



Linking Estonia and Latvia

Part-financed by the European Regional Development Fund



European Union

Communication Plan

European Territorial Cooperation
Estonia – Latvia Programme 2007-2013
CCI 2007CB163PO050

January 2009

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1. Introduction

The Estonia - Latvia Programme 2007-2013 (hereafter referred to as the “Programme”) is a Cross-border Co-operation Programme under European Territorial Cooperation Objective of the EU Structural Fund policies 2007-2013, adopted with the European Commission decision C (2007) 6603 of 21 December 2007.

The vision of the Programme is to develop a dynamic and forward looking area at the coast of the Baltic Sea covering cross border territory of Estonia and Latvia, which is internationally competitive, socially and economically balanced, capable of reacting quickly to global economic and environmental challenges, attractive and easily accessible to both its inhabitants and visitors, and is attempting to preserve its distinctiveness, natural attractiveness and cultural heritage as an asset.

The Information and Publicity provisions of the Programme are laid down in the Commission Regulation (EC) No 1828/2006 of 8 December 2006 (hereafter referred to as the “Implementing Regulation”) setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions inter alia on the European Regional Development Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund including the preparation of a Communication Plan (hereafter referred to as the “CP”) to identify the measures necessary to bridge the communication and information gap between the citizens of the EU and the role played by the Community.

Through Cohesion Policy 2007-2013, the European Union can demonstrate its impact on the everyday life of its citizens. It is therefore essential that opportunities, results and achievements are communicated as widely and effectively as possible. To achieve this, as well as ensure overall transparency, the names of the Programme beneficiaries, the information on their projects and the amount of the allocated public funding will be publicized by using various communication tools – Programme’s website, media, electronic newsletter, brochures and other appropriate materials.

It is envisaged that through the implementation of the CP the Monitoring Committee (hereafter referred to as the “MC”) and the Managing Authority (hereafter referred to as the “MA”) will be able to enhance the visibility and transparency of EU Cohesion Policy and its contribution to the socio-economic development of Estonia and Latvia while establishing a strong two-way communication with the target audience.

The CP of the Programme describes the strategy and tools for communication with the target audience. As provided in Article 2 of the Implementing Regulation, the CP describes the following components:

- the aims and target groups;
- the strategy and content of the information and publicity measures to be taken by the Member State or the MA, aimed at potential beneficiaries, beneficiaries and the public, having regard to the added value of Community assistance at national, region and local level;
- the indicative budget for implementation of the CP;
- the administrative departments or bodies responsible for implementation of the information and publicity measures;
- an indication of how the information and publicity measures are to be evaluated in terms of visibility and awareness of the Programme and of the role played by the Community.

The CP is a working document and as the programme develops, any major amendments to the document will be done according to the decisions taken by the MC.

2. Aims and objectives

Aims

The CP aims at raising the general awareness on the Programme, its funding opportunities, impacts of the cross-border cooperation, and the Community role in the regional development. It also provides the tools for ensuring transparency and visibility of the Programme and its projects.

The aims of the CP can be summarized as follows, based on Article 69 of the Council Regulation (EC) No 1083/2006 of 11 July 2006:

- **Highlight the overall impact:** Communication activities will highlight the benefits and results of the Programme on the socio-economic development of the territory and ensure that the added value of European assistance is explained to the general public.
- **Ensure transparency and pro-activeness:** information about the assistance from the Programme is proactively accessible and the communication activities ensure transparency on funds, actions, results and decision-making processes.
- **Promote the Programme and its focus:** Communication activities are aimed at explaining the general scope, specific nature and cross-border focus of the Programme.

Objectives

The main objectives of the CP to highlight the overall impact are as follows:

- the communications activities ensure relevant information to highlight the Community contribution.

The main objectives of the CP to ensure transparency and pro-activeness are as follows:

- general transparency of the administrative procedures, application and selection process of the Programme is ensured;
- the most appropriate communication channels have been selected and applied for the targeted groups and the relevant messages;
- the general public is aware of the opportunities of the Programme and the results and benefits via media;
- the important and less represented groups of potential beneficiaries have been targeted by using various communications tools and cooperating with intermediaries;
- the list of the beneficiaries is visible through various communications tools and activities (web site, newsletter, press releases, brochures etc.).

The main objectives of the CP to promote the Programme and its focus are as follows:

- potential beneficiaries are aware about the cross-border nature, goals and main requirements of the Programme;
- beneficiaries and stakeholders have (been provided with) accurate and reliable information about the Programme and its projects;
- a wide number of potential beneficiaries are attracted and the number of new applications has increased;
- quality projects are submitted for all three Programme priorities.

3. Target groups

Potential beneficiaries

It is very important for the Programme to address a wide range of the qualified potential beneficiaries. Those include national, regional and local authorities competent to manage public funds, non-governmental organisations, as well as private companies within the eligible area of the Programme. The communication activities are targeted to those beneficiaries not yet familiar with the Programme, as well as those familiar with it, but in need for more detailed information.

Strategically planned communication with the potential beneficiaries is important for both receiving quality projects and ensuring awareness about the available funding and thus equal opportunities for all the potential beneficiaries in the Programme area.

Beneficiaries of approved projects

The organizations implementing the projects with the support from the Estonia – Latvia Programme form a vitally important group, as they further determine the success of the Programme and serve as its ambassadors for other potential beneficiaries and the general public.

The beneficiaries have to do everything to communicate further the impact of their projects and the EU contribution, following the Article 8 of the Implementing Regulation - Responsibilities of beneficiaries relating to information and publicity measures for the public, as well as Publicity Guidelines of the Programme and the Programme Manual.

General public

The general public represents the inhabitants living in the Programme area. The information and images of the Programme by this wider audience influences significantly the interest of the potential beneficiaries, as well as the general perception of the Community contribution through the EU Territorial Cooperation initiative. The general public will mainly be addressed through the media, as well as indirectly through the project implementers and other target groups.

Media

The local, regional, and national media are crucial for further dissemination of the Programme information and addressing of the general public. Various types of media (print, broadcast, online; central and regional; general and specialized) will be used to raise the general awareness about the Programme and disseminate the stories on projects and results among various audiences in the Programme area. The local TV, radio and press will be particularly addressed for reflecting on the project activities in the regions. Media will also be invited to participate in relevant Programme and project events and activities and provided with the press kits appropriate to the particular case.

Intermediaries

In order to achieve wider dissemination of the messages, it is important to identify the intermediaries for various groups of potential beneficiaries. 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 beneficiaries, including those of specific groups and networks, less active ones etc.

The intermediaries are:

- National, regional and local public authorities;
- Regional development and planning authorities (regional development agencies, planning regions 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 Territorial Cooperation programmes;
- Institutions and networks relevant for cross-border cooperation between Estonia and Latvia (embassies, chambers of commerce, local cultural communities etc.).

Different Programme institutions

The Programme structure consists of different institutions – MA, Certifying Authority, Audit Authority, Group of Auditors, Monitoring Committee, National Responsible Authorities, and Joint Technical Secretariat (hereafter referred to as the “JTS”) – and effective communication among those is crucial for the general Programme implementation, as well as the external communication.

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 to discuss and share the experiences and best practices.

Each of the target groups described above will be addressed by various communication tools. It is foreseen that fulfilling the specific needs of the target groups will be elaborated during the implementation of the CP activities 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. This is summarized out in the Table 1 below.

Table 1: Target groups and key messages

Target group	Information/ Message	Impact
Potential beneficiaries	<ul style="list-style-type: none"> - Funding is available: how much, when, how, what for, and who can apply? - Clear information on the Programme: its background, objectives, requirements, procedures, benefits and results, MC documents; - JTS provides advice in application preparation process. 	<ul style="list-style-type: none"> - Applications from a wide range of locations across the Programme area; - High technical quality of applications, with project proposals in line with the aims of the chosen Programme priority ; - Programme funds distributed efficiently to suitable projects.
Beneficiaries of approved projects	<ul style="list-style-type: none"> - Clear information on the Programme: its background, objectives, procedures, benefits and results, MC documents; - How to publicise project and its results; - Make the most of results by coordinating with other similar projects. 	<ul style="list-style-type: none"> - Clear understanding of Programme and efficient realisation of projects; - Multiplied dissemination of Programme information and results to other stakeholders
Media	<ul style="list-style-type: none"> - Information about the Estonia – Latvia Programme: how much, when, how, why, and who benefits (including MC documents)? - What are projects doing, who, and where? (once available) - Outputs, results and impacts of cross-border cooperation (once available). 	<ul style="list-style-type: none"> - Raised awareness further among various audiences across the Programme area; - Raised support for the initiative; - Transparency on EU and national spending.
Intermediaries	<ul style="list-style-type: none"> - Funding is available: how much, when, how, what for, and who can apply? - Benefits of cross-border cooperation; - Clear information on the Programme: its background, objectives, procedures, benefits and results, MC documents; - JTS and Information Point (hereafter referred to as the "IP") provide support in application and project development. 	<ul style="list-style-type: none"> - Applications from a wide range of locations within the Programme territory; - High technical quality of applications, with project proposals in line with the aims of the chosen Programme priority ; - Clear understanding of Programme and efficient realisation of projects; - Multiplied dissemination of Programme information and results to other stakeholders; - Raised awareness and support for the initiative.
Different Programme institutions	<ul style="list-style-type: none"> - Updated information on the Programme: the relevant documents, procedures, approved projects, upcoming issues, contacts, MC documents. 	<ul style="list-style-type: none"> - Efficient information exchange between the programme structures.
EU institutions	<ul style="list-style-type: none"> - Benefits of territorial co-operation and results/impacts once available; - Clear information on the Programme: its background, objectives, procedures, benefits and results, MC documents. 	<ul style="list-style-type: none"> - Raised awareness and support for the initiative; - Multiplied dissemination of Programme information and results to other stakeholders.
General public	<ul style="list-style-type: none"> - list of beneficiaries visible according to the rules laid down in the Implementing Regulation, governing the implementation of the funds 2007-2013; - Benefits of cross-border cooperation: outputs and results; - The role played by the European Community. 	<ul style="list-style-type: none"> - Raised general public awareness and support for the initiative; - Transparency on EU and national spending.

4. Communication activities

Communication of the Programme will be carried out by using a variety of activities and information channels, in order to increase the general awareness about the Programme among different target groups and address those groups according to their specific needs. The Table 2 below shows the relevant communication activities in connection to the various target groups.

Table 2: Target groups and communications activities

	Programme documents	Information events	Networking and cooperation	Media activities	Electronic tools (webpage and newsletter)	Publications and promotional materials	Partner events	Feedback tools and activities
Potential beneficiaries	√	√	√	√	√	√		√
Beneficiaries of approved projects	√				√	√	√	√
Media		*	*	√	√	*		
Intermediaries		√	√	√	√	√		
Different Programme institutions	√	*		√	√	√	*	
EU institutions		*		*	√	√		
General public			*	√	*	*		√

* targeted indirectly

4.1 Programme documents

The main Programme documents will serve as very important guidance tools for the potential beneficiaries and the partners of the approved projects – particularly the Programme Manual, Application 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 beneficiaries.

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.

Responsible body: JTS.
Timeframe: regular until 2013.

Target group: potential beneficiaries, beneficiaries of approved projects, different Programme institutions.

4.2 Information events

Direct communication through informative events will be carried out through sets of seminars organised by the JTS, 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 beneficiaries and beneficiaries of the Programme.

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

Implementation of CP has already started. The opening conference of the Programme took place in Valga, Estonia on February 28, 2008. The number of conference participants exceeded 200 and it included public sector bodies, entrepreneurs and non-profit sector representatives both from Estonia and Latvia. The opening speeches were held by the representatives of the European Commission, the Managing Authority and hosts – Mayors of Valga-Valka twin-town. Also other communications activities mentioned in this CP are in the progress.

Responsible body: JTS.

Timeframe: February 28, 2008.

Target group: potential beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

- *Annual major information activity*

Each year starting from 2009 a major information activity will be carried out, which focuses on current issues of the Programme and helps to achieve its goals.

The activity will be organised either as one event for participants of both countries or series of other type of activities. Each time it will address the main objectives of the Programme in the particular time period (promotion of the Programme, facilitation of partner search, targeting particular groups of potential applicants, disseminating the results and achievements of the projects etc.).

Responsible body: JTS.

Timeframe: annually in 2008-2013; and 2014 or 2015 a closing activity.

Target group: potential beneficiaries, beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

- *Promotion of the EU day*

According to Implementing Regulation Article 7 (c), it is mandatory requirement to fly the flag of the European Union for one week starting 9 May, in front of the premises of each managing authority. Thus the EU day on 9th of May will be marked by raising the flag at the building of the Managing Authority of the Programme. When appropriate, additional communication activities will be carried out.

Responsible body: JTS.

Timeframe: annually.

Target group: potential beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

- *Information seminars*

The JTS will organise information seminars in Estonia and Latvia during the whole programme period providing information about the Programme to potential beneficiaries. The information seminars will include presentations of the Programme requirements, application procedure and assessment, and also provide a possibility for individual consultations on concrete project ideas.

In the beginning of the programming period the information events are carried out throughout the Programme area spreading information about the Programme to widest possible audience. Gradually the information seminars will be mainly targeted to the less active groups of the potential beneficiaries, e.g. private entrepreneurs. Also thematically the focus of information seminars might be narrowed during the Programme implementation following fulfilment of the Programme indicators, i.e. putting stress on less popular themes and topics.

When possible, the seminars will include participation of the successful projects, to convey the messages more effectively and provide the potential beneficiaries with real life examples and opportunities for experience exchange.

Responsible body: JTS.
Timeframe: annually, approximately 8 seminars a year until 2013.
Target group: potential beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

- *Presentations at other events*

The JTS will also support events organised by other bodies, where the target audience includes potential beneficiaries 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 JTS 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, the other EU Territorial Cooperation programmes)

These possible events include seminars in the regional development and planning centres, business and NGO support centres, and various state and municipal institutions, and information seminars of other EU Territorial cooperation programmes. The regular cooperation and networking activities are therefore important for the Programme and will help to arrange the respective events and presentations.

Responsible body: JTS.
Timeframe: 2008-2013, need-based.
Target group: oriented on the crucial target groups.

- *Consultation days in the regions*

The Programme foresees consultation days to be arranged in the regions (in case of at least 3-4 project ideas in the same area. That would ease the situation for potential beneficiaries 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. Successful projects will be involved in these activities when possible.

Responsible body: JTS.
Timeframe: 2008-2013 upon request.

Target group: potential beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

▪ *National Information events*

Upon necessity the Member States will organise National Information Events in their own country, to ensure diffusion of Programme information at this level. The JTS will actively participate in these events by giving presentations, providing documentation and information etc.

Responsible body: JTS, organized by Member States.

Timeframe: 2008-2013 upon necessity.

Target group: potential beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

▪ *Other events*

Upon occasion, the Programme might organize other thematic events that will also serve the purpose of disseminating important Programme information.

Responsible body: JTS.

Timeframe: until 2015 upon necessity.

Target group: potential beneficiaries, beneficiaries, intermediaries, indirectly targeted to: media, different programme institutions and EU institutions.

4.3 Networking and cooperation

The communication activities involve regular networking and exchange of information with the intermediaries, also cooperation on various events. These target groups are addressed through meetings and field trips, are involved in other communication activities of the Programme and included in the contact list for receiving important Programme news, and regularly provided with the informative and promotional materials of the Programme. These activities are very important in promoting the Programme and addressing various groups of the potential beneficiaries, including some field-specific or less active target groups, and the JTS is responsible for preparing presentations and marketing the Programme at information events.

Responsible body: JTS.

Timeframe: 2008-2015, continuous.

Target group: potential beneficiaries, intermediaries, indirectly targeted to: media and general public.

4.4 Media activities

Different types of media activities are carried out according to the specific news or events taking place; including developing and ensuring publication and distribution of promotion and information materials about the programme, the projects, their progress and results as well as cooperation with the beneficiaries in media activities related to their projects and events by the JTS.

The Joint Technical Secretariat 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 JTS will also assist the project partners, if necessary, in promoting their activities and attracting journalists.

Media activities include:

- *Press releases*

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

Responsible body: JTS.

Timeframe: 2008-2013 for each occasion, 2014-2015 within dissemination of Programme results.

Target group: potential beneficiaries not familiar with the Programme, potential beneficiaries generally familiar with the Programme, potential beneficiaries from the less active regions/ further from the border area, other specific target groups, general public.

- *Stories/ articles*

Where possible, more detailed media stories/articles will be prepared in cooperation with various media, to disseminate the Programme results more effectively. These stories will mainly focus on the project activities, but might also be linked to some special occasions, thematic articles on cross-border cooperation etc. This measure will be particularly applied also to address the specialized target groups.

Responsible body: JTS.

Timeframe: 2008-2013 upon occasion, 2014-2015 within dissemination of Programme results.

Target group: potential beneficiaries not familiar with the Programme, potential beneficiaries generally familiar with the Programme, potential beneficiaries from the less active regions/ further from the border area, other specific target groups, general public.

- *Reactions/ special activities*

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, special campaigns, working with some particular media etc.

Media activities are aimed at addressing a wide range of target groups and addressing not only the potential beneficiaries, but also the general public.

Responsible body: JTS.

Timeframe: 2008-2013 upon need or occasion, 2014-2015 within dissemination of Programme results.

Target group: potential beneficiaries not familiar with the Programme, potential beneficiaries generally familiar with the Programme, potential beneficiaries from the less active regions/ further from the border area, other specific target groups, general public.

- *Commercials*

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, there are at least two cases, when JTS might purchase media time or space for commercials:

- upon need in connection with information events carried out in the region

- in connection with annual major information activity.

Responsible body:	JTS.
Timeframe:	2008-2013 for each occasion.
Target group:	potential beneficiaries not familiar with the Programme, potential beneficiaries generally familiar with the Programme, potential beneficiaries from the less active regions/ further from the border area, other specific target groups, general public.

4.5 Electronic tools (webpage and newsletter)

The electronic tools are important to address (directly or indirectly) all the target groups of the Programme. These media are therefore adjusted to serve various needs and comprise different types of information. Appropriate effort and budget (see section 6) will therefore be invested in developing useful and attractive electronic tools.

▪ *Website*

The Estonia – Latvia Programme website (www.estlat.eu) is playing a vital role in communicating the Programme and project information to the various stakeholders. It serves as the main source of all official Programme information, and contains relevant information for all the target groups of the Programme.

The website will provide information to potential beneficiaries with functions such as a partner search database, access to relevant Programme documents – the application form, searchable database of approved projects, and news and events section, including a brief summary of the proceedings of each MC. Other website sections will provide important information and documents particularly for the beneficiaries/ implementers. Developments in web-based technology shall be exploited to encourage maximum interaction between web users and the JTS. In addition to the abovementioned information, there will be links to the Estonian and Latvian mainstream programmes of the EU structural funds, Inforegio and other relevant websites. Most of the information on the website is in English. However, in special sections, relevant documents and information will be provided also in Estonian and Latvian languages.

The web page will include the following major information and features:

- All the background information about the Estonia – Latvia Programme 2007-2013;
- Section with information for beneficiaries, explaining the application procedure, requirements, documents to be submitted etc.
- Programme related documents for download;
- Partner search database;
- Project idea database;
- Database of good practices of the programme;
- Section for beneficiaries with information on project implementation;
- List of beneficiaries/ database of the approved projects;
- News section, updating on Programme and project developments (launches, events, results, calendar of upcoming events and important dates etc.);
- Restricted access area for the particular structures of the Programme;
- Contact information and consultation possibilities.

The various target groups will be directed to the website as the main source of information also through other communications activities. It is therefore important that the web page contains comprehensive and updated information that can be used by the potential beneficiaries and beneficiaries, as well as different Programme structures, EU offices, intermediaries, media and general public. The website also contains visual material and reflects the corporate identity of the Programme.

Responsible body: JTS (maintaining and updating the website).
Timeframe: 2008-2015, continuous.
Target group: potential beneficiaries; media, intermediaries, different Programme institutions, general public; indirectly targeted to EU institutions.

▪ *Newsletter*

The Programme newsletter is a regular issue providing different target groups with latest Programme developments and news. It will be distributed to all contacts of the Programme.

The newsletter will contain information about the Programme operation, the recently approved, as well as the running projects, important dates of the Programme, announcements on alerts regarding the updated/ newly uploaded Programme materials, as well as comments and stories from the beneficiaries and various other bodies involved in the Programme.

Responsible body: JTS.
Timeframe: 2008-2013 regularly, 2014 or 2015 closing issue.
Target group: potential beneficiaries; media, intermediaries, different Programme institutions, general public; indirectly targeted to EU institutions.

▪ *Publicizing the list of beneficiaries*

List of the names of the Programme beneficiaries, information on their projects and the amount of the allocated public funding will be publicized by using various communication tools:

- Programme's website;
- Media;
- Electronic newsletter;
- Brochures and other appropriate materials.

Responsible body: JTS.
Timeframe: 2008-2015, continuous.
Target group: potential beneficiaries; general public; media, intermediaries, different Programme institutions, indirectly targeted to EU institutions.

4.6 Publications and promotional materials

Printed information on Programme remains an important tool of sharing information not only to potential/accepted projects, but also at national and EU level, providing concentrated and visually attractive information about the Programme, as well as its results (in form of statistical/ content overview and stories).

The variety of planned publications and promotional materials will altogether address all target groups of the Programme. Depending on the targeted group and specific information, there will be different types of materials and different languages (English or Estonian and Latvian) used for the publications and information materials. Some of the materials will present more detailed Programme and project information, whereas others will serve more as promotional materials, providing only a brief background information or simple reference to the Programme.

The planned publications and promotional materials include:

- *Bookmarks*

Bookmarks with the main Programme information that will serve the purpose of leaflets and will be distributed to the potential beneficiaries (during the seminars, consultations and other direct meetings) and intermediaries (who can disseminate them further to the potential beneficiaries);

Responsible body: JTS.
Timeframe: 2008, reprinting or updates upon need.
Target group: potential beneficiaries, intermediaries.

- *Brochures*

Brochures that will be published during the Programme implementation and contain the project information to make the information more 'alive' and reflect the first results of the programme;

Responsible body: JTS.
Timeframe: 2011.
Target group: potential beneficiaries, intermediaries.

- *Maps*

Maps of Estonia and Latvia that will contain interesting background information on both countries and a brief Programme information - to be used as both informative and promotional materials;

Responsible body: JTS.
Timeframe: 2008 (reprinting upon need).
Target group: potential beneficiaries not familiar with the Programme, intermediaries, general public.

- *Other promotional items/ give-aways*

Other promotional items/ give-aways, such as pencils, pens, reflectors, umbrellas, refillable water bottles, notepads, flash sticks, etc. with the Programme Logo; to be distributed to the partners and beneficiaries during the appropriate events and seminars;

Responsible body:	JTS.
Timeframe:	linked to the relevant occasions for dissemination and the following the general budget.
Target group:	potential beneficiaries, beneficiaries of approved projects, intermediaries.

- *Catalogue of all approved projects*

Catalogue of all approved projects will be compiled after the distribution of Programme funding to show the Programme results through the supported projects, their impact and statistical overview.

Responsible body:	JTS.
Timeframe:	compilation after the last MC meeting and dissemination in 2014 and 2015.
Target group:	intermediaries, different Programme institutions, EU institutions.

4.7 Partner events

Projects are the best promoters of the Programme, thus it is important to ensure active and regular communication with the beneficiaries and make sure that efficient communication is also implemented further on the project level. In addition, it is important to inform and remind the beneficiaries about the publicity requirements (listed in Article 8 and 9, and Annex 1 of the Implementing Regulation and Programme requirements set in the Publicity Guidelines of the Programme and in the Subsidy Contract) that they are obliged to follow in order to promote the contribution from the Programme and the EU.

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

- *Project partner seminars*

The JTS will organise seminars for all the beneficiaries of approved projects. The events will be held in national languages separately for Estonian and Latvian partners. The main aim of the seminars is to provide all the beneficiaries of approved projects with important information on project implementation. This includes presentations on providing information on first-level control requirements, reporting procedures, publicity guidelines and other relevant project implementation matters, which every project partner has to be aware of. The seminars will be organised at least three times a year in both countries. Follow-up seminars might be organized if necessary. In addition, JTS will organize other partner events to facilitate information and experience exchange among the partners, as well as provide support with various project implementation issues.

Responsible body:	JTS.
Timeframe:	2008-2013 1 in each country after MC decisions, follow-up upon need; in 2014-2015 within closing activities, assessment and/ or reporting.
Target group:	beneficiaries of approved projects, indirectly targeted to different Programme institutions.

- *Direct communication*

The communication with beneficiaries will take place on a regular basis, using the phone and email, as well as direct meetings. The project implementers will be informed about the necessity to share the

information on project events and activities with JTS, and will have the contact person to approach with specific project questions.

Responsible body: JTS.
Timeframe: 2008-2013 regular, 2014-2015 within closing activities/ assessment/ reporting.
Target group: beneficiaries of approved projects, indirectly targeted to different Programme institutions.

- *Attendance of project events and site visits*

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

Responsible body: JTS.
Timeframe: 2008-2013 regular, 2014-2015 within closing activities/ assessment/ reporting.
Target group: beneficiaries of approved projects, indirectly targeted to different Programme institutions.

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 beneficiaries and partners of the approved projects. The communication plan therefore foresees feedback tools to be applied within other communication activities, such as interactive web sections, feedback sheets after the seminars and partner events, and opportunities for the partners to publish comments in the Programme newsletter. Important feedback will also be obtained orally through the meetings and discussions with beneficiaries during their events and site visits.

Additionally, special feedback studies will be designed and implemented during the Programme cycle, to measure the general level of awareness about the Programme, as well as the views and perceptions of those already informed or having taken part in it. Hence these studies will be designed in a way to both assess the implementation of the CP of the Programme (as described in chapter 7) and obtain the general feedback about the Programme from the potential beneficiaries and partners of the approved projects.

The feedback will also be indirectly obtained by following up the media coverage of the Programme and projects (through the available sources and cooperation with the partners).

The feedback tools and activities will be aimed at the potential beneficiaries, beneficiaries, as well as the general public in the Programme area.

Responsible body: JTS.
Timeframe: 2008-2013 regularly, 2014-2015 within closing assessment.
Target group: potential beneficiaries, beneficiaries of approved projects and general public.

5. Implementation plan

The general plan and timeframe for implementation of the planned communications activities is summarized in the table 3 below.

Table 3: Planned communications activities and general timeframe

Activities		Targeted groups	Until 2013	2014 -2015
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 local languages. 	<ul style="list-style-type: none"> - Potential beneficiaries familiar and not familiar with the programme; - beneficiaries. 	Regular	-
Information events	Major information activity publishing the launch of the Programme	<ul style="list-style-type: none"> - Public sector bodies; - entrepreneurs; - non-profit sector representatives. 	February 28, 2008.	
	Annual major information activity		Annually.	Closing activity.
	Promotion of the EU day		Annually.	Annually.
	Information seminars	<ul style="list-style-type: none"> - Potential beneficiaries not familiar with the Programme; - potential beneficiaries from the less active regions/ further from the border area; 	On average 5 seminars a year both in Estonia and Latvia; until the last call for proposals.	-
	Presentations at other events: <ul style="list-style-type: none"> - information seminars of other EU Territorial cooperation programmes; - events of state and municipal institutions; - events of Planning Regions, NGO, rural development and business support centres and other intermediaries. 	<ul style="list-style-type: none"> - beneficiaries with concrete project ideas/ questions; - less active groups of potential beneficiaries (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	-
	National Information events		Upon necessity.	-
	Other events		Upon necessity.	Upon necessity
Networking and cooperation	Regular contacts and cooperation activities with intermediaries : <ul style="list-style-type: none"> - other EU Territorial cooperation Programmes; - relevant state, regional and municipal institutions; - business/ rural 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 beneficiaries of diverse fields (familiar and not familiar with the Programme); - potential beneficiaries of specific target groups (businesses, transport industries, NGOs etc., addressed through the specific networks). 	Continuous.	Continuous.

Media activities	Press releases: <ul style="list-style-type: none"> - on approved projects; - on major project events; - on info seminars and events; - on other Programme news. 	<ul style="list-style-type: none"> - Potential beneficiaries not familiar with the Programme; - potential beneficiaries generally familiar with the Programme; - potential beneficiaries from the less active regions/ further from the border area; - other specific target groups ; - general public. 	For each occasion.	Within dissemination of Programme results.
	Stories / articles: <ul style="list-style-type: none"> - project related; - related to major Programme events and news; - linked to general cooperation issues, special occasion or specific fields. 		Upon occasion.	Within dissemination of Programme results.
	Reactions/ special activities (in case of important events or changes in the Programme, unexpected crisis etc.)		Upon need/ occasion.	upon need/ occasion.
Electronic tools	Web page	<ul style="list-style-type: none"> - Potential beneficiaries not familiar with the Programme; - beneficiaries and potential beneficiaries with specific questions; - beneficiaries; - all Programme institutions; - relevant EU institutions; - intermediaries; - media. 	Continuous.	Continuous.
	Newsletter		Linked to newly approved projects and important Programme news; at least twice per year	Closing issue.
Publications and promotional materials	Bookmarks	<ul style="list-style-type: none"> - Potential beneficiaries; - intermediaries. 	2008 (reprinting/ updates upon need).	-
	Brochures with project information		2011	-
	Maps	<ul style="list-style-type: none"> - Potential beneficiaries not familiar with the Programme; - intermediaries; - general public. 	2008 (reprinting upon need).	- -
	Other promotional items/ give-aways (pencils, pens, reflectors, umbrellas, refillable water bottles, notepads etc. with Programme Logo)	<ul style="list-style-type: none"> - Potential beneficiaries; - beneficiaries; - intermediaries. 	Linked to the relevant occasions for dissemination and the following the general budget.	-
	Catalogue of all approved projects	<ul style="list-style-type: none"> - Intermediaries; - all Programme institutions; - relevant EU institutions. 	-	Compiling after the last MC meeting and dissemination.
Partner events	Project partner seminars	<ul style="list-style-type: none"> - Partners of the approved projects. 	1 in each country after MC decisions; follow-up upon need.	Within closing activities/ assessment/ reporting.
	Direct communication, attendance of project events and site visits		Regular.	
Feedback tools and activities	Assessment study	<ul style="list-style-type: none"> - Beneficiaries; - potential beneficiaries; - general public. 	2009, 2013	Within closing assessment.
	Within other activities: <ul style="list-style-type: none"> - feedback sheets after seminars; - interactive tools on webpage; - feedback during the field trips/ site visits & meetings with beneficiaries; - follow-up on media stories. 		Regular.	

6. Budget

According to Article 2 of the Implementing Regulation, the MA needs to indicate a budget for the implementation of the CP. JTS and MA envisage a total expenditure of 476 600 € on communications and publicity measures (see the following table).

No other funding will be allocated to the implementation of the CP, besides ERDF technical assistance funding, with the ERFD co-financing rate 35.76 per cent. Thus the volumes of the ERDF and national funds for the total expenditure will be the following: ERDF financing will be 170 400 € and national public co-financing will be 306 200 €.

Indicative Budget split (€)	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total 2008-2015
Promotional items and give-aways	2 000	4 000	2 000	3 000	4 000	3 000	4 000	3 000	0	25 000
Publications, newsletters, brochures	0	3 000	3 500	22 200	5 100	4 400	28 600	4 800	2 500	74 100
National and Regional public events, seminars, etc.	0	19 000	26 000	32 000	44 100	43 700	21 700	28 000	3 000	217 500
Website and other media ¹	1 000	2 500	12 000	2 600	2 800	2 900	3 000	1 600	1 600	30 000
Monitoring and assessment	0	0	40 000	25 000	0	0	65 000	0	0	130 000
Total expenditure	3 000	28 500	83 500	84 800	56 000	54 000	122 300	37 400	7 100	476 600

The Programme promotion activities after 2013 focus on running projects, summing up results of the Programme and Programme promotion. Running projects are provided daily assistance with marking the objects and events according to the publicity requirements. Also special thematic seminars are organised for running projects on project closure, final reporting, sustainability of the project results and publicity requirements after project closure. Factsheets, which will be printed after 2013, will summarise the Programme results and include facts and figures about the Programme. Big closing conference of the Programme will be held in 2014 to gather stake-holder of the Programme, representatives of the projects and other interested parties to present the results of the Programme and provide input for the next Programme.

¹ As a general principle, the Programme does not plan to purchase media time or space for commercials to promote outputs and results of the projects. The costs for commercials related to specific activities (as stated in 4.4) are budgeted under section "National and Regional public events, seminars, etc".

7. Management and responsibilities

Responsibilities of the Managing Authority

The MA for the Operational Programme is responsible for ensuring compliance with the information and publicity requirements laid down in Article 69 of Council Regulation (EC) No 1083/2006 and chapter II, Section I, of the Implementing Regulation and thus for drawing up and implementing the CP.

Contact details of the Managing Authority are as follows:

Estonia – Latvia Programme
Managing Authority
Ministry of the Interior
Regional Development Department
European Territorial Cooperation Bureau
Pikk 61, 15065 Tallinn, Estonia
Mr. Anu Roomere
Phone: +372 612 5117
e-mail: anu.roomere@siseministeerium.ee
<http://www.siseministeerium.ee/31337>

Estonia – Latvia Programme
Managing Authority
Ministry of the Interior
Regional Development Department
European Territorial Cooperation Bureau
Pikk 61, 15065 Tallinn, Estonia
Ms. Ege Ello
Phone: +372 612 5209
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<http://www.siseministeerium.ee/31337>

In order to implement the CP the MA will delegate the day-to-day implementation of the CP to the JTS as specified in the Administration Contract between the Enterprise Estonia (hosting institution of JTS) and the Estonian Ministry of the Interior. The JTS will be in charge of the information and publicity activities under the supervision of the MC. JTS shall work closely with and report to the MA on implementation of the activities specified in the CP. Close cooperation will be ensured via continuous communication and information exchange between MA and the JTS, including regular meetings every 2nd week.

Role of the Monitoring Committee

The CP and any major amendments to it must be drawn up by the MA in consultation with the MC of the Programme. The MC approves the CP and any major amendments to it before the plan is submitted to the European Commission.

The MC shall periodically review progress made towards achieving the specific targets of the Operational Programme on the basis of documents submitted by the MA. The annual and final reports on implementation, drawn up by the MA, shall include also information about the progress made each year to implement the CP. The content of major amendments to the Communication Plan shall also be set out in the above reports. The MC shall consider and approve the annual and final reports on implementation before these are submitted to the European Commission. In addition, the JTS shall provide the MC with the overview on implementation of the CP at each meeting of the MC.

Information and publicity activities of the Joint Technical Secretariat

The information and publicity activities of the JTS have been described in Chapter 4 Communication activities. In addition to those, the JTS is ensuring the implementation of the CP and carrying out the tasks listed below:

- Providing competent information and guidance about the programme to potential beneficiaries (by e-mail, phone, meetings) 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 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 CP of the programme. Monitoring fulfilment of the CP;
- 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.

JTS has an Information Point in Riga, which is an integral part of the JTS and mainly performs tasks related to implementation of the CP. Close cooperation shall be ensured via daily communication and information exchange with the JTS office in Tartu, including a visit to Tartu every 2nd week.

Contact details of the Joint Technical Secretariat are as follows:

Estonia – Latvia Programme
Joint Technical Secretariat
Sõbra 56, 51013 Tartu, Estonia
Mr. Peeter Unt
Phone: +372 737 7231
e-mail: info@estlat.eu
www.estlat.eu

The Joint Technical Secretariat's Information Point in Riga:

Estonia – Latvia Programme
Information Point
Ausekļa iela 14, 1010 Riga, Latvia
Ms. Liene Ābola
Phone: +371 7350612, +371 20244230
e-mail: info@estlat.eu
www.estlat.eu

8. Monitoring and assessment

Monitoring impact

According to Article 2 of the Implementing Regulation, the CP shall be assessed. Indicators are set to measure if aims of the CP have been achieved and what needs to be improved.

Indicators set below will help evaluate information and publicity measures in terms of visibility and awareness of the Programme and the role played by the Community.

- *Quantitative indicators*

INDICATOR	ANNUAL AVERAGE FOR 2008-2011	ANNUAL AVERAGE FOR 2012-2015
Visits on the website	1050 (monthly)	750 (monthly)
Number of different e mail addresses in the JTS contact list receiving regular information	1100	1100
Number of events on regional and local level organised by the JTS	14	6
Number of participants at the regional and local events organised by the JTS	350	150
Number of printed publications distributed	2000	2500
Number of submitted project applications to the JTS	16	2
Number of project applications submitted to the JTS under priority 1/priority 2/priority 3	3/6/7	2/3/3 (for the whole period)
Number of lead partners per country in submitted applications	8 EE, 8LV	2 EE, 2 LV (for the whole period)
Number of approved project applications	8	1
Number of project ideas submitted at the website and presented during information seminars and individual consultations	105	20
Number of Programme and project related articles/appearances in media.	30	30
Number of projects covered by mass media with reference to co-financing.	20	20

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- *Qualitative evaluation: study*

A special study will be designed to assess quality of the information measures, combining quantitative and qualitative methods. It will be focused on the general public – people living in the Programme area – and target groups of the Programme.

The first study will be carried out in 2009 and the CP will be reviewed against its results. This survey will set the baseline and target values of qualitative indicators. The second study will be done in 2013, and results will be compared with the results of 2009. The annual implementation report for the year 2009 and the final implementation report of the Programme will contain a chapter assessing the results of the information and publicity measures in terms of visibility and awareness of Programme and of the role played by the Community. Indicators “awareness of the Programme” and “awareness of the role of the EU” will be used. Initial baseline for the indicator is zero as the Programme is new. To evaluate the Programme and general awareness of the EU financial support we also use surveys of the public opinion about the management of structural funds prepared by other ministries responsible for implementation of structural funds’ programmes.