

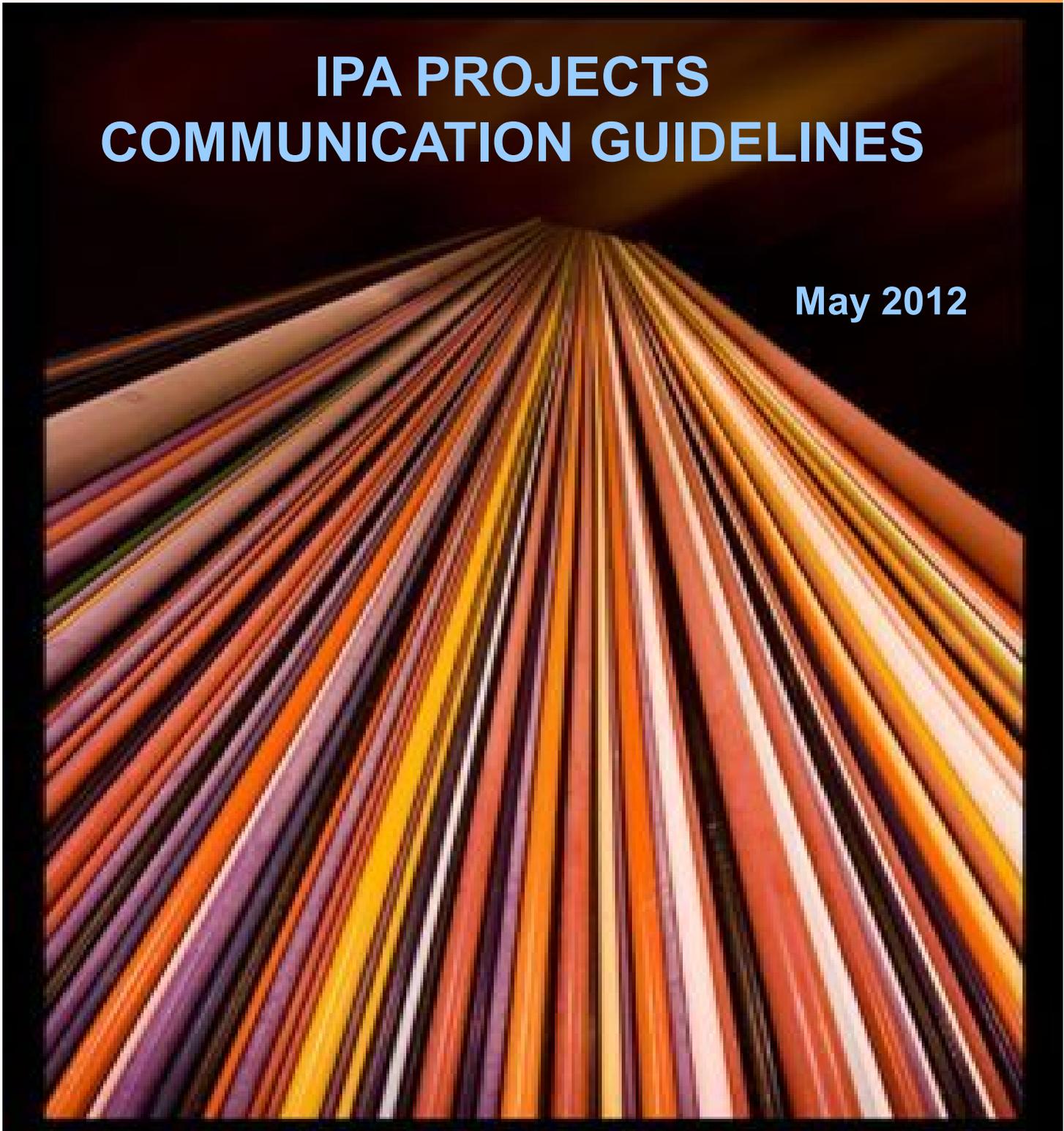


**Technical Assistance
for the IPA Training and Support Facility**



IPA PROJECTS COMMUNICATION GUIDELINES

May 2012





European Union

Technical Assistance for the IPA Training and Support Facility

This Project is funded by the European Union



Secretariat for European Affairs

The following guidelines were developed in the frame of the EU Project ““Technical Assistance for the IPA Training and Support Facility”, implemented by Lattanzio e Associati in partnership with Formez and France Expertise Internationale.

The author of these guidelines, Saveria Spezzano, Key Expert of the above mentioned project has the sole ambition to provide suggestions on how to communicate at the best IPA funded projects.

The contents of this publication are the sole responsibility of Lattanzio and Associati and can in no way be taken to reflect the views of the European Union.



CONTENTS

INTRODUCTION..... 3

PUBLICITY AND VISIBILITY RULES UNDER THE COMMISSION REGULATION..... 3

INFORMATION CAMPAIGN OBJECTIVES..... 4

DRAWING UP A COMMUNICATION PLAN 5

COMMUNICATION PLAN IMPLEMENTATION 6

PUBLICITY GUIDELINES & LOGOS..... 20

TIMETABLE..... 21

BUDGET 21

MONITORING AND EVALUATION 21

BIBLIOGRAPHY:..... 33



Introduction

The present guidelines have been designed to provide IPA projects beneficiaries with a general overview of the obligations and rules to communicate IPA funded projects. The present guide can be used to inform beneficiaries of EU IPA funded projects to become aware of the Information and Publicity rules following a EU funded projects.

The Information and Publicity rules following the award of a European Union funded project should be organized keeping in mind the European Commission communication strategy which aims at:

- *improving communication* through the implementation of community actions which are more visible and closer to citizens in order to increase general consent on future EU policies;
- *guaranteeing more transparency* through more efficient, transparent and accessible European institutions, open to public control;
- *“closing the gap”* between EU institutions and the citizens through the improvement of dialogue and listening.

An information campaign on IPA funded projects usually aims to reach the following four main aims:

- To explain the funding opportunities offered by European Union to the enlargement countries
- To raise public awareness of how the European Union Funds will improve their daily life
- To raise public awareness of the role of the European Union in the accession countries
- To raise public awareness of the role of the European Union in regional development in the Country

The following guidelines provide thus some suggestions on how to communicate on IPA funded projects.

Publicity and visibility rules under the Commission Regulation

Chapter VI of Commission regulation (EC) N. 718/2007 of 12 June 2007 implementing Council Regulation n. 1085/2006 establishing an instrument for pre-accession assistance (IPA) is devoted to “Publicity and Visibility” The **article 62** in particular is devoted to **Information and Publicity** and states:

1. *In the case of centralised and joint management, information on programmes and operations shall be provided by the Commission, with the assistance of the national IPA coordinator as appropriate. In the case of decentralised management, and in all cases for programmes or part of programmes under the cross border cooperation component not implemented through shared management, the beneficiary country and the national IPA coordinator shall provide information on and publicise programmes and operations. In the case of shared management, the Member States, the beneficiary countries and the managing authority as referred to in Article 103, shall provide information on and publicise programmes and operations. The information shall be addressed to the citizens and beneficiaries, with the aim of highlighting the role of the Community and ensuring transparency.*
2. *In the case of decentralised management, the operating structures shall be responsible for organising the publication of the list of the final beneficiaries, the names of the operations and the amount of Community funding allocated to operations. They shall ensure that the final beneficiary is informed that acceptance of funding is also an acceptance of their inclusion in the list of beneficiaries published. Any personal data included in this list shall be*



processed in accordance with the requirements of Regulation (EC) No 45/2001 of the European Parliament and of the Council.

3. *In accordance with Article 90 of Regulation (EC, Euratom) No 1650/2002, the Commission shall publish the relevant information on the contracts. The Commission shall publish the results of the tender procedure in the Official Journal of the European Union, on the EuropeAid website and in any other appropriate media, in accordance with the applicable contract procedures for Community external actions.*

Article 36 of the same Chapter VI is devoted to **visibility** and states that:

1. *The Commission and the relevant national, regional or local authorities of the beneficiary countries shall agree on a coherent set of activities to make available, and publicise, in the beneficiary countries, information about assistance under the IPA regulation. The procedures for implementing such activities shall be specified in the sectoral or financing agreements.*
2. *Implementation of the activities referred to in paragraph 1 shall be the responsibility of the final beneficiaries, and shall be funded from the amount allocated to the relevant programmes or operations.*

Information campaign objectives

The information and publicity measures for the interventions of IPA funds are aimed at publicizing the actions of the European Union, increasing transparency and creating a uniform image of the interventions throughout participating countries.

The specific objectives of a Communication Campaign on EU IPA funded projects could be for example:

- to promote European Union funding opportunities also to the citizens who are still not aware of their existence
- to promote the positive effect of joining European Union for the pre-accession countries which can contribute in bringing the Country at the level of the EU Member States
- to explain how European Union Funds complement and add value to national policies
- to emphasise the importance of strategic, high-impact projects aimed at boosting growth; improving the quality of life and employment further
- to guarantee the transparency during the Programme implementation
- to ensure an effective internal communication between interested parties/bodies/authorities involved in the implementation of the IPA programmes.
- to achieve the successful implementation of the programme by ensuring effective communication system at all levels and by providing full, timely, responsible and effective provision of information for all identified targets
- to make available all relevant information that a potential applicant must know
- to ensure visibility and multiplication of results obtained by implementing the IPA Programme;
- to foster synergies and complementarities with the regional initiatives active in the area
- to disseminate information in relation to different projects that have received assistance from the programme
- to promote information, awareness and conformity with the cross cutting themes of the Programme i.e. equal opportunities and sustainable development.



Drawing up a Communication Plan

The information and publicity measures are presented in the form of a communication plan. Their implementation shall be the responsibility of the respective administrative body responsible for the interventions. The Communication Plan aims to inform the public of the IPA Funds and of the European Union and to promote the positive image and the benefits of the IPA Funding in participating countries.

The Communication Plan is a written document which helps, if accurately drawn up, to identify the following essential communication elements:

- ❑ What you want to accomplish (your objectives),
- ❑ ways in which those objectives can be accomplished (your goals or program of work),
- ❑ to whom you want to address (your audiences),
- ❑ who are the administrative departments (agents responsible for its implementation)
- ❑ how you will accomplish your objectives (tools and timetable)
- ❑ how you will measure the results of your program (evaluation).

The programme communication should be focused on:

- ✓ **openness and flexibility:** Open, constructive and problem solving communication helps to achieve a common understanding of the foundations for the IPA programme, assisting in creating a network among various organisations involved in its implementation.
- ✓ **consistency and lucidity:** clarity in expression enables illustrating the possibilities provided by the programme
- ✓ **up-to-date information and equal communication:** both programme management and project applicants require up-to-date information about the programme
- ✓ **customer orientation and practicality:** in order to achieve the programme objectives, the solutions of the programme implementation need to be sought from the view point of the practical project work. The programme management should respond to the actual needs of IPA programme, so that the projects that contribute to the programme objectives can be realised.
- ✓ **exchange of experience and know-how:** exchange of experience is important because the programme and projects need success stories and 'best practice', as well as they require information about how problems can be avoided and solved.
- ✓ **openness and publicity of activities:** showing concrete projects and activities helps to bring the programme with its attendant possibilities closer not only to the target groups, but also closer to the public. This way the programme contributes to an increase in know-how about the programme area, as well as language proficiency and a familiarity with the cultural, social and economic features of the region.



In addition, the overall themes of the programme should be comprehensible through the programme communication, as well as through the means of communication.

Communication Plan implementation

Some steps are necessary for the implementation of an effective communication campaign. The implementation phase foresees the carrying out of the different activities which all contribute to the success of the information and communication campaign.

Objectives definition

The first step is to define which are your communication objectives and the results you want to achieve.

These might include:

- ✓ showing to Country citizens and to the other EU countries excellent performance of the Country in conforming to the “acquis communautaire”
- ✓ increase the consent of national citizens towards the accession to European Union
- ✓ improve the attraction of foreign investments in the Country as a trust one due to the stability and the good performance of its economy.

Objectives should always be **SMART**:

- ✓ **S**pecific
- ✓ **M**easurable
- ✓ **A**chievable
- ✓ **R**ealistic
- ✓ **T**ime-bound

Goals identification

With stated objectives, and considering available human and financial resources, it becomes necessary to define goals, a sort of programme of work for each objective. Goals include general programmes, products, or services that you will use to achieve stated objectives. For example, if the objective is to improve member service, goals might include improved training for the member-service function, special communications directed at first-time members, a reference manual for handling complaints, and ongoing information for members.

Audiences identification

In audiences identification it is important to define with whom you want to share information. These people are your target audience. Most times, you will be communicating with a variety of audiences, both internally and externally. Also, some audiences may be more important than others, so you will need to make that distinction (e.g., primary audience, other audiences). Think broadly, but realistically about Who you can inform and influence.



List all the audiences involved in your project and also other audiences who you can contact, attempt to influence, or serve.

In general in EU funded projects target groups are specified as follows:

- **Primary** (including potential beneficiaries / applicants, grant holders and their partners)
- **Secondary** (including the general public, decision makers, mass-media)

The activities under the Communication plan should be directed mainly to potential and final applicants/beneficiaries forming the primary target group, in order to ensure that they are properly and timely informed about the opportunities of funding, about calls for proposals, administrative processes and implementation mechanism.

According to the different funding line of the Programme the list of potential applicants/beneficiaries could be:

- Local and regional authorities
- Regional structures of central administration
- Research Institutes, schools, training centres and Vocational schools
- Chambers of commerce;
- Institutions of labour market administration
- Professional education and Qualification organizations
- Universities
- Nature parks administrations
- NGOs
- Associations of the above organizations

The secondary target group is the general public as indirect beneficiary who should be aware of the existence of the programme, its goals and expected results as a whole, as well as of the results and benefits achieved by the projects implemented.

Relevant information about the programme implementation should also be provided to institutions involved in Programme management and in policy-making in fields related to priorities of the programme, stakeholders and information disseminators.

This target group includes:

- Population of the eligible regions
 - Programme management bodies: Joint Monitoring Committee, National Authority, Audit Authority, Certifying Authority
 - European Commission
 - National, Regional and Local authorities and administrations and other competent public bodies
 - Mass-media;
 - NGOs active at local level;
 - Economic and social partners;
 - Professional associations and business communities;
 - Women and youth organizations;
 - Cross-border associations;
 - Cultural, research and scientific organizations;
-



- Other non-governmental organisations, especially bodies promoting equal opportunities, social inclusion and bodies working for the protection of the environment.

How to make a target segmentation

There are different ways to effect the public target segmentation. The choice of which one to adopt is influenced by the kind of communication strategy we choose both at strategic and operational level. The most traditional segmentation ways which can also be used in an integrated manner are the following:

- ✓ **geographic segmentation:** the target group is divided according to area of geographic origin (countries, regions, headquarters, areas), population number, city centre dimension, climate environment);
- ✓ **socio-demographic segmentation:** the target group is divided on the basis of demographic variables like age, sex, family dimension, income level, occupation, educational level, religion etc.;
- ✓ **psycho-graphic segmentation:** the target group is divided according to their lifestyles, user status and on the characteristics of the main character;
- ✓ **segmentation based upon the use of a service:** the target group is divided on the frequency in the use of a specific service offered, and to the level of trust towards the body providing that specific service, to the awareness of the value of the service used and to the behaviour towards that specific service;
- ✓ **segmentation based upon the required benefits:** the target group is divided according to advantages for the users in the use of a specific service.

Geographic and socio-demographic segmentation are usually the methods most used because they are easier and simpler to be adopted.

Other potential key audiences

Apart from key audiences there are other potential audiences which need to be identified:

- Opinion leaders
- Professional groups
- Government (other Ministries involved in the future implementation of Structural Funds)
- Industry analysts
- The Administration employees
- Online audiences (the recent trend is to communicate news within social networks, niche communities or bloggers)
- Interest groups
- Other Media (who can be considered both a target group and a tool)

If you intend to use for your communication campaign bloggers or online communities do not send them press releases as you would do with media. Try to think what they want, which their perspective is and whether you should approach them on an individual base.

Also tailor the message after their characteristics, trying to emphasize the topic which can attract their interest more.



The right strategy and content for the identified target groups

The strategy helps to frame future decisions. Once the objectives have been identified, the strategy simply helps you to picture how you will reach those aims.

The strategy may be formal, informal, educational or funny, detailed or broad, depending on the needs of the programme and of the target to be reached. The choice could be, for example, the adoption of integrated multimedia communication, network with institutions and partners (defining different roles and information flows). A strategy should constantly be updated according to experiences, results, mistakes, new events. In defining the strategy it must be indicated how to reach the aims previously identified.

The Communication Plan for IPA programme in the Republic aims, on one side, in disseminating information about the programme and thus increasing the participation into the programme of the potential beneficiaries, resulting into increased absorption capacity and transparency, and on the other side, in increasing awareness of the population of the eligible region.

The elements of highest importance, to be taken into consideration for the programming and implementation of the strategic communication measures, are:

- Use of the key messages creating the interest of the target groups.
- Expression of messages in an attention-holding way making them easily understandable and accessible for the target audience.
- Use of various communication channels, relevant to the expected impact.
- Messages over a sustained period of time, maintaining the interest of the target groups.
- Development of messages with a view not only to inform but also to motivate potential beneficiaries to undertake actions.
- Permanent and systematic monitoring and evaluation of the information and publicity measures.

The right message for the identified target groups

Once the analysis has been done, the communication strategy adopted and the target audiences have been identified, it's time for creating the message. Messages help you to communicate the right things to the right people. As message permeates all the communications activities they attract a lot of attention from decision makers. So it is important to spend time on this section.

The message must be visible, clear and easily identifiable. Its validity depends on the possibility to be adapted to the different form and communications tools. The use of originality helps to capture the audience – humour, metaphors all help to increase noticeably.

So the suggestion is that key messages should:

- ❑ Communicate what you are going to do and why you are doing it
- ❑ Communicate what will be different from the current situation
- ❑ Fit with your objectives
- ❑ Speak to all audiences

Besides it is some good advice to focus on the following:

- ❑ focus on the main points
- ❑ be brief
- ❑ write in a simple way so that anyone can understand



- ❑ do not give anything for granted explain each term which does not belong to the common language
- ❑ highlight the positive side of what you are doing
- ❑ decide what the stories are to be about and focus on that

As for audiences it is easier to understand what you are doing if you can give them some context in this case the suggestion is to use concrete examples and to support the messages with facts if they are available.

Tools identification

The most important decisions concern what tools will be used to accomplish the stated goals.

The tools used depend on the strategic goals, the objectives of the communication program, the profile of the target audience, the various advantages and disadvantage of each tool, and the communications budget.

Whichever tools are used, it is important to maintain consistency in the aesthetic appearance, linguistic style and tone, and message (including facts, figures, slogans, quotes) used in all the communications products for a single campaign. Without this consistency, the message will not be as effective, even if the target audience is exposed to several of the communication products. Worse still, a lack of consistency may confuse or distract the target audience.

Tools can go from a simple flyer to a glossy magazine. Don't overlook less obvious tools such as posters, report covers and Web sites. Brainstorm ideas with your staff. Also think about some innovative tools. Use your creativity trying still to remain objective.

An effective communications programme will combine some or all of the following tools to communicate the intended message to the target audience:

Publications and other printed material

The many advantages offered by printed publications make them one of the most used communications tools in outreach campaigns. Publications can reach large audiences with more targeted, technical and detailed information than that which can be communicated through press releases advertisements. Publications and other printed materials include:

News

Communication among experts is different from that with the public. Communication among experts requires the readers' complete attention, since they are already interested in the information because they need it. On the contrary, non expert-readers (or listeners, viewers, visitors, etc.) usually do not have any particular reason to pay attention to what is being said. They do not have to listen. Their attention must be won, otherwise any effort becomes useless.

In writing news, for example, some rules should be kept in mind:

- It is news? (it must be new: not known before)
 - Fascination or surprise (can your topic make the imagination fly?)
 - The size of the natural public (how many people are potentially interested in the subject?)
 - Directly important to the audience (how pertinent is it to everyday life?)
 - Importance (why do people need it?)
-



- Expectations (and what happens now?)
- Comprehensibility (can it be easily understood?)
- Service (which service can be offered to the public?)

Newsletters

Newsletters are a very efficacious communication tool. They can be monthly, quarterly or annually. The strength of a regular newsletter is that it can develop a new theme for every issue and focus a number of articles on this theme. The newsletter also allows the Communication manager to write about projects, update the readers about new findings and initiatives, events and highlighting interesting case studies. It is also a way to record all the initiatives which are being implemented during the project duration.

Brochures

Brochures have to be succinct in language and eye-catching in design. Compared to a flyer or handbill, a brochure usually uses higher-quality paper, more colour, and is folded. Brochures contain more information than leaflets.

Other Print Materials

Posters, bookmarks, calendars, postcards and other such print materials can contribute to awareness raising activities without incurring huge costs. The more attractive these materials are, the more people will want to use them and the more they will be reminded of the campaign's message. It is therefore important to carefully choose the type and style of print product that will be given away to the target audience. The publicity deriving from the use of posters and leaflets is the cheapest and most immediate. It allows a simple message elaboration and the possibility to use images, colours and texts at the same time. It is located on the spot for a long time and thus allows people to read it more than once. The leaflet allows for the dispersion of the message in more locations in a single day with the possibility of making the message available to more citizens. Leaflets and posters contain general information and are meant for the general public by attracting their attention to a specific message.

Internet

Internet is a powerful and rapidly expanding medium of communication and has many advantages for transmitting messages:

- Its global reach can be easily tracked.
- Costs per person reached can be very low.
- It offers the possibility of interacting with audiences and learning more about them (through on-line questionnaires, forums and e-mail).

Messages can be quickly changed and adapted to keep campaigns fresh and interesting. Internet can be used for the creation of a web site or for using the social networks.

Website

Websites should be targeted. The information contained should be structured while keeping in mind the different audiences that might access it:

- Notably, local authorities
-



- ❑ Intermediary organisations
- ❑ Consultants and entrepreneurs
- ❑ Project beneficiaries
- ❑ Stakeholders
- ❑ General public.

Social networks

A social network is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, ideas, financial exchange, friendship, kinship, dislike, conflict or trade. Social network analysis views social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. Research in a number of academic fields has shown that social networks operate on many levels, from families up to the level of nations, and play a critical role in determining the way problems are solved, organizations are run, and the degree to which individuals succeed in achieving their goals. These social network tools are becoming more popular. One of the things people love about these tools is how personal they can be, but their growing commercialization could make it lose its appeal. Another risk is that social networks like the other web tools do not reach all audiences. Make a study if your target audience is the one who uses regularly the internet tool if you are going to use this tool.

Public service broadcasts, Videos and audiovisual tools

Audiovisual products, such as televised public service announcements (PSAs), film and video, can be particularly effective in attracting the attention of, and communicating a message to, a target audience. Their development, however, usually requires the services of experienced professionals. Therefore, the production of effective PSAs and videos does need a substantial investment, even if their eventual distribution can be obtained for free. Below are some other considerations to keep in mind when considering such productions.

Public Service Announcements (PSAs)

PSAs are advertisements that are printed or broadcast free of charge. Some media groups are willing to broadcast or print the PSAs of qualifying non-profit organizations that provide a service to the community such as United Nations agencies and non-governmental organizations. PSAs can reach a large audience with a carefully crafted message that is unaltered by the media distributing it (unlike press releases and the news stories they generate). But the fact that the media is not being paid to broadcast or print the announcement means that there is little control as to when, where and how often the advertisement appears. PSAs can be used either to increase awareness about an organization and its mission, or to diffuse a message about a specific project. PSAs with a thematic message rather than the simple promotion of a specific organization are often more successful at securing free broadcasting and printing.

Before developing the message and distribution strategy for a PSA campaign, it is essential to have enough information about the target audience and the media requirements/interests.



Videos

Videos are lengthier than PSAs, which allows them to go into greater depth and better explore the issues at hand. Videos can be used at conferences or seminars, and they can also be streamed on websites to increase their reach. If the quality of the video is very good and the subject matter is sufficiently topical or interesting, national TV networks could be interested in airing it. Networks may also be particularly interested in airing a series of videos rather a single video.

Audiovisual tools

The most common audiovisual tools which can be used are:

- *TV spot*: it can be used for publicising a product which is the result of a scientific finding. It offers lot of PR opportunities among the different TV programmes. The audience depends on the type and time of the show.
- *Radio spot*: the radio allows to spread the message more frequently compared to TV spot, and it costs less.

In the broadcasting of the spots, particular attention should be devoted to regional media, which are much cheaper, and have a wider local dissemination. This of course depends also on the character of the target groups, if they are located at regional level or at national level.

Events

Events can be of many different types and can take the following forms:

Special Days

The use of a special day (or week) to commemorate a specific issue year after year can be particularly effective in raising awareness on a specific project. Such days provide an opportunity for different stakeholders interested in the issue to promote a single message related to that issue with a series of activities and events taking place in a limited period of time. These events tend to generate extensive media interest, so multiplying the message being transmitted by the different events and activities.

Awards

Awards provide incentives and rewards for people who adopt the behaviour being promoted in an outreach campaign. Furthermore, award ceremonies tend to attract media attention and thus draw more attention to an outreach campaign. Thus, awards represent a cost-effective means of promoting a wider knowledge and understanding of the issue being promoted. To attract media attention journalists awards can be very useful. Through this award you can prize the journalists who write the best article of the biggest amount of articles on a specific subject.

Exhibitions

Exhibitions allow the showcasing of EU funded projects related to an outreach campaign in a way that can be easily related to by the public. The possibilities for exhibitions are virtually endless. As with any other communication tool, in order to ensure a successful exhibition, its communications goal and target audience must be properly identified before any work is begun. A clear understanding of the goal and the audience facilitates in the choice of theme, content, and location of the exhibition.



Seminars

Seminars are a good communications tool for the promotion of a particular project. They have the benefit of being very targeted events with a captive audience, and can provide immediate feedback to the communicator. Since seminars are usually given to a small number of people with similar interests and concerns, the information presented at these events can be much more detailed and technical than the one used with other communications tools. Again, such information should be tailored according to the needs and expectations of the target audience. The Communication manager might plan to divide the seminars according to the specific target groups identified (like regional and local administrations, NGOs, etc.). In such cases the information delivered differs according to the target group involved.

Info-days

Info-days are very useful for publicising information about calls contents, in order to explain to the potential applicants everything they need to know about the procedures. They are also a good means for generating interest among the general public.

Conferences

A conference can be described any meeting of people that “confer” about a certain topic and is organised for the purpose of networking education or discussing a topic with a selection of speakers. In the case of EU funded project the suggestion is to organise at least two conferences: one at the beginning for the launch of the project and one at the end of the project implementation to communicate the results achieved.

Workshops

Workshops are also training sessions, which may be several days in length. They emphasize problem solving, hands-on training and require the involvement of the participants. Workshops can be organised for the project beneficiaries on different topics for the successful implementation of the operations.

The organisers of information events such as conferences, seminars, fairs and exhibitions in connection with the implementation of operations financed by the European Union Funds shall make the Community contribution to these assistance packages explicit by displaying the European flag in meeting rooms and using the Community emblem on documents also indicating the name of the European Fund. The Commission's offices in the Member States assist, where necessary, in the preparation and implementation of such events.

Promotional Items

Small items like pens, USBs, cups, office calendars, mouse pads, T-shirts can be produced to be distributed during events. All the items shall bear the logo of the European Union Fund which is being used. However, while going for promotional items, make sure you choose your target market and launch the campaign in a systematic way.



Media relations

Media coverage offers the dual advantage of being cost-free and carrying more credibility than paid advertisements. The downside is that there are no guarantees as to when, how, or even if, the media will cover a story. The nature and extent of the media coverage that a European project awareness campaign will attract depends largely on the relationship with the press; on targeting the message to the appropriate outlet; and on communicating effectively with the media.

Establishing a good relationship with key media contacts is probably the most critical factor in obtaining media coverage. Below are some basic steps towards developing media relationships:

- ❑ *Identify your media contacts.* Check media sources to identify which journalists cover the issues related to the Country external relationship. Make a contact list of all journalists and keep it updated. This list should include, at a minimum, the name, title, media organization, and address (including phone, fax and e-mail) of each journalist.
- ❑ *Research media organizations.* Call each media organization on the above list to find out about: deadlines for stories, schedules for shows, specific guidelines for submitting press releases and advisories, schedules and deadlines for specialized supplements, acceptance criteria for public service announcements (PSAs), preferred format for the delivery of information and visuals (e-mail, fax, etc.), circulation, and audience profiles. Use this information to communicate news to the media with enough time for it to be broadcast or published. Respecting media deadlines and format requirements can be a deciding factor on whether or not the information is broadcast and/or published. In addition, the information on circulation and audience profile will help identify the best media organization with which to reach the target audience.
- ❑ *Observe media contacts.* Observe how the journalists on the list above cover their stories. What kind of visuals (photos, graphs, etc.), if any, do they tend to use? What kinds of examples do they favour? Look out for points of view and biases. By understanding the styles used by different journalists, you will be able to pitch a story to them more effectively by matching the information to their needs and expectations.
- ❑ *Introduce yourself, your organization and your initiative.* Even before you have a campaign or outreach program to promote, it is important to provide journalists with basic information about your organization. Also give them a list of European Union Funds issues on which you or other experts from your organization can provide comments and/or complementary information if and when the need arises.
- ❑ *Offer training on European Union Funding.* The complexity of European Union Funds functioning may discourage many journalists from writing about them. Providing basic EU funds training or briefings to key journalists can help solve this problem. Such training can help clarify issues and controversies, and reveal the increasing importance of European Union funding in different sectors of society. In addition to lectures, field visits to your headquarters and to innovative companies that are using IP can serve as interesting examples that may lead to future stories.
- ❑ *Keep track of media coverage.* This will assist in determining which sort of stories are more likely to receive media coverage in future. It will also give help identify journalists who regularly publish your information, and give you a chance to address any issues that have been highlighted in the media coverage.
- ❑ *Enlist professional help* to make stories more newsworthy
- ❑ *Shape stories around concrete events* highlighting local realities or human interest rather than abstract trend
- ❑ *Cultivate relationships with the media* and ensuring they are well briefed
- ❑ *Providing useful info*, clear background, contacts etc., through the use of straightforward language



- ❑ *The press* (national and regional) is interested in Europe. To make a story more attractive you need to give it a local anchorage, visual images and people to talk to
- ❑ *Partnerships and local networks* facilitate telling the story.
- ❑ *A close collaboration with the EU official networks* (Europe Direct, Delegation of EU Commission in the Country) can make your job easier

Creation of a mailing list of EU contacts

When disseminating news about EU funded projects the media list should be enriched also with the mailing list of EU contacts which are a precious tool to spread further news and information about events and projects awarded. Below a list EU contacts which we suggest should be included in the press Office media list:

European Commission networks in the Country

Europe Documentation Centre http://ec.europa.eu/europedirect/visit_us/index_it.htm
Delegation of the European Union http://www.delmkd.ec.europa.eu/en/index.htm
Europe Direct Network http://ec.europa.eu/europedirect/visit_us/index_it.htm
EU Infocenter http://www.euic.mk/
Eurodesk - The Information network for young people http://eurodesk.bg/news.php?item.60.5
EU Info Point in Macedonia EU Info Point Kumanovo Kumanovo Municipality Municipality Information Centre Address: "11 Oktomvri" bb 1300 Kumanovo Tel: (++ 389 031) 475 800 (++ 389 031) 475817 (++ 389 031) 432 650 e-mail: kumanovo@euinfopoint.mk EU Info Point Kocani Kocani Municipality Municipality Information Cen Address: "Rade Kratovce" 1 2300 Kocani Tel. (++ 389 033) 279 554 e-mail: kocani@euinfopoint.mk



EU Info Point Bitola

Bitola Municipality
Municipality Information Centre
Address: bul. "1 Maj" bb
Tel. (++ 389 047) 208 336
7000 Bitola
e-mail: bitola@euinfopoint.mk

EU Info Point Kavadarci

Municipality Kavadarci
Address: "Marsal Tito" bb
1430 Kavadarci
Tel. (++389 043) 400 217
Tel. (++389 043) 456 107
e-mail: kavadarci@euinfopoint.mk

EU Info Point Gostivar

Gostivar Municipality
Municipality Information Centre
Address: Bul. "Braka Gjinovski" br. 61
1230 Gostivar
Tel. (++389 042) 218 167
e-mail: gostivar@euinfopoint.mk

EU Info Point Tetovo

Municipality Tetovo
Address: Ul. "Dervis Cara" bb,
1200 Tetovo
Tel. 070 548 576
e-mail: tetovo@euinfopoint.mk

EU Info Point Veles

Municipality Veles
Address: ul. "Panko Brasnar" br. 1
1400 Veles
Tel. (++ 389 043) 232 406 lok. 226
e-mail: veles@euinfopoint.mk

EU Info Point at the National and University Library "Sv. Kliment Ohridski"
Address: bul. Goce Delchev br. 6, 1000 Skopje
Tel. (++ 389 02) 3226 846
e-mail: nul@euinfopoint.mk



When communicating news and information about EU funded projects it is important to give the most successful projects evidence at European level also through the publication of articles on European Commission General Directorate Newsletters in the different sectors concerned.

Below a list of the main ones divided by General Directorate.

<i>DG Agriculture and Rural Development</i> http://ec.europa.eu/agriculture/publi/newsletter/index_it.htm
<i>DG Environment</i> Environment for Europeans http://ec.europa.eu/environment/news/efe/index_en.htm
Nature http://ec.europa.eu/environment/nature/nature_conservation/useful_info/newsletter_natura/index_en.htm
<i>DG Competition</i> Competition Policy newsletter http://ec.europa.eu/comm/competition/publications/cpn/ <i>DG Energy and Transport</i> Energy and Transport in Europe Digest http://ec.europa.eu/dgs/energy_transport/newsletter/index_en.htm
<i>DG Enterprise</i> Enterprise Europe online http://ec.europa.eu/enterprise/library/ee_online/index_en.htm enterprise-europe@ec.europa.eu
Euroabstracts http://cordis.europa.eu/aoi/list_publ.cfm?Pub=2&r=1
<i>DG Education and Culture</i> The Magazine http://ec.europa.eu/dgs/education_culture/publ/mag_en.html
<i>DG Internal Market</i> Single market news http://ec.europa.eu/internal_market/smn/index_en.htm
<i>DG Employment, Social Affairs and equal opportunities</i> ES mail newsletter http://ec.europa.eu/employment_social/emplweb/news/esmail_en.cfm



Social Agenda http://ec.europa.eu/employment_social/social_agenda/soc_agenda_en.html
DG Regional Policy Inforegio Panorama http://ec.europa.eu/regional_policy/sources/docgener/panora_en.htm
DG Research and Development RTD Info http://cordis.europa.eu/library/magazine.htm
Cordis focus newsletter http://cordis.europa.eu/news/focus/home_en.html
European Innovation http://cordis.europa.eu/aoi/list_publ.cfm?Pub=1&r=1
ICT Results http://istresults.cordis.lu/index.cfm?section=home&tpl=home
DG Health and Consumer Protection Health and Consumer Voice http://ec.europa.eu/dgs/health_consumer/dyna/consumervoice/consumervoice.cfm
DG Enlargement Enlargement Newsletter http://ec.europa.eu/enlargement/press_corner/newsletter/index_en.htm

Creation of a list of experts

In disseminating information and news about projects funded with EU Funds it is useful to make a list of officials who may be interviewed for further information making preferably a selection from the following list :

- The person included in the Team Europe list appointed in each country by the Representation Office of the European Commission in each Member States. The Team Europe speakers are entitled to speak about Europe by the European Commission
- Responsible of the project implementation
- Delegation of the European Union



Publicity guidelines & logos

All projects benefiting from EU grant are obliged to acknowledge and publicise the funding they have received. The way they should do that depends upon the type of project and its total cost.

As a beneficiary of a European Union funding one of the legal obligations is to provide the proper publicity to inform the public of the European Union's financial support. Any report, brochure or other documentation connected with a EU co-funded project must mention the European Union co-financing.

This mention is important as it:

- shows your commitment and participation in the European Union programme
- helps to give the important message to the European public that the European Union is doing its part in supporting the joining of the Country into the EU

What information must be included

The following information must be included in your publicity, as relevant to the specific type of dissemination carried out:

- *A funding statement* stating that your project/initiative is the recipient of European Union funding (indicating the name of the funding): "Project X/Infrastructure X is co-financed by the European Union's (name of the funding line/programme)"
- *A disclaimer* (for printed materials) releasing the European Union from any liability in terms of the content of the dissemination materials: "The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein."
- *The EU flag*

Publications & dissemination materials

All communication or publication about the project – including at a conference or seminar – must indicate that the project has received funding from the EU.

Type of communication	Placement of logo / guidelines for use
Websites	Same place on every page. Ideally as part of the frame which appears on all sections of a website
Brochures, information leaflets, fact sheets, newsletters, posters	Bottom right corner of publication Front or back cover On white background (unless placed on a large photo or illustration as on a poster)
Reports & internal project publications	Front cover
Power Point presentations	First or last slide of a presentation or in the footer of each slide
CD-ROM, DVD	On label of jewel box or CD label



- ✓ Monitoring consists in systematic and continuous collecting, analysis and use of information for the purpose of management and decision-making.
- ✓ Evaluation, instead, is a periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of a project in the context of stated objectives. It is usually undertaken as an independent examination with a view to drawing lessons that may guide future decision-making.

Monitoring

Results measuring is the final phase of a Communication campaign. Lack of analysis can damage the Communication Plan validity, compromising, as a consequence, its efficiency and effectiveness.

Monitoring is important, as:

- It is essential to effective programme and project management – i.e. it identifies what is working well and the areas requiring remedial actions.
- European regulations require it as evidence that programmes are achieving their objectives, and penalties can be applied if not effectively performed.
- It is the basis for programme review and evaluation.
- It influences future decisions on IPA Funded Programmes.

European Funds support a wide range of activities. Monitoring systems need to reflect that diversity, and employ a variety of mechanisms to track project performance and results. However, whatever methods are used, the information should be easy to understand and simple to access.

The Communication campaign has to foresee which Communication objects we want to evaluate.

There are three levels of Plan Measuring:

- ✓ **Communication Out-put:** tells us whether the message has reached the Target Group;
- ✓ **Communication Out-take:** tells us whether the Target Group understood the message;
- ✓ **Communication Out-come:** tells us whether a message has produced a change in the opinions and behaviours of the given Target Group.

Monitoring requires definition of two conditions:

- ✓ That data are treated from an analytical point of view;
- ✓ That the final aim of such data collection and manipulation is to inform the decisional process.

Monitoring key elements are:

- ✓ It is an internal management responsibility
- ✓ It measures progress in relation to the budget foreseen by single activities
- ✓ It identifies problems and thus allows looking for solutions
- ✓ It uses both formal and informal methods for data collection
- ✓ It is a key source for evaluation.

Correct monitoring requires:

- ✓ Drawing up a summary of the pursued objectives
-



- ✓ Choosing the indicator to be used for the established objectives
- ✓ Defining the target to be used to verify and report on the progress achieved
- ✓ Deciding the method and system for data collection (e.g. database).

Evaluation

Evaluation can take the form of a monthly report on work in progress, formalised department reports for presentation at staff meetings, periodic briefings of chief staff executive and department heads, and a year-end summary for the annual report.

Evaluation of Communication campaigns provides an opportunity to improve interventions as well as conduct theoretically interesting research. As public Communication campaigns continue to grow in scope and level of sophistication, the task of evaluating campaigns becomes increasingly complicated. Decisions about the standards against which to measure campaign success, strategies for separating campaign effects on outcomes from those of other sources of influence, and expectations for differential campaign effects across subpopulations are only a few examples of the complexity faced by researchers seeking to evaluate Communication campaigns.

Evaluation is the moment in which you stop, take your time and think about what has been done and what has been achieved and the reasons why all that has been made possible.

The problem lies within what has to be evaluated.

The evaluation process consists in the verification of the correspondence between planning and implementation of what was originally foreseen in the Plan.

Communication Plan evaluation cannot merely consist in the analysis of its adequacy and correct drawing up; it shall instead include the analysis of the efficiency and effectiveness and the Communication processes set up by the Communication Plan itself.

The followings items are usually the main evaluation subjects:

- *The Communication Plan itself*: in the correctness of its structure
- *The Communication which is the object of the Plan*: how it has been drawn up, efficiency and effectiveness of its implementation processes, etc.

Both the above mentioned levels must always be kept into consideration.

More precisely, we need to consider the Plan as such, in relation to:

- Its correct drawing-up: (i.e. verify that correct methodological criteria have been used)
- Its real implementation through the phases it foresees
- Its real innovation tool function within our Administration
- Its real capacity of promoting involvement, connection and motivation for the whole Administration, with its different Department and functions.

So as to verify the Plan relatively to its real implementation capacity – notably its effectiveness – the following elements must be considered:

- Aspects linked to internal Communication: relationships within the Administration
- Aspects linked to external Communication: relationships with citizens.



Evaluation tools

Evaluation tools can be divided into three different categories:

- **Evaluation based on second level data:** use of already existing statistical data (i.e. financial, physical, working and demographical data). Such kind of evaluation is of immediate management, cheap enough, but not very productive from a knowledge capacity point of view as it does not work out specific or whole data in relation to the Communication Plan;
- **Evaluation techniques to ask people:** it deals with all the techniques typical of sociological surveys (e.g. questionnaires, interviews, opinion polls)
- **Evaluation techniques to ask experts:** experts can be particular professional witnesses, operators, decision-makers, as well as context beneficiaries after the issue into which to investigate.

As to the latter method, it can be:

- Quantitative
- Or
- Qualitative.

The **Quantitative Method** utilises statistics tools

Most frequent tools are:

- Historical series constructions
- Trend distributions constructions
- Construction of series
- Construction of frequency distributions
- Construction of graphs of trends of a variable
- Calculation of averages
- Calculation of difference
- Study of correlations so as to make predictions
- Research sample
- Statistical analysis of variance in flows of repetitive tasks to separate anomalies
- from systems
- Probability calculations.

The **Qualitative Method** is based on the judgment of a big expert and/or on the interpretation process. The tools hereby utilised are:

- Individual or group interviews
- Questionnaires
- Surveys
- Direct observation of the Project and its context
- Focus group
- Delphi technique
- Brainstorming.



Individual or group interviews: allow you to gain deep knowledge of individual positions in relation to Communication strategies, but it requires time and adequate financial resources.

Group interviews: right opposite of individual interviews.

Questionnaires: have a more rigid structure than interviews. Their validity is linked to the number of questions, contents, sequence, and coverage extent of the given subject. The use of questionnaires is suggested for analysis of more specific and technical subjects and issues.

Surveys: consist of either closed questions (with multiple answers) or binary character (true/false) and can be useful to make constant checks on a specific issue over the monitoring and ex-ante evaluation phases. They are fast and immediate, but have no analytical capacity. Within Plan evaluation, it is useful to verify how many users have perceived the message.

Direct observation: refers to the perception of facts, actions and events that hit visually or through other sensory signals. It can be used to attain global knowledge and impressions on the overall situation and direction in which a phenomenon is evolving, providing evidence on what to set the analysis evaluation in order to validate the awareness already acquired. This kind of observation does not produce valid scientific results, but it is useful in framing a situation, especially at the beginning of the evaluation process and during the crucial moments of formal view of the total evaluation

Focus group: A focus group is a form of qualitative research in which a group of people are asked about their attitude towards a product, service, concept, advertisement, idea, or packaging. Questions are asked in an interactive group setting where participants are free to talk with other group members. Focus groups allow interviewers to study people in a more natural setting than a one-to-one interview. In combination with participant observation, they can be used for gaining access to various cultural and social groups, selecting sites to study, sampling of such sites, and raising unexpected issues for exploration. Focus groups have a high apparent validity - since the idea is easy to understand, the results are believable. Also, they are low in cost, one can get results relatively quickly, and they can increase the sample size of a report by talking with several people at once.

Variants of focus groups include:

- **Two-way focus groups** - one focus group watches another focus group and discusses the observed interactions and conclusion
- **Dual moderator focus groups** - one moderator ensures the session progresses smoothly, while another ensures that all the topics are covered
- **Duelling moderator focus groups** - two moderators deliberately take opposite sides on the issue under discussion
- **Respondent moderator focus groups** - one or more of the respondents are asked to act as the moderator temporarily
- **Client participant focus groups** - one or more client representatives participate in the discussion, either covertly or overtly
- **Mini focus groups** - groups are composed of 4 -5 members rather than 8-12
- **Teleconference focus groups** - telephone network is used
- **Online focus groups** - computers connected via the internet are used.



The focus group is used for the Plan Evaluation to perceive the data related to its feasibility, organisational reference, and users expectations.

The *Delphi method* is a systematic, interactive forecasting method which relies on a panel of independent experts. The carefully selected experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts' forecasts from the previous round as well as the reasons they provided for their judgments. Thus, experts are encouraged to revise their earlier answers in light of the replies of other members of their panel. It is believed that, during this process, the range of answers decreases and the group converges towards the "correct" answer. Finally, the process is stopped after a pre-defined stop criterion (e.g. number of rounds, achievement of consensus, stability of results) and the mean or median scores of the final rounds determine the results.

The Delphi method is based on the principle that forecasts from a structured group of experts are more accurate than those from unstructured groups or individuals. The technique can be adapted to face-to-face meetings, and is then called mini-Delphi or Estimate-Talk-Estimate (ETE). Delphi has been widely used for business forecasting and has certain advantages over another structured forecasting approach, prediction markets.

The following key characteristics of the Delphi method help participants to focus on the issues at hand and separate Delphi from other methodologies:

- **Structuring of information flow:** the initial contributions from the experts are collected in the form of answers to questionnaires and their comments to these answers. The panel director controls the interactions among the participants by processing the information and filtering out irrelevant content. This avoids the negative effects of face-to-face panel discussions and solves the usual problems of group dynamics.
- **Regular feedback:** participants comment on their own forecasts, the responses of others and the progress of the panel as a whole. At any moment they can revise their earlier statements. While in regular group meetings participants tend to stick to previously stated opinions and often conform too much to group leader, the Delphi method prevents it.
- **Anonymity of participants:** usually all participants maintain anonymity. Their identity is not revealed even after the completion of the final report. This stops them from dominating others in the process using their authority or personality, frees them to some extent from their personal biases, minimises the "bandwagon effect" or "halo effect", allows them to freely express their opinions, encourages open critique and admitting errors by revising earlier judgments.
- **Role of the facilitator:** the person coordinating the Delphi method can be known as a facilitator, and facilitates the responses of their panel of experts, who are selected for a reason, usually that they hold knowledge on an opinion or view. The facilitator sends out questionnaires, surveys etc. and if the panel of experts accept, they follow instructions and present their views. Responses are collected and analysed, then common and conflicting viewpoints are identified. If consensus is not reached, the process continues through thesis and antithesis, to gradually work towards synthesis, and building consensus.

For what concerns the Communication Plan, its use is particularly useful to evaluate the technical aspects of Communication.

Brainstorming is similar to focus group method. It is a group creativity technique designed to generate a large number of ideas for the solution of a problem. Although traditional brainstorming does not increase the productivity of groups (as measured by the number of ideas generated), it may still provide benefits, such as boosting morale, enhancing work



enjoyment, and improving team work. In the ex-ante evaluation phase it is useful to support the programming phase of the Communication activities.

Evaluation requires three phases:

- *ex ante*: before the beginning of the activities
- *in itinere*: during the implementation phase
- *ex post*: at the end of our information campaign.

This timing allows us, in case of problems identification, to make changes and corrections to the initial plan.

The Evaluator role

Evaluation tools can use different patterns:

- The evaluator creates the tool for operators and then trains them to use it
- The evaluator creates the tool which is then used by companies specialised in market research
- The evaluator creates and uses the evaluation tools himself.



Evaluation grids examples

The following are an example of indicators which could be used for monitoring and evaluating Communication activities:

Communication tool	Target group	Output/implementation indicator	Result indicators	Impact indicators
Press office activities (interviews, press releases, news articles, media lists, press surveys Training sessions)	All target groups (General public, potential beneficiaries)	N of interviews arranged N of press releases issued N of training sessions organised	N of press interviews N of TV interviews N of radio interviews N of articles published N of journalists attending the training sessions	Change in public awareness of the programme by beneficiaries and general public <i>Source: surveys opinion polls</i> Number of good TV and radio interviews broadcasted <i>Source: surveys opinion polls, TV and Radio's share audience analysis</i> N of positive articles published N of correct content of the published articles <i>Source: surveys of press monitoring agencies</i> Increase in the media coverage year after year <i>Sources: External Evaluator</i>
Press Conference	All target groups (General public, potential beneficiaries, beneficiaries, IBs)	N. of journalists contacted N. of journalists invited N. of telephone calls made N. of press kits prepared	N. of journalists attending N. of press kits distributed N. of articles published	N. of positive articles versus N. of negative articles <i>Source: External evaluator</i> Frequency of good coverage on media <i>Source: surveys of press monitoring agencies</i>
Web site	All target groups (General public, potential beneficiaries, beneficiaries, IBs)	N of pages created	N of users/visitors	Increase in the website access <i>Source: surveys opinion polls</i>
		N of databases	N of registered users	Increase of the number of the registered users <i>Source: surveys opinion polls</i>
		N of DB records (contents)	N of page views N of application packages or documents downloaded	Increase in the number of application packages downloaded Change in public awareness of the programme



Events (conferences, info-days, seminars, workshops)	All target groups (General public, potential beneficiaries, beneficiaries, actors involved in the Operational Programme management)	N of events organised/ vs. N of events planned	N of invitations sent N of invitations responded	Change in public awareness of the programme <i>Source: surveys opinion polls</i> Number of good quality projects submitted
		N of planned participants	N of actual participants	Change in public awareness of the programme <i>Source: surveys opinion polls</i> Number of good quality projects submitted
			N of requests for further information	Increase in the number of further information parallel to an increase of good projects submitted
			Feedback from participants	Good feedback from the participants parallel to an increase of good projects submitted
Direct communication	Potential beneficiaries, beneficiaries	N of phone calls received <i>Source: MA</i>	N of answers given <i>Source: MA</i>	Good feedback from direct communication parallel to an increase of good projects submitted Improvement in the kind of questions raised Change in public awareness of the programme
			Level of satisfaction by the information provided <i>Source: Source: MA and IBs and surveys</i>	Good feedback from direct communication parallel to an increase of good projects submitted <i>Source: MA and IBs</i> Change in public attitudes to programme <i>Source: surveys, opinion polls</i>
Publications (Posters, leaflets and brochures)	All target groups	N of copies printed	N of copies distributed in paper format <i>Source: MA and IBs</i>	Change in public awareness of the programme <i>Source: surveys opinion polls</i>



The following is a chart which can be used for assessing quality indicators after the objectives and the target group have been identified.

Communication tool	Target group	Quality indicators	Source of information
Website	All target groups (General public, beneficiaries, beneficiaries, actors involved in OP management)	Accessibility	Surveys among Internet users
		User friendliness	Opinion polls
		Exhaustiveness of information	Questionnaires
		Clarity of information	
Events (conferences, info-days, seminars, workshops)	All target groups (General public, beneficiaries, beneficiaries, actors involved in OP management)	Quality of organisation (location, timing; quality of catering; quality of seminar premises and equipment)	Feedback questionnaires filled in by the participants
		Quality of content (exhaustiveness of speeches delivered; importance of speakers; relevance of the information delivered; clarity of speeches; quality of documentation disseminated)	
Direct communication		Quality and exhaustiveness of the information delivered (via e-mail or phone calls)	Phone survey, e-mail survey



Publications (Posters, leaflets and brochures)	All target groups	Relevance to the different target groups	Surveys
		Clarity	
		Usefulness of information	
		Completeness of information	
Newsletter	General public Potential beneficiaries Beneficiaries	Exhaustiveness of the basic information and data	Surveys
		Attractiveness and clarity	
		Vision – balance between text and picture	
		Relevance to the target groups	
Audiovisual Tools (TV and radio commercials)	All target groups	Quality of the audiovisual materials – attractiveness of commercial, clarity of commercial	Surveys
		Good identification of the timing for commercial broadcasting	
		Good identification of media for broadcasting	
Press office activity (Press conferences, interviews, press releases, news articles, media lists, press surveys)	All target groups	Balance between media planning and awareness obtained on OP by the target groups	Media surveys
		Usefulness of information to the media	
		Correspondence of press releases with the articles published	
		Completeness and clarity of the information delivered	



Bibliography:

Getting the Message: Structural Funds Publicity and Communication <http://www.eprc.strath.ac.uk/ignet/reports2.cfm>

An overview of communication planning and implementation
http://www.fao.org/documents/show_cdr.asp?url_file=/docrep/t7974e/t7974e02.htm

Communicating With The Public - Monitoring report
http://www.countryside.gov.uk/Publications/articles/Publication_tcm2-4574.asp

Project Cycle Management Manual 2004
http://europa.eu.int/comm/europeaid/qsm/project_en.htm#3.%20Guidelines%20and%20Tools

Inforegio Information and Communication Platform
http://europa.eu.int/comm/regional_policy/country/commu/index_en.htm

Il Piano di Comunicazione nelle pubbliche amministrazioni (available in Italian)
<http://db.formez.it/fontinor.nsf/0/8ff9793ef2e2968dc1256f8c003e4609?OpenDocument>

Media relations and interpersonal communication
<http://www.jstor.org/pss/2960351>

Evaluation of Information Campaigns
http://repository.upenn.edu/cgi/viewcontent.cgi?article=1097&context=asc_papers

Getting the Message: Structural Funds Publicity and Communication
<http://www.eprc.strath.ac.uk/ignet/reports2.cfm>

Focus Groups – how to run them
<http://www.webcredible.co.uk/user-friendly-resources/web-usability/focus-groups.shtml>

Brainstorming <http://www.mindtools.com/brainstm.html>

Delphi Technique -
<http://web1.msue.msu.edu/msue/imp/modii/iii00006.html>
http://www.articlealley.com/article_112396_12.html

Resources for Methods in Evaluation and Social Research <http://qsociology.icaap.org/methods/>

Basic guide to program evaluation http://managementhelp.org/evaluatn/fnl_eval.htm

Program evaluation methods http://www.tbs-sct.gc.ca/eval/pubs/meth/pem-mep_e.pdf