Interreg IPA CBC Programme Bulgaria-Turkey
COMMUNICATION STRATEGY

CONTENTS

List of abbreviations

BG	Bulgaria
CoS	Communication Strategy
CBC	Cross-border Cooperation
DG REGIO	Directorate General for Regional and Urban Policy (EC)
EC	European Commission
INTERREG	European Territorial Cooperation (ETC)
EU	European Union
Funds	Structural Funds and Cohesion Fund
IPA	Instrument for Pre – Accession Assistance
JMC	Joint Monitoring Committee
JS	Joint Secretariat (including main office in Haskovo and branch office in Edirne)
MA	Managing Authority
MRDPW	Ministry of Regional Development and Public Works (MA)
MEU	Ministry for European Union Affairs (NA)
NA	National Authority
TR	Turkey

I. CONTEXT

1.1 - Introduction

In recent years, the significance of information and communication has become widely recognized by all the actors managing European funded programmes. There is increased consciousness of the need to stimulate awareness of the general public about the impact of the European policies at national level.

Good communication is also crucial for the technical assistance and programme implementation. It is vital to work with stakeholders, applicants, beneficiaries, general public and mass media in order to raise awareness for the programme and the development opportunities it brings.

Thus, the communication strategy will focus on increasing the awareness about the IPA CBC Bulgaria - Turkey Programme for 2014-2020, its priorities and financing opportunities, on creating communication tools to assist the beneficiaries, as well as promoting the programme results.

The strategy will outline the general and specific objectives of the communication measures, the key target groups, the key messages to be conveyed and the strategic approach, together with the roles and responsibilities for the information and publicity activities, the evaluation criteria, indicators and measures, the financial overview, the timeframe and the necessary administrative support.

1.2 - Brief Overview of 2007-2013 Programming Period

The focus of the information and publicity strategy in 2007 – 2013 has been centred on increasing the awareness and promoting the positive work of the Programme. For the purposes of implementation of the information and publicity strategy, a detailed Communication Plan was elaborated and approved simultaneously with programme approval. The aim of the Communication Plan was to ensure broad dissemination of the information about the programme, to guarantee the transparency of the programme's implementation and to increase the awareness of the local stakeholders about the programme's possibilities.

The Communication plan for the previous programming period was structured in three major priorities: website, promotional materials and events. Events consisted of information seminars, active training and publicity campaign. During the period under review most of the communication activities were carried out, as planned and the relevant targets were reached.

This section gives a very brief overview of the information and publicity measures used by the Programme in 2007 – 2013 period. Detailed overview of such activities and materials can be found in programme annual reports. All the indicator values set for this period for programme information and publicity activities were over-achieved.

➢ **Programme Website**

The Programme website www.ipacbc-bgtr.eu was published in the end of August 2009 and it was the most useful and economic tool for promoting the Programme and disseminate information to the beneficiaries (active and potential) and the public in general. The website includes comprehensive information on the Programme and its Priority axes, accompanied by all documents concerning Programme implementation. The website has been regularly updated with relevant information on the Programme (events, news, documentation etc.). The website also includes a tool for partners search with project partner database, thereby facilitating the integration among actors and promoting joint activities and ideas. The website was improved with new functions added over the previous years.

Bulgaria - Turkey IPA CBC Programme
Website Visits 2007 - 2014

During the whole 2007 – 2013 period, the website was one of the main publicity tools used to promote the Programme and disseminate the relevant information. The monthly picture of visits (to the website) shows that between 2011 and 2013 the interest in the programme website was highest in terms of number of unique visitors. This is particularly due to the opened calls for proposals in this period. Both potential applicants and beneficiaries of the projects primarily used the website to access the information they needed.

➢ **Events**

Various events were held during the 2007 – 2013 programming period. These events can be classified into 3 categories:

- Information seminars

Info Days, partnership forums and trainings on project preparations were held for potential applicants when the calls for proposals were launched, on both sides of the border. During these informative events the aim was to increase awareness about the programme and its specific rules and increase the project development capacity of organisations interested in the Programme.

- Active training

Trainings were organised by the JTS, MA and NA in the programme area for the representatives of organisations whose projects have been financed under the Programme. During the trainings beneficiaries and their partners were informed on the topics such as procurement rules, reporting, financial management, verification of expenditure, irregularities, communication rules and other issues related to implementation of the projects.

Besides increasing the capacity of project beneficiaries, staff involved in implementation of the programme also attended trainings/technical meetings in order to increase the capacity for implementation of the programme.

- Publicity campaign

Programme as well as project activities were promoted to local/regional/national media via press releases during the past period. Various projects were promoted via different media coverage.

- European Cooperation Day activities

The European Cooperation Day initiative was started by the INTERACT II Programme in 2011. The goal of the campaign was to highlight the role of cooperation across borders in the European Union and with its neighbours. Local events were organised also by Bulgaria - Turkey IPA CBC Programme to celebrate the ECD in 2012, 2013 and 2014 in both, Bulgaria and Turkey.

➢ **Promotional Materials**

A variety of promotional materials ranging from small give-aways to informative leaflets, from programme banners to functional stationary were printed to promote the programme in an effective way.

2 Brochures were printed within the Programme during the previous programming period. The brochures contained brief information and visuals about the programme and the projects under implementation.

1.3 - Priority axes of the 2014 – 2020 Programme

The actions planned within the Communication Strategy for the Bulgaria – Turkey IPA CBC Programme will aim to fulfil the programme priorities, as presented below:

Priority Axis 1: Environment

Specific objective 1.1: Preventing and mitigating the consequences of natural and man-made disasters in the cross-border area;

Specific objective 1.2: Improving the capacity for nature protection, sustainable use and management of common natural resources through cooperation initiatives in the cross-border area.

Priority axis 2: Sustainable tourism

Specific objective 2.1: Increasing the touristic attractiveness of the cross-border area through better utilisation of natural, cultural and historical heritage and related infrastructure;

Specific objective 2.2: Increasing the cross-border tourism potential by developing common destinations;

Specific objective 2.3: Increasing networking for development of sustainable tourism through cross-border cooperation initiatives.

Priority axis 3: *Technical Assistance*

II. STRATEGY

2.1 - Purpose and objectives

Purpose

The Communication Strategy is channelled on two main directions: awareness-raising and absorption capacity. Therefore, the purpose of the Communication Strategy can be defined as follows:

- To highlight the role of the EU and to ensure that assistance from the Funds is transparent by proactively disseminating information and providing platforms that stimulate exchanges of experience in order to raise the awareness with the general public;

- To create the premises for a high absorption capacity in the eligible area of Bulgaria – Turkey IPA CBC Programme of the IPA funds by ensuring that all relevant information reaches the beneficiaries.

Objectives

In order to achieve its purpose, the strategy sets out the following objectives:

General objectives:

- **To support the successful implementation** of the programme by ensuring an effective communication system (measures, channels, targeted messages to all identified stakeholders);

- **To increase public awareness** concerning the programme aims, priorities, financial support provided, estimated economic and social impact on regional development;

- **To increase the knowledge** of the potential beneficiaries on the financing opportunities offered by the programme, eligibility criteria and selection mechanism for the applications submitted;

- **To ensure transparency** in the use of the Funds and thus increase the level of trust of the general public in the institutions managing the Bulgaria – Turkey IPA CBC Programme;

- **To increase the visibility** of the Bulgaria – Turkey IPA CBC Programme and of the MA, NA and JS, at national and regional level;

Specific objectives:

- **To ensure the good use of the IPA funds**, by conveying information on the domains financed and the financing conditions to all target groups;

- **To clearly explain all the requirements, eligibility conditions and procedures** that potential beneficiaries need to follow in order to obtain financing;

- **To inform and train the implementing bodies;**

- **To ensure the visibility of the programme**, at local and national level:

  - o **create the visual identity of the Programme** and make sure all information and publicity activities of the direct beneficiaries comply to the Visual Identity Manual;

  - o **identify and disseminate success projects and good practices** examples;

- **To develop and maintain effective press relations**, in order to ensure the dissemination of the programme requirements, estimated impact and transparency;

- **To develop cooperation and partnership relations** with the implementing authorities and all relevant institutions, at national and European level, in order to realise the objectives included in the strategy;

- **To ensure the visibility of the MA** as the managing body of the Programme and **the NA** as the counterpart for the Managing Authority with the coordination role on the territory of Republic of Turkey;

- **To ensure that all potential beneficiaries know and include the horizontal dimensions** in the projects submitted for financing: partnership and multi-level governance, sustainable development, promoting equality between men and women and non-discrimination, accessibility, addressing demographic changes, climate change mitigation and adaptation;

- **To report to the general public, and annually to the Joint Monitoring Committee and to the European Commission**;

- To ensure exchange of knowledge and good practices in communication.

2.2 - Target groups

Communication activities primarily should be directed to:

a) potential applicants to ensure that they are properly and in time informed about the opportunities of funding, about calls for proposals and simultaneously to make sure that they understand the administrative process and implementation mechanism;

b) beneficiaries to ensure that all the relevant and necessary information in the implementation process is known.

Information about the programme and the projects results will also be provided to institutions involved in policy-making in fields related to priorities of the programme, stakeholders.

The eligible cross-border co-operation area covers a territory of about 29 000 km² with total population of about 1,5 million inhabitants. Common Bulgarian – Turkish border stretches along 288 km and has 3 operating border crossing points.

The cross-border area includes the districts of **Burgas**, **Yambol** and **Haskovo** in Republic of Bulgaria and provinces of **Edirne** and **Kırklareli** in Republic of Turkey.

Eligible NUTS III:

For Republic of Bulgaria:

- District of **Burgas**: 13 municipalities – Aitos, Burgas, Kameno, Karnobat, Malko Tarnovo, Nesebar, Pomorie, Primorsko, Ruen, Sozopol, Sredets, Sungurlare, Tsarevo;

- District of **Yambol:** 5 municipalities – Bolyarovo, Elhovo, Straldzha, Toundzha, Yambol;

- District of **Haskovo**: 11 municipalities – Dimitrovgrad, Harmanli, Haskovo, Ivaylovgrad, Lyubimets, Madzharovo, Mineralni bani, Simeonovgrad, Stambolovo, Svilengrad, Topolovgrad.

For Republic of Turkey:

- Province of **Edirne:** 9 districts - Edirne, Enez, Havsa, İpsala, Keşan, Lalapaşa, Meriç, Süloğlu, Uzunköprü;

- Province of **Kırklareli:** 8 districts – Babaeski, Demirköy, Kırklareli, Kofçaz, Lüleburgaz, Pehlivanköy, Pınarhisar, Vize.

The target groups of the Communication Strategy are as follows:

o **Potential beneficiaries:** public authorities and institutions, NGOs, public sector and community institutions and organizations, etc. throughout the Programme area **that are eligible under the Programme;**

o **Beneficiaries:** public authorities and institutions, NGOs, public sector and community institutions and organizations, etc. throughout the Programme area **that have contracted projects as partners;**

o **Other stakeholders - governmental/ non-governmental actors**: decentralized bodies in Bulgaria and Turkey relevant to the bordering regions, national, regional and local authorities and administrations, municipalities, county councils, district administrations, NGOs active at border level, trade associations of the border regions, women and youth organizations, cross-border associations, cultural, research and scientific organizations, organizations representing economic and social interests, stakeholders of mainstream programmes;

o **National/ regional/local media from both countries;**

o **General public (citizens);**

o **Internal public:** the staff of the management bodies of the programme (Managing Authority, Joint Secretariat, National Authority, Audit Authority, First Level Control Unit), the members and observers of the Joint Monitoring Committee and the support services, **European Union's institutions and bodies.**

Communication Strategy for Interreg IPA CBC Programme Bulgaria-Turkey

- **Support groups (communication partners – according to Regulation 1303/2013)**

2.3 – Communication themes and Key messages

The **communication themes** have been established following each target group:

• **Potential beneficiaries:** funding opportunities available through the Programme in both countries, information on completing and submitting the applications, criteria for evaluation and selection of projects, project preparation, financial allocation, horizontal dimensions;

• **Beneficiaries:** the next steps in the implementation of a project, the rights and obligations of the beneficiaries, compliance to information and publicity requirements in accordance with the Visual Identity Manual of the Programme, horizontal dimensions;

- **Other stakeholders - governmental/non-governmental actors**: funding opportunities available through the Programme in both countries, criteria for evaluation and selection of projects, financial allocation, financed and successful projects, potential and real impact of the funding allocated to the eligible area of the Programme;

• **National/ regional/local media from both countries:** the potential and real impact of the funding allocated to the eligible areas of the Programme - economic and social development, reducing disparities in development compared to other regions, the transparency of the allocation of funds, evaluation and selection criteria, the results of projects implementation, success stories, the horizontal dimensions, impact to the people as final beneficiaries of the activities financed from the Programme;

• **General public:** territorial and cross-border cooperation in the context of regional development policy, the role of the European Union and the impact of the financial support offered through the programme, the eligible area and priorities, transparency in the allocation of the funds, the economic impact of the projects and the role of the programme in job creation, the horizontal dimensions of the programme;

PROJECTS WITHOUT BORDERS   www.ipacbc-bgtr.eu

12

• **Internal public**: European Union's institutions and bodies, changes in the programme (budget, procedures etc.), changes in the MA and the European institutions (personnel, configuration etc.);

3 Key messages:

I. The European Union and the governments of Bulgaria and Turkey support the development of cross-border areas in order to reduce disparities in these areas and to promote good relations between the EU members and future members (candidates). The areas eligible for the Programme will benefit from opportunities for development.

II. The Programme is an important factor for economic and social development of both countries.

III. The Programme is managed in a sound, efficient and transparent way.

III.   OPERATIONAL PLAN

3.1- General principles

Flexibility

The programme potential applicants/beneficiaries and addressees belong to different typologies and are quite heterogeneous; therefore, a wide variety of means of communication and communication channels will be used in order to inform a public as large as possible.

Synergy with other programmes

The information and communication activities will be carried out, whenever possible, in synergy and collaboration with other programmes and initiatives concerning the same geographic area and same (IPA) funds, in order to amplify their effects and foster a united image of interventions.

Important elements

The elements of the highest importance, which have been taken into consideration for the programming and implementation of the strategic communication measures, are:

1. The use of the key messages tailored to draw attention so that target audience will remember them.

2. The use of various communication channels, adapted to the needs of each target group as indicated below.

3. The use of the communication tools developed by MA and NA in synergy with the communication measures included in this Strategy, to convey information to a larger audience beside the target groups of the Programme.

4. The constant repetition of messages over a sustained period of time, maintaining the interest of the target group.

5. The development of key messages, in order to inform and motivate potential beneficiaries to take action.

6. The permanent monitoring and the periodic evaluation of the information and publicity measures.

Steps shall be taken, at the time of the launch of the Programme and of the main phases of implementation, to alert the regional and local media as appropriate; this will include press conferences, press releases, articles, supplements in the most suitable newspapers and site visits. Other means of information and communication will also be used such as the programme website, publications describing successful projects and project competitions to identify best practice, workshops, launching/closing event.

The cross cutting themes **(equal opportunities – for women and disadvantaged, disabled, ethnic or minority groups, sustainable development, climate change, partnership)** have a defining role in developing and implementing the CoS. In all communication and information activities, the following principles must be taken into consideration:

1. Partnership and multi-level governance: conceiving and carrying out actions between different levels of governance, in accordance with the principles of subsidiarity and proportionality, including by means of operational and institutional cooperation;

2. Sustainable development: ensuring that the chosen information and communication measures are the most resource-efficient and sustainable options; avoiding measures and tools that may have a significant negative environmental or climate impact; increasing the use of green public procurement:

- The communication strategy will encourage the use of electronic services for the delivery of the information and promotional materials to increase access to information and reduce printing costs;

- Publications will be printed preferably on recycled paper, and the promotional materials will be made by promoting usage of a reduced plastic packaging wrapping.

3. Promoting equality between men and women and non-discrimination: prevent any discrimination during the preparation, implementation, monitoring and evaluation of the communication strategy - also by carrying out gender analyses and specific targeted actions;

Materials produced will observe the sound equal opportunities rules by taking into consideration the needs of people with disabilities.

4. Accessibility: ensuring equal access to the information and communication measures and tools to all citizens, including persons with special needs and aging persons. The website shall be developed as to be accessible to people with disabilities.

5. Climate change mitigation and adaptation: ensuring that information and communication measures are resilient to the impact of climate change and natural disasters such as increased risks of flooding, droughts, heat waves, forest fires and extreme weather events.

3.2- Action Plan

MATRIX: Target groups/ Communication channels/Info and publicity measures

OVERVIEW: TARGET GROUPS/ COMMUNICATION AND PUBLICITY MEASURES						
Communication and Publicity Measures / Tools	TARGET GROUPS					
	Potential Beneficiaries	Beneficiaries	Stakeholders	Internal Public	Media	General public
1. Programme web site	✓	✓	✓	✓	✓	✓
2. Social Media	✓	✓	✓	✓	✓	✓
3. Brochure	✓	✓	✓		✓	✓
4. Flyer	✓	✓	✓			✓
5. Project Fact Sheets	✓	✓	✓	✓	✓	✓
6. Electronic Newsletters	✓	✓	✓	✓	✓	
7. Events within Calls (per each call)	✓	✓	✓		✓	✓
8. Activities for potential beneficiaries	✓				✓	
9. Trainings for Programme Bodies				✓		

10.	Local Events for ECD	✔	✔	✔	✔	✔	✔
11.	Exhibitions/Fairs	✔	✔	✔	✔	✔	✔
12.	Conference(s)	✔	✔	✔	✔	✔	
13.	Photograph/Video Elaboration	✔	✔	✔	✔	✔	✔
14.	Video/Animation Creation	✔	✔	✔	✔	✔	✔
15.	Photo Slide Shows	✔	✔	✔	✔	✔	✔
16.	Press Releases	✔	✔	✔		✔	✔
17.	Press Statements	✔	✔	✔		✔	✔
18.	Visibility on Media	✔	✔	✔		✔	✔
19.	Promotional Materials	✔	✔	✔	✔	✔	✔
20.	Helpdesk	✔	✔				✔
21.	Other Management Activities		✔		✔		
22.	Management Information System		✔		✔		

ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
No	**Action related to each measure / tool**	**Responsible body**
	Online Tools	
1	**Programme web site** The new web site should retain the basic main structure as the one from the previous programming period in order to help the numerous present and past beneficiaries to find the required information. Thus, the most important sections such as "Calls for proposals", "Project implementation documents" and "Project partner database" will be located on the same place as on the previous Programme web site. The Programme web site will include (but not be limited to): • General information about the Programme: regulations, institutional framework, official documents, Programme management institutions; • Timely information about the Calls for project proposals and all the relevant documents: Guidelines for applicants, Application form, Supporting documents, etc.; • Partner search database with filters for Calls, regions, Priority axes and type of organisations; • A projects database with at least: project title, partners, project budget; • Information on the activity of the Joint Monitoring Committee and other relevant committees as soon as they become available to the public; • Information for mass media – press releases, announcements, news, events, awareness campaigns, photo	MA, NA, JS

ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
No	**Action related to each measure / tool**	**Responsible body**
	and video gallery, contact person; • Information about the relevant Programme/projects tender procedures; • Links to other relevant institutional and partnering organizations' web sites, and Programme social media pages; • A section/button for Irregularity signals; • Contacts of the MA, NA, and JS representatives; • Link to Beneficiaries' portal, which will allow the beneficiaries to upload the documents such as the Project Progress Report in electronic format for the Joint Secretariat project management experts to review, comment on, and, when appropriate, approve. Other communication and reporting processes might also be included in the beneficiaries' portal, in order to maximise the efficiency of Programme/project implementation, and, at the same time minimize the use of paper and the environmental footprint of the Programme. • Contents related to dissemination of good Programme results.	
2	**Social Media pages** Social Media (SM) accounts will be created and social media will actively and constantly used to promote the Programme. For the beginning Twitter, Face book and YouTube channels will be launched. Depending on the	JS, MA, NA

No	Action related to each measure / tool	Responsible body
	**ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS**	

No	Action related to each measure / tool	Responsible body
	trends and Programme communication needs other channels may also be launched during the implementation period 2014-2020. SM process will start with elaboration of a concept which will outline the general principles in launching and management of the accounts.	
	Publications/ Info Tools	
3	**Brochure** Programme Brochures containing information and visuals for each project (per page) will be published. The brochure will primarily focus on providing information about the projects under implementation and achievements. There will also be other general information on the progress of the Programme. For every Call launched there will be a brochure with the projects from that specific call. The brochures will be prepared when contents as well as satisfactory number of visuals will be available from the projects under the Calls. (E.g. First Call Brochure will be prepared when all projects under the First Call for Proposals have elaborated photos from their project activities) Brochures will be distributed at the major Programme events and will be sent to the relevant organisations that will be decided by the Programme bodies during publication process.	JS, MA, NA
4	**Flyer**	JS, MA, NA

No	Action related to each measure / tool	Responsible body
ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
	"Call promotion flyers" in 3 languages (English, Bulgarian and Turkish) will be prepared before the launch of each call. These flyers will contain the brief, basic, most necessary information for potential beneficiaries and partners. The flyer will have the same design for all 3 language versions. English and Turkish flyer versions will be distributed in eligible areas in Turkey while English and Bulgarian versions will be distributed in eligible areas in Bulgaria. The flyers will also be a main hand-out during the events targeting potential project applicants after the call launched. An electronic version of the flyer will be available with the links to application documents on the website.	
5	**Project Fact Sheets** Fact sheets will be elaborated for the projects funded under the Programme. The fact sheets will include general presentation of the project, facts, objectives, main activities, partnership, map of regions of implementation, contact details and visuals delivered by the beneficiaries (mainly photographs from project activities and other visuals). Fact sheets will be available online on the programme website. Fact sheets will constitute the basis for the publications/materials concerning the projects under implementation. They will be available online and will be printed when deemed necessary.	JS
6	**Electronic Newsletters** Twice a year, the JS in collaboration with the MA and NA will publish in electronic format on the Programme	JS, MA, NA

ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
No	**Action related to each measure / tool**	**Responsible body**
	website a newsletter presenting the status of the Programme, results achieved in implementation as well as forecasted activities and other topics relevant to the **Interreg IPA CBC Programme Bulgaria-Turkey**. The newsletter will be in English. The newsletter will also be delivered to the e-mail addresses registered on the database.	
	Events	
7	**Activities for potential beneficiaries** • **Info Days for the potential beneficiaries:** JS will organise the promotion activities. The purpose of such events is dissemination of information concerning the Programme content, priorities and requirements, as well as for explanation of the procedures for submission of proposals, evaluation of proposals and any other useful information for the general public and potential applicants. • **Partnership Forums:** One partnership forum per each call will be organised bringing together potential applicant/partner organisations. Forums will include sessions to make sure participating organisations get to know each other. • **Workshops/Training of applicants/partners** will be organised for project preparation in order to receive high quality project proposals and avoid as many mistakes as possible by applicants.	MA, NA, JS
8	**Training for Beneficiaries**	JS, NA, MA

No	Action related to each measure / tool	Responsible body
ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
	Training seminars will be organised for the beneficiaries of the awarded/contracted projects, to increase their capacity in dealing with procurement rules, reporting, financial management, verification of expenditure, irregularities, communication rules and other issues related to implementation of the projects.	
9	**Trainings and Technical Meetings for Programme Management Bodies** Seminars and technical meetings with the MA, JS, NA and, if needed – with audit/certifying authorities shall be organised to increase their capacity to implement the Programme and to provide correct, consistent information to potential applicants and partners. In addition the staff from the Programme bodies shall be able to attend specific events (network meetings, trainings, workshops, other) organised by other institutions on different themes relevant for the implementation of the programme. Depending on the need and availability of resources, language courses of basic Bulgarian for the NA staff and basic Turkish for the MA staff may be organised.	MA, NA, JS
10	**Local Events for European Cooperation Day** The European Cooperation Day initiative was started by the INTERACT II Programme in 2012. The goal of the campaign was to highlight the role of cooperation across borders in the European Union and with its neighbours. Local event(s) shall be planned and organised by the Programme. The type, venue(s), time, duration and methodology of the event(s) shall be proposed by JS/MA/NA and execution shall be performed jointly.	MA, NA, JS

ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
No	Action related to each measure / tool	Responsible body
	Beneficiaries should be also encouraged to take part in the EC Day celebrations.	
11	**Exhibitions / Fairs (Programme participation)** Programme should be represented at the relevant exhibitions and fairs, displaying Programme/project results. Programme visibility props should be displayed and information materials/gifts distributed as deemed appropriate.	MA, NA, JS
12	**Conference(s)** Conferences by the Programme and/or with involvement of the Programme shall be organised when deemed necessary.	MA, NA, JS
	Multimedia Tools	
13	**Photograph/Video Elaboration** Photographs and videos from Programme events as well as Project activities funded by the Programme will be elaborated and archived systematically in JS. These visuals will be used in preparation of publications, promotional materials, videos, slide shows, posters etc.	JS, MA, NA
14	**Video** A Programme video shall be produced to promote the Programme during the whole Programming period. The	JS, MA, NA

No	Action related to each measure / tool	Responsible body
ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
	scenario of the video shall be decided among the Programme bodies. The video will have a long version (10-15 minutes) and a short version (up to 3 minutes). **Cartoon Animation** A cartoon animation shall be produced to promote the Programme in a colourful way. The video and the animation will be played during major visibility events organised by the Programme or other relevant institutions. They will also be broadcasted by the TVs during news/other shows informing about the Programme, whenever applicable.	
15	**Slide Shows** Visual materials comprising of slideshows as well as motion visuals will be produced which will show the achievements registered in the projects. These video clips will be prepared in-house and will be published on the Programme website and other relevant visibility channels and will be displayed during relevant Programme events and initiatives involving the Programme.	JS, MA, NA
	Mass media activities/tools	
16	**Press releases** Press releases will be prepared and disseminated to local/regional/national media organisations. Press releases will be available on the "media corner" on the Programme website. Contents of the releases will be published	JS, MA, NA

No	Action related to each measure / tool	Responsible body
	as announcements on the Programme website, visible on the homepage.	
17	**Press statements/conferences** Press conferences/statements will be made by the MA and the NA during Programme events when deemed necessary. Depending on the scale of the event and the information, national and/or local media will be invited to these press events.	MA, NA, JS
18	**Visibility on Media (input and output)** Advertisements will be aired on TVs, radios and published on newspapers when necessary. Type and scale of the advertisement (local, regional or national level) shall be decided per each case. "Media Corner" on the website will be developed and enriched with contents. Basic reader-friendly information regarding the Programme will be available for media organisations interested in the Programme. Storage of outputs: News published about the Programme will be followed up and stored on the website. Articles by online channels will be linked. Good relations will be maintained with local, regional and national press. Attention will be paid to deliver the relevant information to the press in relevant scale and make sure as many articles as possible on the programme are published.	JS, MA, NA

No	Action related to each measure / tool	Responsible body
ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
19	**Promotional Materials** A wide range of promotional gifts / gadgets will be produced and distributed, primarily during public events. The promotional gifts may include (but not limited to): pens, bags, folders, notebooks, calendars, bookmarks, USBs, T-shirts, backpacks, post-it, stickers, etc. Promotional banners and flags should be developed at the beginning of the programming period and be used for visibility purposes during the Programme public events. The outdoor events may limit the possibility for using of traditional props. In such cases, alternative visibility tactics can be applied, such as multimedia projections of the visibility symbols, the use of special vinyl banners, etc.	JS, MA, NA
	Communication Measures to support Programme Management Activities	
20	**Helpdesk** A Helpdesk in the form of "Virtual info desk" will be established within the JS when the call is launched. A single e-mail account will be created (e.g. Call@ipacbc-bgtr.eu or info@ipacbc-bgtr.eu) and potential applicants/partners will be asked to direct their questions via this e-mail address. Specific principles will be defined for functionality. Communication Officer within the JS will be responsible for regularly checking the account and replying to e-mails as soon as possible, with support of JS, MA and NA experts.	JS, MA, NA

ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS		
No	**Action related to each measure / tool**	**Responsible body**
21	**Other management activities** **Meetings** Official meetings (e.g. JMC, technical meetings) between the Programme management structures will be organised. **Manuals and guidelines** Specific Programme manuals will be developed in order to assist the beneficiaries during the application and the implementation processes. The manuals and guidelines will be created and distributed primarily in electronic format, due to the fast evolving nature of the information presented. All relevant manuals should be made available on the Programme web site, but can also be distributed through e-mail. **E-mails / mailing lists** Contact data will be collected on the programme website as well as at the Programme events such as Information days and Partner Search Forums to be used for creation of specific mailing lists, as deemed appropriate by the JS. Additional mailing lists will be made by the JS with the contacts of the Programme beneficiaries. The beneficiaries will be notified by e-mail about the most important information regarding the Programme issues. Frequent group e-mailing should be avoided in order to avoid the issue of spamming. **Official letters** Official letters will be used for a complementary formal type of communication, as deemed appropriate by the	MA, NA, JS

	ACTION PLAN: COMMUNICATION AND PUBLICITY MEASURES / TOOLS	
No	**Action related to each measure / tool**	**Responsible body**
	MA, NA and JS. **Phone calls / fax messages** Telephone calls and fax messages will be used as complementary form of communication with the beneficiaries and other target groups, when and if deemed appropriate by the MA, NA and JS. JS will make a contacts database including all the basic contact information for each project partners, under each Call for proposals. The contact database will be distributed internally between the managing bodies and will be updated on a regular basis.	
22	**Management Information System (MIS)** Management Information System will actively be used by the MA, NA, JS, and the other relevant institutions and bodies. The system will include detailed information about all the projects, including: application form information, supporting documents, project procurements plans, project progress reports, etc.	JS, MA, NA

3.3- Indicative Budget

In accordance with the Programme, all measures for the Communication Strategy implementation are covered by Technical Assistance budget. For the Programme period 2014-2020 the total TA budget amounts to EUR 2 964 290. The indicative amount foreseen for implementation of the information and publicity measures is EUR 314 956.

3.4 – Implementation, Monitoring and Evaluation

The Managing Authority (MA) is responsible for the implementation of the communication strategy at central level in coordination with NA. In line with Article 38 of the Regulation (EU) No 447/2014 and Article 49 of the Regulation (EU) No 1303/2013, MA must inform, on an annual basis, the European Commission on the interventions implemented. In tasks referring to the information and publicity activities the Managing Authority is assisted by the JS (particularly by the Communication officer).

The Joint Monitoring Committee (JMC) will consider the Annual Implementation Report which must contain a section on information and publicity. DG "Territorial Cooperation Management" as Managing Authority will provide the JMC with information on the quality and effectiveness of the publicity and information measures, supported by suitable evidence. The strategy will be revised if necessary and the revised version will be approved by the JMC.

INDICATORS				
IN RELATION TO	**MEASURE/ACTIVITY**	**TIMING**	**OUTPUT, RESULT and IMPACT INDICATORS**	**QUANTITY**
Online Tools	Web site functionality	Continuously	<u>Number</u> of web site visits	min. 5000 per year
	Partners' search facility	Permanently on the web site and updated when necessary	<u>Number</u> of new potential PPs in the database	min 20 per Call
	Social Media	Starting before the first Call launch, updated continuously	<u>Number</u> of social media accounts opened (For performance measurement specific indicators to be set within the Social Media Concept)	3 accounts (Face book, Twitter, YouTube)
Publications / Info Tools	Brochure	<u>1 per CfP</u> When all the projects within a specific call go under implementation	<u>Number</u> of copies of brochures produced and distributed	Min. 300 per Call
	Flyer	<u>1 per CfP</u> Before the call is launched	<u>Number</u> of copies of flyers produced and distributed during "call info events"	Min. 500 per Call
	Fact Sheets	<u>1 per project</u> When adequate visuals can be gathered from a specific project	<u>Number</u> of fact sheets edited and published electronically	For each funded project

	Newsletters	Quarterly or semi-annual	Number of Newsletters prepared and published electronically	Min 2 per year
Events	Activities for potential beneficiaries — Info Days for the potential beneficiaries	2 per CfP 1 in BG + 1 in TR	Number of organizations/bodies attending	min. 40 per event
	Partnership Forums	1 per CfP		min. 75 per event
	Workshop: Training of applicants	1 per CfP		min. 30 per event
	Trainings for beneficiaries	When deemed necessary, After completion of grant awarding procedures	Percentage of project representation on all trainings combined	85% of all projects funded
	Trainings for Programme staff	Continuously	Number of the trainings Programme staff have taken	Min. 20 per Programme duration
	European Cooperation Day events	1 event per year, in September	Number of participants in local events	Min 50
	Fairs/expositions,	Continuously	Number of fairs/expositions programme represented	Min 2 per Programme duration
	Conferences	Continuously	Number of Conferences organized/participated	Min 3 per Programme duration
Multimedia	Elaboration of videos and photographs	Continuously	Number of photos and videos elaborated	Min 100 per year

Tools	Editing photos: preparation of slide shows	First half of the programme	<u>Number</u> of slideshows elaborated	Min 2 per Programme duration
	Editing videos: preparation of programme video and animation	Second half of the programme	<u>Number</u> of videos/animations elaborated	Min 1 per Programme duration
Mass media activities/ tools	Press releases	Before official events	<u>Number</u> of press releases published	min. 1 per Call
	Press conferences	During major events	<u>Number</u> of press conferences held	min. 2 for the duration of the Programme
	Press Ads / announcements	Continuously	<u>Number</u> of press advertisements published	min. 2 per Call
	Relations with local, regional, national press	Continuously	<u>Number</u> of articles on the Programme	Min. 10 per Programme duration
	TV and Radio Campaign	Continuously	<u>Number</u> of radio and TV announcements aired	Minimum 1 per country for each Call
Promotional Materials	Promotional materials	Continuously	<u>Number</u> of materials prepared and distributed for Promotion of the Programme	At least 2 tender procedures