



ANNEX 4a

**Communication Strategy
- Joint Operational Programme
Black Sea Basin 2014-2020 -**

Final draft 30 June 2015

Acronymns

Acronym	Description
AA	Audit Authority
ACP	Annual Communication Plan
A&P	Applicants and Partners
BSB	Black Sea Basin
CBC	Cross Border Cooperation
CCP	Control Contact Point
DG NEAR	Directorate General for Neighbourhood and Enlargement Negotiations
EC	European Commission (
ENI	European Neighbourhood Instrument (2014-2020)
ENPI	European Neighbourhood and Partnership Instrument (2007-2013)
ETC	European Territorial Cooperation
EU	European Union
GoA	Group of Auditors
IE	INTERACT ENPI (EU project supporting ENPI/ENI CBC programmes)
IPA	Instrument for Pre Accession
IR	Commission Implementing Regulation (EU) No 897/2014 (for ENI CBC)
JOP	Joint Operational Programme
JMC	Joint Monitoring Committee
JTS	Joint Technical Secretariat
KEEP	Online database of Territorial Cooperation/CBC projects
LP	Lead Partners
LP&P	Lead Partners and Partners
MA	Managing Authority
MIS	Management Information System
MS	EU Member States
NA	National Authority
PC	Partner Countries
SC	Selection Committee
RCBI	Regional Capacity Building Initiative (former EU ENI CBC TA project)
TA	Technical Assistance

Table of Contents

Communication Strategy - Joint Operational Programme Black Sea Basin 2014-2020 -.	1
1. Introduction	1
2. Legal requirements	1
3. Lessons learned	2
4. Objectives	3
a. Overall Objective.....	3
b. Specific Objectives.....	3
5. Approach/methodology	3
6. Target groups and purpose of communication	4
a. External communication.....	4
b. Internal Communication.....	5
7. Communication measures and tools	5
a. Promotion	5
b. Information	7
c. Training.....	9
d. Other communication tools.....	9
8. Capitalisation of results	11
9. Implementing bodies	11
10. Indicative budget	12
11. Expected Results	13
12. Monitoring and Evaluation.....	13
a. Output indicators	13
b. Result indicators.....	14

Communication Strategy

- Joint Operational Programme Black Sea Basin 2014-2020 -

1. Introduction

Communication is a key component in the successful implementation of the Black Sea Basin (BSB) ENI CBCⁱ programme 2014-2020. It is important for ensuring those involved, including other interested parties and the wider public, are kept informed of the support being provided by the EU and the results and impacts of this support. It is important also for keeping both external and internal actors informed and for liaison with EU and other bodies supporting initiatives in the BSB area. It is also an important component in capitalisation of results.

In addition, information and communication are required under the various components of the legal framework governing the implementation of the ENI CBC programmes.

This document describes Black Sea Basin ENI CBC programme 2014-2020 communication strategy (hereafter the BSB Communication Strategy) and the Annual Communication Plan for the first year of programme implementation i.e. from moment in which the programme is adopted by the EC. Both will be annexed to the JOP with a summary included in the body of the JOP.

In addition to this introduction it includes:

- Legal requirements
- Lessons learned
- The overall and specific objectives
- Approach/methodology
- Target groups
- Communication measures and tools
- Capitalisation of results
- Implementing bodies
- Overall timeline and Indicative budget
- Monitoring and Evaluation
- Communication plan for first year

2. Legal requirements

The ENI CBC Implementing Regulation (IR)ⁱⁱ stipulate that information on the communication strategy for the whole programme period, and an indicative information and communication plan for the first year, should be included in the Joint Operational Programme (JOP) (IR 4.5g). Information on the implementation of the annual information and communication plan should be included in the programme annual report (IR 77.2e) to be submitted by 15 February along with a plan for the subsequent year (IR 79.4).

ⁱ European Neighbourhood Instrument cross border cooperation

ⁱⁱ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument

The guiding principles, the responsible bodies, the visibility rules for information and communication are also specified in other components of the legal framework governing the development and implementation of the ENI CBC in particular that communication is targeted, adequate and non-discriminatoryⁱⁱⁱ. These requirements and principles have been taken into account in the preparation of this strategy.

3. Lessons learned

A review of various monitoring reports and evaluations during the implementation of the BSB ENPI CBC^{iv} programme 2007-2013 (hereafter BSB 2007-2013 programme), plus input by national delegations, provided useful information for the development of the communication strategy, these include:

- EC Results Oriented Monitoring Reports (ROM) prepared in 2012 and 2013
- EC Mid-term evaluation published in 2013
- Evaluations of the Annual Communication Plans conducted when preparing the plan for the following year (2010-2014)
- The final report on Partner Country involvement by the EU project Regional Capacity Building Project (RCBI) (2012)

While many of the identified issues and recommendations were already being addressed in the BSB 2007-2013 programme, and in the design of the new programme, they were also considered in the development of this communication strategy and will also be considered when developing the Annual Communication Plans. They include:

- Put a greater focus on communication to foster synergies, ensure complementarity and avoid duplication not only with other EU programmes and initiatives in the BSB region, but also among similar projects funded by the programme
- Pay more attention to the dissemination of project results, keep the EU Delegations in PC informed and involve them more (to increase the visibility of projects and project results and ensure synergies). Have projects promoted directly by project partners
- Improve internal communication among programme management bodies and with awarded projects.
- Focus information and support, and partner search support, on regions with less well established links and where participation has been low.
- Encourage new partners to participate in the programme (use means not currently employed to publicise the programme)
- National Authorities have played an important role in disseminating information during calls for proposal, giving information on national rules, support for visibility of projects, etc. EU support projects^v have also provided important support at project and programme level.

A survey of lead partners and partners under the BSB 2007-2013 programme (conducted in June 2014), also provided useful information including:

- The source of information most often consulted by B&P during calls for proposals and project implementation was the official programme website. In PC, the second most used source was direct contact with National Authorities and, for project implementation, with the JMA/JTS. In MS and Turkey it was National Authorities and the JMA/JTS. The E-support, online training modules, were also found to be useful in all countries.

ⁱⁱⁱ These include the Financial Regulation, the Financial Regulation Rules of Application, ENI regulation, ENI CBC Implementing Regulation, ENI CBC Programming Document, EU Visibility Manual and the BSB Joint Operational Programme

^{iv} European Neighbourhood and Partnership Instrument cross border cooperation

^v Regional Capacity Building Initiative which organised information and training events for applicants, beneficiaries and partners, support for partner search and e-module online training and INTERACT ENPI which provided training and information events for the programme management structures

- The most effective information tools during calls were the programme website followed by information events and the Q&A section of the programme website. Technical workshops, an enhanced programme website and national trainings on programme rules were rated as being the most effective means of support for future calls.
- The most effective tools to improve communication between B&P and programme structures were given as preparation for project implementation, guidelines on national rules, enhancement of the programme website and online reporting tools.

4. Objectives

For successful implementation of the programme, communication needs to be differentiated according to information needs of different target groups and the purpose of the communication. The communication strategy will need to address **internal** information and communication needs of actors involved in programme implementation such as beneficiaries and partners and National Authorities (NA). It should also address the need for **external** information and communication to those benefiting from programme implementation, including, for example, the wider public, potential applicants and partners, and bodies implementing initiatives in the BSB area.

a. Overall Objective

The overall objective of the BSB Communication Strategy is to facilitate the achievement of the programme objectives through effective communication to improve participation, assist successful implementation, ensure transparency and increase awareness of the programme, EU and national support.

Specific objectives for each level of communication are given below.

b. Specific Objectives

External:

- Inform the general public and final beneficiaries of the role played by the EU within ENI CBC and national co-financing, and the benefits it brings, so to strengthen the positive image of the EU and the participating states and to ensure transparency in use of public funds
- Raise awareness of the programme among potential applicants and partners and provide wide and transparent access to the information needed to encourage and facilitate participation

Internal:

- Ensure those involved in programme implementation receive sufficient information and support to be able to properly fulfil their roles
- Facilitate and encourage the development of strong CBC partnerships and networks and to build on existing partnerships and networks
- Provide project lead partners and partners with the information they need to be able to successfully and effectively implement projects in conformity with programme and national rules including dissemination of results
- Facilitate the capitalisation of results to maximise/multiply the impact of the programme

5. Approach/methodology

Within the overall framework of the overall and specific objectives, taking into account the guiding principles given in the legal framework and lessons learned, the key components of the strategy are to identify for each target group the:

- Purpose
- Measures and Tools
- Responsible body
- Indicative timing

The approach methodology and measures in this strategy take into account the wide programme area (834,722 km²) and large population (around 76.4m) in relation to the programme budget (€49m plus at least 10% co-financing) and therefore the resources available for communication. It builds on visibility raised, and initiatives implemented, during the BSB 2007-2013 programme.

A significant component of the external communication strategy relies on projects communicating with project partners, direct and final beneficiaries and the wider community. Details of communication at project level will be outlined in project communication plans which are expected to be stipulated in the Guidelines for Applicants developed for calls for proposals, and in project contracts. Details of implementation of the strategy, key messages and expected timing will be given in the Annual Communication Plans.

The principles underlying the approach include those required by the ENI CBC legal framework and those emerging from the lessons learned. They are:

- Where possible, targeted communication and information using adequate means taking into account the specifics of participating countries.
- Communication and information which is non-discriminatory and does not restrict access of applicants to the award procedure
- Communication with other initiatives being implemented in the region and among programme projects addressing similar problems or working in similar fields to achieve synergies and avoid duplication
- Widening knowledge of, and participation in, the programme by regions/target groups where participation has been low to date
- Greater focus on internal communication
- Greater visibility of project and programme results/benefits/impact for the programme area and sustainability of results

6. Target groups and purpose of communication

The information and communication activities will be directed primarily to the target groups identified in the countries participating in the programme, in particular, the eligible regions although it is expected that the broader activities, such as the website will reach beyond the programme area.

The groups targeted by communication strategy, and the purpose of the communication, are outlined below. It is assumed that groups targeted by the internal communication strategy will also benefit from activities under the external communication strategy. However, as these internal actors are crucial to programme implementation, additional measures should be employed to keep them informed and provide the information and resources needed to be able to properly fulfil their roles:

a. External communication

- **General public** in participating countries to be aware of the programme, and the support/benefits being brought by the EU and participating countries
- **Final beneficiaries** in the eligible regions so they are aware of the services/benefits brought by the programme
- **Potential applicants and partners** in the programme (lead partners and partners)^{vi}, with a focus on those regions where there was less participation during the BSB 2007-2013 programme, to encourage participation, provide information on how to participate and assist with finding partners
- **Umbrella bodies/associations** which can further disseminate information to their members e.g. networks, info centres, local government associations, etc.
- **Other bodies working in the BSB region** to encourage synergies and help avoid duplication/overlaps including the Black Sea Economic Cooperation (BSEC), Commission for the Protection of the Black Sea

^{vi} As identified in the programme strategy under each priority

against Pollution (BSC), Black Sea Forum for Dialogue (BSF), Partnership and Conference of Peripheral Maritime Regions (CPMR)

- **Other EU CBC/interregional/transnational programmes being implemented within parts of the BSB region** to encourage synergies and help avoid duplication/overlaps:
 - ENI CBC (2014-20): Romania-R.Moldova (Ro-R.Md), Romania-Ukraine (Ro-Ua), Hungary-Slovakia-Romania-Ukraine (HSRU), Poland-Belarus-Ukraine (PBU)
 - European Territorial Cooperation (ETC) (2014-20): Greece-Bulgaria (Gr-Bg), Romania-Bulgaria (Ro-Bg)
 - Instrument for Pre-Accession (IPA) CBC (2014-20): Bulgaria-Turkey (Bg-Tr)
 - Eastern Partnership Territorial Cooperation (EaP TC): Ukraine-R. Moldova (Ua-R.Md), Georgia-Armenia (Ge-Am)
 - Transnational (2014-20): Danube (Bulgaria, Romania, Moldova, some regions in Ukraine), Balkan-Mediterranean (Bulgaria, Greece)
 - Interregional (2014-20): Interreg Europe (Bulgaria, Greece, Romania)
- **Other international donors working in the BSB area** including the United Nations Development Programme (UNDP), German Federal Enterprise for International Cooperation (GIZ), United States Agency for International Development (USAID) and Global Environment Facility (GEF)

b. Internal Communication

- **Programme Management Structures:** Joint Monitoring Committee (JMC), Audit Authority (AA), National Authorities (NA), Control Contact Points (CCP), Selection Committee (SC), Joint Technical Secretariat (JTS)
- **EU bodies:** EC, Directorate General for Neighbourhood and Enlargement negotiations (DG Near) - Unit C2 (responsible for the ENI CBC programmes) and EU Delegations in Partner Countries (EEAS)^{vii}
- **Other national bodies in participating countries** necessary to facilitate the smooth implementation of the programme and for capitalisation of results
- **Decision makers in the participating countries** to keep them informed and raise awareness of the benefits of the programme so to encourage their further support
- **Project Lead Partners and Partners** to keep them informed of requirements, changes in requirements, support available and liaison re visibility
- **Project Controllers** to ensure they have a good understanding of ENI CBC and the work they need to do

7. Communication measures and tools

Communication measures and tools are divided into three main categories, promotion, information and training. They are described below together with the aim of the measure, the group/s targeted and the body responsible for implementation. Details of key messages and expected timing will be given in the Annual Communication Plans. A summary table is provided after the text.

a. Promotion

i). Programme visual identity (visibility)

A clear programme visual identity is important to facilitate and strengthen identification of the programme, the EU and the participating countries by the programme target groups. Key components of this are the programme logo and programme 'tag' line i.e. a short phrase that sums up the purpose of the programme. The current visual identity for the programme will be maintained to ensure consistency with the BSB 2007-2013 programme and to build on the identity developed over the preceding period. The visual identity will conform to EU visibility guidelines as required

^{vii} It is assumed that the EC will keep other relevant EU bodies informed including the European External Action Service (EEAS), including DG Regio and DG Environment

under the ENI CBC IR (79.3), including the use of the EU logo. Visibility will also highlight the participating countries and take into account the co-financing support.

The visual identity will be used on all programme communication tools, visual and printed materials. It will also be required to be used in projects funded under the programme.

Instructions for how to use the programme visual identity will be included in the Guidelines for Applicants produced for calls for proposals and project contracts. The visibility manual for the BSB 2007-2013 programme will be reviewed and updated as needed for use at programme and project level.

Target: *All external target groups*

Implementing bodies: *JTS/ MA/NA/LP&P*

ii) Promotional materials

Programme promotional materials are a very effective way of increasing awareness of the programme and for programme identification. There tends to be a multiplier effect when being distributed and, if chosen well, they are kept and used by recipients thereby further widening programme visibility on an on-going basis. Useful and eye-catching promotional materials can create a favourable impression of the programme making the recipients more receptive to the programme activities.

The promotional materials will be disseminated at programme information and training events and the programme conferences (and at other events or in other ways deemed appropriate). They will be also distributed to the National Authorities for use at national level. In addition, project lead partners and partners are expected to produce their own promotional materials in conformity with programme visibility guidelines.

Target: *Potential applicants and partners, lead partners and partners, programme management bodies, other EU programmes and International donors and bodies working in the BSB, decision makers in the participating countries, final beneficiaries in the eligible regions*

Implementing bodies: *JTS/MA/NA*

iii) Mass Media

The use of **mass media** to reach a wide audience to promote the programme and programme results is an important part of the communication strategy. Mass media will be used to raise awareness of the programme and to disseminate information on the availability of financial assistance and how to access this assistance. During project implementation, the focus will be on promoting project results and the benefits brought by the programme.

Media will be informed of, and invited to, programme wide events such as the programme launching and closing conferences and they will be informed of the launch of calls for proposals and other important programme milestones. In each case, programme materials will be distributed and journalists will be directed to the programme website for further information.

During the implementation of the BSB 2007-2013 programme, the use of **social media** was found to be another effective communication tool for both the programme and projects. Social media is targeted at those involved in programme and project implementation but also the wider public and final beneficiaries. During this period Facebook was the social media most used but for the implementation of the 2014-2020 programme the MA/JTS may investigate the use of other social media to increase both visibility of the programme and to disseminate information to all target groups. Facebook may be used to disseminate news regarding developments in the programme, achievements in the projects funded under the programme and other useful information.

Target: *All target groups but in particular, potential applicants and partners, final beneficiaries in the eligible regions, programme management bodies*

Implementing bodies: *JTS/ MA/NA*

iv) Promotional Events

Promotional events are a way of showcasing the programme and its results. They are a newsworthy event so provide an opportunity for information to be disseminated to a wider audience via the media. Promotional events also give those involved in implementing the programme the opportunity to share ideas and information on what they are doing to achieve the programme objectives. They also serve to keep others working in similar fields informed of programme objectives and activities.

Several programme specific events are anticipated such as launching and closing conferences, but other events may be determined in the Annual Communication Plans. Where possible, the MA/JTS will also facilitate and encourage participation in promotional events organised at national level or by other donors/organisations.

Target: *Internal target groups, in particular project Lead Partners and Partners and decision makers in participating countries (but excluding SC and Controllers). External target groups, in particular potential applicants and partners final beneficiaries and other EU programmes, international donors and bodies working in the BSB region*

Implementing bodies: JTS/ MA/NA

b. Information

i) Programme Website

The dedicated programme website, www.blacksea-cbc.net, was identified as the key source of information by lead partners and partners during the implementation of the BSB 2007-2013 programme. It is designed to be the main source of information for all target groups but, in particular, potential applicants and partners and lead partners and partners, the general public and the final beneficiaries. During the start-up of the programme, the current website will be reviewed taking into account use/hits on particular pages and lessons learned during the BSB 2007-2013 programme. The current programme website will be expanded to include:

- Information on ENI CBC, including the legal framework and the BSB programme and official documents, etc.
- Detailed information on calls for proposal including the Guidelines for Applicants, other required documents and the training/information support available to potential applicants and partners
- Support for finding partners and building partnerships
- Lists of awarded projects
- Information and support for project implementation and possibly e-support
- News, including project news and upcoming events
- Information/communication on programme and project results and success stories
- Information on programme management bodies and contacts, as appropriate
- Information and support for programme management (NA, CCP, GoA)
- Guidance, good practice information, and links to documents in national languages as needed, etc.
- Q&A
- Information on activities by programme bodies
- Links to the Programme Management Information System (MIS) (internal only), websites of the NA in each participating country, other relevant websites, the KEEP database of projects, etc.

The programme website will be promoted at all programme events, on programme materials/publications and on all programme promotional materials (depending on the space available on the item).

Target Groups: *All internal target groups, in particular project lead partners and partners. All external target groups, in particular potential applicants and partners the general public and final beneficiaries*

Implementing bodies: JTS/ MA (others involved in programme implementation may provide materials for the website)

ii) Email Info Networks

To ensure good information and communication flows with particular target groups, and to address many of the issues identified in section 3 *Lessons Learned*, the MA/JTS will develop Email Info Networks building on those developed under the existing programme. The exact networks/target groups will be clarified in the Annual Communication Plans and communication procedures for the content and frequency of communication with these groups will be developed. Information will be circulated via a particular network only when relevant.

Possible Email Info Networks might include:

- **Other bodies operating in the BSB region** including ENI CBC programmes, EU cross border programmes, BSB bodies and international donors. The purpose would be to keep these bodies informed of the programme activities so to identify and encourage synergies and avoid double funding of initiatives. To avoid duplication of activities funded under other EU programmes, there may be a closer relationship with the MA of some EU programmes. During the project selection process, the BSB MA may consult the MA of other ENI-CBC, IPA-CBC and ETC programmes, provided that impartiality and confidentiality is ensured.
- **Potential applicants and partners**, including umbrella organisations, to keep them informed of calls for proposal, programme information and support events, etc. The dissemination of information will not be limited only to these bodies and the possibility to be included in this email info network will be actively encouraged via the website and at programme events. Involving umbrella organisations will have a multiplier effect as they will in turn pass on the information to other members of their networks.
- **Project lead partners and partners**, for the JTS to provide information needed for project implementation and so project partners working in similar fields can keep each other informed of project activities and results.
- **National Authorities**, to keep them informed of programme activities and to assist them in the delivery of support at national level.

Target Groups: As identified above

Implementing body: JTS

iii) Help Desk

A virtual 'help desk' will operate during calls for proposal (respecting the rules governing provision of information during calls). The Help Desk will be established at Programme level within the JTS (using a dedicated email address), and at local level via the NA (on national rules).

The Help Desk will be promoted at programme events and on the programme website, and in appropriate publications.

Target Groups: Potential applicants and partners

Implementing bodies: MA/JTS/NA

iv) Publications

A range of publications (printed and electronic) are anticipated to both promote the programme and its achievements and provide specific information. The type and content of the publications will be detailed in the Annual Communication Plans. Anticipated publications include:

- Two types of information **leaflets** are planned. One would be a leaflet with general information about the programme (objectives and priorities, eligible regions, expected results and the budget). The other leaflet would promote specific calls for proposal and could include the objective of the call, eligible applicants, the type of actions that can be financed, the deadlines and where additional information can be gained. Each leaflet would be written in a clear and concise way with attractive graphics. The leaflets would be disseminated at promotional events and other programme events, via the programme website and through the relevant Email Info Networks. They would also be sent to the NA for distribution among local

stakeholders. Dissemination would be done electronically and/or by post depending on the financial resources available.

- A **brochure on projects** and **Project Fact Sheets** will be prepared to publicise the programme projects and expected results. These will be disseminated via the programme website and Facebook page. The brochure will be also printed and disseminated in hard copy as outlined above for the leaflets.
- The MA/JTS will regularly inform all target groups about the main programme news via an **e-newsletter, or news flash**, twice a year. The newsletter, which will include contributions from the participating countries, will highlight activities, achievements and results in the eligible regions. The newsletter will be disseminated via the website and Email Information Networks.

***Target Groups:** Potential applicants and partners, the wider public and final beneficiaries (for the leaflets). The e-newsletter/news flash, Project Fact Sheets and brochure on projects are relevant for all target groups.*

***Implementing bodies:** JTS/ MA/NA*

v) Information/networking events

- At least one **information event** for potential applicants and partners in each participating country is anticipated for each of the two expected calls for proposals. These events will focus on providing information on the programme, how to participate in the call for proposals, and what support is available during the application process.
- Several **partner forums** for potential applicants and partners are also anticipated for each call for proposals to facilitate the finding of partners and building of partnerships. The location for these would be divided among MS, Turkey and PC.

***Target Groups:** Potential applicants and partners,*

***Implementing bodies:** JTS/ MA/NA*

c. Training

Different kinds of training events will be held during programme implementation for different target groups. These events will be organised by the MA/JTS but, due to the size of the programme budget, support is anticipated from the proposed EU ENI CBC Technical Assistance (TA) support project^{viii}. The training events will be described in the Annual Communication Plans. Proposed events and target groups include:

- **Programme authorities and management bodies** (MA, JTS, NA, CCP, AA & GoA, and SC). Events for these bodies would focus on training for programme implementation with specialised training for the different groups focused on the information they need to fulfil their roles..
- **Lead partners and partners.** After contracts have been signed, the MA/JTS will organise events for lead partners and partners so they have the information needed to implement projects successfully and in conformity with the legal framework. Follow-up training may be conducted depending on programme resources.
- The **Controllers** responsible for the performance of expenditure verification of project expenditure will receive information and training on the ENI CBC rules and relevant national rules and the requirements of the task.

***Target Groups:** As indicated above*

***Implementing bodies:** JTS/MA/NA/CCP for training of controllers/AA for training for Group of Auditors (assisted by the EU TA project where possible)*

d. Other communication tools

- The key tool for internal communication is the programme **Management Information System (MIS)**. The MIS is expected to be a comprehensive tool covering all stages of the programme cycle.

^{viii} See section 11. Implementing bodies for more information on the EU TA project

- It is anticipated that the exchange of computerised data between the MA and the EC will be done via **KEEP**, a comprehensive online database of Territorial Cooperation projects, project partners and programmes (www.territorialcooperation.eu/keep/) which was operational during the 2007-2013 programme period, a new KEEP template being developed for the 2014-2020 programme period. As well as being a tool for programmes to share data with the EC, KEEP will also allow for the sharing of data between programmes.

Target Groups: MIS: All internal target groups and possibly potential applicants and partners; KEEP: EC and other ENI CBC programmes

Implementing bodies: JTS/MA/NA/

The communication measures and tools, together with the target groups and responsible bodies are summarised in the table below

Table 1: Summary of Target Groups and Communication Measures/Tools

Com. Type	Target Group	Primary Communication Tools		Implementing body
External)	• General Public	• Programme identity • Mass media • Social Media	• Website • Promotional events	JTS/ MA/
	• Final beneficiaries	• Programme Identity • Mass media • Social Media • Website	• Promotional events • Promotional Materials • Publications	JTS/ MA/LP&P
	• Potential A&P • Umbrella organisations	• Programme Identity • Mass media • Social Media • Website • Promotional events • Publications	• Promotional Materials • Email Info Network • Information/networking events • Help Desk	JTS/ MA/NA/EU ENI CBC TA
	• Other EU CB programmes • BSB bodies • International Donors in BSB	• Email Info Network • Publications • Promotional events	• Publications • Promotional Materials	JTS/MA
Internal	• Programme Management Structures (JMC, AA, GoA, NA, CCP, JTS, SC)	• Email Info Network* • Training events • MIS • Programme Newsletter* • Promotional events*	• KEEP database* • Publications* • Promotional Materials* <i>*Except SC</i>	NA/MA
	• European Commission (DG Near C2, EU Delegations)	• Email Info Network* • Publications • Promotional events • Information & training events in PC*	• MIS • KEEP <i>*EU Delegations</i>	MA/JTS
	• Decision makers in participating countries	• Email Info Network • Publications	• Promotional events • Promotional materials	NA/MA
	• National bodies	• Email Info Network	•	NA
	• Project Lead Partners	• Email Info Network • Training events • Promotional events	• Publications • Promotional materials	JTS/ MA/NA/CCP

Com. Type	Target Group	Primary Communication Tools		Implementing body
	• Project Partners	• Training events • Promotional Events	• Publications • Promotional materials	JTS MA/NA/LP
	• Project Controllers	• Training events		JTS/MA/NA/CC P

8. Capitalisation of results

As the BSB programme has a relatively small budget compared to the size and population of the programme area, it is particularly important to find ways of maximising or multiplying the impact of the programme i.e. to capitalise on the results produced by the projects and the programme. A key component of this is to ensure the results of projects are extended to institutions not directly involved in the projects and for them to be included in mainstream policies at national and regional level. The NA may inform decision makers at national and regional level of relevant project results and encourage them to investigate ways to incorporate them into their policies and activities. At project level, lead partners and partners may be required to include plans for capitalisation of results in their project communication plans.

Target Groups: Relevant national and regional authorities in the participating countries

Implementing bodies: MA/JTS/NA/LP&P

9. Implementing bodies

The ENI CBC IR stipulate that the MA and the project lead partners and partners are responsible for ensuring adequate visibility of the EU contribution to the ENI CBC programmes (*Art. 79.1-2*).

The BSB Communication Strategy will be implemented via Annual Communication Plans. The overall responsibility for the management and implementation of the Annual Communication Plans lies with the **MA** (*IR Art. 26.2f*) who will be assisted by the **JTS** (*IR Art. 27.3*) which will be the main implementing body. Details of the division of responsibilities between the two bodies for particular actions will be described in the Annual Communication Plans.

The MA may be assisted by the **NA** in each of the participating countries which is overall responsible for supporting the MA in the implementation of the programme in their country. Actual activities will be determined by each NA but could include:

- Providing information on the programme, calls for proposals, projects and project partners on their websites as well as other relevant materials in the national language where possible
- Facilitating the flow of information to potential applicants and partners and assisting in training/information events held in their countries for both potential applicants and partners and lead partners and partners
- Supporting and facilitating partner search by potential applicants and partners from both inside and outside of the country i.e. assist those from inside the country looking for partners outside the country and vice versa (while respecting transparency and impartiality).
- Helping to identify relevant bodies to be included in the contact databases for Email Info Networks
- Disseminating programme publications and promotional materials, and contributing to programme news
- Supporting capitalisation of results by informing relevant decision makers at national and regional level of project results

During the implementation of the BSB 2007-2013 programmes, **EU Technical Assistance (TA) projects** provided support for information and training events for programme management bodies and potential applicants, lead partners and partners. The EC has indicated that there will be an EU TA project for the 2014-2020 programmes and it is anticipated that some of the information and training events will be delivered by this support project (to be described in the Annual Communication Plans).

10. Indicative budget

For the implementation of the Communication Strategy, necessary resources will be allocated from the programme Technical Assistance budget as outlined in the table below. The possible modification of amounts will be assessed during programme implementation when preparing the Annual Communication Plans.

Table 2: Indicative budget by implementation year

Communication tools	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Promotional Materials		5,000		5,000		5,000		5,000		
Promotional events/Conferences		50,000								50,000
Information events potential applicants & partners		30,000		30,000						
Web-site development, maintenance(2015-2023)		1,500	11,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Publications		5,000	2,000	5,000	2,000	5,000	2,000	2,000	2,000	2,000
Programme management training events ^{ix}										
Training events for lead partners, partners & controllers				10,000	10,000	10,000				
<i>Sub total</i>		91,500	13,500	51,500	13,500	21,500	3,500	8,500	3,500	53,500
Total Communication Strategy	260,500									

^{ix} Support is anticipated from the proposed EU ENI CBC Technical Assistance (TA) support project

11. Expected Results

Expected results of the communication strategy are given below:

1. General public and final beneficiaries are informed of the assistance provided by the programme, participating countries and the EU
2. Potential applicants and partners are informed of the programme and submit compliant grant applications
3. Programme management bodies and project lead partners and partners receive sufficient training and information to be able to fulfil their roles
4. Lead partners and partners receive sufficient information and support to be able achieve expected results in compliance with the ENI CBC legal framework
5. Key decision makers at national and regional level are informed of relevant project results and are encouraged to investigate ways to incorporate them into their policies and activities

12. Monitoring and Evaluation

The programme communication strategy will be implemented via Annual Information and Communication Plans. The MA, with the JTS, will be responsible for monitoring the implementation of the Annual Communication Plans. The plans themselves need to be examined and approved by the JMC (*IR Art. 24.3*).

Information on progress in implementing the Annual Communication Plans, the information and publicity measures carried out and the means of communication used will be included in the programme annual report (*IR 77.2e*) to be submitted to the EC by 15 February along with a plan for the subsequent year (*IR 79.4*).

Each annual plan will start with an evaluation of the implementation of the previous plan. This will involve:

- A review of actual, compared to planned, outputs
- Explanations for any modifications to the planning
- An update on indicators compared to the target indicators
- An assessment of the measures used and with recommendations for modifications if needed
- an assessment of progress toward achieving the objectives of the communication strategy as reflected in the specific objectives for each plan

Monitoring of the annual plans will be carried out via output and result indicators given below.

a. Output indicators

The output indicators can be considered as ‘exposure’ indicators which show to what extent the target audience receives key programme information and how many times the information has been exposed. Output indicators are quantity indicators related to each of the Communication strategy measures as shown in table 3 below. Target values for the output indicators will be set annually.

Table 3: Output indicators & source of verification

Measure	Ind No	Indicator	Source of verification
Promotion			
Promotional Materials	O1	· Number of items distributed	Programme annual reports
Promotional Events	O3	· No of participants at programme promotional events	Lists of participants/ Programme annual reports
Information			
Website	O4	· Number of hits on updated website	Website
Publications	O6	· Number of programme publications distributed	Programme annual reports
Information events	O7	· Number of programme events	Programme annual reports/ Lists of participants/
	O8	· Number of participants	
Training			
Training & other events	O9	· Number of programme events	Programme annual reports/ Lists of participants/
	O10	· Number of participants	

b. Result indicators

Evaluation of the communication strategy will be done through qualitative data questionnaires given to participants after each event.

Result indicators to assess the satisfaction by participants in planned events are given in Table 4 below.

Ind No	Result indicator	Source of verification
R1	Level of satisfaction of lead partners and partners expressed via evaluations following training and other events (% satisfied or very satisfied)	Event reports
R2	Level of satisfaction among potential applicants and partners expressed via evaluations following information events (% satisfied or very satisfied)	Event reports
R3	Level of satisfaction of programme management bodies expressed via evaluations following training events (% satisfied or very satisfied)	Event reports