

An example of activity plan:

Target group	Message/s	Methods/Measures	When/Frequency	By whom
Politicians in municipality A	Elderly people need more individualised care to live longer	Set up of political reference group	Meet 4 times during project lifetime, spring/autumn	Lead Partner
Media focusing on the social issues	Elderly getting individualised care live longer	Press-release/s	At beginning and end of project	All localised

## 5. Examples of methods and measures

In the chapter about "Developing a Communication plan" it was said that each project should think of different activities to reach the various target groups. This chapter reflects on some of the methods and measures that can be used. Some issues to be considered are first of all the budget the project has at its disposal for Communication activities. Furthermore, consider the effect on the environment that each activity has. Trying to minimize the environmental impact of activities might lead to using more modern technologies and methods.

### Press releases

Wikipedia defines a press release as "A news release, media release, press release or press statement is a written or recorded communication directed at members of the news media for the purpose of announcing something claimed as having news value.[...] A press release is designed to be sent to journalists in order to encourage them to develop articles on a subject. A press release is generally biased towards the objectives of the author. A press release is written in order to highlight an important event, programme or piece of information by an organization that succinctly describes the who, what, where, when, why and how of the story."

We recommend using press-releases rarely so as not to exhaust the media with a press-release each month. What we value as an "important piece of information" might not be regarded as important by the media. If they get too many press-releases from the project they might get "tired" of it and do not look at all at what is sent from it. Rather define a few but very important times when you would like to get media interest. Devote your time to making them good and follow up on them by contacting journalists to ask if they have received them and if they will write something about it. Consider also finding other ways of approaching media e.g. by establishing more close contacts to relevant journalists etc.

A structure to follow for the press release could be as follows below.

- **Headline:** used to get the attention of journalists and briefly summarize the news.
- **Dateline:** contains the release date and usually the originating city of the press release.
- **Introduction:** first paragraph in a press release, that generally gives basic answers to the questions of who, what, when, where and why.
- **Body:** further explanation, statistics, background, or other details relevant to the news.
- **Boilerplate:** generally a short "about" section, providing independent background on the issuing company, organization, individual or project.
- **Close:** a closing paragraph
- **Media contact information:** name, phone number, email address, mailing address, or other contact information for the PR or other media relations contact person.

### Press events

A press event is an event where newsmaker may make a statement, which may be followed by questions from reporters. A press event provides newsmaker with an opportunity to answer all questions at once rather than answering dozens of phone calls. With the help of a press event the project can also try to attract news coverage for something that was not of interest to journalists

before. Hold a press event when you have news to present to the public. Consider organizing a press event when starting the project and before some bigger project event (launch of a business development centre, concert, launching waste water cleaning plant). However, do consider if a press event is the most relevant way to approach the media in this very case/region/country. There are also other ways of getting your message across to media.

A press event includes also preparing a **press kit**, which includes fact sheets about the project, Central Baltic INTERREG IV A Programme 2007-2013, biographies of speakers (if relevant) or at least a list of speakers and possibly the press release.

Some planning tips on how to organize a press event:

- Plan your message carefully and bring it down to 2-3 main points you would like to deliver. Remember constantly that things you work with daily are most often totally new to the media representatives. Additionally, they have to process the information very rapidly. To avoid misunderstandings and false information being spread, be precise and clear in what you would like them to know. Don't overload them with 35 different facts as they will then not be able to tell what the most important ones are. Rather serve them with 2-3 main points and then give some short extra on these topics. Leave out all acronyms!
- Be clear about your target audience, as this will determine what kind of event you stage and what media to invite.
- Good and Bad News Days: in general, Tuesday–Thursday in the late morning hours are prime time for press events. Do not stage your events late in the afternoon or evening when many reporters are on deadline. Fridays are not good days for press events either, because the news may come out in Saturday's media, the least read issue of the newspaper and there are weekend-related themes.
- Send a press release about the event some 3-4 days before and call to the most important media to check whether they have received the invitation after 1 or 2 days
- Competing news: before setting the day for the press event, please check whether there are some competing events, like demonstrations. On the other hand, you could use this in your favour, for example if you announce the launch of a culture project in the same week as Annual Culture awards are given out.
- The duration of the event shouldn't be longer than 30-45 minutes
- Speakers: the first speaker should act as a host and welcome, introduce other speakers and communicate key messages. Typical speakers might be: an executive director of the lead partner organization or other key person, a person or two representing the personal human interest, a public official, celebrity, local politician. Limit the total number of speakers at a press event to maximum three or four.
- If this is the first time you organize a press event, practice your event the day before and test audio visual equipment you might use. Brief your speakers before the event to be short and precise in their message to the press. They may also be doing it for the first time.

In a press event don't forget to display the EU flag on a table or wall. Remember to also obey the publicity requirements on any materials you hand out.

## Newsletters

A newsletter is a regularly distributed publication generally about one main topic that is of interest to the subscribers. You can also produce a Newsletter for internal communication where the Lead partner would inform project partners on the latest project developments. Consider developing an e-newsletter and to publish it on project's or project partners' websites and also deliver electronically via email.

The newsletter can consist of a short description of the project, project news and plan of project's upcoming events, as well as contact information for general inquiries. In case the newsletter comes out on a regular basis, project partners might devote each newsletter issue to a theme related to the project, for example environment, SME's or some geographical area like mainland, coasts or islands.

Please remember that a newsletter as any other publication that is prepared within project, has to follow the publicity requirements and must clearly identify on the cover page the following:

- 1) the **flag** of the **European Union** with text "European Union"
- 2) the Central Baltic INTERREG IV A **Programme 2007-2013 logo**
- 3) reference to the **"European Regional Development Fund"**
- 4) the statement **"Investing in your future"**
- 5) Disclaimer that the newsletter content reflects the authors views and that the Managing Authority cannot be held liable for the information published by the project partners.

## Modern technologies

Consider also using modern technologies and channels for informing and communicating your project. For example: a blog on your web site, participating in chats about your project topic, using social media e.g. Facebook as a means to support your project, submitting a Wikipedia article, broadcasting your project final conference online etc.

Modern technologies are good not just for the budget but also for the environment. Perhaps you will reach new target groups with these channels that you cannot reach by using more traditional means.

## Other promotion possibilities

The ways in which a project can be promoted are endless, though some are naturally more costly than the others. Many possibilities have already been described in the preceding parts of this guide but to yet provide more inspiration a few more ideas are offered below.

Remember to always think of the target group you would like to reach and then try to find the best possible activity. It pays off to also remember that the world is full of more or less traditional seminars and meetings. Why not try to invent something new and inspirational for your project's activities!

Another thing to keep in mind when presenting the project in events, press meetings etc. is to talk to the people, shake hands, focus on your guests and journalists and not on the papers and practicalities when the guests are there. Your chance to build confidence starts before the formal presentation and is almost more important than the official part, be it a speech or a presentation.

- **Project meetings**

Make the most of your regular meetings with your own project partners. The meetings can be coupled up with extra activities and take place in different locations. This way the partners can get to know more about each other and the countries or regions they represent. It is also sensible to try to connect these meetings to other potential activities close by. For example if the project partners are to meet in city X and there is an interesting seminar in the vicinity, why not have the meeting first and then together go and represent the project in the seminar!

- **External events**

Your project can and should participate in external events, for example exhibitions, Central Baltic INTERREG IV A Programme 2007-2013 annual conferences etc. It is advisable that the project is proactive in this and actively seeks for opportunities to go and promote itself. When participating in external events the project representatives have good opportunities to network with many interesting people and gain publicity for the project but also more active role can, and is recommended to be, taken in form of e.g. giving a presentation.

- **Field Trip**

A field trip might be a good way to show off with concrete actions done by the project. This is something people will remember and gives them an opportunity to really gain understanding about what the project does. This is especially an option in case where the project has outputs that can be clearly demonstrated, e.g. water cleaning plant, business information centre etc, where group of people could be taken on an excursion. Project might also combine a field trip and a press event, therefore offering to press additional opportunities and the much-loved concreteness of actions.

- **Advertising campaign**

It will be important for the project to inform the general public about project achievements in the local perspective. For this purpose an advertising campaign can prove itself as an efficient means. An advertising campaign is a series of messages that share a single idea and theme and appear in different media across a specific time frame. When the project considers making an advertising campaign, it should determine one main message which would set the tone for the individual advertisements and other forms of marketing communications that will be used. Therefore advertising space must be purchased in radio, TV commercials, press or outdoors campaign (posters in bus stops, billboards over the streets, for example).

An advertising campaign is costly, but one can always look after local possibilities and cooperate with local actors. Remember to follow, also here, the publicity requirements.

- **Awards and competitions**

We suggest to the project to be proactive and use the opportunity to participate in competitions and awards, as this might help to both promote the project and strengthen networks. Alternatively, the project itself can organize a competition like writing or photo competition connected to the project theme.

It may also be worth it to look into taking part in such awards as the RegioStars – an award for Innovative Projects, organized by European Commission. The objective of the RegioStars is to identify good practices in regional development and to highlight original and innovative projects which could be attractive and inspiring to other regions.

## **6. Internal communication**

The projects of the Central Baltic INTERREG IV A Programme have partners from at least two countries and the partners are to work together to jointly implement the project. The internal communication within the project is important for the best outcome of the project implementation. The project partners will have to exchange and distribute a lot information about workflows, proceedings, challenges and successes to make the project take place and to avoid misunderstandings, conflicts, misinformation and problems. All partners should feel involved and informed at the level that best suits the activities in question. It is a challenging task to keep the information flow between the partners and other internal target groups (see more on target groups under chapter 5) sufficient but not too extensive so as to exhaust them with more or less irrelevant information to them.

### **How to do it?**

#### **Language**

There are four national languages in the Programme area and it will not go without noticing while implementing your project. It is therefore advisable to take into consideration the possibly different levels of knowledge of the operating language of your project partners. Also, when making larger publications it may be sometimes advisable to get a language check done by a professional before printing. While operating in several languages within the project and often dealing with special terminology it may happen that the produced language does not reach its target due to difficult or even wrong formulations in the language caused by series of small mis-interpretations or such like. (Remember also that whatever becomes the used language of the internal communication within your project, all official communication with the Programme bodies is to be handled in English.)

#### **Project meetings**

The most common tool used for internal communication is the project meetings. Depending on the location of project partners, project budget and duration of the project, the project partners have to find the right frequency, size and style for their meetings. The larger partnership, the more difficult to find suitable setting for all partners and therefore it is recommended to plan these meetings well in advance. It is an idea to rotate the location of these meetings and try to organize one meeting per partner location within the time frame of the project. This way the partners could gain indirect additional knowledge about each other, the different organisations as well as about the cultural backgrounds.

Programme rules mobilise project partners and stimulate to organise meetings. Each project is to establish a Steering Group consisting of all project partners and the key stakeholders. First meeting can be regarded as a project kick-off meeting, following which the Steering Group must approve each Progress Report/Payment Claim potentially resulting in repeated meetings. This way the project partners are mobilized to meet and discuss progress, reporting and the work plan. Eventually there

will be a final meeting to evaluate the outputs and initiate the project closure. It is advisable to keep minutes of the meetings to facilitate the implementation of the made decisions. Where the number of partners is big, one can divide the work load by creating working groups within the project staff, like for example a communication or a financial working group. The Lead Partner is to coordinate these processes.

### **Technologies for reaching each other**

When planning the working methods for your project make sure all partner have the technical equipment in place as well as the capability of using it. Some examples of tools for communication include:

- Phone, fax, e-mail, instant messaging systems like Skype or MSN Messenger
- Project website with potentially an intranet for the project staff
- Online storage system for project files
- Joint calendars

The project partners have to be creative to find the best internal communication tools and methods to reach the different internal target groups, because the traditional phone, fax and e-mail might not be the most efficient for all purposes. Don't be afraid of testing new methods as many are free of charge and provide different cooperation ways from the traditional methods. For instance, simple and free-of-charge communication solution Skype ([www.skype.com](http://www.skype.com)) allows chatting, making online calls and video conferences free of charge. Also a joint project calendar at, for example, Yahoo Calendar ([www.calendar.yahoo.com](http://www.calendar.yahoo.com)) is an option with possibilities to create to-do lists, schedule events and send reminders.

If the project develops a website, it is an option to add an intranet on the site, requiring a log-on by the project partners and potentially also some stakeholders, where all documents could be uploaded, discussions taken, project news displayed etc. This could be a good forum for providing information to the relevant bodies within the project partners' organisations and such like by giving them the user rights to access intranet to receive some "inside" news.



# ANNEX 1

## How to use the references – what goes where?

One important message to spread out is the role of the EU funding in the implementation of your project. This is somewhat self-explanatory considering that the ERDF funding is in most cases a prerequisite for the project partners to be able to conduct the project. Therefore project partners must always provide credit to the support from the European Union and, in most cases, also specify the European Regional Development Fund and the Central Baltic INTERREG IV A Programme 2007-2013.

**The costs of any material or information activities, seminars, meetings etc. without the required references are not considered eligible** and the project partner will not receive the co-financing for these costs. As this can have some severe financial consequences, make sure to use the below-described references without exception. In the following pages, the requirements are described in detail.

The flag and logo files to be used have been given to each project and are described in detail in this Annex 1 How to use the references – what goes where? and Annex 2 Graphical instructions.

In addition, it is recommended that each **project has its own logo** to create a recognisable graphical outlook for project communication purposes. In case the project's own and/or other logos are used in addition to the EU flag and Programme logo, the EU flag and the Programme logo must be at least the same size as the other logos.

To summarise, all projects are to use the required references as stated below. There are certain exceptions to the use of them. For the detailed requirements please read further parts in this Annex 1 carefully.

- 2) the flag of the **European Union** with the **text "European Union"**
- 3) the Central Baltic INTERREG IV A **Programme 2007-2013 logo**
- 4) reference to the **"European Regional Development Fund"**
- 5) the statement **"Investing in your future"**

For publications presenting information beyond the level of just names, contact details etc., and/or taking a standpoint to an issue as well as on websites:

- 5) **Disclaimer** that the publication/website reflects the author's views and that the Managing Authority cannot be held liable for the information published by the project partners.

As every project is different also the communication tools used might differ. In this annex basic advice on the most common communication measures and the use of the required references are described in detail. At the end of the annex (on page 24) you can find a one-page table summarising the requirements. It is advisable to print it out and have at hand when implementing your project. In Annex 4 you can find a short dictionary of the relevant terms into the national languages of the Central Baltic INTERREG IV A Programme area. They can be used replacing the English equivalents but all the requirements apply in the same way regardless of which language is used.

When thinking of these publicity requirements, do not forget to take into account the requirements your project's co-financiers might have (i.e. displaying their logo etc.).

In general, the project must include the **flag** of the **European Union** with **text "European Union"**, the Central Baltic INTERREG IV A **Programme 2007-2013 logo**, reference to the **"European Regional Development Fund"** and the statement **"Investing in your future"** on the following:

- **Information and project materials**  
On all information and project material produced and paid by the project such as books, leaflets, brochures, newsletters, advertisements, CD ROMs and envelopes and promotion materials like bags or t-shirts etc. as well as in all electronic material such as websites.
- **Information activities and project events**  
Conferences, meetings, trainings, presentations, fairs, exhibitions etc. including all materials disseminated at these events.
- **Infrastructure investments**  
A billboard at the site of an infrastructure investment carried out within a project and with a public contribution of more than 500.000 EUR.
- **Equipment for project implementation**

**Note!** The proof of having used the needed references is given by saving an example of the material or by taking a photo of an event/project site to show all requirements have been met. The First Level Control may request this to be displayed.

## Information and project materials

Remember to always archive all produced information materials as well as possible newspaper articles and other media material about the project. You will need them for reporting but remember to keep a copy for yourself as well. Also, the JTS is happy to use your promotion materials as examples of the projects' work so if you would like to provide the JTS a copy of your materials, they would be promoted in the communication activities organised by the JTS.

### Materials printed or in e-format

For materials/publications like books, leaflets, brochures, newsletters, flyers, press releases, presentations, envelopes etc., be they on paper or in electronic format, created with funding from the Central Baltic INTERREG IV A Programme 2007-2013, the following obligatory references have to be placed on the cover/first page of the publication:

- 1) the flag of the **European Union** with the text **"European Union"**
- 2) the Central Baltic INTERREG IV A **Programme 2007-2013 logo**
- 3) reference to the **"European Regional Development Fund"**
- 4) the statement **"Investing in your future"**

And for publications presenting information beyond the level of just names, contact details etc. and/or taking a standpoint to an issue, on the first page (or inside the cover):

- 5) **Disclaimer** that the publication reflects the authors views and that the Managing Authority cannot be held liable for the information published by the project partners.

**Note!** Business cards are a good example of a material where **space becomes too limited** to print all the above-mentioned references. In this kind of case it is enough to only include point 1) **together** with either project's own logo OR the Programme logo.

**Note!** Events often involve different **materials** like presentations, programmes, publications, handouts, billboards, posters, souvenirs, lists of participants and these should carry the same obligatory references and disclaimer as above. It relates to material at events where external persons are participating as well as the internal project meeting/trainings/seminars etc.

### **Promotion materials**

Promotion materials serve as a reminder of the project or a project-related activity. Examples include folders, pens, envelopes, USB memory sticks, T-shirts, key rings etc.

Promotion materials created with funding from the Central Baltic INTERREG IV A Programme 2007-2013 must contain:

- 1) the flag of the **European Union** with the text "**European Union**"
- 2) the Central Baltic INTERREG IV A **Programme 2007-2013 logo**
- 3) reference to the "**European Regional Development Fund**"
- 4) the statement "**Investing in your future**"

**For small promotional materials** where space is very limited like pens, USB sticks etc., only point 1) is compulsory **together** with either project or Programme logo.

Sometimes the best option may be to produce stickers with logos and reference notes and stick them on the promotional material like seminar folders.

## Websites and blogs

It is strongly recommended that each project has its own website to promote project activities and to publish information about project achievements. Additionally, it is recommended that the link to the project website is widely spread to search engines as well as all relevant organisations (including project partner organisations) so that people find the project if interested to find out about it. As the Lead Partner is in many cases the most visible partner of the project, the LP organisation should have main information about the project (including a link to the project homepage) also on its own website.

The project website including the project outputs and results must be available until the end of year 2015 to serve two purposes:

- For the needed financial control of the project
- For the Programme to be able to showcase all its projects until and after the end of the Programme period.

Websites created with funding from the Central Baltic INTERREG IV A Programme 2007-2013 must contain at the start/main page of the website:

- 1) the **flag** of the **European Union** with the reference to the "European Union"
- 2) the Central Baltic INTERREG IV A **Programme** 2007-2013 **logo**
- 3) reference to the "**European Regional Development Fund**"
- 4) the statement "**Investing in your future**"
- 5) Disclaimer that the material on the website reflects the authors views and that the Managing Authority cannot be held liable for the information published by the project partners.

In case an article about the project is published on a website of a third party it is recommended, if possible, that the project sees to that the logos and reference notes are in place with the article.

## Information activities and project events

Information activities can be seen as events which are either organised by the project or where the project takes part. Project's own events can be for example project opening and closing, project annual conferences, press conferences and also smaller events like internal meetings/seminars of the project partners, steering group meetings etc. The projects are also strongly recommended to take part in different exhibitions and other places where they can gain publicity for the project achievements by e.g. giving presentations or participating in panel discussion.

At all events (organised for external groups or internal project seminars and meetings), the **flag** of the **European Union** must be displayed in the premises visible for all participants.

As events (information or project events) often involve different **materials** like presentations, publications, handouts, billboards, posters, souvenirs, lists of participants etc., please see the preceding section of this chapter in order to be able to follow the obligatory requirements for the different elements of the event.

It is recommended that the project takes photos of the events, in order to demonstrate to First Level Controllers that publicity requirements have been met. Additionally, in case of the bigger project events it is recommended to inform the JTS, as a notice can be published in the event calendar of [www.centralbaltic.eu](http://www.centralbaltic.eu) to help the projects in attracting more participants and gaining additional publicity.

## Infrastructure investments

At the site of an infrastructure investment carried out within a project and with a public contribution of more than 500.000 EUR, a billboard has to be put up during the implementation of the infrastructure investment at the site of the operation. After the operation has been completed, the billboard has to be replaced by a permanent explanatory plaque. Both the billboard and the plaque have to carry the following:

- 1) the **flag** of the **European Union** with the reference to the "European Union"
- 2) the Central Baltic INTERREG IV A **Programme** 2007-2013 **logo**
- 3) reference to the "**European Regional Development Fund**"
- 4) the statement "**Investing in your future**"

Please follow Regulation (EC) No 1828/2006, Article 8, point 2 on the proportions of the billboard.

## Equipment for project implementation

Equipment (for example computers, phones, laboratory equipment, life-rescue equipment etc.) purchased with funding from the Central Baltic INTERREG IV A Programme 2007-2013 must contain:

- 1) the **flag** of the **European Union** with the reference to the "European Union"
- 2) the Central Baltic INTERREG IV A **Programme** 2007-2013 **logo**

It is recommended to produce stickers and to stick them on the equipment items. In case many small items are purchased and located permanently at one place, the project might produce a poster and display it on the wall.

## OVERVIEW: How to use the references - what goes where?

Methods and measures	Flag of the European Union	Text "European Union"	Reference to the European Regional Development Fund	Statement "Investing in your future"	Programme logo	Disclaimer (The publication reflects the author's views...)	Additional
<b>INFORMATION AND PROJECT MATERIALS</b>	<b>X</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>X (If taking a standpoint)</b>	
CD roms	X	x	x	x	x	x	
Books, newsletters, leaflets	X	x	x	x	x	x	
Press releases	X	x	x	x	x	x	
Meeting materials at internal and external project events such as programme, participant list, meeting minutes etc	X	x	x	x	x	x	
Presentations (at internal or external events)	X	x	x	x	x		
Websites/section in a project partner's website	X	x	x	x	x	x	
Envelopes	X	x	x	x	x		
Business cards	X	x			x (or the project logo)		
<b>PROMOTION MATERIALS</b>	<b>X</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		NB! The size of the item defines the requirements
Materials where space allows (e.g. t-shirts, bags)	X	x	x	x	x		
Materials where space limits the printing (e.g. pens, USB sticks)	X	x			x (or the project logo)		
<b>INFORMATION ACTIVITIES AND PROJECT EVENTS</b>	<b>X (flag in the premises)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		For information materials, presentations etc., see above
Conferences, trainings	X						
Project meetings (Steering group meeting, project partners meeting)	X						
Press event	X						
<b>INFRASTRUCTURE INVESTMENTS</b>	<b>X</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		Plaque displaying these has to be erected at the infrastructure site
<b>EQUIPMENT</b>	<b>X</b>	<b>x</b>			<b>x</b>		To be attached to the equipment as a sticker or similar

## ANNEX 2

### Graphical instructions

The projects are provided the needed logo files to fulfil the technical requirements of the EC regulation as well as the Central Baltic INTERREG IV A Programme 2007-2013.

The logo files of the programme and EU are available from [www.centralbaltic.eu](http://www.centralbaltic.eu) documents- logos section.

All logo files come in two colour compositions (colour / black and white) and each of these in three file formats (eps / low resolution jpg / high resolution jpg). Please be aware that not following the requirements described in detail in this Communication guide will result the ineligibility of the activity or material in question and no co-financing can be provided to the project for these costs.

#### Different file formats

**Files in .eps format** are so-called "vector" files that can be enlarged without limitations and without quality loss. Therefore, when providing for example printing houses a logo file, the .eps file is the best option. They should always have means of opening and handling this kind of a file although you may not be able to open it on your computer if there is not the needed software installed. Also if you are working with Word files and will eventually make a pdf file of the outcome, inserting a .eps file to the document will technically result in the best outcome.

**Files in low resolution .jpg format** are provided for use in places where the logo will appear small, be mostly viewed on-screen (not printed) and file size is to stay limited. Good use is for example files that are distributed to a big number of people electronically (for example in doc file header/footer). Also PowerPoint presentations are best-off with this kind of small size logo files if they're not displayed big on the screen.

**Files in high resolution .jpg format** are to be used by those who can't access the .eps file (due to not having a suitable software) but need a good quality, sharp logo image printed in bigger size than just a header.

Below the logos are described in detail with instructions on how to use them.

#### The Programme logos



The Central Baltic INTERREG IV A Programme 2007-2013 logo must be displayed in all project communication including electronically disseminated materials like invitations, brochures etc. as well as in all printed materials like books, brochures, letterheads, envelopes, event materials etc. For

materials printed in colour the logo must be displayed in colour and for black and white materials it can be printed in black and white. For small promotional gadgets where space for printing is limited the Programme logo can be left out in case there is the project's own logo present (NOTE that the EU flag with the text "European Union" must in all cases be visible!).

## The reference to the European Union



EUROPEAN UNION  
EUROPEAN REGIONAL DEVELOPMENT FUND  
**INVESTING IN YOUR FUTURE**



EUROPEAN UNION  
EUROPEAN REGIONAL DEVELOPMENT FUND  
**INVESTING IN YOUR FUTURE**

The reference to the European Union must ALWAYS be visible in all project communication be it electronic or printed. In most cases the flag must be accompanied with three lines of text: "European Union", "European Regional Development Fund" and "Investing in your future". The Central Baltic INTERREG IV A Programme provides the projects with the above logo file where all required data is included. The project can, however, make its own variation of the reference in question if they wish to do it for specific layout purposes (change the font or the positioning of texts and flag in relation to each other) or in other Programme area languages according to Annex 4 as long as all four items (flag + three texts) are included.



European Union



European Union

In small promotional gadgets or other materials where space is limited and the above mentioned texts could not appear readable, i.e. would become too small, the reference to the EU can be limited to only displaying the flag with text "European Union" (pens, USB sticks, key rings, business cards etc.). The logo file given to projects is also here indicative, meaning that as long as there is the flag and the text "European Union" visible in any of the languages indicated in Annex 4, they can be layouted in the way the project sees best for the purpose.

**REMEMBER TO USE THE LOGOS AND REFERENCES CORRECTLY!**

**IF EVER UNSURE OF HOW TO DO IT, PLEASE CONTACT  
THE JOINT TECHNICAL SECRETARIAT.**



## **ANNEX 3**

### **Template for the Communication plan**



CENTRAL BALTIC  
INTERREG IV A  
PROGRAMME  
2007–2013

## Communication Plan for (project NAME and reference number)

Central Baltic INTERREG IV A Programme 2007–2013



EUROPEAN UNION  
EUROPEAN REGIONAL DEVELOPMENT FUND  
**INVESTING IN YOUR FUTURE**

## General information on how to use this template:

- Each project receiving co-funding by the Central Baltic INTERREG IV A Programme 2007-2013 has to submit a Communication Plan with the first Progress Report and Payment Claim.
- Use this template to develop your Communication Plan. All required headlines have been given in this template. Under each headline advice is given about what information should be written in the section.
- The main headlines should be followed but if you would like to, you can further divide your text into subtitles.
- Read more about general recommendations and advice regarding the Communication Plan in the "Communication Guide for projects".

## Communication aims and target groups

*In this section provide the background to the Communication Plan.*

*Define the main communication aim/s with your project. I.e. the communication aim is not the same as your project aim but describes how your communication efforts should support your project aim in general.*

*Furthermore, define the target groups for your project's information and communication measures.*

## Strategy and content of the measures to be taken

*Give a description of the guiding principles and strategic considerations of the Communication Plan.*

*For each target group define what message you will use to reach them. Consider how you will be working to localise these messages.*

*For each target group also define what methods you will use to reach them. Consider that different methods and measures might be applicable to use for reaching each target groups.*

*Define the timeframe for the different activities to be carried out. At this point it is also important to define with what frequency each target group should be targeted with information/Communication measures.*

## Budget

*Define the budget for carrying out the various activities planned. Remember to be in line with the already agreed budget for our whole project. You cannot spend more money on Information and Communication measures than you had already specified in your project application. However, you can find ways to implement Information and Communication activities that are not so costly and can be within the limits of your project budget. You can use the following table to indicate how much money there is available for the communication activities in your project budget.*

COMMUNICATION ACTIVITY	EUROS
Production of publicity and information materials	
Website development and maintenance	
Events	
Other (specify what)	
<b>TOTAL communication budget</b>	

Total project budget (ERDF+other)	
Communication budget/total budget (%)	

## **Responsibilities for implementation**

*In this section define who will carry out the activities planned. Although various persons can be responsible for the various activities to be implemented it is always the responsibility of the Communication Coordinator to coordinate and follow up that activities have been implemented in the way foreseen in the Communication plan.*

## **Evaluation**

*Define how you will evaluate the effectiveness of your information and communication measures.*

*What indicators (activity/result indicators) will you be using for following the outreach of your information and communication measures? Set target values for the indicators you are going to use.*

*However, it is not enough to only define and monitor the indicators and targets. Describe also when and how you will do the actual evaluation i.e. when will you stop to have a look at the outcome and analyse if you are going in the right direction. The data collection of indicators and targets are only input to the evaluation.*

*Remember also to keep track of articles, radio, news published about your project etc.*

## ANNEX 4

### Short dictionary

English	Latvian	Swedish	Finnish	Estonian
<b>European Union</b>	Eiropas Savienība	Europeiska unionen	Euroopan unioni	Euroopa liit
<b>European Regional Development Fund</b>	Eiropas Reģionālās attīstības fonds	Europeiska regionala utvecklingsfonden	Euroopan aluekehitysrahasto	Euroopa Regionaalarengu Fond
<b>Investing in your future</b>	Ieguldījums jūsu nākotnē	En investering för framtiden	Sijoitus tulevaisuuteesi	Investeering teie tulevikku
<b>Central Baltic INTERREG IV A Programme 2007-2013</b>	Centrālā Baltijas jūras reģiona INTERREG IV A programma 2007.–2013. gadam	Central Baltic INTERREG IV A programmet 2007-2013	Central Baltic INTERREG IV A - ohjelma 2007-2013	Kesk-Läänemere INTERREG IV A programm 2007-2013
<b>The content of the publication reflects the authors views and the Managing Authority cannot be held liable for the information published by the project partners.</b>	Publikācijas saturs atspoguļo autora uzskatus un Vadošā Iestāde nav atbildīga par projektu partneru publicēto informāciju.	Publikationens innehåll speglar författarens åsikter och förvaltande myndighet kan inte hållas ansvarig för den information som publiceras av projektdeltagarna.	Julkaisun sisältö edustaa julkaisijan näkemyksiä. Hallintoviranomainen ei vastaa hankkeen esittämästä sisällöstä.	See trükis väljendab autorite vaateid ja programmi korraldusasutus ei vastuta projektipartnerite poolt koostatud trükise sisu eest.

## Annex 5

# Graphics guide to the European emblem

### Introduction

This graphics guide is intended to help users reproduce the European emblem correctly. It includes instructions on how to create the emblem and a definition of the standard colours.

### The European flag

The European flag is not only the symbol of the European Union but also of Europe's unity and identity in a wider sense. The circle of gold stars represents solidarity and harmony between the peoples of Europe.

The number of stars has nothing to do with the number of Member States. There are 12 stars because the number 12 is traditionally the symbol of perfection, completeness and unity. The flag therefore remains unchanged regardless of EU enlargements.

### Symbolic description

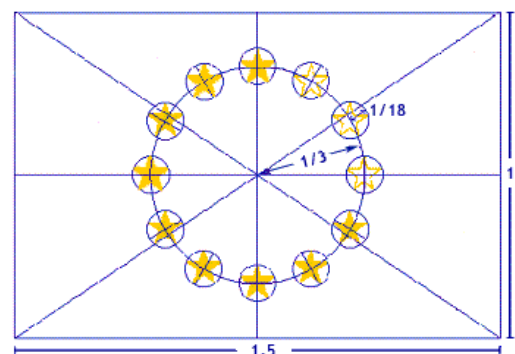
Against a background of blue sky, twelve golden stars form a circle representing the union of the peoples of Europe. The number of stars is fixed, twelve being the symbol of perfection and unity.

### Heraldic description

On an azure field a circle of twelve golden mullets, their points not touching.

### Geometric description

The emblem is in the form of a blue rectangular flag of which the fly is one and a half times the length of the hoist. Twelve gold stars situated at equal intervals form an invisible circle whose centre is the point of intersection of the diagonals of the rectangle. The radius of the circle is equal to one-third of the height of the hoist. Each of the stars has five points, which are situated on the circumference of an invisible circle whose radius is equal to 1/18th of the height of the hoist. All the stars are upright — that is to say, with the top point vertical and two points in a straight line at right angles to the mast.



The circle is arranged so that the stars appear in the position of the hours on the face of a clock. Their number is invariable.

## Regulations colours

### The emblem

The emblem is in the following colours:

- PANTONE REFLEX BLUE for the surface of the rectangle;
- PANTONE YELLOW for the stars.

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

### Four-colour process

If the four-colour process is used, it is not possible to use the two standard colours. It is therefore necessary to recreate them using the four colours of the four-colour process.

- Pantone Yellow is obtained by using 100 % 'Process Yellow'.
- By mixing 100 % 'Process Cyan' with 80 % 'Process Magenta' one can get a colour very similar to Pantone Reflex Blue.

### Internet

In the web-palette

- PANTONE REFLEX BLUE corresponds to colour RGB:0/0/153 (hexadecimal: 000099) and
- PANTONE YELLOW corresponds to colour RGB:255/204/0 (hexadecimal: FFCC00).

### Monochrome reproduction process



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



If blue is the only colour available, use Reflex Blue at 100 % for the rectangle and leave the stars in white (negative).

## Reproduction on a coloured background

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



## Examples of incorrect reproduction

1. The emblem is upside down.



2. The stars are not upright.



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



## Further reading regarding the European emblem

See the full guide on: <http://publications.europa.eu/code/en/en-5000100.htm>

The EU flag in different formats can be downloaded at:

[http://europa.eu/abc/symbols/emblem/download\\_en.htm](http://europa.eu/abc/symbols/emblem/download_en.htm)

Various photos with the EU flag can be downloaded at:

[http://ec.europa.eu/avservices/photo/photo\\_thematic\\_en.cfm](http://ec.europa.eu/avservices/photo/photo_thematic_en.cfm)