Transnational Cooperation Programme Interreg Balkan-Mediterranean 2014-2020

Communication Plan

S.W.A.N. - a digital Solid Waste reuse plAtform for BalkaN

Contents

1. Project overview

1.1 Background

This is a project under the framework of the transnational Cooperation Programme Interreg Balkan-Mediterranean 2014-2020, which promotes cooperation among Balkan and Mediterranean regions, and facilitates coordinated strategic responses to joint modern challenges like waste management and circular economy.

 "INTERREG Balkan-Mediterranean 2014-2020" is a new cooperation Programme, deriving from both the strong will of the "BalkanMed" participating countries to promote cooperation in the area and the split of the "South East Europe 2007-2013". It is the first time ever that the European cooperation addresses the Balkan Peninsula and the Eastern Mediterranean Sea together, in a joint effort across maritime and terrestrial borders, to contribute to the "EU 2020" strategy, for smart, sustainable and inclusive growth".

Co-funded Projects enable the European Union to demonstrate in a practical way how the EU impacts on the everyday lives of citizens. Communication is a crucial process embedded into every stage of a Project's life cycle. From project start up, through implementation, until and even after closure of a project, communication plays a key role in its success. Considering the diversity of contents communicated to varied target groups through diverse channels, the complex process of communication requires careful planning and implementation.

The SWAN communication & dissemination plan structures and organises the communication and dissemination effort of the project SWAN, "a digital Solid Waste reuse platform for BalkaN", a project co-financed by the European Regional Development Fund (ERDF) under the umbrella of the European Union programme INTERREG BalkanMed.

The communication & dissemination plan of SWAN aims to acknowledge the role and support provided by the EU Funds and to promote an understanding of the objectives and achievements of the project which is the creation of an innovative Balkan Med ecosystem that will develop locally and manage transnationally value chains for solid waste. Moreover, the general objectives of all communication actions concerning SWAN Project are the following:

- **Awareness:** Highlighting of the role of the European Union and the Structural Funds of the European Union for the general public and the promotion of the added value of EU participation in the co-funded Projects;
- **Transparency:** Ensuring transparency as far as access to the Funds is concerned.
- **Equal opportunities and non-discrimination**: Ensure accessibility and as far as visibility implementation is concerned.

The plan includes a detailed analysis of the communication strategy and the communication and dissemination infrastructure, target groups and the society in general on the objectives, activities and results of the project.

In relation to the implementation of the plan, the prerequisites for its success, as well as the risks posed by external factors, are identified and underlined. The plan also sets out the internal communication channels and provides a guideline for the reporting and monitoring of its implementation. To facilitate these processes and the formation of the partners' communication & dissemination plans, the plan also includes a number of template forms.

1.2 Project objectives

The overall objective for SWAN is the development of a solid waste reuse ecosystem. It will be comprised of two parts (which sum up the project's main outputs): a) a digital ecosystem of four IT platforms (one for each country represented in the consortium), which will separately map and collectively match solid waste sources and flows in the region. A set of new algorithms will provide core intelligence for technical and financial matching of supply and demand, incorporating viable business models; b) an industrial ecosystem of industries in the Balkans that produce and use solid waste. They will use the SWAN digital ecosystem for exploiting new recycling opportunities that may not be economically viable locally but make financial and social sense transnationally.

The goal is a cluster-like integration of territorial development and cooperation activities, for improving the growth potential and sustainable development in the region. Specifically, the proposed waste reuse value chains will aim at a positive impact on the project partners' regional and national economies by: a) creating new jobs – e.g. new SMEs may enter in the resulting waste management value chains; b) increasing the partners governments' revenue stream from taxes, that can be redirected to further environment-specific investments. Moreover, they can significantly reduce the environmental polluting load by minimizing the volume of solid industrial waste being disposed in the landfills, the amount of imports of raw materials and the respective national CO_2 emissions. The end goal is tangible and pragmatic improvements in social, environmental and financial conditions in the region, thus paving the way towards green growth in the region that is fully aligned with EU aspirations for environment and growth.

Finally, the presence in the consortium of key decision and policy makers further aims at developing pragmatic environmental policy recommendations, to be taken into account in establishing a common and transnational strategy in the region towards resource efficiency and climate change resilience.

2. Communication strategy

2.1 Communication and dissemination objectives

Communication and dissemination are activities relating to the project's appearance to the "outside world".

Communication means providing information about the project to multiple audiences, while dissemination means providing information about the project results to specific audiences.

The communication and dissemination effort of SWAN aims to accomplish the following goals (qualitative and quantitative):

• Publish and disseminate the results of the project within the local authority administration and to local relevant stakeholders as well as to the wider community of European urban policy-makers and practitioners

• Attract the local authority and local relevant stakeholders to events and activities organised by the partnership

The stakeholders should become aware of the project's scope and agenda and how these are connected to their own needs and priorities.

As a consequence, one major challenge for the communication and dissemination activities of SWAN is to make the stakeholders comprehend the project's relevance to their needs and to consider how the solid waste reuse ecosystem might help them to improve the growth potential and sustainable development in the Balkan region .

The communication priorities will be ensuring (i) proper internal communication among, and continuous update of information for the project partners and (ii) external dissemination targeting stakeholders, professionals, decision- and policy-makers (including Managing Authorities) beyond the partnership, as target audience.

Depending on the objectives, project partners shall identify relevant addresses such as relevant stakeholders, policy makers at regional, local and national level, general public, specific audiences and European Commission.

2.2 Communication messages

A message is a simple and clear idea that acts as a guiding principle for all kinds of communication – everything from the content of leaflets, brochures and websites to the agenda for a media interview, to conversations with stakeholders. Identifying and launching TRAPs core message, around which the communication objectives will revolve, is a major challenge for the communication & dissemination plan. This is because a message should be:

• Short

• Attractive

• Easy to remember

• In line with the actual scope of the project.

Taking all these prerequisites into consideration, three potential core messages for SWAN have been devised and discussed with the project partners.

Message 1: SWAN is a solid waste reuse ecosystem of territorial development and cooperation activities, for improving the growth potential and sustainable development in the region

Message 2: SWAN will propose waste reuse value chains that aim at a positive impact on the project partners' regional and national economies

Message 3: SWAN will develop pragmatic policy recommendations, to be taken into account in establishing a common and transnational strategy in the region towards resource efficiency and climate change resilience

The proposed messages included key words and phrases, like "solid waste reuse", "policy recommendations", "resource efficiency", "climate change resilience", "positive impact" and "sustainable development" which are the main components of the project. The potential messages also contained prominent and promising terms, like "improving", "positive", and "development".

2.3 Target (List of Target Groups)

Identifying all of the SWAN's target audiences or stakeholders is one of the most important aspects of the communications strategy. In doing so the SWAN must be realistic in terms of who they will be able to reach, given the resources available. The Body must also have a sense as to the current general awareness levels and the perceptual disposition (negative or positive) of each group to the Program.

The stakeholder groups below have been identified as the primary audiences that the SWAN must target through its communications activity for SWAN Program. They can be divided into 'active' and 'passive' groups depending upon their involvement in the program. 'Active' groups would be those who have an active or associative role in the implementation and/or monitoring of SWAN.

'Passive' groups would be those who are not directly associated with or are not involved in the implementation of the Program.

Stakeholder Classification	Membership	Status
SWAN (Internal)	Partners, Managing Authority, JS, Corporate Services, Monitoring Committees, Steering Committees	Active
Stakeholders/ Local Stakeholders	Industries Solid Waste producers in the partners' territories Industry Associations	Active
Potential Beneficiaries	SMEs, NGOs, Academic & Research Institutions, Other Regional Partnerships	Active /Passive (depending involvement)
National/regional/ local authorities involved in solid waste management	Ministries, Municipalities, Regions throughout eligible area of Program	Active
European networks/ Local authorities networks	European networks / Local authorities networks dealing with solid waste management	Active
Policy makers	Ministerial Level, local councilors and other elected representatives (across the programmes eligible area)	Active
General Public / Members of public	Adults, Young People, Students, Elderly, Unemployed, Disabled, Ethnic Minorities, Cultural Minorities, Students	Passive
Media	Print, broadcast (radio and TV), online, based in Mediterranean Balkan area	Passive/ Active

2.4 SWAN Outputs, Results, Action Plan and communication responsibilities of each partner

WP/ Deliverable Code	WP/ DeliverableTitle	Start	End	Cost
WP 2	Project Communication & Dissemination	15/09/2017	30/08/2019	144.807,10 €
Methodology	Use of environmentally-friendly tools to reach the public and private sectors, SMEs, and the citizens of the regions participating in the project.			
Objectives	a) demonstrate the added value of the project; b) maximize project's impacts; c) engage multiple stakeholders			
Responsibilities	LP: Communication plan & protocol, website, Media publicity; P2, P4, P5, P6, P7: factsheets, newsletters, press conferences, workshops, press releases, articles/press coverage, Media publicity. LP: contract management, audit trail, final report; ALL: partnership agreement, Steering Group, technical committee, quality control committee, coordination meetings, progress reports and reimbursement claims.			
Outputs	80 print-free, low carbon communication tools (website, communication plan, social media campaign, 4 press conferences, 14 workshops, 8 (975 copies) factsheets, 14 (21.600 copies) newsletters, 96 publications in printed press, 315 publications in electronic press, 49 publications on radio, 120 publications on web radio, printed brochures (1175 copies), 12 progress reports, 1 final report, 34 info days			

ACTION PLAN
September 2017-March 2018: 1ˢᵗ Semester
Kick-off meeting, Communication plan, Website, Posters, 1 Oral presentation, 1 progress report.
March 2018-September 2018: 2ⁿᵈ Semester
Social media campaign,1 press conference, 4 workshops, 2 factsheets, 2 newsletters, 32 publications in printed press, 105 publications in electronic press, 16 publications on radio, 40 publications on web radio, 390 printed brochures, 3 progress reports, 11 info days, 1 presentation at international conference.
September 2018-March 2019: 3ʳᵈ Semester
Social media campaign, 1 press conference,4 workshops, 3 factsheets, 3 newsletters, 32 publications in printed press, 105 publications in electronic press, 16 publications on radio, 40 publications on web radio, 390 printed brochures, 4 progress reports, 11 info days.
March 2019-September 2019: 4ᵗʰ Semester
Social media campaign, 2 press conferences, 6 workshops, 3 factsheets, 3 newsletters, 32 publications in printed press, 105 publications in electronic press, 17 publications on radio, 40 publications on web radio, 395 printed brochures, 4 progress reports, 12 info days, 1 final report.

Communication responsibilities of each partner

LP	EDSNA
WP1	1 Kick Off meeting organisation / 3 people of each partner / EDSNA facilities / two days / two meals /meeting folder
WP2	Project Website development, modifications and updates for two years
WP2	Design, edit, print Project Factsheet (150 copies)
WP2	Design, edit, print Project Brochure (150 copies)
WP2	Design, edit, print Project Newsletter (2075 copies)
WP2	Media publicity: 6 publications in printed press / 45 publications in electronic press / 4 publications on radio / 10 publications on web radio
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 100 people / Region of Attica facilities / one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organization
WP3	Trainning of Personnel at SWAN Platform in EDSNA: 8 persons
WP6	Stakeholder Consultation Events: 7 events (one in each territorial section of Attica) with businesses and municipal authorities / one meal per event / brochure / folder / presentation of SWAN platform

P2	Greek Ministry of Environment, Energy and Climate Change
WP2	print Project Factsheet (150 copies)
WP2	print Project Brochure (200 copies)
WP2	print Project Newsletter (5000 copies)
WP2	Media publicity: 20 publications in printed press / 60 publications in electronic press / 10 publications on radio / 30 publications on web radio
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 100 people/ one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organisation
WP3	Trainning of Personnel at SWAN Platform in Ministry of Environment: 8 persons

P3	University of the Aegean / Research Unit / Department of Business Administration
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 50 people / / one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organization
WP3	Trainning of Personnel at SWAN Platform University of the Aegean (10 persons)
WP6	Stakeholder Consultation Events: 5 events with businesses / one meal per event / brochure / folder / presentation of SWAN platform

P4	Albanian Ministry of Environment, Forestry and Water Administration
WP1	Annual Meeting in Albania / two days / two meals / meeting folder
WP2	Project Website development modifications, updates for two years
WP2	Translate, edit, print Project Factsheet (75 copies)
WP2	Translate, edit, print Project Brochure (125 copies)
WP2	Translate, edit, print Project Newsletter (1500 copies)
WP2	Media publicity: 20 publications in printed press / 60 publications in electronic press / 10 publications on radio / 30 publications on web radio
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 100 people /one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organization /

P5	ILIRIA – Protection and Social & Environmental Development Association NGO
WP2	print Project Factsheet (150 copies)
WP2	print Project Brochure (200 copies)
WP2	print Project Newsletter (5000 copies)
WP2	Media publicity: 20 publications in printed press / 60 publications in electronic press / 10 publications on radio / 30 publications on web radio
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 100 people / one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organisation /

P6	Bulgarian Industrial Association – Union of the Bulgarian Business
WP1	1 Annual Meeting organization / two days / two meals /meeting folder
WP2	Project Website development modifications, updates for two years
WP2	Translate, edit, print Project Factsheet (150 copies)
WP2	Translate, edit, print Project Brochure (150 copies)
WP2	Translate, edit, print Project Newsletter (2025 copies)
WP2	Media publicity: 15 publications in printed press / 30 publications in electronic press / 5 publications on radio / 5 publications on web radio
WP2	Workshops organisation for the involvement of local actors in the project development processes (x2) / 100 people / BIA facilities / one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organisation /
WP6	Stakeholder Consultation Events: 5 events with businesses and municipal authorities / one meal per event / brochure / folder / presentation of SWAN platform

P7	**Cyprus University of Technology-Department of Environmental Science and Technology**
WP1	1 Annual Meeting organization / two days / two meals /meeting folder
WP2	Project Website development modifications, updates for two years
WP2	Edit, print Project Factsheet (150 copies)
WP2	Edit, print Project Brochure (150 copies)
WP2	Edit, print Project Newsletter (2000 copies)
WP2	Media publicity: 10 publications in printed press / 30 publications in electronic press / 5 publications on radio / 5 publications on web radio
WP2	Workshops organization for the involvement of local actors in the project development processes (x2) / 100 people / University facilities / one day per WS / one meal per WS / folder / video recording
WP2	Project Open Info Days organisation /
WP6	Stakeholder Consultation Events: 5 events with businesses and municipal authorities / one meal per event / brochure / folder / presentation of SWAN platform

3. SWOT analysis

In this section, an analysis of the Strengths, Weaknesses, Opportunities and Threats involved in the communication & dissemination strategy is carried out.

This analysis aims at providing the essential information about which characteristics of the strategy and the project in general are favourable for the achievement of the goals of the communication & dissemination plan and which characteristics are unfavourable.

The SWOT analysis, therefore, makes easier for the Partner responsible for WP2 to make forecasts and devise alternative plans, should the unfavourable factors prevail.

SWOT Analysis: SWAN communication & dissemination strategy	
STRENGTHS: Development of local and transnational value chains for solid waste Presence in the consortium of key decision and policy makers New growth options for the regional economies Partnership diversity	**WEAKNESSES:** Differentiation among partners Different languages Differentiation in human and social capital among partners Similar topics EU-funded projects
OPPORTUNITIES: Establish national and transnational viable waste reuse pathways Establish a collaborative network of relevant stakeholders in the region Promote relevant policies that are aligned with EU ambitions on waste reuse	**THREATS:** Differentiated legal environments in which the Consortium acts Different monetary environments within which the project partners act Low levels of media awareness within Balkan Area

4. Communication tools and activities

4.1 Project visual identity

4.1.1 Logo and graphic identity

Projects that have been funded by the European Union within the framework of the BalkanMed Programme must comply with the visual identity guidelines of the Programme in all their communication materials, as stipulated in the Subsidy Contract and EU Regulations. The Programme and Project logo is probably the most important aspect for communication activities.

The Regulation (EU) No 1303/2013 (Annex XII, Article 2.2) - http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0320:0469:EN:PDF - requires all beneficiaries to follow a number of rules regarding the use of the logo of the European Union and the respective fund. The logo must be always visible in prominent place and with a comparable size to other logos used. The BalkanMed logo already respects all the Programme requirements, and all approved Projects are obliged to use it on all their communication materials (both hard copy and electronic as well as to display it in events).

The SWAN logo has been designed as the main identification tool for all communications issued within the project framework according to the guidelines of the communication guide.

This will allow to make the Project visible and recognizable, to attract project applicants and for stakeholders to benefit from each other in their communication.

The Project logo must be always included in all communication materials produced both at Programme and Project level. It must be placed in a central and visible position of any produced material and it can never be smaller than any other logo included in the same material.

4.1.2. Graphical identity

Project acronym For the creation of the Project logo and the inclusion of the Project acronym in it, the typeface Montserrat was chosen as it is visually similar to the Interreg logo. The Project name is written below the Programme name in Montserrat Regular, at a cap height that is the same as of the Programme name with a letter spacing of -20. The distance from the baseline of the Programme name to the cap height of the project name is 1/2 of the basic unit. The colour has to match the colour of the Project's main thematic priority.

Logo types

Standard logo/ Full colour version

The standard logo is the full colour version. This version should be used whenever possible. Ideally the logo should be used on white backgrounds only. Using the logo on a coloured background is possible if there is no alternative, but it has to be a very light background.

Greyscale logo/ Black & White logo/ 1-Colour logo

For single colour reproductions, a greyscale/ Black & White/ 1-Colour (reflex blue) logo version of the logo should be used. These versions should only be used whenever full colour is not available. These versions are recommended when applied through serigraphy and engraving procedures and/ or on restrictive surfaces of certain materials, whenever the full-colour version of the logo cannot be applied.

Negative logo

This version of the logo should be used whenever a reflex blue background is used.

Logo size The minimum usable size of the logo is 45,5 mm.

In special cases (for the production of small items such as pens and pen-drives etc.), when there is no larger space for placing the logo, an exceptional use is allowed and accepted. For those cases, if the mention 'European Union' under the EU flag is not visible, this text can be omitted, but the EU flag cannot be left out in any circumstances. Otherwise, if it is visible according to the used material and the quality of the printing, it should be included.

Some logo versions are proposed which are exceptionally allowed to be used when small-sized logo for very small items apply.

Logo colours The colours chosen were deemed suitable in order to clearly label the thematic objectives and the Priority Axes of the Programme and to create a harmonic system with colours that match each other and provide good contrast to the general Interreg brand.

BalkanMed Projects are not allowed to develop their own logos. They have to use the Programme logo including the reference to the Project acronym. This reference needs to be written in the colour of the matching Priority Axis the Project belongs to.

4.1.3. Fund Mention

In all communication tools and activities, the reference to the funding by the European Union must be clearly indicated.

EU funding to the Project is granted from two different funds, European Regional Development Fund (ERDF) and Instrument for Pre-Accession Assistance II (IPA II), as well as from national funds of the BalkanMed participating countries.

Considering this, the general reference "Project co-funded by the European Union" needs to be included in small size in all communication materials. Whenever possible (i.e. written

documents), the specific funding should be mentioned i.e. "Project co-funded by the European Union and national funds of the participating countries".

<div align="center">

Project co-funded by the European Union

Project co-funded by the European Union and
National Funds of the participating countries

</div>

This reference to the European EU funding should be written in the typeface Montserrat. In the case of Word and PPT documents, Monserrat font can be substituted by Cambria. The colour of the text can be

- White;
- Black; or
- Reflex blue

As for the position, the fund mention should be placed on the right bottom of the page.

4.2 SWAN Communication tools

This sub-section describes the digital and hard-copy materials developed to promote the project to the relevant stakeholders and target-groups in addition to the required materials (Website, Logo, Brochures, Factsheets and Newsletters). The production of the communication infrastructure includes also the writing of the promotional material for example the press-releases.

4.2.1 SWAN website

The SWAN website is the main internet tool to communicate on the project, its objectives, progress and results. It is linked to INTERREG website, reachable by mobile devices anytime, anywhere and follows the Programme's visual guidelines.

The site needs to meet the publicity requirements of INTERREG and must remain available and updated for a minimum of two years after the end of the project.

At the end of the project the website should be archived onto a CD-ROM, USB disk (or other drive) or online (permanent) storage.

LP (EDSNA) is responsible for issuing the tender for the design, development and maintenance of the website.

The website will be available with the main info of the project in the editorial sections: Home, The project, Partnership, News and events, Library, Contact, where:

- **Home** is the welcome mask. It contains links to activities relevant to the project,
- **The project** contains the subunits Project idea, Objectives, Expected results, Location of activities, Durability and transferability and Budget with a description of each one.
- **Partnership** contains information for each member of the team and for the Lead Partner.
- **News and events** section presents all current and past events and shows the latest news.
- **Library** contains basic documentation, photos and videos
- **Contact** provides contact information for each beneficiary, such as address, phone, fax, email and his website if available and finally
- **Private section** for communication among project partners.

The website will be updated every time there is a change in the information mentioned above. All information will be in English but there will provision for all partners' languages as well.
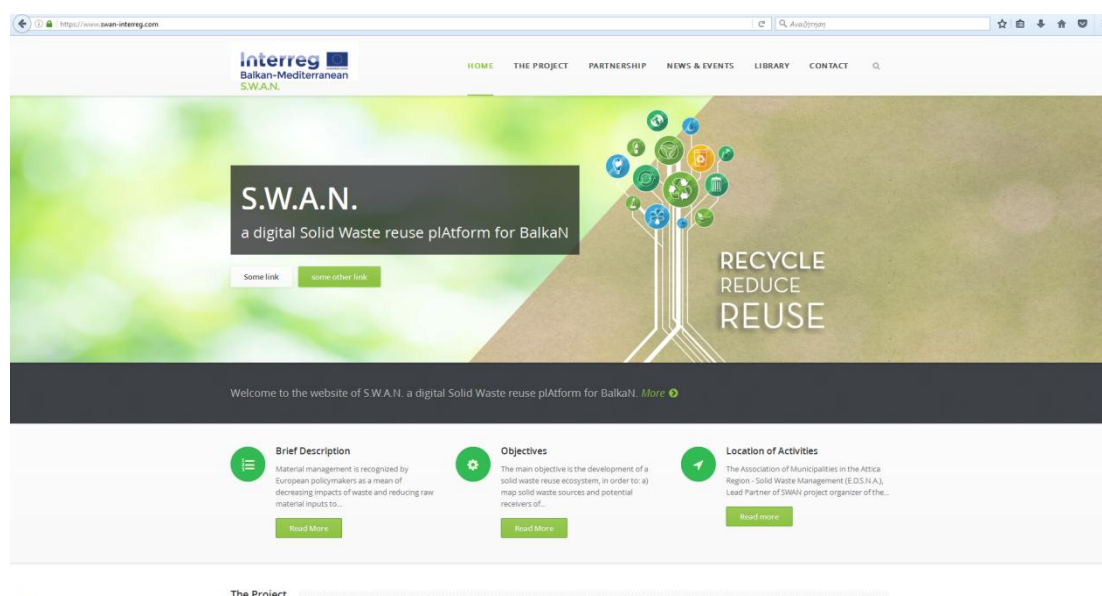
Other web tools: Newsletters, web radio promotions and radio promo spots will be available to disseminate project announcements and results.

Info days: During the project four (4) info days for the general public will be held, in various districts of Attica equipped with promo material of the project.

Workshops: During the project one (1) workshop will be held at Attica Region Offices with the participation of all stakeholders, local waste producers and potential users.

Consultation days: During the project seven (7) separate consultation days in each regional unit will be held, with the participation of all stakeholders, waste producers and potential users.

4.3 Project Newsletter

Newsletters are sent regularly, with always updated content. A regular newsletter is a key tool to inform the relevant target audiences about the evolution of the Project implemented in the framework of the BalkanMed Programme. The newsletters will be mailed in electronic format and published on the website. The cover page of each newsletter will clearly identify the Project as being part of the BalkanMed Programme and will follow the Programme's visual guidelines.

Newsletters will be designed, edited and printed in A4 size colored, with information about the project, general articles about the issues the project deals with, and news of activities and achievements, using non-technical terms to reach diverse audience.

4.4 Promotional material

To communicate project achievements to different stakeholder groups, and to produce joint messages about the value of the Balkan-Med 2014-2020 relevant promotional material will be developed.

 The Strategy will guide the partnership to develop a project visual identity/brand image and to communicate project contributions, both at national level and joint/transnational level. Specifically, targeted dissemination material will be produced in printed and electronic format, in order to disseminate the SWAN approach, methodology and outcomes to a wide range of stakeholders, researchers, policy and decision-makers, and the private sector.

The following are foreseen:

4.4.1 Brochure
A brochure describing the project, objectives and main activities will be created in order to raise awareness on the project at all levels. They will provide general project information, summarizing project results and highlighting their contribution to societal challenges and their potential for future exploitation.

The brochure template will also be provided to project partners to be customised with the local language and images. Partners will be responsible for the printing of the brochure in local language.

It will be distributed by all project partners to public throughout the project cycle. A downloadable version will also be available on the website.

4.4.2 Factsheets
Factsheets will provide the project objectives and approach, the overall project vision and the envisaged outputs.

They will be distributed to selected organizations, pinpointed by the project partners, and to all participants of workshops for the involvement of local actors.

Their aim will be to familiarize the actors with the project and attract them to contribute to the validation of the platform. They will also include details about the solid waste mapping process and the SWAN Digital Ecosystem.

4.4.3 Poster

Within 6 months each partner has to place <u>at least one poster</u> with information about the project. A link leading to a specific all designed tool, that will allow you to design your own poster for free will be communicated to you in due time. The poster needs to stay visible for the whole duration of the project.

4.5 Social networks

SWAN will take advantages of social media to promote the project and disseminate objectives, activities and project results and make the project known to a wider public audience.

Lead Partner (EDSNA) will be responsible for setting up and monitoring forms of social media but all partners should contribute to updating information and posting topics.

4.6 Media relations

Disseminating and socializing the project is a key point. SWAN approach is a practical project, which has an important stakeholders' participation element, as the solid waste management professionals are the final client of a new perspective of considering the SWAN digital Solid Waste reuse platform for BalkaN. For this reason, Media are very important, as they facilitate stakeholders' participation, giving visibility to the project and taking it out from anonymity.

For this reason, all partners will deliver press releases to the local Media and invite then to the press conferences. Press Releases should be sent to relevant media to announce various project activities and results. Please send a copy of every press release to LP (EDSNA) who will be responsible for the overall communication and dissemination of the TRAP project.

For all the above each partner will choose a Communication responsible.

Deliver at least 4 press conferences, 96 publications in printed press, 315 publications in electronic press, 49 publications on radio and 120 publications on web radio.

4.7 Events

4.7.1 Kick-off meeting

First Meeting with the participation of three members of each beneficiary at Lead Partner's premises.

4.7.2 Info Days

All partners will organize info days for presenting project achievements to international audiences - with technical data, statistics, benchmarks, and answers to common questions, always referring to the project progress and spreading project innovations to the business and academic communities.

4.7.3 Workshops

A series of workshops will be organized in each country from all partners, pursuing the active involvement of all relevant actors and of the private sector in particular. They will be dedicated to: a) demonstrating the relevance of the project approach in supporting local policy decisions and actions; b) obtaining feedback on work already undertaken; c) consolidating the applicability of the employed approach.

Deliver at least 14 workshops and 34 info days.

4.8 Event materials

Projects which organise or participate in events such as conferences, fairs and exhibitions, in connection with the implementation of operations in the framework of the BalkanMed Programme, must display the EU flag and the Project logo on all documents, publications, presentations or other materials made available during the event. The beneficiary shall ensure that those taking part in an operation have been informed of the EU funding.

5. Internal communication

The internal communication strategy will provide regular, efficient sharing of information and views between project partners with a view to maximizing effectiveness of project processes and efficiency of resources. Individual partner regions should base their own plan of communications activities on this guide. It will focus on the following:

Ensuring access to project resources

Creation of a Dropbox. This will be a resource/document base for the project partners and will contain all documents related to the project administration, activities and events:

- Communication and events templates
- Logo visual identity use rules
- project guides
- reporting templates
- presentations made during meetings
- meeting minutes
- reports

Ensuring exchange of information between partners about each other's activities:

- Social networks
- Newsletters

The objectives of internal communications will be:

- Ensure Partnership Agreement obligations are met, as a two-way process
- Ensure consensus on project processes
- Coordinate overall activities of the project
- Manage the project to best effect
- Ensure the effectiveness and efficiency of partner participation in the project
- Ensure the best use of resources and save all project partners time and energy often wasted on miscommunication and noncommunication in project administration, meeting of targets and fluidity of process
- Encourage support and participation in project activities and similar beyond the lifetime of the project.

5.1 Communication guidelines

Partners are requested to review, reply to and follow up on project correspondence as soon as possible following receipt (Consult the partnership agreement for set deadlines on response

times). If partners are unable to respond in full at any given time, a brief acknowledgement should be returned, until a more considered response can be made. This is singularly vital in avoiding confusion and any need for repetition, thereby maintaining overall efficiency of the project processes, and we would ask that all partners undertake to respect this guideline.

Language

English is the working language for transnational elements of the project. In order to facilitate ease of understanding, to avoid misinterpretation and to encourage project progress, every effort should be made to use clear, concise and simple language in project communication. Information overload should also be avoided.

Transparency

Project communication should be open and shared across partners as far as possible. This is to ensure that all partners are equally clear about project development and that no partner is at a disadvantage regarding project processes. Partners are required to provide regular updates on project activities and progress, and to highlight any problems with same. EDSNA, as Lead Partner, has undertaken to consult with partners to the greatest extent possible on any significant decisions to be made on the project and to keep partners informed of project coordination processes.

Partners Details:

A project group has been established for the purposes of project communication, as follows:

Partner Number	Name	
LP - Association of Municipalities in the Attica Region - Solid Waste Management (E.D.S.N.A.)	Olga Skiadi (Project Manager)	skiadi@edsna.gr
	Mpiris Giannis (Financial Manager)	mpiris@edsna.gr
	Tsakalou Katerina (Communication Manager)	tsakalou@edsna.gr
PP2 - Greek Ministry of Environment, Energy and Climate Change	Chrisitna Baritaki	grgg@prv.ypeka.gr
PP3 - University of the Aegean / Research Unit / Department of Business Administration	Konstadinos Kutsikos	kutsikos@aegean.gr
PP4 - Albanian Ministry of Environment, Forestry and Water Administration	Pellumb Abeshi	pellumb.abeshi@turizmi.gov.al

PP5 - ILIRIA – Protection and Social & Environmental Development Association NGO	Abdulla Diku	adiku@hotmail.com
PP6 - Bulgarian Industrial Association – Union of the Bulgarian Business	Iliana Pavlova	iliana@bia-bg.com
PP7 - Cyprus University of Technology-Department of Environmental Science and Technology	Ioannis Vyrides	ioannis.vyrides@cut.ac.cy

SKYPE

The Skype application will be used in conference calling between partners, whenever necessary and whenever feasible.

Deliverables

Various deliverables (activity reports, pay claims, etc.) will have to be met by all partners throughout the project in a timely manner. EDSNA, as Lead Partner, has responsibility to ensure that partners are aware of deliverables required, with associated deadlines, in good time.

Communication on the progress of these or any difficulties in meeting deadlines is vital. Ineffective communication will result in problems and delay for all partners. For example, partners will be required to submit claim forms on given dates and forms returned after these dates will not be processed until the next claim opportunity arises.

Meetings

Partners will be required to attend project meetings and events over the course of the project. As much advance notice as possible of meeting arrangements and agenda must be given and confirmation of partner attendance should be made by prompt return, whether for self or a colleague in-lieu.

Partner profiles

Partner Profiles are a short piece of text describing the partner organisation and activities, which can then be used on shared project materials and at project events. Individual partners should prepare these in English, with assistance from EDSNA, where required (this text will assist in the compilation of the first newsletter).

5.2 Partner contribution to project communication

The contribution of partners is essential for the communication strategy objectives. It is therefore necessary for each partner to contribute to the communication plan at the several levels. Partners will have to provide information such as contact lists and website content to assure accurate content and successful dissemination. The inputs required from the partners are the following:

Content for website

- Text containing information of the partner.
- Any other type of information /event to communicate through SWAN website, tools and newsletter: Partners are requested to regularly send updates and news about their activities.
- City logos and general photographs.

Email Contact list

To disseminate the newsletter outputs and deliverables and transnational event:

- Managing authority contacts
- Contacts of partners from within local authorities and departments
- Other project partners involved in solid waste management
- Local networks and associations interested
- Any other contacts/groups that should receive information on the project

Establish relation with its local Media

SWAN will also require partners' press contact lists and press agencies. Partners are requested to send their contact lists of all general and specialised press. Send out invitations to Press Conferences and Press releases.

Promotional material

EDSNA will provide promotional material (brochure, factsheet, newsletter, etc) template which may be adapted using the local language and photos. Translation and printing is the responsibility of each partner.

Partners must assure dissemination of the brochures.

Transnational events for each hosting country

- Send event information to EDSNA Communication Manager (Mrs Tsakalou Katerina, tsakalou@edsna.gr) for the website and newsletter
- Organize the logistics of a press event
- Send out press event invitations to journalists
- Draft a press release

Arrange for photographs to be taken during the event.

6. Program Templates

6.1 Communication letter

Partner's logo,
contact details

Signature

(Legal representative)

Place/ Date

(Official stamp of the institution)

Project co-funded by the European Union and National Funds of the participating countries

6.2 Presentation Template

First Slide

S.W.A.N.
a digital Solid Waste reuse plAtform for BalkaN

Title

Project co-funded by the European Union and
National Funds of the participating countries

Main slides

S.W.A.N.
a digital Solid Waste reuse plAtform for BalkaN

https://www.swan-interreg.com/ **Project co-funded by the European Union and National Funds of the participating countries**

6.3 Procurement, Brochure, Factsheets, Newsletters

The Project logo must be always included in all communication materials produced both at Programme and Project level. It must be placed in a central and visible position of any produced material and it can never be smaller than any other logo included in the same material as described above in paragraph 4.1.1.

In all communication tools and activities, the reference to the funding by the European Union must be clearly indicated as described above in paragraph 4.1.3.

Project co-funded by the European Union

Project co-funded by the European Union and National Funds of the participating countries

As for the position, the fund mention should be placed on the right bottom of the page.

6.3 Poster

PARTNERSHIP:

Lead Partner-Greece:
LP1:Association of Municipalities in the Attica Region-Solid Waste Management (EDSNA)

Partners-Greece
P2: Greek Ministry of Environment and Energy
P3:University of the Aegean-
Research unit-Department of Business Administration

Partners-Albania
P4: Albanian Ministry of Tourism and Environment
P5: ILIRIA-Protection and Social & Environmental Development Association NGO

Partner-Bulgaria
P6: Bulgarian Industrial Association-
Union of the Bulgarian Business

Partner-Cyprus
P7: Cyprus University of Technology-
Department of Environmental Science and Technology

Total budget ERDF: 822.800 €

Total project budget: 968.000 €

Duration: September 2017-September 2019

Project co-funded by the European Union and National Funds of the participating countries