

**Interreg V B ADRIATIC-IONIAN
COOPERATION PROGRAMME 2014-2020**

“ADRION”

Communication Strategy

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1. Legal framework

The Communication Strategy has been drafted according to:

- Regulation (EU) No 1303/2013 – art. 115, 116 and 117 and Annex XII - , which defines the provisions of information and communication, structure of the communication strategy, role of communication officers and networks; and
- Regulation (EU) No 1299/2013 - art. 14 – Implementation reports –.

Additional requirements can be found in the Commission Implementing Regulation (EU) No 821/2014 which provides technical characteristics on information and communication measures for operations, instructions for creating the Union emblem, and definition of the standard colours.

In addition to what above, the Communication Strategy makes also reference to the strengthening of the institutional capacity of the relevant partners and to the supporting of the key stakeholders of the programme in accordance with art. 17 of the Commission Delegated Regulation (EU) No 240/2014.

The Communication Strategy must be submitted to the Monitoring Committee for approval no later than six months after the adoption of the cooperation programme by the European Commission, which took place on 20 October 2015.

2. What a communication strategy is

A communication strategy is – according to the Google Web Definition - *“the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude strategy. This general strategy has to be linked to the roots of the organization and must be treated seriously. All of the employees and people involved in the organization must commit to the strategy 100%. There is no way that an organization can function well with the outside world if it does not have a sound plan for how to inform the public of what they do. A communication strategy can take on many different looks, ranging from a one-on-one interaction to a worldwide campaign”*¹.

In general, communication is strategic when it is completely consistent with a mission, a vision, a goal, and is able to enhance the strategic positioning of the affected institution.

More importantly, communication should be considered from the audience’s perspective, i.e.: communication activities should answer the following: “as a result of this communication, my audience will...”.

Transferring the general concepts above to the conceiving of a communication strategy for a transnational European Territorial Cooperation programme means identifying those elements to be communicated which are able, on one side, to promote the overall programme goals and, on the other, to inform the relevant stakeholders, including the citizens, on the outcomes achieved using public funds in an efficient and effective way.

The Communication Strategy must, finally, not be a mere theoretical exercise *per se*, but take into account the financial size of the programme, the geographical area where it will be implemented and its main characteristics; these elements shall be analysed in the following paragraphs.

¹ <https://www.wpi.edu/Pubs/E-project/Available/E-project-042507-084241/unrestricted/GuidelinesForTheDevelopmentOfACommunicationStrategy.pdf>

3. Drafting a communication strategy for the Adriatic-Ionian area/programme

3.1 The strategy of the Interreg V B Adriatic-Ionian programme (ADRION)

The ADRION programme affects a wide European area of 31 regions from four different ERDF Partner States and four IPA Partner States populated by more than 70 million inhabitants.

The programme addresses all the three dimensions of sustainability – social, economic and environmental elements/aspects – characterized by an uneven state of advancement in the area.

Strong disequilibrium in regional development – with regard to ageing of population, shrinking regional phenomena, high levels of unemployment, structural economic and productive gaps (especially with regard to some of the high technological sectors, patents, financial services, SMEs competitiveness performance and consequent effects on the logistic chains and transport), weak and slow economic upturn after the recent world economic crisis - highlights the need of strong efforts in territorial cohesion activities.

The Adriatic Ionian area is – on the other hand –distinguished by high potentials deriving from its natural and cultural heritage. The environmental safeguard of a fragile area also from the non-sustainable exploitation can become a key source of economic growth. Additionally, marine and maritime opportunities linked to the blue growth can offer potential of progress also to its landlocked country and regions.

The programme multifaceted political geography emphasizes its need of cohesion and, consequently, of capacity building. Notwithstanding the fact that the ADRION programme mainly builds on the previous experience of the transnational programme South East Europe and on a long cooperation tradition (IPA CBC programmes, MED programme, etc.), the cohesion process is far from being considered as completed.

Having regard to what above, the programme has defined its goal as:

...to act as a policy driver and governance innovator fostering European integration among Partner States, taking advantage from the rich natural, cultural and human resources surrounding the Adriatic and Ionian seas and enhancing economic, social and territorial cohesion in the Programme area.

The goal is in line with recital No 10 of the Regulation (EU) No 1299/2013 according to which the defined transnational cooperation areas are defined “*having regard to actions needed to promote integrated territorial development. In defining those areas, the Commission should take into account the experience obtained in previous programmes and, where appropriate, macro-regional and sea-basin strategies*”.

3.2 The relation between the overall programme goal and the communication strategy

In addition to what briefly reported in the previous paragraph, further elements specific of the ADRION Cooperation Programme must be taken into account while conceiving the Communication Strategy.

The overall total funding of ADRION amounts to EUR 117.918.198, out of which EUR 8.919.082 for Priority Axis 5 (Technical Assistance). According to the categories of intervention (reference: point (b) (viii) of Art. 8.2 of Regulation (EU) No 1299/2013), EUR 650.806 are devoted to information and communication activities.

Moreover, as the IPA II funds must be spent in the IPA countries or for their benefit, careful allocation of resources shall be considered.

Finally, as the Technical Assistance programme budget includes core funds for activities to be carried out at programme level and funds for initiatives to be realized at national level, further budget constraints have to be considered.

These concerns mirrors art. 116 1 of Regulation (EU) No 1303/2013 “(...) *the communication strategy shall take into account the size of the operational programme (...) in accordance with the principle of proportionality*”.

3.3 ADRION communication strategy and the EUSAIR macro regional strategy

The geographical area covered by the ADRION Programme coincides with the one encompassed by the EU macro regional strategy for the Adriatic Ionian Region (EUSAIR), which offers a framework for policy coordination reflected in a joint action plan shared between several countries or regions.

A macro region is an area including the territory of several countries or regions which shares common features or challenges.

The EUSAIR was jointly developed by the countries and stakeholders of the Adriatic-Ionian Region with the support of the European Commission. The EUSAIR was finally endorsed by the European Council in October 2014, in order to identify and address common challenges together.

Through the development and implementation of the EUSAIR, the Partner States actually aim at fostering coordination of interventions across all territories and policy areas in the Adriatic-Ionian Region and at adding value to those actions which significantly contribute to address joint challenges and opportunities.

The Strategy is structured into 4 pillars; its action plan identifies topics for joint actions, defines the related targets and will be periodically revised to take into account achievements and changes in the Region.

ADRION supports the implementation of the macro regional strategy through its Priority Axis No 4 “*Facilitate the coordination and implementation of the EUSAIR by enhancing the institutional capacity of public administrations and key stakeholders and by assisting the progress of implementation of joint priorities*”.

The expected result is the building up of the capacity of the governance actors and stakeholders to effectively implement the macro regional strategy EUSAIR.

The support to the EUSAIR shall operationally take place through the implementation of a strategic project which involves partners from all the Programme Partner States until 31 December 2022.

Due to its specificities, the strategic project shall compulsory foresee, among its outputs, also the elaboration of a communication strategy for the macro region, which shall set up synergies and complementarities with the present communication strategy on several elements, like:

- Types of used tools;
- Shared calendar of initiatives (joint initiatives);
- Location of activities;
- Complementarities among activities.

The present Communication Strategy, therefore, mainly focuses – content-wise - on the Priority Axes 1-3, whereas the strategy related to the EUSAIR shall be defined by the strategic project more in details. The latter shall take into account the content and approach of the present programme strategy.

3.4 Communication Strategy objectives

The description of Priority Axis 5 - Technical Assistance - in the Cooperation Programme foresees two Specific Objectives:

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| Specific Objective 1 | To increase in efficiency and effectiveness the management and implementation of the cooperation programme |
| Specific Objective 2 | To improve the support to applicants and beneficiaries and to strengthen the involvement of relevant partners in the programme implementation |

The Communication Strategy primarily addresses to the Specific Objective 2, as Specific Objective 1 refers to programme management activities and prepares the basis for the implementation of Specific Objective 2.

The following communication objectives supporting Specific Objective 2 have been identified:

1. AWARENESS/INTEREST RAISING ABOUT THE ADRIATIC-IONIAN AREA

Raising awareness about the Adriatic-Ionian area means primarily unveiling its potentials and opportunities and contributing in spreading wide political concepts. In the initial programme implementation steps it will also address to the promotion of the EUSAIR, until the *ad hoc* strategic project becomes fully operational.

This objective addresses to a multifaceted audience, stretching from institutional to private bodies.

The National Contact Points can play a relevant role in identifying the key audience at national level and in creating a valuable database of contacts.

Communication activities shall take profit from all the identified media tools as thoroughly described in paragraph 6.

Indicative outline of activities

Activities to be set in place for reaching the expected result could include:

- Realization of the programme web portal;
- Collection of links to relevant documentation related to the ADRION priority axes with regard to their state of the art;
- Digital activities including direct mailings, social media, etc.;
- Targeted events.

2. MAKE THE ADRION PROGRAMME KNOWN

Being a new programme, ADRION shall create its own audience within the Interreg community and beyond; it shall also recall the communication experiences of the programmes which operated in the area to take profit from previous outcomes and challenges.

Support to potential beneficiaries and beneficiaries

The programme shall promote its overall goals, priority axes, available funds as well as technical information, in particular how to apply to get programme resources.

Communication will have twofold goals:

- supporting applicants in getting the relevant information to submit project proposals;
- supporting ADRION in receiving good quality applications which will contribute to reach its goals and outputs.

In accordance with the simplification approach introduced by the European Commission, the programme shall also emphasize the introduced simplified elements in administrative and financial procedures without forgetting highlighting the respect of financial and managerial rules.

During the projects implementation phase, communication activities shall constantly inform beneficiaries on the rules to be implemented, the relevance of good quality deliverables and the role a good and effective communication implemented by the project themselves can have.

As half of the Partner States are non EU countries, it is assumed that these activities shall contribute to capacity building and supporting the future enlargement process.

The National Contact Points shall also play a relevant role in spreading information and supporting beneficiaries.

Several media tools as described in paragraph 6 can be used.

Indicative outline of activities

Activities to be set in place for reaching the expected result could include:

- Events and training sessions;
- Participation to events organized by other institutions and programmes;
- Digital activities including targeted emails, use of social media, web;
- Manuals and guidance;
- Press releases.

3. PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY

ADRION shall widely promote the funded operations with a focus on their outputs both in the programme area and beyond.

The promotion shall also be supported by the funded project beneficiaries themselves through their *ad hoc* communication activities.

The promotion of projects outcomes and partnerships takes generally place when the projects are in a good advancement phase. In this respect it should be noted that as the programme envisages the launch of two calls for proposals only, the programme appeal could face the risk of being considerably reduced once allocated all the funds, thus minimizing the interest on the achieved outcomes, which will presumably be available to a great extent at a later time.

Being aware of the challenges the communication activities have to face, the programme shall try to continuously mobilize the potential stakeholders, acting as a multiplier engaged in preparing the ground for future activities likely to be supported and implemented in the framework of the macro regional strategy. Networking activities among beneficiaries and stakeholders shall be encouraged to solidify virtuous examples of cooperation and put the first milestones for future cooperation activities, thus to encourage the constitution of an ADRION community of stakeholders and implementers.

In this respect special attention shall be addressed to those institutions and relevant stakeholders operating both in the area and at EU level, which will benefit from special reports on overall outputs achieved and on the programme contribution to change the status of the area (e.g.: increase of capacity of key innovation actors to be effectively involved in transnational actions for the development of a regional innovation system increase of the level of capacity for the stakeholders in the fields of natural and cultural heritage protection and tourism to sustainably valorise natural and cultural heritage as a growth asset) as highlighted in each Priority Axis of the Cooperation Programme.

Communication activities shall be addressed to a wide audience using all media tools described in paragraph 6.

Indicative outline of activities

Activities to be set in place for reaching the expected results could include:

- Events and training sessions;
- Participation to events organized by other institutions and programmes;
- Digital activities including targeted emails, use of social media;
- Press releases;
- Web portal.
- Electronic brochures;
- Studies.

3.5 Communication Strategy and programme cycle management

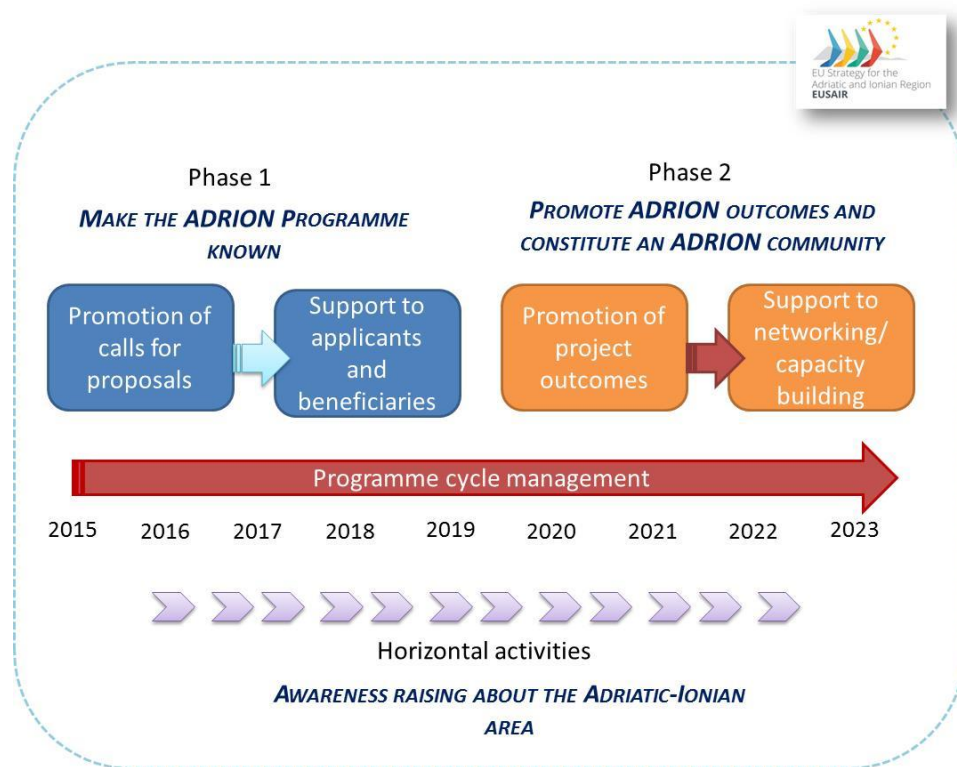
Communication activities will mirror and be indissolubly linked to the programme cycle management the programme cycle management.

Indicatively, the identified communication objectives No 2 and 3 define the key milestones of programme implementation, whereas the communication objective No 1 can be considered as horizontal.

Communication objective No 2 corresponds to the need of promoting ADRION and its financial resources to support operations, whereas communication objective No 3 corresponds to the maturity of programme implementation. In this respect the implementation of EUSAIR will provide a revamped attention to the area and to the programme.

Activities under communication objective No 3 can nevertheless take place during the implementation of the communication objective No 2.

Audiences could differ according to the phases, the foreseen types of the activities and chosen approaches.



4. The proposed approach

The proposed approach surrounding the Communication Strategy is characterized by the following key elements:

1. Web and social media shall be widely used in order to reach the widest possible audience and minimize costs;
2. Tools implemented by INTERACT shall be adopted (e.g.: joint branding);
3. Synergies shall be encouraged with EUSAIR; cooperation opportunities with other ETC Programmes operating in the area (in particular the MED transnational programme) shall be proposed;
4. Support by the National Contact Points in the identification and mobilization of the target groups at national level shall be of high importance.

The proposed approach shall ease on one side the wide spreading of information involving manifold stakeholders and institutions, and encouraging the development of a communication culture with a focus on “going local”, on the other.

5. Target audience

The Cooperation Programme addresses to wide type of audience, composed by *beneficiaries*, *target groups* or *end users*, and *key actors*²:

Beneficiary are bodies and organizations which will be directly involved in the projects funded by the programme and will be the ones to conceive, discuss and develop the deliverables; they are responsible for

² See Cooperation Programme - Glossary.

initiating, implementing – or both – operations in accordance with art 2.10 of the Regulation (EU) No 1303/2013;

Target groups or end users are bodies, groups and individuals who will use the outputs of the projects or directly positively affected by the activities and results of the funded operations. Not necessarily the target groups shall receive a financial grant or has to be directly involved in the funded operation; still it may exploit project outcomes for their own benefits;

Key actors are the institutions or individuals which play an important role in the field of action of the project and are likely to contribute in a significant way to its realization. They have both political and administrative competences and technical capacities to implement the actions required for the project.

More in general, the programme addresses to stakeholders, i.e. *“people, groups or entities that have a role and interest in the objectives and implementation of a policy or programme. They include the community whose situation the policy or programme seeks to change; staff who implement activities; policy and programme managers who oversee implementation; decision-makers who decide the course of action related to the policy or programme; and supporters, critics and other persons who influence the policy or programme environment”*³.

ADRION describes, per each Priority Axis, target groups and indicative types of beneficiaries.

However, the overall definition of target groups and indicative beneficiaries is not enough to ensure a targeted and efficient communication.

The National Contact Points play a key role in this respect through their in-depth knowledge of their country: they can identify the relevant key players at national level and contribute to increase awareness on the programme topics thanks to the use of national language, national institutional tools etc.

The process of their identification can be considered as on-going.

The definition of the target audience is one of the key milestones of the Communication Strategy, as programme information should be targeted according to their interest and needs. The strengthening of the institutional capacity of partners is, in fact, one relevant element of the European Code of conduct on partnership in the framework of the ESI Funds⁴.

5.1 How to reach the target audience

ADRION will set in place several tools to reach its multiple target audience; tools shall be described having regard to the communication intervention logic described in paragraph 3.5. and in paragraph 4 – Proposed approach.

Visual identity and joint branding

During the previous programming period all Interreg programmes developed their visual identity and branding. The result of this approach was programmes' limited visibility due to the fragmentation of the approach and difficult in communicating the relevant outcomes to the relevant stakeholders, including national institutions and the European Commission. Limited visibility was also strengthened by the projects' realization of their own logos and web sites, often not containing the relevant information to potential interested public. This approach determined high costs but weak effectiveness.

³ Adapted from Handbook on monitoring and evaluating for results, Evaluation Office, UNDP, NY, 2002.

⁴ Commission Delegated Regulation (EU) No 240/2014.

ADRION intends to join the INTERACT joint branding initiative to raise its visibility within the Interreg community and beyond. With branding harmonisation, simplification in respecting EU publicity rules, more effective communication, better results and spending should be ensured.

Additionally, the joint branding shall allow positioning ADRION in the political debate and contribute to the discussion post 2020 which has already started.

Effective brand strategy provides a central idea around which all behaviours, actions and communication topics are unified. Joint branding means:

- increase visibility and facilitate recognition;
- Reassurance (optimum quality) – the brand communicates the quality of products services and reassures customers that they have made the right choice.
- Engagement (to identify with) – the brand encourages “customers” and the community to identify with them.



Envisaged benefits are two-folded: from the programme perspective, its visibility shall be increased as being part of a wider initiative (characterized by a joint branding); programmes shall be more easily recognizable; costs for developing the design and to the increased visibility shall be significantly reduced; from the project perspective, the identification of the project with the programme shall be stronger.

To increase the visibility of the programme and to reduce costs, the Interreg ADRION programme will positively contribute also to other initiatives started by INTERACT (such as European Cooperation Days and European Maritime Days) and by other Interreg programmes that share the same geographical area or other relevant cross-fertilization events.



ADRION shall also take profit from the Communication Toolkit drafted by INTERACT aimed at:

- Combine lessons from Programmes' experience and draw guidelines under one toolkit;
- Boost quality of communication works in synergy with other Programmes;
- Contribute in understanding of harmonised tools and Interreg branding.

6. Communication activities and tools

This paragraph provides an overview of the activities and tools ADRION will use to implement its Communication Strategy.

6.1 ADRION website portal

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| <i>Linked to the communication objectives</i> | AWARENESS RAISING ABOUT THE ADRIATIC-IONIAN AREA |
| | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

The ADRION website portal will be the primarily source of information on the programme and its area. It will be regularly updated providing information on activities performed at programme level.

It will contain links with the relevant institutional web sites, e.g.: European Commission (relevant thematic Directions General and Regional and Urban Policy), international organisations operating in the area and other ETC programmes (e.g.: Italy-Croatia, Italy-Albania-Montenegro, MED programme and Interreg EUROPE⁵). A link with EUSAIR web site shall be ensured as well.

According with Annex XII of Regulation (EU) No 1303/2013 the Managing Authority shall ensure that the ADRION strategy and objectives as well as funding opportunities offered are disseminated widely to potential beneficiaries and all interested parties, with details of the financial support from the Funds concerned.

In particular, the wide dissemination of the following information shall be ensured:

- a) Funding opportunities under ADRION and the launching of application calls;
- b) Relevant information for potential beneficiaries namely:
 - application package (e.g.: templates, forms, guidance, manual in electronic forms etc.) and relevant information to the execution of their tasks and the implementation of operations respectively (art. 125.1.c) of Regulation (EU) No 1303/2013);
 - eligibility of expenditure conditions to be met in order to qualify for support under an operational programme;
 - legal framework;
 - conditions to be met in order to qualify for support under an operational programme;
 - a description of the procedures for examining applications for funding and of the time periods involved and the criteria for selecting the operations to be supported;
 - the contacts at national, regional or local level that are able to provide information on the operational programmes, including the National Contact Points;
 - the responsibility of potential beneficiaries to inform the public about the aim of the operation and the support from the Funds to the operation;
 - FAQs;
 - templates, guidelines, manuals, etc.
- c) A list of operations in a spreadsheet format, which allows data to be sorted, searched, extracted and compared, including a summary of the projects goals and/or activities; the list of operations

⁵ The Interreg EUROPE programme shall set in place policy learning platforms to provide policy intelligence in support of ongoing EU wide regional policy learning in the field of research and innovation, SMEs competitiveness, low-carbon economy, environmental and resource efficiency. The platforms shall enable policy learning and in the identified fields by Interreg EUROPE. These activities and services will increase knowledge and awareness of existing practices and experiences in this field and build up skills and capacities of actors (staff and organisations) involved in the development and implementation of specific knowledge in ETC communities in the identified fields.

shall be regularly updated every six months and provide per each operation the following information:

- beneficiary name (only of legal entities; no natural persons shall be named);
- operation name;
- operation summary;
- operation start date;
- operation end date (expected date for physical completion or full implementation of the operation);
- total eligible expenditure allocated to the operation;
- Union co-financing rate, as per priority axis;
- operation postcode; or other appropriate location indicator;
- country;
- name of category of intervention for the operation in accordance with point (b) (vi) of the first subparagraph of Article 96(2);
- date of the last update of the list of operations.

In accordance with art. 13 of the Regulation (EU) No 1303/2013, the web site shall also ensure the dissemination of the guidance prepared by the Commission on how to effectively access and use the ESI Funds, and on how to exploit complementarities with other instruments of relevant Union policies.

Subscribers to the email service shall receive information on the most recent published news and programme initiatives.

The ADRION web site portal shall devote targeted sections to all the funded operations for uploading the relevant information on their achievements. In that way ADRION intends - through a unique web location – to ensure quality of delivered information and avoid future loss of data. It will also assist project coordinators to generate an effective flow of information and publicity about the objectives and results of their work, the contribution to cohesion policy, the value of collaboration on a transnational scale, and the benefits to EU citizens in general.

Infographics shall be used when possible to make the message more immediate and understandable.

Format accessible for people with disabilities: the ADRION web site portal shall ease its visualization to partially-sighted people.

6.1.1 Use of eMS data and links with other relevant web portals and databases

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| <i>Linked to the communication objectives</i> | MAKE THE ADRION PROGRAMME KNOWN |
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| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |
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The ADRION web site portal shall also use data elaborated by the eMS (the tool used for the submission of applications and the monitoring of the funded ones) on the state of the art of approved operations, data, deliverables, achievements etc.

eMS will also allow the automatic transmission of all the relevant data to the KEEP data base⁶ as well as the development of online tools for project ideas, partner searches and a function for displaying cooperation projects and outputs on geographic maps.

With reference to the previous paragraph 6.1, links with the Interreg Europe policy learning platforms shall be ensured to the possible maximum extent.

Format accessible for people with disabilities: the ADRION web site portal shall ease its visualization to partially-sighted people.

6.2 Use of social media

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| <i>Linked to the communication objectives</i> | AWARENESS RAISING ABOUT THE ADRIATIC-IONIAN AREA |
| | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

Social media represent an effective and free of charge way to communicate directly with wider target audiences in a more interactive and dynamic way.

ADRION will monitor the relevance of the social media platforms (e.g.: LinkedIn, Twitter, Pinterest, Facebook) and consider their potentials in accordance with the programme needs. Most suitable social media shall be selected in accordance with the programme goals, the type of news to be spread, the services to be offered, the synergies with the users. Social media will be used by the Joint Secretariat to reinforce links with applicants, stakeholders and the wide public using an easy-to-understand language.

Format accessible for people with disabilities: partly, depending on disabilities.

6.3 Programme communication manual

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| <i>Linked to the communication objectives</i> | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

⁶ KEEP is the source of information on the projects and partners of Territorial Cooperation managed by INTERACT. This includes the INTERREG programmes as well as the IPA (Instrument for Pre-Accession) and the ENPI (European Neighbouring and Partnership Instrument) cross-border cooperation programmes. www.keep.eu.

Communication provisions to be adopted by beneficiaries shall be described in the *Visual identity and joint branding* manual which intends to deliver instructions to ensure a harmonized branding strategy. It will also provide information on the programme minimum eligible publicity requirements, including those set forth in the Commission Implementing Regulation (EU) No 821/2014.

The manual can also be an annex of the Implementation Manual for beneficiaries.

This activity, follow up of what described in paragraph 5.1, complies with requirements described of 2.2 of Annex XII of Regulation (EU) No 1303/2013.

Format accessible for people with disabilities: partly, depending on disabilities.

6.4 Events and conferences

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| <i>Linked to the communication objectives</i> | AWARENESS RAISING ABOUT THE ADRIATIC-IONIAN AREA |
| | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

ADRION will organize at least one major information activity a year which promotes the funding opportunities, the strategies pursued, and presents its achievements, including - when possible - project examples.

The events can take the form of info days, technical workshops, networking conferences; depending on the topics, they shall be addressed to a wide audience or to project beneficiaries.

Additionally, ADRION shall participate to events organized by other institutions and/or programmes to promote its activities and outcomes and increase its visibility.

ADRION organized a kick-off event on 9 and 10 December 2015 to present the programme to the wide public and announce the launch of the 1st call for proposals to come. The event was also the occasion to present project ideas. Around 300 participants took place and 200 followed the event via streaming.

Information spread on occasion of the event was also uploaded on the programme web site.

Format accessible for people with disabilities: partly, depending on disabilities.

6.5 Training sessions

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| <i>Linked to the communication objectives</i> | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

ADRION will organize targeted training sessions mainly addressed to beneficiaries of approved operations related to specific project cycle topics (e.g.: project start-up, validation of expenditure, project implementation etc.). Training sessions can also be spread as webinars to ensure wider audience and optimize costs; the relevant outcomes (ppt presentations, summary notes etc.) shall be published on the programme web portal too.

Format accessible for people with disabilities: partly, depending on disabilities.

6.6 Video

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|---|---|
| <i>Linked to the communication objectives</i> | AWARENESS RAISING ABOUT THE ADRIATIC-IONIAN AREA |
| | MAKE THE ADRION PROGRAMME KNOWN |
| | PROMOTE ADRION OUTCOMES AND CONSTITUTE AN ADRION COMMUNITY |

ADRION intends to realize a video for its promotion. The programme shall identify the most suitable time along its implementation when to realize it (e.g.: focus on programme promotion, raising awareness or showing achieved outcomes).

The video shall be available on the programme web site.

Format accessible for people with disabilities: partly, depending on disabilities.

6.7 Media coverage and use of external resources

Wide coverage can be obtained through the promotion of stories, programme news etc. through thematic web portals or through the web sites of relevant organizations operating in the programme area or linked to the EU institutions.

ADRION shall verify the feasibility of this option through the identification of the relevant actors/institutions to which spread the produced information.

Similarly, also media coverage can have a high impact, even if its effect is transitory and its content is to some extent beyond control. ADRION shall provide material supporting interviews or press conferences to the National Contact Points intend to organize at national level.

Format accessible for people with disabilities: partly, depending on disabilities.

6.8 Printed publications and branded material

| | |
|---|---|
| <i>Linked to the communication objectives</i> | AWARENESS RAISING ABOUT THE ADRIATIC-IONIAN AREA |
| | MAKE THE ADRION PROGRAMME KNOWN |

Printed publications (e.g.: flyers, studies) and branded material (e.g.: flyers, pens, notepads) will play a complementary role, giving a more permanent record of messages, and in a form that can be filed for future reference. Publications can be translated into the national languages of the Partners States of the programme with the support of the National Contact Points.

Format accessible for people with disabilities: partly, depending on disabilities.

6.9 Displaying the Union emblem at the premises of the Managing Authority

The Union emblem will be displayed (eventually accompanied by the ADRION programme logo) at the premises of the Managing Authority and of the National Contact Points.

Format accessible for people with disabilities: partly, depending on disabilities.

7. Bodies responsible for implementing the information and communication measures

7.1 Monitoring Committee

The Monitoring Committee is in charge of the approval of the Communication Strategy, its implementation and its amendments.

7.2 Managing Authority

The Managing Authority is in charge of drawing up the Communication Strategy; it ensures the establishment of a programme web site portal, informs potential beneficiaries about funding opportunities in ADRION, and guarantees transparent rules to beneficiaries to implement the funded operations in accordance with the requirements set forth in art 115, 116, 117 and 125 of the Regulation (EU) No 1303/2013.

Additionally, it shall be in charge of implementing the approved Communication Strategy and of providing the Monitoring Committee information on the progress in its implementation including the analysis of the achieved results, and to submit a yearly work plan devoted to its implementation and related budget.

Finally, it is also in charge of designating one person (Communication Officer within the Joint Secretariat) to be responsible for information and communication at programme level.

The appointed Communication Officer and the approved Communication Strategy shall be communicated to the European Commission via SFC.

7.3 Joint Secretariat

The Joint Secretariat shall support the Managing Authority in implementing the communication strategy and its activities along the programme lifetime.

It shall coordinate the National Contact Points communication activities to ensure consistency with the Communication Strategy, “one-voice programme” and coherent messages.

Meetings between the Joint Secretariat and the National Contact Points shall ensure coordination and exchange of views.

7.4 National Contact Points

The National Contact Points play a key role at national level in spreading information mainly in national language.

They will contribute to the implementation of the Communication Strategy through the identification and involvement of relevant stakeholders and potential beneficiaries at national level.

8. Annual implementation – yearly forecast and report

According to art. 116.3 of Regulation (EU) No 1303/2013 the Managing Authority is in charge of providing the Monitoring Committee with an annual communication plan on the activities to be implemented in details, and with a report on the activities implemented in the previous one.

The annual plan can start immediately after the approval of the Monitoring Committee or according to the calendar year. It shall include output and result indicators, budget and the addressed target groups.

National Contact Points’ activities will be included as an integral part of the communication work plan.

9. Assessment of the information and communication measures

Information and communication activities shall be part of the evaluation plan the Managing Authority shall draw up according to art. 56 and 114 of Regulation (EU) No 1303/2013.

Additionally, according to art. 14 of the Regulation (EU) No 1299/2013 the following information shall be set out and assessed in the Implementation Reports in 2017 and 2019:

- progress in implementation of the evaluation plan and follow-up given to the findings of the evaluation;
- the results of the information and publicity measures carried out under the communication strategy;
- the involvement of the partners in the implementation, monitoring and evaluation of the cooperation programme.

ADRION shall address targeted on line questionnaires to potential beneficiaries, beneficiaries and participants to the organised events to ask for feed backs on the quality and efficiency and effectiveness of the produced material and organised events.