

# **SEETAC – South East European Transport Axis Programme**

## **Communication Plan**

**Disclaimer**

The opinions expressed in this Communication Plan are those of the authors and do not necessarily reflect the opinions of the European Commission, of the SEE Managing Authority or any other organisation mentioned. As a result, these will be verified before implementation of any of the recommendations contained herein.

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## Acronyms in the text

<b>CEI</b>	Central European Initiative
<b>COM</b>	Communication
<b>CP</b>	Communication Plan
<b>EC-DG TEN</b>	Directorate General Energy and Transport of the EU
<b>EC</b>	European Commission
<b>EIA</b>	Environmental Impact Assessment
<b>EIB</b>	European Investment Bank
<b>ERDF</b>	European Regional Development Fund
<b>EU</b>	European Union
<b>EURAC</b>	European Academy of Bolzano
<b>HLG</b>	High Level Group
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>LP</b>	Lead Partner
<b>MoU</b>	Memorandum of Understanding
<b>OP</b>	Operational Programme
<b>PA</b>	Partnership Agreement
<b>PEC</b>	Pan European Corridor
<b>PP</b>	Project Partner
<b>PPP</b>	Public Private Partnership
<b>PR</b>	Public Relation
<b>SC</b>	Steering Committee
<b>SEA</b>	Strategic Environmental Assessment
<b>SEE</b>	South East Europe
<b>SEEP</b>	South East Europe Programme
<b>SEETAC</b>	South East European Transport Axis Cooperation
<b>SEETO</b>	South East Europe Transport Observatory
<b>SETA</b>	South East Transport Axis
<b>TEN</b>	Trans European Network
<b>TG</b>	Target Groups
<b>WP</b>	Work Package

## **1.** Introduction

### **1.1** Genesis and approach

Overworked and underfunded communicators have a right to ask whether the work involved in developing a plan is worth it. The answer is yes because a written Communication Plan should:

- give the day-to-day work a focus;
- help to set priorities;
- provide a sense of order and control;
- help get the partners to support the project;
- protect against last-minute, seat-of-the-pants demands from partners; and
- prevent from feeling overwhelmed, offering instead peace of mind.

Therefore, this Communication Plan (CP) has been written to describe what the SEETAC project want to accomplish with communication (objectives), ways in which those objectives could be accomplished (goals or working programme), to whom the project communications should be addressed (target audiences), how the project objectives should be reached (tools and timetable), and how the results of the project should be measured (evaluation). This CP includes the description of all written, spoken, and electronic interaction with target audiences and encompasses objectives, goals, and tools for all communications, including but not limited to:

- periodic print publications (newsletters);
- online communications (intranet website);
- meeting and conference materials;
- media relations (press releases and press clippings) and public relations materials;
- legal and legislative documents;
- incoming communications, including reception procedures and voice mail content;
- identity materials, including letterhead, logo, and envelopes;
- surveys;
- progress and Work Package Reports; and
- speeches.

Gist for the plan comes from five sources:

- project statement,
- a communication audit,
- partnership surveys and focus groups,
- committee and leadership input, and
- discussions with other staff and key stakeholders.

The actions of information and public awareness have been planned and will be implemented in accordance with the South East Europe Transnational Cooperation Programme and in observance of the provision of Article 69 of Council General Regulation 1083/20061 and Articles 2-10 of Commission Implementation Regulation 1828/2006 related to the informative and promotional actions by the Member States regarding structural fund interventions. With the purpose of accentuating the visibility of the EU's structural policy this EC Regulation specifies the provisions regarding information and public awareness activities that must be enacted by the Member States in the programming period 2007 – 2013, with the following two objectives:

- to inform potential final beneficiaries, as well as regional and local authorities and other competent public authorities, professional organisations and economic environments, economic and social entities, operators on the ground and project organisers, as to the possibilities offered by the interventions implemented, jointly, by the European Union and the Member States, so as to ensure transparency, improve operations through the transfer of best practices, the dissemination of results, the exchange of experiences and examples of successful projects, and the development of participation in the programmes;
- to inform public opinion as to the role played by the European Union, in collaboration with the Member States, in favour of the EC funded projects implementation, as well as the opportunities offered and the results

achieved, also providing information regarding the operators on the ground of the various programmes and projects.

Therefore, this communication plan has been finalised in compliance with these specific Plans for the actions of communication for the implementation of structural funds prepared by Member States of project partner countries and it includes the same contents envisaged by the above mentioned regulations, i.e. information about:

- ✓ Recipients;
- ✓ Objectives;
- ✓ Contents;
- ✓ Strategy;
- ✓ Communication channels;
- ✓ Anticipated financial resources;
- ✓ Competent body;
- ✓ Valuation principles.

In addition, on April 2008 a Communication and Visibility Manual for European Union External Actions have been approved and published in the website<sup>1</sup>. This EC manual has been designed to ensure that actions that are wholly or partially funded by the European Union (EU) incorporate information and communication activities designed to raise the awareness of specific or general audiences of the reasons for the action and the EU support for the external action, as well as the results and the impact of this support. Therefore, this Manual regulates the communication activities of the EC funded projects in not Member Countries or Region concerned, including the projects funded by IPA Programme in South East Europe pre-accession countries, i.e. the SEEP eligible not Member States.

The activities of information and public awareness have been designed and implemented with new and original characteristics in order to enhance the value of

the participants involved and the project itself as a whole. In compliance with all the above mentioned approach and EC Communication Regulation and Guidelines. The actions of communication will play a fundamental role in the management of the SEETAC project in order to ensure optimum use of resources and the valorisation of the full potential of the SEEP Operational Programme, promoting maximum sharing of information and knowledge. This Communication Plan will be closely connected with all project operations and it will accompany all actions during the stages of start-up, implementation and completion.

## **1.2 Background information**

### **1.2.1 Genesis of the SEETAC project**

The project started with an initiative of the Pan-European Corridor (PEC) Secretariats that in compliance with the EC recommendations, directives, communications and guidelines, began working on a common proposal to respond to the challenges highlighted by the EC. The first meeting of the PEC Secretariats was held in Bratislava on 23-24.11.05 where, under the Central European Initiative (CEI) umbrella and Corridor V Secretariat initiative, they started their cooperation in coordination with the EC TEN-T Director.

Since that meeting the PEC Secretariats have met yearly in Trieste and Vienna where on 21.05.07 the participants discussed the new opportunities offered by the Transnational Cooperation Programmes and launched a new project idea to implement projects on two axes: Central and South East. SEETAC was born during that Vienna meeting and grew thank to the permanent consultation (bilateral meetings, involvement of the Ministries of Transport of the area and 2 Project Partner (PP) meetings held on 19.05.08 in Rome and on 20.10.08 in Vienna) between the PEC Steering Committees (SCs) and Secretariats and the South East Europe Transport Observatory (SEETO).

The overall project objective is the establishment and implementation of an effective and coordinated South East Transport Axis (SETA) framework, promoting and

<sup>1</sup> [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)

fostering the institutional cooperation between PEC structures and Member States in order to reach the EU's objectives of (i) transparency & information reliability; (ii) develop an harmonised and efficient institutional framework and; (iii) rapid implementation of the transport priority projects. This overall objective could be reached by the implementation of the project in compliance with EU recommendations. PECs have similar problems above all regarding administration and exchange of information. The project SEETAC will enable this exchange, in coordination with EC SFC 2007-Electronic Data Exchange project, the identification of common problems and solutions in order to attain the common mobility (good, capitals and people) standards for the whole EU territory.

Therefore SEETAC is a cross-sectoral project, focusing on goods transport and on customer satisfaction, identifying the scenarios, the transport strategy, the necessary financial resources and related donors and the priority interventions needed by the infrastructure and the transport policies in the area. According to the SEE OP that gives relevance to concrete and visible outputs, the specific project objectives have been identified in the following Work Packages (WPs):

- WP1: establishment of a kick-off meeting and elaboration of an Operational Manual for project management;
- WP2: establishment of an institutional communication system aiming at fostering the information and dissemination activities;
- WP3: implementation of a coordinated database management system;
- WP4: definition of multi-modal traffic scenarios and common mobility standards and environmental guidelines;
- WP5: identification of necessary financial resources and financing mechanisms;
- WP6: finalisation of SEE Spatial Planning-Transport Strategy and legal framework.

### **1.2.2 Project approach**

Corridors cooperation is a process that has been developed during the last years.

According to these basis SEETAC should optimise the collaborative approach set up and based on a trustful relation among PEC Secretariats & Steering Committees (SCs), involved Ministries of Transport, EC-DG TEN and SEETO.

SEETAC partners have already agreed on the methodology to be applied. Under the constant quality control exercised by the LP, the establishment of a project SC and of a system of internal evaluation and communication among the partners will guarantee the smooth implementation of the project.

The project SC will be responsible for the approval of all technical reports and WPs, acting as evaluation committee of any TA project external support and as SETA SC.

The detailed definition of each partner's role will be clearly specified in the Operational Manual of the project, that will take into account the internal rules and procedures concerning technical and financial progress reports. The LP will be responsible for the coordination of the PPs according to Lead Partner (LP) principle. The transnational approach of the project is implicit in the transnational character of the issues (both technical and financial) to be solved. In order to reach the above mentioned objectives it is necessary that all the key stakeholders of the eligible area cooperate. The implementation of these strategic transport links depends on the development of each single area and region because problems located in one single country can undermine the development of the whole Corridor and Axis network.

SEETAC aims at fostering the development of the South Eastern Transport Axis (SETA) and this means that countries and PEC must work together since it is vital to go over the national approach to realize the cross-border and transnational connections (concerning infrastructure but above all services to the mobility). PECs face similar problems and to solve them it is necessary to involve all crossed countries, because it happens that problems affecting one point of the network have origin in other areas.

### **1.2.3 Expected results and durability**

The expected results/outputs of the project should be easily transferred to other EU Transport Axis, in particular to Central Axis, where another coincidence of EC Programme eligible area exists.

These outputs are strictly connected to the achievement of the main SEETAC objective: definition of concrete actions (infrastructure projects) to be implemented to improve the accessibility of SEE and to foster the economy of the area through a developed mobility of goods and people.

SEETAC aspires to create a permanent Forum of the Ministries of Transport, PEC SCs and Secretariats, EC Coordinators and Transport Agencies, SEETO and Donors. This forum and the involvement as PP of the main decision makers (i.e. Ministries of Transport and SEETO) are the guarantee of the transferability and sustainability of the results, since they are responsible for their implementation. SEETAC will be also an instrument to finance the implementation of the identified actions through the experiences of the PP in the International Tenders and in the EC TEN-T calls. All the other transport projects financed by SEE Programme could benefit from this new institutional framework. These expected results could be easily achieved if this Communication Plan (CP) will be able to support all PPs in the implementation of the identified project actions.

### **1.2.4 Regulatory framework**

Coordination and compliance with recommendations of EU transport policies and South East Europe Programme objectives is imperative. Therefore the SEETAC project has been prepared in order to comply with them as follows:

- 1. Compliance with High Level Group Report.** SEETAC answers to the 2005 HLG recommendations,
- 2. Compliance with COM(2007) 32 final of 31.1.07: "Guidelines for transport in Europe and neighbouring regions".**

SEETAC meets the need set up by the EC with COM(2007) 32,

- 3. Compliance with Communication from Vice-President Barrot, Ms Reding, Ms Hübner, Ms Grybauskaite, Mr Dimas, Mr Almunia And Mr Piebalgs of 16.01.07: "Trans-European networks: Towards an integrated approach";**
- 4. Compliance with COM(2008) 125 final of 05.03.2008: "Progress of exploratory talks regarding cooperation in the field of transport with the neighbouring countries":** SEETAC is in line with the recommendations expressed by the COM 125;
- 5. Compliance with key issues on the implementation of TEN-T Priority Projects: "Background & Questions for discussion at the Informal Transport Council of 6 May 2008".** SEETAC complies with the conclusion of this Council;
- 6. Compliance with the SEEP:** the project faces the major challenges of SEE concerning accessibility, priority Axis 3, aiming at improving framework conditions for multimodal platforms and at completion of the transportation networks. Despite the area is crossed by many PECs, the infrastructures are fragmented and this interrupts the network of exchanges between SEE and the rest of the continent. According to the aim of promoting the SEE spatial integration, PEC Secretariats and Transport Ministries are PPs, responding to a double exigency: to involve high level actors and to be implementation-oriented, avoiding the intangibility and vagueness of outputs & results and guaranteeing a multilevel approach (through the relationship between decision makers and implementing bodies). The pilot projects of WP5 will regard the establishment of multimodal platforms, which financing will be facilitated by their inclusion in the SETA strategy implemented in the WP6.

## 1.3 Objectives and specific actions

The objectives depend on the target audience (see the next §2) recipient of the information and public awareness actions. In line with the overall objective of the SEEP and with EU regulations, the Communication Plan has the following main objectives:

- to give a common, homogenous connotation to the SEETAC project in order to transmit to the recipients an organic vision of the anticipated interventions;
- to create conditions of transparency and maximum dissemination of news;
- to inform them of the opportunities provided, the timing and implementation of the priority projects, and the financial management;
- to ensure the transparency of management and of enactment-monitoring methods;
- to inform public opinion as to the role played by the SEETAC project, in collaboration with the SEEP eligible countries, in favour of the intervention and the results achieved, and, specifically, to highlight the programme's direct effects on the territory, the economic system and the population;
- to promote the positive effects of the transnational cooperation and the bodies that created, financed, and managed it.
- to optimise the participation of these intermediate beneficiaries in the process of information dissemination by involving them in the information activity;
- to ensure widespread dissemination in the area involved;
- to avoid the circulation of news which is contradictory or which, because of its vagueness or imprecision, could lead to insufficient knowledge of the SEETAC project.

The actions of information and public awareness must lead to maximum administrative transparency through the release of clear and complete information regarding all administrative processes and who to contact for assistance. To fulfil the objectives of various phases of the project, the Communication Plan

has been structured around three key phases which may overlap somewhat:

1. The initial phase (2009)
2. The implementation phase (2010-2011)
3. The capitalisation phase (2012)

Each phase has its own series of priority objectives which govern the activities and tools to be deployed. The number of crosses symbolizes the importance of the effort of communication which may vary according to the objective and phase.

Objectives	Programming Phase		
	Launch	Implementation	Capitalisation
Raising awareness of the opportunities provided by the project	xxx	x	x
Encouraging the emergence of high quality projects	xx	xxx	xx
Mobilising networks to improve dissemination of information	xx	xxx	xx
Enabling beneficiaries to become ambassadors of communication		xxx	xxx
Informing beneficiaries of their obligations in terms of publicity and information	x	xxx	xx
Highlighting the positive contributions of initiatives co-financed by the EU in SEE area	x	xx	xxx
Capitalising tools and methods	x	x	xxx
Enabling elected politicians to become aware of and apprehend the results of project to develop projects at the local level	x	xx	xxx

## 1.4 Implications

A series of initiatives providing a complete range of information will be crucial for the implementation of the priority projects in the transport sector in SEE space promoted by final beneficiaries, national, regional and local

authorities and other competent public authorities, by professional and private associations, social and economic entities. Therefore, the main messages and contents of the SEETAC Communication policy are:

- The SEEP is an enormous opportunity for all Member States to fill the gap with the South East European not member Countries in terms of accessibility, growth and development. In order to reach a more balanced distribution of opportunities, it is vital to favour and implement - through the SEETAC project - the circulation of goods, people, investments, technologies, relations, innovation.
- The SEETAC project shall communicate its positive effects, thus creating a favourable climate for its development, and dissipating negative echoes when present.
- The SEETAC project is the point of reference for all parties interested in the development of SEE transport infrastructures in the European context and, as such, is always up to date and able to give punctual and detailed information.
- Through the assistance of the SEETAC, the South East European Countries are informed and may access to International Funds which could allow the realisation of considerable investments and programmes.



- The SEETAC project should facilitate the transparent communication with a wider general public about the development of priority connections that should facilitate the economic development of the entire area and accelerate the process of a complete integration of SEE into the EU;
- On top of assisting SEE Countries, the SEETAC project facilitates communication amongst them and with the International Institutions of the SEEP programme area.

Special attention will be paid to activities aimed at providing clear and timely information to potential final beneficiaries as to the methods of presentation of the project WP reports and proposals, as well as how to contact those responsible and how the technical assistance function will be activated, both in the preparation stage of the project proposal and during project enactment. For the general public, moreover, the activity of information will be particularly focused on the objectives of the SEETAC project within the framework of the EU initiative, clearly underlining the role played by the European Union and the members of the SC, and on the results obtained. Therefore, in particular, specific informational campaigns will be enacted through national and local means of mass communication, regarding both the opportunities offered by the SEETAC project and the use of funds that could derive from the project implementation.

## 1.5 Impacts

An effective Communication and Visibility Plan is required in order to ensure that the newly established SEE Transport framework quickly becomes, as stated in its priorities, one of the main points of reference of all interested parties. To this, it is necessary to create within the target audience proper awareness of the SEETAC project and its objectives and to give them the right image of same. The impact of the project should be extended to the whole eligible area of the South East Europe Programme, i.e. to all the SEE countries crossed by the South East Transport Axis (SETA).

All interested parties must be informed about the SEETAC project and the systems for its implementation and management. Information should always be easy to understand and written/spoken in simple language; all procedures and systems must be transparent; the level of information provided should be to the point, relevant and timely. Specific priorities as identified in the project documents must be given due publicity whenever their success depends exactly upon the response from target audience (i.e. funding and investment opportunities).

## 2 Recipients and target audience

For efficient and effective communication, it is important to determine which stakeholders need what levels of information. For this it is useful to identify three categories of targets:

- The first are those which need to be *involved* in the communication and policy-making activities.
- The second are those whose *influence* is such that they will impact on how others perceive the work of the PPs, or who can be used to inform other stakeholder groups.
- The third are those who should more simply be *aware* of the aims and benefits of the policies being implemented by the administration in partnership with the local community and how to avail of its services (public awareness).

Each segment of target audience requires specific actions and entails a different choice of measures. Nevertheless, the overall communication objectives are common and follow three steps which are subsequent in time: awareness (*I know the project exists and what it serves for*); information (*I know what the project is doing and why*); publicity (*I know all details on a specific topic I am interested in*).

In accordance with these principles, the stakeholders and target audience of the SEETAC project have been identified in the Project Partners that are also the main SEE decision makers in the field of transport. The list of the contact persons working for the Project Partners to implement this CP is included in the Annex 1.1.

They will implement the project results in close cooperation with local administrations. This high level institutional partnership will enable a concrete development and implementation of the foreseen actions, results and outputs.

Beyond them the Target Groups (TGs) involved that could benefit from the project implementation, are regional and local authorities willing to ask for donor contributions (grants and loans) as well as private investors that could implement some priority projects through PPP mechanisms: in both cases they could count on the Transnational Transport Strategy that will be coherent with the National Plans already set up by the involved countries. Other TGs will be the national railways and highways agencies / companies.

These last could profit from the clear identification of the necessary financial resources.

SEETAC's Communication Plan will be also addressed to these TGs, through transparent diffusion of information, promotion of events concerning SEETAC progress and definition of future opportunities. Summarising, the target audience of the project will be the following:

- ✓ Ministries of infrastructures and transport of SEE (that are both project partners and target audiences);
- ✓ NUTS II regional and local transport departments and authorities;
- ✓ Transport Directorates, Departments and Units of the European Commission and International Donors;
- ✓ PEC Coordinators, Steering Committees and Secretariats;
- ✓ Relevant Public and Private operators in the Transport Sector;
- ✓ Environmental Associations and Institutions;
- ✓ The National and Local media of eligible countries of SEE Programme;
- ✓ The general public.

Within the SEETAC project the communication activities with the Target Groups will be coordinated by the LP assisted by INFORMEST, excepting the communication with the environmental associations and institutions that will be directly implemented by the Italian Ministry of Environment assisted by EURAC.

### 3. Methodology

The methodological approach for the project implementation has been already defined within the Application Form (AP).

For what concern the specific communication issues, the SEEP requirements for each approved project are:

- Development of a Communication Plan (this plan);
- Systematically and professionally communicate (through the communication tools) about the project activities and results (described in the project progress reports);
- Comply with EU information and publicity requirements;
- Follow the SEE information and publicity guidelines.

Therefore, the methodological approach for the implementation of this Communication Plan will strictly follow the above mentioned 4 requirements.

Pan-European Transport Corridors cooperation is a process that has been particularly developed during the last years. SEETAC will optimise this collaborative approach set up and based on a trustful relation among PEC Secretariats and Steering Committees (SCs), involving Ministries of Transport, EC-DG TEN and SEETO.

SEETAC partners have already agreed on the methodology to be applied for the project implementation. Under the constant quality control exercised by the LP, the establishment of a project SC and of a system of internal evaluation and communication among the partners will guarantee the smooth implementation of the project.

The project SC is responsible for the approval of this Communication Plan and of all technical

reports and WPs, acting as evaluation committee of any TA project external support and as SETA SC. The detailed definition of each partner's role is clearly specified in the Application Form forming an integral part of the Subsidy Contract and in the Implementation Operational Manual of the project, which takes into account the internal rules and procedures concerning technical and financial progress reports.

Therefore, to implement the SEETAC project and this Communication Plan, the following essential SEEP documents recommended by the Regulation (EC) No 1828/2006 (Information and Publicity) have been considered:

- ✓ The Subsidy Contract, Art.7;
- ✓ The Partnership Agreement, Art.12;
- ✓ The Implementation Operational Manual, Art.6.

In compliance with the requirements of these documents all the main communication tools detailed in the next **§ 4.3** will follow the templates and forms suggested in the **SEE Visual Identity Guidelines**.

In particular, all SEETAC project official communication **will display the EU logo, the SEE Programme logo and slogan, the name of the funds concern and the logo of the project**.

For what concern the Project Report and the visibility action, taking into consideration that no any specific form has been adopted by SEEP and ERDF, all the project reports will be prepared in accordance with EC Visibility Manual applied for external actions and therefore adopted by the IPA programme.

## 4 Inputs and Outputs for each Target Group

### 4.1 Communication issues

The terminology of communication is prolific: "advocacy", "dialogue", "ICT" (information and communication technology), "social mobilisation", "stakeholder engagement", "involvement and participation", "development communication" and "multi-stakeholder processes". Given this diversity of terms, it is often difficult to know exactly what we mean when we are talking about "communication".

Essentially, communication can be said to be a social process that takes place in a cultural-political context and produces changes in the knowledge, attitude and behaviour of individuals and groups by providing persuasive information and facilitating learning (FAO, 2002).

Because communication is a social activity, with learning and change inherent in the process, some implicit outcomes can result.

Following the work of UNESCO (Hancock, 1992), six of these outcomes are mentioned:

- increased mastery of a skill,
- improved self-esteem and well-being,
- improved personal efficacy,
- reinforced mutual respect,
- enhanced confidence,
- trust.

These explicit and implicit facets of communication help us to realise that for the SEETAC organisation, the selection and implementation of a communication strategy requires research, understanding and commitment to a long-term process, tempered by appropriate resource use.

The essentials to implement the communication related to the project have been well identified

by SEE Visual Identity Guidelines. They can be summarised in the following:

- A. The project has been **Approved!**
- B. We are happy;
- C. We inform the people about it;
- D. People become interested in the project;
- E. People understand what we are doing;
- F. People like what we are doing;
- G. People maintain interest in our project;
- H. People talk about it;
- I. We can evaluate and demonstrate D,E,F,G,H and the project value;
- J. The Partner States and the Commission hear about it, too.

If I,J then:

- K. The Programme demonstrates its value;
- L. The Commission maintains interest in funding similar projects;
- M. We could get (more) **Money** next time and develop a better project

All the above mentioned essential steps have been taken into consideration in the clear identification of the project inputs and outputs.

### 4.2 Contents, main messages

For project partners, final beneficiaries, regional and local authorities and other competent public authorities, for professional and private associations, social and economic entities, a series of activities aimed, in particular, at providing a complete range of information.

The main messages and contents of the SEETAC Communication policy are:

- The South Europe Transport Axis is an enormous opportunity for all SEE countries to fill the gap with the Central EU Countries

in terms of accessibility, growth and development. In order to reach a more balanced distribution of opportunities, it is vital to favour and implement the circulation of goods, people, relations, investments, technologies, innovation.

- The Project Partners shall communicate the positive effects of the project, thus creating a favourable climate for its development, and dissipating negative echoes when present.
- The Project Partners are the points of reference for all parties interested in the South East Europe Transport priority projects and, as such, the related information system should be continuously integrated, updated and able to give punctual and detailed information.
- Through the assistance of INFORMEST, Member States are informed and may access to International Funds which could allow the realisation of considerable investments and programmes.
- On top of assisting Member States, CEI in its role of LP, facilitates communication amongst them and with the International Institutions of the SETA area.

Special attention will be paid to activities aimed at providing clear and timely information to potential final beneficiaries as to the methods of presentation for project proposals

It will also defined how to contact those responsible and how the technical assistance function will be activated, both in the preparation stage of the project proposal and during project enactment.

For the general public, moreover, the activity of information will be particularly focused on the objectives of the EU initiative, on the role played by the European Union and the Steering Committee, and on the results obtained.

Therefore specific informational campaigns will be enacted through national and local means of mass communication, regarding both the opportunities offered and the actual use of funds.

## **4.3** Communication tools

For communication to be effective, it must act on a variety of interests and use various tools. Only in this way can each predefined target be reached accurately and as deeply as possible. Each instrument of information and communication has different characteristics and reaches a different audience.

Therefore, the various communication channels will be used in an integrated manner so as to reach the highest percentage possible of each target.

The necessary tools that will be used during the implementation of the SEETAC project to make effective this Communication Plan are following listed and described:

1. Logos;
2. Website;
3. Documents presenting the results;
4. Public events;

The templates of the relevant communication tools of the project are shown in Annex 2 of this Communication Plan.

### **4.3.1** Logos

A new logo will serve to identify all SEETAC project activities in order to project a single, homogenous image and to create the conditions necessary for each action implemented to be linked with these initiatives.

The design and creation of an intuitive and uniform graphic image will help intermediate and final beneficiaries of the information:

- i. to easily and immediately connect the news with the project and South East Transport Axis, therefore, the activities of the European Commission and the main National Authorities involved and of the main international financing institutions and
- ii. to facilitate proper interpretation.

Therefore, the new logo, to be used for all Institutional Communications, has been designed in order to create awareness and build the brand of the SEETAC project.



The logo makes visual reference to the cooperation among SEE countries and to the idea of movement/development and South East Transport Axis and PEC integration.

It will be portrayed either alone or coupled with the European Commission and partners' logos (Transport Ministries, SEETO, CEI, Italian Ministry of Environment, INFORMEST, EURAC and the University of Thessaloniki) depending on its specific use.

INFORMEST and CEI will make sure that all outgoing correspondence, documents, website, etc. will be consistent with the approved logo. An informative brochure will be produced to promote the positive effects and opportunities of SEETAC project.

In compliance with the South East Europe Programme Communication Strategy, the logo will be normally used together with the symbol of the South East Europe Programme, as well as the European Union, national, regional and local symbols, in order to help people understand the role the EU plays in the synergy with the various institutional levels and in favour of the development of the South East Transport Axis.

Therefore, one of the following additional official logos of the SEE Programme will be associated to the SEETAC logo in any external official communication of the project



Together with the above mentioned logos, also the following logo of the European Union will be always shown:



Generally, the logos will appear in the header of the document, respectively: SEEP logo in the left side, SEETAC logo in the centre and EU logo in the right side.

#### **4.3.2 Website**

The website will be the main source of information about the SEETAC project and the first and most immediate point of reference for all target audience. To this, its domain name [www.seetac.eu](http://www.seetac.eu) has been selected to be easy to recall and write, and each visit should result for the user in a pleasant, complete and user-friendly experience.

The website has a clear and accessible design and structure, an intuitive system of links in order to get a simple and quick navigation. The Web site contains the following information:

- general information about SEETAC;
- SEETAC partnership details/contacts;
- Documents archive;
- News and Events;
- Press Releases;
- Press Reviews;
- Newsletters with the possibility of a user registration in order to subscribe to the newsletter;
- Photo Gallery;
- Tender opportunities;
- Downloads;
- Links.

A database of all the news, articles and newsletter with a dedicated search engine will be provided within the website.

The responsible partner for the implementation of the WP2 Communication and Dissemination activities is INFORMEST. Therefore, INFORMEST will be responsible for the website updating too being sure that all the information there included are precise, concise and meets the specific objectives. Nevertheless, all PPs will give their own contribution by providing contents to be published on the website.

#### **4.3.3 Documents presenting results**

All documents presenting project results will show on their header the 3 logos of the SEE Programme, the SEETAC project and the European Union.

##### **4.3.3.1 Project brochures and leaflets**

The project brochure and leaflets concerning the 4 WPs and related to project contents will be prepared in order to present the project and the outputs of each Work Package.

These brochure and leaflets will be structured in a template prepared in compliance with the SEE Visual Identity Guidelines.

The four leaflets will include specific information of the following Work Packages of the project:

- WP3: implementation of a coordinated database management system;
- WP4: definition of multi-modal traffic scenarios and common mobility standards and environmental guidelines;
- WP5: identification of necessary financial resources and financing mechanisms;
- WP6: finalisation of SEE Spatial Planning-Transport Strategy and legal framework.

##### **4.3.3.2 Press releases and press clippings**

INFORMEST will constantly monitor the media coverage on all topics related with SETA and PECs crossing the SEE countries. Subscription to the most relevant international transport reviews and linking to the media services of the Ministries of Transport of the SEE countries will allow to have a daily analysis of the most relevant articles regarding the transport development. A physical archive with all collected articles will be available at the INFORMEST headquarters and in the website.

An online selection will be included and distributed in a monthly newsletter to all Steering Committee members and to anyone else interested in being informed (the website can allow registration to this service and feature a small selection of press clippings).

At every meeting of the Project Steering Committee, and whenever it is requested, will press releases will be distributed press releases to the Media. On special occasions identified by the project SC a press conference may be required. On those occasions, the organization of any event shall be lead by LP in cooperation with INFORMEST.

In order to give maximum visibility to each press release, it is suggested that these will be linked to the professional service of the Ministries of Transport, which alerts journalists as soon as the release is available in the database. A file with all past press releases shall be maintained by INFORMEST and sent at request to any member of the SC or media representative.

Distribution of press releases will occur via e-mail and fax. When a press conference is called, journalists shall receive the press releases together with other relevant documentation in a specific folder to be produced by INFORMEST in collaboration with CEI.

The template for the press releases is shown in Annex 2.3

#### **4.3.3.2 Newsletters**

A monthly newsletter will be prepared and distributed to all relevant Target Groups and published in the project website.

The newsletter will be prepared by INFORMEST with the technical contribution of each partner and under the supervision of the LP.

The main contents of these newsletters shall include, but shall not be limited to, the following items:

- A brief summary of the newsletter content;
- List of relevant coming events;
- Interviews with relevant transport authorities;

- Progress of the transport projects in Member Partner Countries;
- Coming opportunities in the transport sector;
- Progress and results achieved by the SEETAC project.

The monthly newsletters will be prepared starting from October 2009 until the end of the project.

#### **4.3.4 Public events**

Each year a conference of the Ministers and related General Directors and Representatives of Ministries of Transport (representing both the SEETAC and SETA SCs) will be organised.

During these conferences the approved WP reports, intend to be public, will be distributed to a wider public and transport operators. These conferences will be also the best opportunity to communicate the results achieved by other projects financed within the Axis 3 of SEE Programme.

## 4.4 Media relations

The activity of press office gives the INFORMEST four main tasks to carry out. INFORMEST will maintain a close relation with media representatives in order to give appropriate publicity to any relevant news the Secretariat deems appropriate.

To this, a database with all media contacts has been built and attached in Annex 1.2. This database shall be constantly updated. Sources for building and updating the database are: official lists published by media institutions; personal contacts (also delivered to INFORMEST by project partners and counterparts); meetings and conferences attended during the SEETAC project implementation.

INFORMEST, coherently with the budget provisions, will keep an active eye on all events and circumstances where a media direct or indirect effect can be driven for the Secretariat.

INFORMEST may personally participate to the event or may highlight the opportunity to other project partners according to the nature of the event itself.

## 4.5 Advertising

INFORMEST shall always take advantage of the opportunities for free advertising, which proceed from a smart use of the website (i.e. registering to search engine sites), spontaneous and inducted media coverage, word of mouth effect generated by PR contacts.

Still, there may be a need for extra advertising efforts to give publicity to specific measures decided by the SC.

In the event that this occurs, a small budget will be reserved for ad hoc campaigns, which will be designed according to the specific objective. These campaigns will consist of stronger actions with media (i.e. site visits, study tours for journalists), paid supplements or news in newspapers, adverts appearing on TV or other media, PR campaigns to specific

targets as schools, institutions, political parties, etc.

## 4.6 Complementing Strategy

The information and public awareness actions will be implemented uniformly in order (i) to contribute to the creation of a sort of "quality trademark" through an effective integration of cross-border territories, and (ii) to establish a clear understanding, although different for each type of target, as to the fundamental role of the European Union in favour of development of the Corridor 5 and integration of the European territory. The information and public awareness planned actions will continue throughout the programme period. In fact, these actions will be implemented in the start-up stage of SEETAC enactment, as well as during the actual enactment and upon its conclusion.

The project will use a variety of communicative instruments, chosen on the basis of content to be communicated and the objective to be reached. In this way, news will be transmitted using the most appropriate means as well as the most appropriate language. The actions are to be founded on the following strategic lines:

- visibility of the European Union's role;
- projection of a single image of the South Europe Transport Axis (SETA);
- adaptation of the actions to the multitude of territorial and socio-economic needs of the area involved;
- transparency of management, monitoring and evaluation;
- revitalisation of communication;
- widespread diffusion of information throughout the territory, through the involvement of the bodies enacting the SETA programmes and projects;
- broad use of mass media;
- enhancement of projects implemented and widespread diffusion of the results achieved.

## 4.7 Implementing activities

After approval of this Communication Plan and the allocation of budget, INFORMEST will take all the necessary actions for the implementation of measures included in the Plan itself.

The SC members, the delegates from Member States, the technical commissions, the other staff from the PEC Secretariats, should help the in the work the officer in charge of Communication by informing him/her of any relevant piece of news that he/she should investigate, comprehend and divulgate. This applies also to press articles published on national newspapers other than Italy that deserve circulation, which can be forwarded to INFORMEST officer for inclusion in the press release. All actions taken by the executive in charge of Communication in order to implement this Plan must be approved by the Lead Partner.

## 4.8 Monitoring, evaluation and indicators

An action of communication can be defined "effective and efficient" when it reaches and is received correctly by its target. The effectiveness and efficiency of the actions of information and public awareness depend on (i) the content transmitted, and (ii) the channel used. The target audience should then recognise the information transmitted and understand it as it was intended by the publisher of the news.

In order to measure the efficacy of the tools included in this Plan, INFORMEST will track their results, as from the Application Form, and present them in the WP2 report which will contain concrete indicators for each area of action, such as:

1. Logo and Institutional Communication: use of logo (where and when); number of brochures produced and distributed.
2. Internet site: page visited; contacts from web page.
3. Press clippings: quantity of media coverage.
4. Media relations: number of press releases and press conferences; number of spontaneous contacts from media.
5. External relations: numbers of events attended by SEETAC staff; events eventually organised and audience attending; number of spontaneous contacts.
6. Advertising: if a campaign is run, reach and frequency obtained; cost per contact.

The following indicators will measure the efficient implementation of the communication activity that is defined by the WP2 of the SEETAC project:

- Communication Plan (this plan);
- Project brochure and pamphlet;
- Project logo;
- Project website;
- Articles / appearances published in the press and in other media (including online media, TV, radio);
- Press Conferences (including press clippings and press releases);
- Leaflets related to each WP;
- Letter, Faxes, e-mail concerning the project management;
- Monthly Newsletters;
- WP2 Technical Report.

## 5 Communication and information Exchange System and Programmes

Communication is a two-way process: top-down and bottom-up.

1. **Externally**, between the PPs and its stakeholders:
  - Top-down: Policies, objectives, activities, issues, etc.;
  - Bottom-up: user priorities, activities, issues, etc..
2. **Internally**, between the LP/WP leader and the PPs:
  - Top-down: vision, objectives, strategies, etc.;
  - Bottom-up: Staff issues, operational factors, etc.

The database, similarly to the media database, can be used to circulate information or to send specific messages (requests for information, invitation to events).

The communication about the progress of the project with SEE Managing Authority and JTS will be done through the presentation of specific electronic reports (see § 4.4.1)

All letters and faxes related to internal and external communication of the project will be prepared in accordance with the template of Annex 2.5

### 5.1 External communication

INFORMEST in coordination with CEI and PPs, maintains relations with target audience as identified above and attends (or suggests other staff to attend) events where a presence of the Secretariat is appropriate.

This can be decided because of the topic of the event (i.e. thematic conferences) or because the event represent an opportunity to meet specific counterparts (i.e. CEI forums).

As for the media relations, all events must be appointed on the project agenda managed by CEI.

All contacts, spontaneous or inducted by INFORMEST or by the Steering Committee and PPs, will contribute to build a PR database which will be constantly updated and will remain at the Project disposal.

### 5.2 Internal communication

Internal communication represents the exchange of information, organisation of activities and all ordinary and specific exchanges between PPs. Such activities will be carried through daily instruments as emails, phone, VoIP technologies, chat, eventually restricted ad hoc meetings, intranet area of the website. In order to allow a correct communication flow each partner shall communicate its own contacts to the other PPs.

**The internal project communication will be based on the general guidelines listed in the SEE Implementation Manual at the chapter 6.2.3.1:**

- Think strategically: integrate communication in the project strategy from the very beginning and throughout the entire project life and plan accordingly;
- Appoint a member in charge of communication activities.

- Involve all the project partners! The project partners are the promoters of the project in their region, so involve all of them in the communication activities, as well in the general activities.
- Lead partners should maintain good communication with all project partner and keep them regularly informed about the progress of the project.

## 6 Timing

The Communication Plan of the SEETAC project will be implemented during a 32 months period.

The Workplan of the activities related to the implementation of the WP2 of the SEETAC project and of this Communication Plan is shown in the following table.

Work Plan	Quarter	Quarter 3 <sup>rd</sup>			Quarter 4 <sup>th</sup>			Quarter 5 <sup>th</sup>			Quarter 6 <sup>th</sup>			Quarter 7 <sup>th</sup>			Quarter 8 <sup>th</sup>			Quarter 9 <sup>th</sup>			Quarter 10 <sup>th</sup>			Quarter 11 <sup>th</sup>			Quarter 12 <sup>th</sup>		
	Month	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
<b>2</b>	<b>WP2 Communication and Dissemination</b>																														
<b>2.1</b>	<b>Finalisation of communication Plan</b>																														
2.1.1	Drafting the Communication Plan																														
2.1.2	Communication Audit																														
2.1.3	Finalisation of Communication Plan																														
<b>2.2</b>	<b>Management of the website</b>																														
2.2.1	Drafting of a project website																														
2.2.2	Agreement of the website between project partners																														
2.2.3	Opening of the project website																														
2.2.4	Population of the website with data and its management																														
<b>2.3</b>	<b>Implementation of an information campaign</b>																														
	Finalisation of project brochures																														
	Publication of monthly newsletters																														
	Organisation of project events and related press conferences																														
	Finalisation of WP leaflets																														

This Workplan related to the communication activities to be implemented during the whole duration of the SEETAC project differs from the original timetable introduced in the Application Form of the same project. The main differences consist in the compression of some activities due to the late start of the project.

# Annexes

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## Template 1: Letter



SEETAC - Project  
Central European Initiative - CEI  
Via Genova 9, 24121 Trento (Italy)  
Tel: +39-0461-7788142 | Fax: +39-0461-7788163  
e-mail: info@seetac.eu - www.seetac.eu

**Template 2: Cover fax**

 <b>SOUTH EAST EUROPE</b> <small>justice for our common future</small>	 <b>SEETAC</b> <small>South East European Transport Association</small>	 <small>PROGRAMMA OPERATIVO REGIONALE EUROPEAN UNION</small>
<h1>FAX</h1>		
<b>To:</b> _____	<b>From:</b> _____	
<b>Fax:</b> _____	<b>N. Pag:</b> _____	
<b>Telephone:</b> _____	<b>Date:</b> _____	
<b>Ref:</b> _____	<b>Cc:</b> _____	

# Template 3: Press Release

		
<b>PRESS RELEASE</b>		
<b>Text</b>	<b>Title</b>	
<p>SEETAC Project Central European Initiative - CEI Via Genova 9, 34121 Trieste (Italy) Tel: +39-040-7796742; Fax: +39-040-7796769 e-mail: info@seetac.eu • www.seetac.eu</p>		

## Template 4: Cover for deliverables



# South East European Transport Axis Cooperation

**[insert title]**

**Dissemination level:**

**WP:**

**Author (s):**

**Status (F: final, D: draft):**

**Date:**

**File name:**

SEETAC - Project  
Central European Initiative - CEI  
Yla Grove 9, 34121 Thessaloniki  
Tel: +359-040-7126742; Fax: +359-040-7126753  
e-mail: info@seetac.eu • www.seetac.eu

# Template 5: Power Point Presentations

