



Interreg
Estonia-Latvia

European Regional Development Fund



EUROPEAN UNION

Communication Strategy

INTERREG V-A – Estonia-Latvia
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1. Introduction

Interreg Estonia-Latvia programme (hereafter “the Estonia-Latvia programme” or “the programme”) supports cross-border cooperation and is implemented under the goal of the European territorial cooperation of the EU cohesion policy. The programme carries on the co-operation relationship between Estonia and Latvia that was well established during implementation of the 2007-2013 cross-border cooperation programme. Funding to cooperation projects will be around 35.4 million euros from the European Regional Development Fund, which will be complemented by the partners’ co-financing.

Vision of the programme

Estonia and Latvia are places with excellent opportunities for people to lead successful and fulfilling lives, among happiest in Europe.

Mission of the programme

We support ideas that help Estonia and Latvia to grow through neighbourly cooperation.

Strategic objectives of the programme:

- 1) Active and attractive business environment
- 2) Clean and valued living environment
- 3) Better network of harbours
- 4) Integrated labour market

The Communication strategy (hereafter “the strategy”) of the programme is a basis for the communication throughout the programme cycle of the period 2014-2020, starting with promotion of the funding opportunity and supporting generation of project ideas, continuing with project implementation phase and ending with projects’ and programmes’ achievement exposure phase.

Within this strategy we are drawing a road map for reaching destination – called “better informed society” in relation to implementation of the programme in Latvia and Estonia and setting a framework for individual communication activities to address overall needs of the programme. As the programme is thematically focused and priorities that support entrepreneurship, tourism development and small harbours are jointly addressing strong axis of socio-economic development, the main communication message of the programme is “Growing through neighbourly cooperation”.

The programme demonstrated very successful communication with target audiences in the period 2007-2013 and accumulated best practice approaches, which will also be continued. This applies for the visual appearance of the programme as the thematic images used for each support area continue the concept used in the animations produced in the previous period – storytelling through drawings. Another path to be continued is - organizing attractive promotional events that are in line with the support areas/projects of the programme, as, for example, the Road Trip was in 2013. The programme will further promote its Facebook page, which was established in 2012, and is heading to next 1000 followers. As well, the book Estonia-Latvia Stories should have its next edition, since the stories told by project people from Estonia and Latvia and attractive format of the book was well perceived by everyone, among others, also local libraries. In compiled and concentrated way the book demonstrates the results of the previous programme – all 67 projects are covered.

There are few shifts of the focus in the programme’s communication. Firstly, the approach of concentration of the message is used - social media channels are integrated in the programme website and secondly, focus

will be to the on-line communication, as the potential applicants have the access to Internet all over the programme territory and this approach is also environmentally friendlier.

The programme will face also some challenges. First, it is related to the strategic objectives of the programme, where private and state organisations are potential applicants and later on become project partners. Private sector is usually less experienced in cross-border cooperation and as earlier surveys show, they are used to be competitors. The programme will organize information activities in Estonia and Latvia for entrepreneurs, business support organizations and business consultants – both private and public, to encourage them to participate in the cross-border cooperation. Next, the new electronic management system will be used by applicants and activities to become familiar with the system will be organized. The programme also plans to intensify cooperation with media and establish partnerships with regional media.

The strategy fulfils requirements that the European Commission laid down in regulations 1303/2013 and 821/2014. The programme is aware of the Eurobarometer results in December 2015 for the Estonia-Latvia programme, where the awareness about the EU-funded cross-border cooperation was measured. In cross-border region Estonia-Latvia 30% of respondents have heard about EU-funded cross border cooperation activities, which is very similar to the EU average of 31%. The European Commission will repeat the measurement of the awareness in 2020.

For reaching the objectives of the programme the strategy describes:

- Use of the best practice and results of the Estonia-Latvia programme 2007-2013;
- Communication objectives and target groups;
- Information and communication measures including measures for people with disabilities;
- Indicative budget;
- Responsible bodies;
- Assessment;
- Quantitative indicators.

The Managing Authority in cooperation with the Joint Secretariat (hereinafter JS) may amend the communication strategy during the programming period. The amended communication strategy shall be submitted by the Managing Authority or the JS to the Monitoring Committee for approval.

2. Communication objectives and target groups

The strategy aims at raising the general awareness on cross border cooperation and programme's funding opportunities in Estonia and Latvia, with the focus on the programme territory. It also aims to showcase achievements of the Estonian-Latvian cooperation through highlights of the impact of projects and the programme, the best practice and the EU role in the regional development. It provides the tools for ensuring transparency and visibility of the programme and its projects.

Communication also makes a major impact on programme's outcomes and results, as its activities will involve a lot of people and each must feel personally implicated, and so can communicate further the experience and benefits.

Communication objectives:

Objective 1. Quality applications for cross-border cooperation (CBC) projects are received and implemented:

CO 1.1 Potential applicants are aware about the funding opportunities and quality project ideas are submitted

CO 1.2 Project partners implement projects at high quality (both technically and content wise)

CO 1.3 Internal information flow between programme institutions is well functioning

Objective 2. Awareness about the EU-funded cross-border cooperation in Estonia and Latvia increases:

CO 2.1 Project partners have the capacity to communicate with target audiences (2017-2020)

CO 2.2 Achievements of cross-border cooperation projects and the programme are visible (2015 – 2021)

Horizontal objective of general transparency of the administrative procedures, including application and selection process of the programme is going to be followed throughout the programme lifetime.

Target groups

I. POTENTIAL APPLICANTS / BENEFICIARIES

Potential applicants are the key audience to be reached. Potential applicants are all types of organizations - national, regional and local authorities, public equivalent bodies, private companies, education and research institutions, business support institutions and non-governmental organisations within the eligible area of the programme. The communication activities are targeted to both experienced and non-experienced applicants.

Project partners are the organizations and companies contracted for implementation of projects. This group is directly involved in programme's implementation and therefore vitally important. Project partners as direct beneficiaries further determine the success of the programme, serve as its ambassadors for other potential applicants, decision makers and the general public. Thematic grouping of projects for better targeted messages and sharing of experience will be facilitated.

The project partners have to do everything to communicate further the results and impact of their projects and the contribution from ERDF, following the Annex XII of the Implementing Regulation 1303/2013 – Information and communication on support from the funds, as well as the publicity guidelines of the programme and the programme manual.

II. INFLUENCERS / MULTIPLIERS

Intermediaries

In order to achieve wider dissemination of the messages, the intermediaries for various groups of potential applicants are identified. The communication and cooperation activities with these actors will multiply the effect of the disseminated information, and will meanwhile help to target the qualified potential applicants,

especially larger groups (entrepreneurs and development specialists) and including specific groups and networks etc.

The intermediaries are:

- National, regional and local public authorities, especially their development and entrepreneurship specialists;
- Regional development and planning authorities (regional development agencies, planning regions, EU entrepreneurship centres etc.);
- Umbrella organizations and support centres for rural development, businesses and NGOs;
- Think tanks, research and relevant educational centres;
- Other EU representing offices and related institutions;
- Other relevant INTERREG programmes;
- Institutions and networks relevant for cross-border cooperation between Estonia and Latvia (embassies, chambers of commerce, local cultural communities etc.).

Media

The local and regional media are crucial for further dissemination of the programme information and addressing of the general public. The programme respects the growing role of social media, including social channels of media and intermediaries. Social media will be approached for spreading the word and raise the general awareness of the cross-border cooperation, share the success stories on projects and achieved results among various audiences in the programme area. The local and national TV, radio and press will be particularly addressed to reflect on the projects' activities in the regions. Media will also be invited to participate in relevant programme and project events and activities.

III. DECISION MAKERS / GOVERNANCE

Programme institutions

The programme structure consists of different institutions – Managing Authority, Monitoring Committee, National Responsible Authorities, Audit Authority, Group of Auditors, Financial Controls and JS. All are facilitating the success and directly engaged in programme's implementation, therefore effective communication among those is crucial for the general implementation of the programme, as well as the external communication. Also Enterprise Estonia hosting the JS and the State Regional Development Agency hosting the Information and Consultation Point of the JS in Riga belong to this group.

EU institutions

The EU institutions and particularly the European Commission form an important target group for the programme. The communication activities will be arranged to provide the feedback and updates of the programme implementation to the relevant offices and representatives. This communication is also necessary for discussing and sharing the experiences and best practices, which is done directly and through various networks such as the Interact Programme and INFORM network.

IV. GENERAL PUBLIC

The general public represents the inhabitants living in the programme area. The information and image of the programme by public influences significantly the interest of the potential applicants. It also influences the general perception of the EU contribution to the cross border cooperation. The general public will mainly be addressed through the traditional and social media and public events, as well as indirectly through the project implementers and other target groups. For better concentration of the programme's message we will approach organizations operating in fields that the programme address.

Each of the target groups described above will be addressed by various communication tools. It is foreseen that fulfilment of the specific needs of the target groups will be elaborated during the implementation of the activities listed in this strategy by asking feedback and adjusting the conveyed information accordingly.

Also the information and the key messages are to be adjusted to the specific needs and interests of the different target groups.

3. Communication approach

The programme will use the following tactics for achieving communication objectives. Appearance of visual image of the programme will be followed throughout various communication tools and it will also include promotion of the European Regional Development Fund and the Interreg brand developed by the Interact in cooperation with the European Commission. The JS will ensure interaction with target groups in various formats through electronic tools of the programme, like the website and Facebook, through media and by providing wide consultations to interested audiences. Introduction to the electronic management system that programme will use for monitoring the project implementation, and potential applicants will use for applying for funding and later on project partners will use for reporting, will be facilitated. Once the projects are approved, close cooperation on implementation issues, including communication, will be established among the programme consultants in the JS and the project partners. Further on, the approach of thematic grouping of approved projects will be facilitated among developers of joint products or services (entrepreneurs), for joint tourism product or service developers and projects that will operate in the support area of saving of natural resources. For rising the awareness of the cross-border cooperation and its results, Interreg programmes operating in the same territory will cooperate. It will be done through providing the joint visibility of the Interreg and stronger voice of CBC, for example, by organizing joint activities within the Europe Day actions. The Europe Day is held on 9 May every year and celebrates peace and unity in Europe.

4. Information and communication measures

Communication of the programme will be carried out by using a variety of activities, publicity materials and information channels, in order to increase the general awareness about the programme among target groups identified and address those groups according to their specific needs.

4.1. Programme documents

The main programme documents will serve as very important guidance tools for the potential applicants and the partners of the approved projects – particularly the programme manual, the project idea form,

reporting form and publicity guidelines. It is therefore important to make the information in these documents clear and understandable, to add the necessary updates and provide appropriate translations in the local language for informative use of the potential applicants and project partners.

Harmonised appearance of the programme documents will be used to allow recognition of the programme. Therefore programme logo and several templates will be developed and used by different programme institutions.

4.2. Information events for potential applicants

Direct communication through informative events will be carried out through sets of seminars organised by the JS, participation in events organised by or in cooperation with other institutions (intermediaries, approved projects and other programmes), annual information activity, as well as smaller scale events, such as consultation days in the regions upon request. These activities will focus on the potential applicants. Venues of the events are accessible for people with disabilities.

- *Major information activity publishing the launch of the Programme*

The programme started to introduce supporting areas and programme rules by organizing 5 thematic workshops, which altogether served as major information activities for launching the programme and were held in March and April 2015 in Estonia and Latvia. Each workshop was thematically focused – management of joint water resources, integrated labour market, tourism development based on natural and cultural heritage, business development and environmental awareness. During these workshops national authorities of Estonia and Latvia provided background information in the respective field and the JS introduced main principles of the support and novelties of the new programme. As well representatives of the projects supported in previous programme were invited to share the experience and transfer the know-how of project implementation to future project partners.

- *Information event/seminars*

The information event for potential applicants is being carried out on 31 March 2016 in Rūjiena (Latvia) and it focused on issues related to the first call for proposals. It included further promotion of the programme and funding opportunity, provided motivating and inspirational speeches, facilitated partner search. The JS organized individual consultations for potential applicants on developed project ideas.

In winter 2016/2017 the programme will announce the second call for proposals and information activities will be organised either as one event for participants of both countries or series of other type of activities and it will largely depend on the results of the first call for proposals. Thematically the focus of information seminars might be narrowed during the programme implementation, following fulfilment of the programme indicators. It is envisaged that the closing event of the programme will be held in 2021. Information activities will address the main objectives of the programme (promotion of the programme, facilitation of partner search, targeting particular groups of potential applicants, disseminating the CBC results and achievements of the projects etc.).

- *Presentations at other events*

The JS will also support events organised by other bodies, where the target audience includes potential applicants by providing programme materials and/or giving presentations. As for all communications activities, the timing and content of events will be carried out in close coordination between the JS and organisers of these events to ensure coherency in information given out across the programme. Some events might also be organized jointly with other intermediaries (for example, with other Interreg or ENI programmes operating in Estonia and/or Latvia). The regular cooperation and networking activities are therefore important for the programme and will help to arrange the respective events and presentations.

- *Consultation days in the regions*

Consultation days can be arranged in the regions in case the high interest from respective region has been received. That would ease the situation for potential applicants located further away from Rīga and Tartu, as well as provide opportunities for joint discussions, sharing of ideas and covering more important questions related to the programme and application process. These can be organised back to back with regional workshops, seminars or roundtables.

- *Promotion of the Europe Day*

The Europe Day on 9 May each year is marked with wide range of joint actions and celebrations at the EU level and in all Member States. Relevant communication activities will be carried out in cooperation with intermediaries like other Interreg programmes.

- *The European Cooperation Day*

Since 2012, the programme takes part in marking and celebrating the European cooperation day, which is an annual communication campaign to showcase the results and benefits of the cross-border cooperation to the general public and in 2016 the European cooperation day will be celebrated for the 5th time. The European cooperation day events take place on or around 21 September. On 19 September 2015 the programme organized joint beach clean-up activity on the Baltic Sea coast with the Interreg Central Baltic programme in Estonia and Latvia. In addition to the clean-up and joint work in Ainaži (Latvia) and Treimani (Estonia) beaches a “treasure hunt” on kick bikes with crossing the border was organized. There was an opportunity to take part in the competition of building sand sculptures on the coast of the Baltic Sea and listen a concert of the Estonian multi-instrumentalist Silver Sepp. In coming years the programme plans to involve potential applicants and project partners in the programme events similar to above mentioned or in organizing their own smaller local events with a goal to spread the cross-border cooperation messages to local communities. The cooperation with other Interreg and/or ENI programmes operating in Estonia and Latvia will be considered.

- *Other events*

Upon occasion, the programme may organize other thematic events that will also serve the purpose of disseminating important programme information and communicate with different target groups.

4.3. Networking and cooperation

The communication activities involve regular networking and exchange of information with the intermediaries, including cooperation on various events. These target groups are included in the contact list for receiving important programme news, and invited to join the programme social media profiles on Facebook and YouTube, and regularly provided with the informative and promotional materials of the programme. If needed and after the results of the first call for proposals, specific groups of potential applicants will be targeted via intermediaries.

4.4. Media activities

Media mapping in accordance to the thematic target groups is done and different types of media activities are carried out according to the specific news or events taking place; including developing and ensuring publication and sharing of promotion and information materials about the programme, the projects, their progress and results, as well as cooperation with the project partners in media activities related to their projects and events by the JS.

The JS will approach together with project partners the media and especially local and regional media to promote the results of the projects as widely as possible. The JS will also assist the project partners, if necessary, in rising their capacity to communicate and by promoting their activities and attracting journalists.

Media activities include:

- *Media mapping*

The programme will identify the thematic media on national, but especially on regional and local levels for promotion of funding opportunity, as well for informing about funding decisions and results of the projects and programme.

- *Media partners*

Closer cooperation with regional and local media will be established in order to target the message possibly closer to local communities in the programme territory.

- *Press releases*

Press releases will be sent to media following the project approvals in the Monitoring Committee in 2016 and 2017, before and/or after major programme events, before the information activities, as well as in relation to other programme news that constitute relevant material for the media.

- *Reactions*

Media activities involve flexibility and operative reactions to various unexpected situations, important changes in the programme or crisis. The necessary special activities can take form of press conferences, press visits, working with some particular media etc. Media activities are aimed at addressing a wide range of target groups and addressing not only the potential applicants, but also the general public.

- *Commercials (if needed)*

As the projects and their activities need to be attractive and interesting for local population, sufficient media coverage can be achieved generally without paid commercials. However, if a specific target group should be reached, it may be considered to invite it to information activities through advertisement.

4.5. Electronic tools (webpage, social media, news flash)

- *Website*

The Estonia – Latvia programme website (www.estlat.eu) is playing the main role in communicating the programme and project information to the various stakeholders. It serves as the main source of the official programme information, which is relevant for all the target groups of the programme. The portal www.estlat.eu is redesigned and social media channels of the programme - Facebook and YouTube, both are incorporated and accessible from the website, thus ensuring direct access and integration of social media and better concentration of the programme's message.

The web page includes the following major features: the general information about the programme, section with essential information for potential applicants, section with information and guidance documents for project partners, partner search section and database of project ideas, section of achieved results – includes list of beneficiaries, database of the approved projects (both programming periods), communication products of the Estonia-Latvia programme 2007-2013 and the Estonia-Latvia programme 2014-2020, news section, events section that includes the registration and survey tool, restricted access area for the programme authorities, subscribing opportunity to receive news and contacts information. The website is usable by people with disabilities.

- *Social media*

The programme has two social media accounts – Facebook and YouTube. Facebook has become an important tool to communicate programme and project news, as the audience is constantly growing and the 1000th follower will be reached in the first half of 2016. In order to help followers of the programme Facebook account to find the programme website and vice versa, the Facebook feed has been installed in the programme's website as a news feed. Also the programme YouTube account is integrated into the website, as there were 106 video productions placed on the channel already during previous programme period. The Facebook will remain as the main social media communication channel for the period 2014-2020, where the programme shares content from all the relevant events and activities that are intended for wider public for instance photos, videos, stories from events, useful tips and examples of cross-border cooperation within the programme and outside, relevant information about cooperation between Estonia and Latvia from other sources that fosters ties between the two countries, as well as relevant information and publications issued by the European Commission.

- *Digital information materials (infographics; video instructions, etc.)*

The programme will continue to produce sharable items – meaning, that most of the information materials will be prepared in a digital format and this will allow to share them easily on Facebook or YouTube, as well as to place on the programme website in a downloadable format. Also the approach of storytelling via images will be continued and statistics, advice, decisions will be provided via storyfied graphics and video stories.

- *News flash*

The programme news flash is a regular issue providing different target groups with latest programme developments and actual news. It will be distributed to all contacts of the programme, which already now

reach over 2000 entries. The news flash will contain information about the programme implementation and milestones, the recently approved, as well as the running projects, important dates of the programme, announcements on alerts regarding the updated/ newly uploaded programme documents and materials, as well as comments and stories from the project partners and various other bodies involved in the programme.

- *Publicizing the list of the partners*

The information about projects and project partners will be published on the programme's website under the section EstLat results and subsection Projects 2014-2020. Each supported project will have its own page, where basic information about the project, short project description and outputs (when available) will be published. The complete list of lead partners and partners will be available in a downloadable format.

4.6. Publications and promotional materials

The planned publications and promotional materials may include:

- **Colouring book** - the EstLat Colouring Book has been issued on the occasion of the opening of the first call and promotes seven support areas in a user friendly and prominent way. It is supported with colour pencils for not only creative colouring, but also for making notes during information activities
- **E-Catalogue of products/services (including tourism)** – all products are in one place, with branding “Made in EstLat” and possibility to spread it in a digital environment
- **For Tourism products/services** – set of digital postcards – easy to distribute and post on Facebook
- **Estonia-Latvia Stories II** – all supported projects in a storytelling form are compiled in one book. The format is similar to the first edition of the Estonia-Latvia Stories, but implicates on the priorities of the new programme and includes stories about all supported projects. Coverage of it in English, Estonian and Latvian will be provided
- **Video stories** - on product development (two or more products which development is supported by the programme, will be chosen), e.g. a tour through attractive route (supported tourism project), nature protection campaign – following one or few projects; sailing route; joint centre of Valga-Valka, joint waters, etc.
- **Other promotional items/ give-aways** - small promotional and representation items like pens, notebooks and folders, as well thematic give-aways for the EC communication actions like the Europe Day and the European cooperation day and other relevant programme events will be produced to support the visibility and publicity of the programme at the events.

4.7. Events and other support to project partners

Project partners are the best promoters of the programme, thus it is important to ensure active and regular communication with them and make sure that efficient communication with target groups of projects and media is also implemented further on the project level. In addition, the JS will establish close and direct communication with project partners in order to build the trust between the JS and project partners and to support partners with adequate information flow in their daily implementation work. It is also important to inform and remind the project partners about the publicity requirements of the programme.

To support and improve quality of communication activities at project level, there should be regular sharing of project information and outputs and communication with the project partners. These activities will be organized in the form of partner events and seminars, as well as regular direct communication, and attendance of project activities and site visits.

- *Project partner day and seminars (includes procurement and communications seminars)*

The JS will organise partner days for all the project partners. The main aim of the partner days is to provide all project partners with information, which is crucial for project implementation. Partner days will include presentations on information that requires the financial control of the programme, on reporting procedures and publicity guidelines, and other relevant project implementation matters. As well, seminars will be organized to introduce project partners with the effective use of the communication tools and which specific procurement issues should be taken into account. Other thematic follow-up seminars might be organized if necessary. In addition, JS will organize other partner events, if necessary grouping them thematically, that facilitate information and experience exchange among the project partners, as well as will provide support on various project implementation issues.

- *Direct communication*

The communication with project partners will take place on a regular basis, using the phone and email, the Skype, as well as individual meetings, if necessary. The project implementers will be informed about the necessity to share the information on project events and activities on Internet and with the JS, and will have individual programme consultant from the JS, whom to approach with specific questions in relation to project implementation, including communication.

- *Attendance of project events and site visits*

Regular attendance of project activities and site visits will be arranged by the JS in order to follow the project developments, receive feedback, compile information, photos, videos and project stories, as well as monitor the activities and fulfilment of the publicity requirements.

4.8. Feedback tools and activities

It is important for the programme to have a two-way communication with its target groups as much as possible, particularly with the potential applicants and partners of the approved projects. Therefore the programme foresees feedback tools to be applied within other communication activities, such as interactive survey tool on the programme website and/ or filling out feedback sheets after the events. Important feedback will also be obtained orally through the meetings and discussions with project partners during their events and site visits.

Please see the framework of the Interreg Estonia-Latvia programme communication in the table 1 (page 13).

Table 1: Framework for the Estonia-Latvia programme communication

COMMUNICATION OBJECTIVES:				
CO 1: Quality applications for cross-border cooperation projects are received and implemented			CO 2: Awareness about the EU-funded cross-border cooperation in Estonia and Latvia increases	
CO 1.1 Potential applicants are aware about the funding opportunities and quality project ideas are submitted	CO 1.2 Project partners implement projects at high quality (both technically and content wise)	CO 1.3 Internal information flow between Programme institutions is well functioning	CO 2.1 Project partners have the capacity to communicate with target audiences	CO 2.2 Achievements of cross-border cooperation projects and the programme are visible
TARGET GROUPS:				
Business support institutions Entrepreneurs National, regional and local authorities Public equivalent bodies Education and research institutions Non-governmental organisations	Lead partners/partners of approved projects	Joint Secretariat Monitoring Committee Managing Authority Financial Control bodies National Responsible Authorities European Commission (DG Regio) Audit Authority	Lead partners/partners of approved projects	Organizations operating in the fields, that programme support Local, regional and national authorities General public
COMMUNICATION APPROACH:				
Wide and supportive consultations via e-mail, phone and in person are available to all interested potential applicants Strongly and widely promoting the funding opportunity to interested target groups or	Reliable and accurate information is published on programme website and provided during seminars Implementation support and guidance from the Joint Secretariat is made available	Responsibilities of each institution are clear and well-coordinated Keeping active day-to-day contacts between employees of programme authorities	Introduce effective and economic communication tools and channels Sharing projects achievements via programme Facebook page Supported projects are introduced and shortly described in programme	Spreading information via tailored (including thematic) media and intermediary organizations lists Regular posts and growing number of followers on Facebook page Monitoring the appearance and further dissemination of results

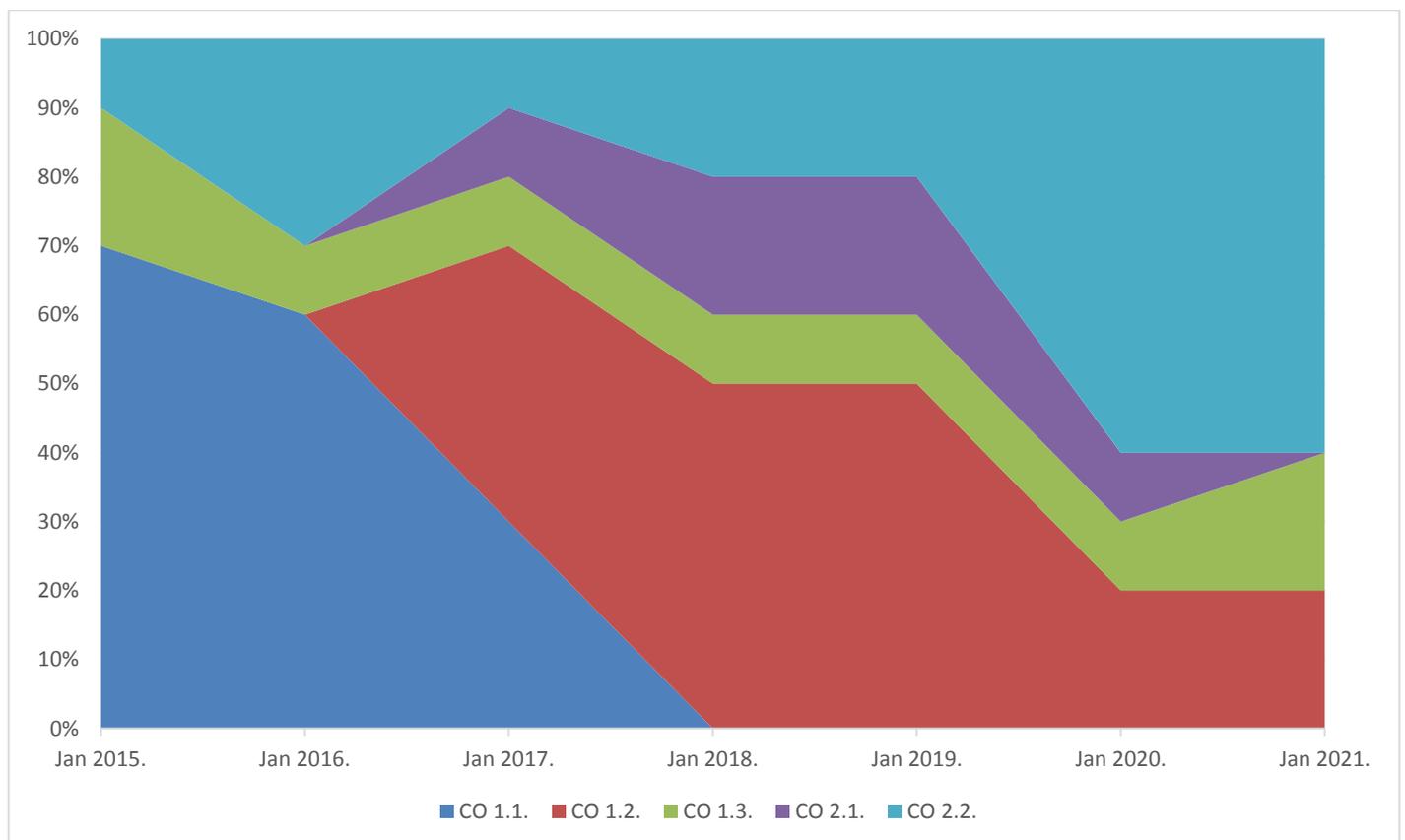
<p>organizations (clusters, development centres, etc.)</p> <p>Supporting partner search for development of cooperation ideas</p> <p>Communication channels have common visual appearance and the programme is recognizable</p>	<p>Clustering of supported projects by support area</p> <p>Participation in programme communication campaigns is encouraged</p>		<p>website, as well results are published</p> <p>Guidance during information events on EC requirements for the visibility and communication</p>	<p>Establishment of close relations with regional media</p> <p>Organizing communication activities that highlight the EU contribution and in cooperation with other Interreg and/or ENI programmes</p>
<p>COMMUNICATION TOOLS AND ACTIVITIES:</p>				
<p>Seminars, roundtables, networking events (including use of eMS)</p> <p>Website (all guiding documents published), Facebook</p> <p>Wide contact list (subscribers, participants at events, consulted persons, intermediaries, programme authorities, etc.)</p> <p>News flash</p> <p>Media</p> <p>Feedback</p>	<p>Information seminars (including about the use of eMS)</p> <p>Partner days</p> <p>Website (all guiding documents published), Facebook</p> <p>Advice by programme consultants (e-mail, phone, individual consultations)</p> <p>Publications and promotional materials</p> <p>Mailing lists</p> <p>News flash</p> <p>Feedback</p>	<p>Meetings</p> <p>Skype</p> <p>Website (includes area for the monitoring committee)</p> <p>Mailing lists</p> <p>Facebook</p> <p>New flash</p> <p>Publications and promotional material</p>	<p>Trainings</p> <p>Communication activities for each supported project</p> <p>Communication and visibility guidelines</p>	<p>Media (including thematic media)</p> <p>Collecting material (photos, stories, videos) about all supported projects during their lifetime</p> <p>Website, Facebook, YouTube</p> <p>Communication campaign (European Cooperation Day)</p> <p>Participation in promotional events (Europe Day, etc.)</p> <p>Publications and digital information materials</p> <p>News flash to intermediary organizations</p> <p>Feedback</p>

5. Implementation

The communication strategy is used to plan the communication activities taking into account the project and programme cycles. Implementation of all supported projects (their management cycles) will be integral part of the programme cycle and that phase is characterised with the highest workload intensity for the JS/MA during the programme lifetime.

Programme cycle consist of a starting phase (no running projects), a build-up phase (projects increasingly run in paralell and the first projects start to produce outputs), and the achievements phase (projects and programme intensively produce outputs, number of projects running in parallel decreases). In the final phase, when all projects are ended, the programme compiles final results and reports.

Chart 1: Expected workload related to communication objectives throughout the programme cycle



Objective 1. Quality applications for cross-border cooperation projects are received and implemented:

CO 1.1 Potential applicants are aware about the funding opportunities and quality project ideas are submitted (2015-2017)

CO 1.2 Project partners implement projects at high quality (both technically and content wise) (2017 – 2021)

CO 1.3 Internal information flow between Programme institutions is well functioning (2015-2021)

Objective 2. Awareness about the EU-funded cross-border cooperation in Estonia and Latvia increases:

CO 2.1 Project partners have the capacity to communicate with target audiences (2017-2020)

CO 2.2 Achievements of cross-border cooperation projects and the programme are visible (2015 – 2021)

Horizontal objective of general transparency of the administrative procedures, including application and selection process of the programme will be followed throughout the programme lifetime.

The annual communication plan will be integral part of the annual work plan that is prepared jointly by JS and MA. The plan is adjusted to the programme's respective cycle and relevant activities when necessary, closely following the strategy.

Implementation plan

The general plan and timeframe for implementation of the planned communications activities is summarized in the table 2 below.

Table 2: Planned communications activities and general timeframe

Activities		Targeted groups	Until 2017	2018-2021
Programme documents	Providing clear and updated programme documents with harmonised appearance: <ul style="list-style-type: none"> - making documents easily accessible; - alerting on the latest updates; - translating the key documents into Estonian and Latvian. 	<ul style="list-style-type: none"> - Potential applicants; - Project partners. 	Regular	-
	Major information activities promoting the programme	<ul style="list-style-type: none"> - Public sector bodies; - entrepreneurs; - non-profit sector representatives. 	April – May 2015	
Information events	Annual major information activity		Annually.	Promotion of the achievements of the programme in 2019 Closing activity in 2021.
	Promotion of the Europe Day	<ul style="list-style-type: none"> - Potential applicants not familiar with the Programme; 	Annually.	Annually.
	Information seminars	<ul style="list-style-type: none"> - potential applicants from the less active regions/ further from the border area and with concrete project ideas/ questions; 	On average 3-4 seminars a year both in Estonia and Latvia, usually connected with launching the calls.	-
	Presentations at other events: <ul style="list-style-type: none"> - information seminars of other Interreg/ENI programmes; - events of state and municipal institutions; - events of Planning Regions, NGOs, rural development, business support centres and business associations and other intermediaries. 	<ul style="list-style-type: none"> - less active groups of potential applicants (for example, businesses, NGOs); - intermediaries; - media. 	Following the respective events/ need-based, oriented on the crucial target groups.	-
	Consultation days in the regions		Upon request	-
	Other events		Upon necessity.	Upon necessity

Networking and cooperation	<p>Regular contacts and cooperation activities with intermediaries :</p> <ul style="list-style-type: none"> - other Interreg/ENI programmes; - relevant state, regional and municipal institutions; - business support centres; - NGO networks and support centres; - EU representing institutions; - relevant cross-border cooperation oriented bodies (EE and LV chambers of commerce, embassies etc). 	<ul style="list-style-type: none"> - Intermediaries; - potential applicants of diverse fields; - potential beneficiaries of specific target groups (businesses, transport industries, NGOs etc., addressed through the specific networks). 	Continuous.	Continuous.
Media activities	<p>Press releases:</p> <ul style="list-style-type: none"> - on approved projects; - on major project events; - on info events; - on other relevant Programme news. 	<ul style="list-style-type: none"> - Potential applicants not familiar with the programme; - potential applicants generally familiar with the programme; - potential applicants from the less active regions/ further from the border area; - other specific target groups ; - general public. 	For each occasion.	Within dissemination of programme results.
	<p>Reactions/ special activities in case of important events or changes in the programme, unexpected crisis etc.</p>	<ul style="list-style-type: none"> - beneficiaries; - all Programme institutions; - relevant EU institutions; - intermediaries; - media. 	Upon need/ occasion.	Upon need/ occasion.
Electronic tools	<p>Web page</p>	<ul style="list-style-type: none"> - Potential applicants not familiar with the programme; - potential beneficiaries with specific questions; - beneficiaries; - all Programme institutions; - relevant EU institutions; - intermediaries; - media. 	Continuous.	Continuous.
	<p>Social media</p>		Continuous.	Continuous.
	<p>News flash</p>		Linked to announcements of the calls, newly approved projects and other relevant programme news and events.	Linked to relevant programme news and events. Closing issue.
Publications and promotional materials	<p>Colouring book</p>	<ul style="list-style-type: none"> - Potential applicants; - intermediaries. 	2016 (reprinting/ updates upon need).	-
	<p>Digital postcards</p>	<ul style="list-style-type: none"> - Potential applicants not familiar with the Programme; - intermediaries; - general public. 	-	2018 - 2020
	<p>Catalogue or other compilation (possibly in several phases) of products and services (including tourism)</p>	<ul style="list-style-type: none"> - Potential applicants not familiar with the Programme; - intermediaries; - general public. 	-	2018 - 2020
	<p>Other promotional items/ give-aways with programme Logo</p>	<ul style="list-style-type: none"> - Potential applicants; - beneficiaries; - intermediaries. 	Linked to the relevant occasions for dissemination and the following the general budget.	Linked to the relevant occasions and the following the general budget.
	<p>Estonia-Latvia Stories II</p>	<ul style="list-style-type: none"> - Intermediaries; - Project partners; - all Programme institutions; - relevant EU institutions; - politicians and opinion leaders 		2020

Events for project partners	Project partner day and seminars	- Partners of the approved projects.	1 partner day a year for all project partners and 1-2 seminar on reporting, procurement, publicity requirements, communication, etc. after MC decisions; follow-up upon need.	1-2 seminar on reporting, procurement, publicity requirements, communication in 2018-2019. Follow-up upon need.
	Direct communication, attendance of project events and site visits		Regular.	
Feedback tools and activities	Within other activities: <ul style="list-style-type: none"> - feedback sheets or on-line survey after events; - survey tool on webpage; - feedback during the field trips/ site visits & meetings with beneficiaries; - follow-up on media stories. 	<ul style="list-style-type: none"> - Project partners; - potential applicants; - general public. 	Regular.	Within closing assessment.

6. Budget

The JS and MA envisage a total expenditure of 236 604, 00 € on communications and publicity measures (see the following table).

	2015	2016	2017	2018	2019	2020	2021	2022	Total
Publicity and marketing	9 104	35 000	35 000	35 000	35 000	35 000	35 000	17 500	236 604

7. Management and responsibilities

Responsibilities of the Managing Authority

The MA of the programme is responsible for ensuring compliance with the information and publicity requirements laid down in Articles 115-117 of Council Regulation (EC) No 1303/2013 and thus for drawing up and implementing the strategy. Contact details of the MA are as follows:

The Managing Authority
 Interreg Estonia-Latvia programme
 Estonian Ministry of Finance
 Regional Development Department
 Endla 13, 10122 Tallinn, Estonia

Ms. Silja Lipp
 Head of the Managing Authority
 E-mail: silja.lipp@fin.ee
 Tel: (372) 6311 3119

Ms. Anu Roomere
 E-mail: anu.roomere@fin.ee
 Tel: (372) 611 3123

Ms. Ege Ello
 E-mail: ege.ello@fin.ee
 Tel: (372) 611 3122

The MA will delegate the day-to-day implementation of the strategy to the JS as specified in the administration contract between the Enterprise Estonia (hosting institution of JS) and the Ministry of Finance of the Republic of Estonia. The JS is in charge of the information and publicity activities under the supervision of the MA. The JS shall work closely with and report to the MA on implementation of the activities specified in the strategy. Close cooperation will be ensured via continuous communication and information exchange between MA and the JS, including regular meetings.

Role of the Monitoring Committee

The strategy and any major amendments to it will be drawn up by the MA in cooperation with the JS and approved by the Monitoring Committee.

The Managing Authority delegates to the JS the task to provide the MC with the overview on implementation of the strategy and achievement of the targets set in the strategy each year. The progress made in the implementation of the communication strategy will be included in the annual and final implementation reports also to be approved by the MC. The MC approves Annual Work plans, where the planned communication activities for respective year are included.

Other information and publicity activities of the Joint Secretariat

The information and publicity activities of the JS have been described in the Chapter 4 Information and communication measures. In addition to those, the JS is ensuring the implementation of the strategy and carrying out the tasks listed below:

- Providing competent information and guidance about the programme to the potential applicants and project partners during project idea generation and development phase, especially on the requirements and criteria of the programme, particularly on the cross-border character of the projects and their relevance to the priorities and results indicators of the programme;
- Stimulating new project ideas in less active districts of the programme area and less popular topics;
- Supporting compilation and updating the detailed strategy of the programme and monitoring fulfilment of the strategy;
- Producing and visualising statistics about the state of implementation of projects and the programme, including financial data, fulfilment of indicators, partner data, and pointing out topics that are under or over represented and less active regions;
- Maintaining and updating address lists of institutions interested in the programme and media contacts;
- Monitoring how the beneficiaries follow publicity requirements and promote the contribution from the Programme and the EU.

Contact details of the JS are as follows:

Interreg Estonia – Latvia programme
Joint Technical Secretariat
Sõbra 56, 51013 Tartu, Estonia
www.estlat.eu

Mr. Peeter Unt
Phone: +372 737 7231
e-mail: info@estlat.eu

Mrs. Vineta Šnore
Phone: + 371 29274310
e-mail: vineta.snore@estlat.eu

Facebook – Estonia-Latvia Programme

8. Monitoring

The MA shall inform the MC at least once a year on the progress in the implementation of the communication strategy as referred to in point (c) of Article 110 (1) of the regulation 1303/2013 and on its analysis of the results, as well as on the planned information and communication activities to be carried out in the following year.

Quantitative indicators are set to measure if aims of the strategy have been achieved and what needs to be improved. Frequent on-line feedback surveys on communication measures will be carried out by the JS. Indicators set below will help to evaluate information and publicity measures in terms of visibility and awareness of the programme and the role played by the EU and are related to the communication objectives set by the programme.

- *Quantitative indicators*

INDICATOR	2015 - 2017	2018 – 2021
Visits on the website (monthly)	2000	1500
Number of different e-mail addresses in the JS contact list receiving regular information	2000	2500
Number of sharable items produced (videos, digital publications, etc.)	20	40
Number of project ideas consulted	300	-
Number of submitted project applications to the JS	180	-
Number of programme and project related articles/appearances in media.	210	200
Number of projects covered by mass media with reference to co-financing.	60	40