INTERACT Communications Plan

INTERACT Communication Plan

0.   Introduction and legal background

The Managing Authority for the INTERACT Programme, the Bratislava Self Governing Region hereby submits the INTERACT Communication Plan which has been developed as an integral part of the programme's communication strategy.

This communication plan is referred to in the communication strategy described in Chapter 6 of the Operational Programme whose modification was approved by the European Commission on 20 June 2008 (CCI2007CB163PO015). The INTERACT Secretariat has developed the plan on the Managing Authority's behalf and is responsible for its implementation in cooperation with the INTERACT Points whose function is described in Chapter 5.3 of the Operational Programme.

This plan is meant for twofold usage – as a strategic document, guiding and ensuring effective communications against a sound backdrop of actions and also as an operational document feeding into the daily work of the programme. The horizontal task of communications is integrated across programme activities and in each office, this document sets the tone for this integration and aims to provide the framework for cross-overs to other areas (e.g. quality assurance, knowledge management, capitalisation etc.). As a complement to this plan, a separate communications strategy for the integration of the INTERACT ENPI component will be developed in conjunction with INTERACT Point Turku .

The INTERACT Communication Plan takes into account the provisions on Information and Communication laid down in Regulation (EC) No 1083/2006 and Implementing Regulation no 1828/2006. As well as this key legal background, the plan takes into consideration the European Transparency Initiative launched in 2005 as well as Plan-D for Democracy, Dialogue and Debate COM/2005/0494 final.

1.   Aims and Key Messages
1.1   Aims

The aims of the INTERACT Programme Communication Plan can be described as follows:

▪ To inform the target audience about the opportunities offered by INTERACT

▪ To ensure transparency in INTERACT's implementation taking into consideration the European Transparency Initiative launched in 2005.

▪ To inform the target audience about the role played by the European Union in cooperation with the Member States in the assistance provided through the European Regional Development Fund and about its results, in particular as far as Objective 3 the European Territorial Cooperation (INTERREG IV) is concerned.

▪ To better coordinate the exchanges of experience and good practice at Community level of actions undertaken through INTERREG III and IV

▪ To disseminate lessons learnt from previous programming periods and their effects on the period 2007-2013.

▪ To support the target audiences in reaching the objectives set out in their communication strategies where appropriate.

▪ To set up the necessary external communications platforms and strategies for the accomplishment of the above and make them available to the target audience as appropriate.

▪ To set up the necessary internal communications platforms and strategies involving all members of the INTERACT managing system for the accomplishment of the above and make them available, through training or instructions, as appropriate.

▪ To facilitate communication within the organisational structure/management system of the INTERACT Programme

In doing so, the overall aims of the INTERACT Programme will be communicated. These are:

▪ To raise public awareness of how the European Territorial Cooperation programmes may be served by the INTERACT 2007– 13

▪ To explain the achievements carried out under INTERACT 2002-06 and in general under the INTERREG Community Initiative Programmes.

▪ To promote the contribution of the European Territorial Cooperation programmes to the Lisbon and Gothenburg agendas for sustainable economic growth and to assist with this contribution.

▪ To explain and exchange best practice within the programmes to ensure efficiency of

programme implementation and strive for good governance.

- To emphasise the importance of strategic, high-impact projects aimed at boosting growth and employment further.

- To follow and promote best practice learnt from the programmes during the 2000-06 programming period.

- To promote the added value of European Territorial Cooperation.

In supporting the Directorate General Regional Policy on the priorities for informing and communicating, the INTERACT Communication Plan also commits to the following conceptual priorities:

- A policy that works: Communicate EU Regional Policy and its role of as an instrument contributing to the modernisation of the Union's economy and the Lisbon strategy for growth and more and better jobs;

- Communicating together: Coordinate and exchange good practice with Member States and regions in communicating Cohesion Policy;

- Making the difference: Highlight the quality of programmes and projects which are co-financed by EU Regional Policy instruments through the identification and spread of good practice;

- A policy for tomorrow: Contribute to the process of reflection on the future of EU Regional and Cohesion Policy.

1.2   Key Messages

The key messages will be integrated in the Corporate Identity of the INTERACT Programme.

To describe the global objective of the INTERACT Programme:

The global objectives described in the operational programme:

The mission of INTERACT II is to support European Territorial Cooperation co-funded by the European Regional Development Fund in the programming period 2007-2013 in providing services to the target groups aiming at

- securing and increasing the efficiency and effectiveness of Territorial Cooperation programmes and projects relating to specific geographic spaces or thematic fields and;

- contributing to the quality of and know-how in cross-border, trans-national and interregional cooperation in the EU Member States and the associated countries Norway and Switzerland.

- will be represented by the slogan "sharing expertise". The Managing Authority has chosen this slogan to highlight the added value of the intervention of the Community to fulfil the obligations set out in Article 9, Chapter II of the Implementing Provisions of Regulation (EC) No 1083/2006. Where appropriate, the slogan "investing in your future" will also be used.

In general, the following key message will be used on all information material as well as all templates defined, from conference packs and display walls to business cards:

"INTERACT is part-financed by the European Regional Development Fund".

Additionally, "European Territorial Cooperation" will be used in order to emphasise INTERACT's role and give additional description to the ERDF statement used.

Communicating Key Messages

In communicating the programme's key messages the aims, objectives and work of INTERACT need to be formulated into shorter, easily remembered statements. The framework for the key message communication is:

Statement + fact + example

Example Box

Statement:

INTERACT supports and promotes sound financial management in European Territorial Cooperation

Fact:

Since 2004, INTERACT has run over 30 financial management seminars, in 16 European Countries, involving over 70% of Territorial Cooperation Programmes.

*Note! This is an example of the **format** to be used and not exact wording*

In setting up a framework for this communication the programme's key messages can evolve over the entire programming period to reflect the needs of the stakeholder and the programme's focus.

2. Target Audiences

Depending on the nature of the message to be communicated, target audiences will differ. INTERACT target audiences will come from: the areas covered by the INTERACT Member States (EU Member States as well as Norway and Switzerland); accession countries; candidate countries and potential candidate countries as well as other countries participating in European Territorial Cooperation, such as those at the external borders.

The following internal and external target audiences have been identified.

2.1 External target audiences
2.1.1 Beneficiary audiences

The Operational Programme lists the target groups in detail. The target audiences are further grouped for the means of promotion and the appropriate channels for these groups are detailed in Annex 3.

The core target audiences reached by the INTERACT Programme's actions directly are therefore:

- European Territorial Cooperation Programmes/INTERREG programmes and IPA programmes

- Projects partners, potential project partners and project promoters involved in INTERREG

- Final Beneficiaries – Member State and regional/local authorities as well as other competent authorities and communities involved in European Territorial Cooperation

- National, regional and local authorities and other competent public authorities

- European Commission

2.1.2 Non-beneficiary audiences

Audiences reached by the INTERACT Programme's Communications Strategy but not necessarily directly by the INTERACT Programme actions. These audiences typically re-transmit information provided by the INTERACT Programme with the aim to increase or even complete the pool of beneficiaries.

- Media & press at local, regional and national level

- Opinion formers and decision-makers

- Partners such as other EU programmes

- Disseminators and multipliers such as non-governmental organisations

- General public

- European Commission and other European Institutions

2.2 Internal target audiences
- Members of the internal management system (staff from INTERACT Managing Authority and

INTERACT Secretariat and of the INTERACT Points, including their hosting institutions)

▪ National Contact Persons

▪ INTERACT Monitoring Committee Members

▪ European Commission and other European Institutions.

3.   Publicity and Information Channels and Activities

As mentioned in the Operational Programme, INTERACT's communications strategy reflects the need for a responsible and flexible approach with pragmatic implementation models that fit the needs of the different target audiences through a wide range of communication channels on the one hand while working towards the objectives described above on the other hand.

Communication activities will address the generation and dissemination of information on European Territorial Cooperation issues (e.g. trends and news from the various programmes, countries, European institutions, etc.) or other important themes (e.g. ENPI policy developments and programme implementation, contribution of the Structural Funds to the Lisbon and Gothenburg objectives, etc.).

This communication plan lists the channels identified and implemented, either fully or partially, under INTERACT 2002-06 and describes how they will be integrated into the communications strategy for INTERACT 2007-13. It also lists the main categories of communications activities conducted to meet the objectives described above.

Each channel (e.g. website, e-mail or presentation in a physical location) will reach selected audiences (described in section 2 above) depending on the target set by the activity (e.g. dissemination of new publication). A table illustrating the channels and target groups is available in Annex 3.

3.1   Channels
3.1.1   INTERACT Communications System (IACS)

The INTERACT Communications System was launched in February 2004 and has continuously been developed by the INTERACT Secretariat to become a comprehensive platform for internal and external electronic communication. The focus on electronic means for information exchange has led to increased efficiency and transparency and to savings in both time and money.

The system for INTERACT 2007-13 will build on the existing one, giving the programme a technical head start. Applications needed for the remainder of INTERACT 2002-06 will be maintained and updated to reflect new technology and cost-effective actions. This system ensures all internal and external communications reach the correct target group in the most efficient way possible.

As with INTERACT I, all further developments will adhere to standard personal data protection and copyright regulations.

An overview of the system's components with an indication of how they will be used for INTERACT 2007-13. An overview follows:

3.1.1.A INTERACT Website

The INTERACT Website creates a platform for the European Territorial Cooperation/INTERREG programmes to access news information and resources of relevance to their implementation.

The INTERACT 2007-13 portal website will continue to be INTERACT's main communication channel and be a gateway of information on:

- News of relevance to the INTERREG / European Territorial Cooperation community including an INTERREG agenda to provide a comprehensive overview of events and key dates in European Territorial Cooperation.

- General information on the INTERACT Programme

- Themes addressed by INTERACT with management tools and events, for example financial management, Article 71, communications etc.

- Events Calendar with an overview of seminars, conferences and workshops organised by INTERACT as well as those organised by other relevant organisations

- INTERREG Information; regulatory framework, programme document library, policy papers etc.

- Links to third parties

- Personalisation of the my.interact-eu.net providing bookmarking, tagging and social interaction opportunities to create an online community of Territorial Cooperation Actors

The INTERACT 2007-13 website will continue to have a number of interactive features such as:

- Databases (see below)

- Clickable maps: the current clickable map section of INTERREG III programmes will remain visible on the website while a new section with INTERREG IV maps may be created. The continued positive cooperation with the information unit of DG Regional Policy (GIS team) is vital to the implementation of this section.

- Forms: users will be encouraged to submit information through a number of forms such as a news announcement form for the news section, an event announcement form for the event section, subscription forms to subscribe to or order publications, contact form for general enquiries etc.

- Glossary and terminology lists: the existing lists will be further expanded and will be updated to reflect the new regulations.

- Search engine and RSS feeds, video and pod casts

Due to the late start of the INTERACT 2002-06 and, subsequently, the late launch of the current INTERACT Website (April 2004), developing response-based features (i.e. features developed through user feedback such as a project idea section) was a challenge. For INTERACT 2007-13, this will be avoided by creating as many synergies with the current communications system (hardware and software) as possible.

Compared to the current INTERACT Website, the INTERACT 2007-13 website will focus increasingly on:

- Innovative user-friendly format of the INTERACT portal website, where relevant INTERREG information can be easily found

- The development of online learning tools through interactive presentations

- Continuous feedback collection

- Response-based features, including online meeting capabilities

- Higher levels of interaction on the web pages

- A shared tool and shared editing responsibilities across the Managing System

- The development of a press section containing a press kit for journalists as well as press clippings

The development of the INTERACT Website is the responsibility of the INTERACT Secretariat which will seek input from the INTERACT Point through a Web Group which is part of the Communications Group. The INTERACT Points will have opportunity to upload and edit content on the website although this will pass through a "preview" site which will need confirmation from the INTERACT Secretariat to "go live".

The current website address will remain and clear distinctions between programming periods will be made. Other domain names have been activated to point to the INTERACT Website as well.

The INTERACT Website's main language will be English. Some sections will contain information in other languages and programme-specific documentation is often multilingual.

The INTERACT Websites addresses internal and external target audiences.

3.1.1.B Knowledge Management and Capitalisation Tools

An online service combining a state-of-the-art database and information portal (provisionally planned for www.territorialcooperation.eu). The tools developed will significantly contribute to providing a European overview and evidence of the added-value of European Territorial Cooperation.

The details of these tools will be defined in cooperation with major stakeholders (Monitoring Committee Members, European Commission, Programmes) and will have its initial launch at a major information event in early 2009. Annexe 5 Contains the outline concept paper for the development of

this tool and communication and dissemination activities will start in late 2008.

3.1.1.C Contact and Expert Database

Two online databases developed to contain contact information on those experts involved in INTERREG or contacts interested in INTERACT Services. To adhere to data protection regulations, both databases are only used by the INTERACT Points and INTERACT Secretariat who have taken a service-oriented approach in processing external requests for dissemination.

The INTERACT Secretariat will increase efforts on keeping the contact database updated and INTERACT Points have been instructed to allocate appropriate resources to maintaining contacts for their geographic zones and for each of their events.

As part of the drive to create a community of actors the personal space in my.interact-eu.net will allow people to access and update their own personal data – including CV etc – and to have the possibility to make this data available to the wider network.

The contact and expert databases mainly address internal target audiences but where the user allows it can also be made available to users of the INTERACT Website.

3.1.1.D Forum

The use of the online discussion forum (http://forum.interact-eu.net/) will be intensified if appropriate. Separate sections will be created (eg for a network of finance officers or for a specific seminar) and its existence promoted more widely. The forum could be used to exchange dialogue with groups of stakeholders in particular situations—for example the development of the Knowledge Management Tool.

The forum mainly addresses external target audiences.

3.1.1.E Document Management System/Intranet

This permission-based online document management system will continue to serve as an intranet for different internal target audiences. Occasionally, access will be granted to external experts or to networks set up under INTERACT whenever document management is needed and the discussion forum on the website does not suffice. The Document Management System will be changed for INTERACT II from LiveLink to Confluence and will function as an Intranet ensuring better communication flows throughout the Managing System.

While the uptake of an internal system were satisfactory under INTERACT 2007-13, provisions will be made to exploit the system's potential further and to obtain stronger user commitment (e.g. through training). The INTERACT Secretariat has made the use of the Document Management System obligatory for INTERACT Points in view of efficient resource management and quality control. The IS has also changed the software to a more user friendly platform with greater flexibility of functionality (Confluence).

With a shared calendar integrated between INTERACT's webmail and the intranet as well as news features to create an internal "newsletter" the level of daily contact between the INTERACT Points,

Secretariat and Managing Authority will increase.

The document management system (Confluence) mainly addresses internal target audiences.

3.1.1.F Management System

This online management system was developed by the INTERACT Secretariat to facilitate planning and reporting by the INTERACT Projects and Points under INTERACT 2002-06. As the system collects programme indicators and monitors programme implementation, it will be adapted to collect reports from the INTERACT Points required under INTERACT 2007-13 while the current system remains in use as needed.

The management system only addresses internal target audiences.

3.1.1.G Video Conferencing System

The INTERACT Secretariat will continue to use the video conferencing system as a bilateral channel for communication. However, as the technology is expected to become obsolete and fewer INTERACT Points have access to a similar system, it is expected that more modern and cost efficient solutions such as video calls via the Internet will be implemented.

Video Conferencing will be integrated into online learning tools to reach a wider audience.

3.1.1.H E-mail system

A new e-mail system, used by the INTERACT Secretariat and Point staff and administered by the INTERACT Secretariat, with facilities such as remote web access and the generation of mailing lists will provide greater functionality when staff members are not in the office. The e-mail system will work together with Confluence allowing for a shared calendar to be constantly available to everyone in the Managing System. Public e-mail folders will ensure that shared tasks/events can be easily coordinated between different offices. An upgraded spam filter will be installed on the mail server.

3.1.2 INTERACT Corporate Identity

The current INTERACT Corporate Identity has been successful and has helped establish INTERACT as a well-known brand. The Corporate Identity consists of a number of external and internal tools such as:

- Logo sets and stationary kit

- Templates for presentations

- Templates for all printed and electronic material described below including the INTERACT Website

- Promotional material:

    o display wall & pop-up stands

    o conference folders

    o posters, flyers, information brochures and event catalogues

o   pens, notepads, post-its, …

▪   E-mail addresses

▪   INTERACT Corporate Identity manual to ensure consistent spelling and terminology for all INTERACT Publications

The Corporate Identity will be updated but will largely remain unchanged for the 2007-13 programming period and reflect the clear need to link the previous programming period to the current one as set out in the objectives mentioned above. Draft templates and an overview of the INTERACT Corporate identity are available in Annex 4.

However, the Corporate Identity will need to be revised/updated considering:

▪   The changes in management structure compared to INTERACT 2002-06

▪   The "speak with one voice" approach adopted by the INTERACT Points and INTERACT Secretariat since September 2005. Outputs are no longer branded as provided by separate INTERACT Points but rather by INTERACT only.

▪   The integrated approach when setting up the INTERACT Points as well as the fact that they will have a geographic orientation.

▪   The need for a clear distinction between programming periods on the INTERACT Website

▪   The obligations set out in Article 9, Chapter II of the Implementing Provisions of Regulation (EC) No 1083/2006.

The INTERACT Corporate Identity addresses internal and external target audiences.

All programme publications will follow the editorial strategy agreed upon within the Communication Group based upon the INTERACT I editorial strategy. Templates will be provided for all publications by the INTERACT Secretariat. As agreed in the Coordinators Group Meeting in September 2007, the INTERACT Secretariat will also provide cover pages for publications but printing will be the responsibility of the relevant INTERACT Point.

3.1.2.A Expert Publications

A range of programme publications such as handbooks, studies and material sets will be developed in English following the INTERACT Corporate Identity by the INTERACT Points or the INTERACT Secretariat and made available through the INTERACT Website as the main communication channel. A limited number of hard copies will be produced for dissemination as well.

For each publication, the INTERACT Point or INTERACT Secretariat responsible will seek feedback from other INTERACT Points and INTERACT Secretariat (e.g. through the communications group) as well as from other stakeholders (e.g. monitoring committee members, national contact persons). This quality process will be further defined by the Quality Assurance and Knowledge Manager based at the INTERACT Secretariat. Where appropriate alternative communication channels such as CD-ROMs or memory sticks and the provision of the publication in other languages will be decided on.

Since INTERACT Publications mainly address beneficiary target audiences. Extra efforts will be made to address internal audiences routinely for information purposes and to enable non-beneficiary audiences to re-transmit information on the existence or content of the publication through alternative communication channels such as the promotional publications described below.

> Example Box
>
> *The Operational Programme will be produced as an INTERACT Publication and made available on the INTERACT Website in electronic form. Hard copies will be made available for members of the managing system and distributed at third party events.*

3.1.2.B Promotional Publications

A range of publications such as press releases, flyers and information leaflets will be developed in English following the INTERACT Corporate Identity by the INTERACT Secretariat in cooperation with the INTERACT Points. Quality control processes will be developed. General publications target non-beneficiary audiences with the aim to promote the INTERACT Programme and complete the pool of beneficiaries.

Examples of promotional publications are the INTERACT Brochure which will be developed in 2008. Based on the Multi-Annual Work Programme, this brochure will give people unfamiliar with the programme a concise overview of the wide range of INTERACT services available and how to access them. Calendars of INTERACT Events will also be developed.

3.1.2.C Newsletters

The current INTERACT Newsletter INTERACT News has been successful in informing internal and external target audiences on INTERACT Activities as well as a number of other relevant key topics. It is distributed electronically to subscribers in English and French and in hard copy in English, made available on the INTERACT Website and disseminated to non-beneficiary audiences (e.g. at third party events) where appropriate.

Based on the success of INTERACT News, user feedback and an internal discussion with the INTERACT Points the strategy behind the newsletter will be revised for the 2007-13 programming period considering:

- The changes in managing system and responsibilities described in the operational programme as well as the subsequent changes in corporate identity described above

- The identified need to complement the newsletter with short news flashes in electronic form

- The identified need to complement the newsletter with more in-depth reports

- The integrated approach when setting up the INTERACT Points means integrating existing electronic news flashes (short newsletters) currently provided by INTERACT Points separately into the general INTERACT Newsletter cycle.

The newsletter addresses internal and external target audiences.

3.1.2.D Newsflash and Updates

Regular INTERACT Updates for the Monitoring Committee form part of the internal communications strategy. Keeping Members informed of activities and developments in the programme between meetings, the updates are designed to give a snapshot of news from the INTERACT Secretariat and the INTERACT Points.

HTML Newsflashes will be produced on a more regular basis for external target groups, to inform them of upcoming events, publications and results from the programme.

3.1.3   Interpersonal Communication

Interpersonal communication through face-to-face meetings that allow for open discussions and brainstorming remain a very effective communication channel to foster a positive cooperation among the various entities in the managing system.

Every effort will be made to make organise meetings as efficiently as possible through, for example, advanced planning so meetings can be organised back-to-back or at locations which are easy to reach.

3.1.4   Network of disseminators

The INTERACT Secretariat has established cooperation with a network of disseminators consisting of colleague-community initiatives (e.g. URBACT, ESPON), associations with an interest in regional development (e.g. Association of European Border Regions), colleague-INTERREG programmes (e.g. network of INTERREG communication officers), EU-news providers (e.g. Infobase Europe), European Commission Information Units and Communication Experts involved in Structural Funds.

This existing group will be expanded thus allowing the non-beneficiary audiences to grow and increasing the chances of completing the pool of beneficiaries overall. At the same, contacts with existing disseminators (e.g. URBACT, ESPON, Committee of the Regions, European Commission Information Units, European Urban Knowledge Network) will be deepened so that they can provide added-value in terms of content to the INTERACT Programme as well. In doing so, the INTERACT Managing Authority fulfils Article 5 of Chapter II of the Implementing Regulation no 1828/2006.

3.1.5   Press and Media Coverage

Members of the press have been described as part of the non-beneficiary target audience in section 2.1.2. above. Some press activities have been described in section 3.1.2 above and 3.1.3 below.

A Media outreach strategy will be defined by the INTERACT Secretariat in conjunction with the Communications Group in 2008. This will provide a standardise approach to media communication and will hopefully greatly increase the visibility not only of the INTERACT Programme but also of the added-value of European Territorial Cooperation. This will ensure the "widest possible media coverage" issue mentioned in Article 7 of Chapter II of the Implementing Regulation no 1828/2006.]

3.2 Activities

A number of main categories of activities will be conducted to meet the objectives described above. This non exhaustive list lists, with one or two exceptions, broad categories of activities only. Specific activities will be further developed along the strategies described in this document in the implementation plans for the INTERACT Programme, especially the multi-annual work programme and the work plan of the INTERACT Points and Secretariat, and their outputs, results and impact reported on at a later stage (see also: monitoring and evaluation).

An indicative timeline of principle activities until the end of 2010 is described in Annex 1, although this timeline may change.

3.2.1 Development of Materials

Activities organised to provide beneficiary target audiences with relevant collections of information or with information that provides new analyses of and insights in existing information such as handbooks, studies and surveys. Appropriate channels for this activity are described above.

3.1.2 Organisation of events

As INTERACT core business, activities organised for beneficiary target audiences to provide them with the opportunity to exchange experiences, learn and gather more information through activities such as seminars, workshops, conferences and exhibitions.

Activities and programme results will be promoted during the INTERACT events with

- Stand where INTERACT materials will be displayed,

- Distribution of information and INTERACT products to participants etc.

EU-wide events

EU wide events will be coordinated by the INTERACT Secretariat on behalf of the INTERACT Programme with, where appropriate and with the support of the Communications and Coordinators Group, and the support of the INTERACT Points.

> Example Box
>
> *The INTERACT Programme is developing a concept for a celebration of 20 years of*
>
> *Cooperation for 2010.*

3.1.3 Dissemination and Publicity

Activities organised to promote and communicate about INTERACT, especially to a non-beneficiary audience. Each material developed or event organised by INTERACT will be accompanied by an

intensive information campaign to targeted beneficiaries as well as to non-beneficiaries.

> Example Box
>
> *The INTERACT Programme will organise an information campaign to mark the launch of the Operational Programme. The campaign will consist of e-mail campaigns, to all contacts in the contact databases and through the network of disseminators, a press release campaign targeted at non-beneficiary audiences, announcement of the launch on the INTERACT Website and via INTERACT Newsletters, as well as a multi-media response.*

Close cooperation with DG Regional Policy as well as other Directorates-General will be sought as appropriate. Current cooperation includes: contribution to newsletters and fact sheets, contribution to websites, dissemination of European Commission information, joint information stands at selected events, cooperation on online presentations such as fora or clickable maps.

The INTERACT Programme commits to the delivery of Article 7 of Chapter II of the Implementing Regulation no 1828/2006. The INTERACT Programme will aim at the widest possible media coverage (further described in section Press and Media Coverage below) and organise at least one major information activity per year. It also commits to flying the European flag during the week starting 9 May and to the publication of the list of beneficiaries on the INTERACT Website.

The INTERACT Programme held a major re-launch event in Budapest in 2007 which was intended as a major launch event for INTERACT. This event will not be repeated to launch the INTERACT programme again in 2008, rather information activities comprising one major information activity/campaign will take place from September 2008 to coincide with the re-launch of the INTERACT website. This will include press releases/dissemination and mailing campaigns etc. This will be complemented bu the regional networks launches by INTERACT Points Valencia and Vienna, needs assessments by INTERACT Points Turku and Viborg and the launch of the National Contact Person Network.

3.1.4   Management and coordination

Activities related to the internal managing system of the INTERACT Programme such as organisation of meetings or generation of reports.

Appropriate channels for this activity are described above and are mainly of internal nature.

4.   Internal Communication

A well functioning system of internal communication will complement programme efforts to promote not only the work of the INTERACT Programme but also its benefits and the added-value of European Territorial Cooperation. This will ensure the "speak with once voice" principle which underpins the collaborative working environment established between the INTERACT Points and the INTERACT Secretariat.

The channels described above for the internal target groups will ensure good internal communications. In addition to those channels listed, a Procedures Manual will be developed in

conjunction with the Quality Assurance and Knowledge Manager (including e.g. decision-making procedure in the Communications Group, rules for the use of communication material, for the preparation and adoption of annual communication plans etc) for the whole programme.

5. Monitoring and Evaluation

The INTERACT Secretariat, on behalf of the Managing Authority, will undertake extensive performance and financial monitoring and evaluation of all communications activities to measure the impact of information and publicity measures in terms of transparency, awareness of Operational Programmes and the role played by the European Commission. Implementation plans will be adapted to reflect changed priorities where needed.

5.1 Financial Monitoring

Financial monitoring ensures that funds are used efficiently and economically and that the appropriate financial systems and controls are in place.

The INTERACT Secretariat and INTERACT Points will adhere fully to the system of management and control which has been drawn up by the Managing Authority and will be submitted to the European Commission in 2008. The Communications Plan and this description have been drafted in relation to each other and will be harmonious in their approaches.

5.2 Performance monitoring and evaluation

Performance monitoring assesses the progress towards achieving the overall objectives by measuring achievements against a number of indicators. This reporting will be done within the indicator framework provided by the Operational Programme.

Additional indicators for monitoring and evaluation have been defined by the Communications Group and are listed in Annex 2. These internal assessments will be made available with the Annual Reports and a full analysis will be made with the Annual Report 2010.

Furthermore, the INTERACT Points and the INTERACT Secretariat will conduct feedback or needs analyses at various stages in the planning and reporting cycle as well as on an ongoing basis where appropriate. Depending on the aim of the analysis, internal and external target audiences may be involved.

Standard feedback mechanisms such as the web statistics tool or event evaluation forms implemented by the INTERACT Secretariat and INTERACT Points under INTERACT 2002-06 will be further developed jointly by the Communications Group with the aim to integrate them better in the communication channels (e.g. event evaluation forms could provide valuable input for the development of a study as well as provide data input for the expert database) on the one hand and bring them in line with the INTERACT Indicators on the other hand.

Furthermore, the INTERACT Secretariat on behalf of the INTERACT Managing Authority will fulfil the obligations set out in he obligations set out in Article 4, Chapter II of the Implementing Provisions of Regulation (EC) No 1083/2006 and:

- Update the communication plan of the INTERACT Programme

- Provide progress reports on implementation to the monitoring and steering committee

- Prepare the annual reports and final report for approval by the monitoring and steering committee and subsequent submission to the European Commission.

- Include examples of information activities, details on the arrangements for the publication of the list of beneficiaries and any major amendments to the communication plan in the above-mentioned reports.

- Include the report evaluating the results of the information and publicity measures in the 2010 mid term report and in the final report.

- The INTERACT Secretariat will amalgamate this information in its annual report to the European Commission

Implementation reports will follow Article 67 of Regulation No 1083/2006. Members of the Monitoring Committee will be provided with examples of information and publicity measures in line with Article 4 of Implementing Regulation No 1828/2006.

As well, the 2010 programme evaluation envisaged in the INTERACT Operational Programme will monitor communications activities to date.

6. Responsibility for Implementation

The Managing Authority will be responsible for the implementation of the INTERACT Programme 2007 – 2013 Communication Strategy.

Responsibility for Communication at the INTERACT Secretariat/Managing Authority

The person responsible for the implementation of the Communications Plan on behalf of the Managing Authority is:

<div align="center">

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The responsibility for communication of the programme is with the INTERACT Secretariat but each INTERACT Point also has duties in this regard. The split of responsibilities and tasks between the IS and INTERACT Points will ensure the harmonious delivery of communication products and activities, through a well-functioning of internal communication processes.

To ensure this process, the following internal procedures will occur:

6.1 Annual Communication Plans

These plans will be developed by the INTERACT Secretariat , with contributions from the INTERACT

Points by agreement in the Communications Group and approval by the Coordinators Group. This Plan should strictly relate to the Programme Communication Plan, include a set of activities and a repartition of tasks and responsibilities, as well as evaluation and monitoring activities. This plan will be included within the joint programme Annual Work Plan for approval by the Monitoring Committee.

The annual Communication Plans will also focus on activities/coordination with other horizontal activities within the INTERACT Programme (e.g. Knowledge Management and Capitalisation).

The coordination and implementation of these are to be coordinated and closely monitored throughout the year by the INTERACT Secretariat. Adjustments may be needed and will be agreed by all members of the Communications Group.

6.2 Communications Group

Based on the existing Communications Group, members will be nominated by each IP and chaired by the Communications Manager at the IS. Rules of procedure have been developed for this group and will be validated by the Coordinators Group (decision-making process, frequency of meetings, communication flows within the group etc).

7.   Resources

7.1 Human Resources

Communications activities will be coordinated from the INTERACT Programme Secretariat and two full time equivalents, paid out of Priority 1, will be responsible for this coordination and the implementation of the majority of communications tasks. These staff members are the Communications Manager and the Information Officer.

Each INTERACT Point will send at least one member of staff to participate in the Communications Group. Staff resources within the INTERACT Points will also be devoted to the development of the communications strategy and implementation.

7.2 Budget

Given the annual nature of the budgetary plan within the INTERACT Programme for both the INTERACT Secretariat and INTERACT Points the following table is an indicative budget which is subject to change given the additional activities which will occur in the future. Annex 1 provides an overview of basic activities which the programme will undertake and are budgeted for below.

As the main responsible office for Communication as a horizontal task across the programme the budget below is related to the Secretariat budget and all costs are under Priority 1.

The Budget for Knowledge Management has been included in the communications plan. This is not for only the budget for the dissemination and Communication of the Knowledge Management online tool but also the budget for the initial presentation of this tool.

The programming support budget is large, however, this will assure the INTERACT Programme that any changes, programming, visual presentations etc are easily available for all five offices, providing a consistency and an assurance of quality throughout the programme.

The Communications Budget is also shown here as a % of the IS Activity budget: This shows the % of the Communications Budget as proportional to the INTERACT Secretariat's fixed activity budget. The IS has a given activity budget within the INTERACT Multi Annual Work Plan which is fixed (although there is an additional flexible amount planned per year for the IS and IPs to agree upon at the beginning of each year). This activity budget does not include staff, overheads and travel costs or any other fixed cost.

Budget for the INTERACT Communications Plan

	2008	2009	2010	2011	2012	2013	2014	2015	Total
Server hosting	15000	15000	15000	15000	15000	15000	15000	15000	120000
Server support	24000	24000	24000	24000	24000	24000	24000	24000	192000
New servers	0	0	0	0	15000	0	0	0	15000
Printing	20000	9000	5000	5000	5000	5000	10000	0	59000
Programming support & webmastering	32000	115000	115000	115000	115000	115000	80000	80000	767000
PR material		7500	10000	5000	0	0	4000	0	26500
Graphic design	0	10000	6000	3000	3000	3000	0	2000	27000
Multi media	0	18000	10000	10000	5000	0	10000	0	53000
Kowledge Management	25000	27000	10000	0	0	0	0	0	62000
Events	0	14000	600000*	5000	5000	15000	15000	0	54000
Special software		5400	5400	5400	5400	5400	5400	5400	37800
TOTAL	116000	239500	195000	182000	187000	177000	158000	121000	1375500
TOTAL + VAT	139200	287400	234000	218400	224400	212400	189600	145200	1650600
IS Activity Budget (P1)	143750	287500	293250	299115	305097	311199	317423	161886	
As a % of IS activity budget	96,83%	100%	79,80%	73%	73,55%	68%	59,73%	90%	

Annexes for the INTERACT Communication Plan

ANNEX 1 Principle information activities until 2010

2008

Month	Activity
July	Start of the major publicity campaign for the launch of the INTERACT Programme
	Newsflash
	INTERACT Update for MC
August	Internal Newsletter in Confluence
	Contact and Expert Database updated
September	Communications Group Meeting
	National Contact Persons Meeting
	Launch INTERACT Website
	INTERACT Update for MC
October	MC Meeting
	Stakeholder meeting for Knowledge Management and tool preview
	Newsflash
	Internal Newsletter
November	Newsletter No. 1
	Media Outreach strategy finalised
	Updated Management System development
	INTERACT Update for MC
December	Knowledge Management Tool user interface design
	Newsflash
	Internal Newsletter in Confluence

2009

Month	Activity
January	INTERACT Update for MC
February	Newsflash
	Internal Newsletter
March	Communications Group Meeting (TBC)
	INTERACT Update for MC
	Newsflash
April	Newsletter No. 2
	Knowledge Management Tool to include first results of INTERREG IV
	Internal Newsletter
May	Monitoring Committee Meeting (TBC)
	INTERACT Update for MC
	Major information Activity
	Newsflash
June	Communications Group Meeting (TBC)
	Newsflash
	Internal Newsletter
July	Newsletter No. 3
	INTERACT Update for MC
August	Internal Newsletter
September	National Contact Persons meeting (TBC)
	INTERACT Update for MC
	Newsflash
October	Monitoring Committee Meeting (TBC)
	Newsflash
	Internal Newsletter
November	Newsletter No. 4
	INTERACT Update for MC
December	Newsflash
	Internal Newsletter

2010

Month	Activity
January	INTERACT Update for MC
February	Newsflash
March	Internal Newsletter Communications Group Meeting (TBC)
	INTERACT Update for MC
	Newsflash
April	Newsletter No. 5
	Internal Newsletter
May	Monitoring Committee Meeting (TBC)
	INTERACT Update for MC
	Major information Activity
June	Newsflash Communications Group Meeting (TBC)
	Newsflash
	Internal Newsletter
July	Newsletter No. 6
	INTERACT Update for MC
August	Internal Newsletter
September	National Contact Persons meeting (TBC)
	INTERACT Update for MC
	Newsflash
October	Event marking 20 years of Cooperation (TBC) Monitoring Committee Meeting (TBC)
	Newsflash
	Internal Newsletter
November	Communications Group Meeting (TBC)
	Evaluation of communication Activities to date
	Newsletter No.7
December	INTERACT Update for MC Newsflash
	Internal Newsletter

ANNEX 2 Communication Indicators

The quantification of the indicators give an indicative aim per year for the entire programme.

INTERACT Website

Output Indicator	Result Indicator
% of documents available on site compared to those produced (*95%)*	# of downloads (8 000)
# of pages published (INTERACT related) (150)	Average user time spent on website (5 mins)
# of pages published (European Territorial Cooperation related) (50)	# of my.interact accounts created (500)
# of updates per month (and per IP/IS) (100)	Bounce rate (<20%)
# of external links of interest (100)	# of unique users (4 000)
	# of countries actively using website (27)

INTERACT Newsletters/Newsflash

Output Indicator	Result Indicator
# of issues produced per year (3)	# of downloads (1 000)
# of articles per issue (and per IP/IS) (5)	# of electronic copies distributed (5 000)
	# of countries receiving (29)
	# of registrations to events from newsflash (100)

INTERACT Promotion

Output Indicator	Result Indicator
# of activities (>3)	# of publications distributed (5 000)
# of publications (>1)	# of articles in external websites (50)
# of external events participated in (>2)	# of links to the INTERACT website (50)
# of mailings (>5)	# of INTERACT Programme searches resulting in a website visit (3 000)
% of INTERACT Events including promotional aspect for the programme (80%)	# of new contacts obtained (>250)

With no base-rate on which to calculate the following internal indicators, quantification is difficult and will be adjusted at the end of 2009 to better reflect an actual amount.

INTERACT Communications System (internal)

Internal indicator

# of logins (per IP/IS and % of staff per IP) (4 per month)

# of active CDB users (per IP/IS) (all)

# of contacts included in CDB per IP (50)

# of ComG members (6)

# of online surveys (4)

Annex 3: Information Channels and Target Groupings for dissemination and publicity and awareness raising of the INTERACT Programme

1. **European Territorial Cooperation Programme Bodies (external)**

JTS, MA, AA, MC, CA, NCP, intermediate bodies

This forms a core of the programme target groups and, as such, the channels are diversified and there is a broad range of channels.

- INTERACT Bodies (non INTERACT Staff, e.g. NCPs and the multiplier effect)
- INTERACT Website
- Newsletter/Flashnews
- Information leaflets
- Events (internal and external)
- Specialised Media
- Direct Contacts with INTERACT Staff
- Publications
- Branded Material
- Programme Documents

2. INTERACT Programme Bodies (internal and external)

MA, MC, NCP, DG Regio, IPs, IS

This group is the core internal group which needs to receive information on the INTERACT Programme. This group is both a target and a channel (as mentioned above) in order to have a multiplier effect on the dissemination of programme information,.

- Website
- Newsletter (external and internal), Newsflash, MC Update
- Confluence
- Direct Contacts with INTERACT Staff
- CDB/EDB/IACS
- Meetings (MC meetings, Working Groups etc)
- Webmail
- Plans and Reports
- Programme Documents

3. European Commission (external)

DG Regional Policy, other relevant DGs, EC Delegations and Representations

- INTERACT Website
- Newsletter/Newsflash
- Direct Contact with INTERACT Staff
- Events (INTERACT)
- Publications
- Programme Documents
- Annual Reports
- Information leaflets and branded material

4a. Media

This group is essential in order to reach the wider public and more widely disseminate not only information on the INTERACT Programme but also on the European Regional Development Fund and Structural Funds in general.

- Press kit
- INTERACT Website
- Direct Contacts with INTERACT Staff
- Press Conferences/releases
- Search Engines
- Media's own websites

4b. Disseminators

European Territorial Cooperation Websites, other websites / mailing lists of interest

This group is, again, not only a target group but also an information channel in its own right. Continuing the practice from INTERACT I to have a disseminators database, the INTERACT Programme will ensure that the programme is publicised as widely as possible.

- Direct Contact with INTERACT Staff
- Mailings (direct and mass)
- Publications
- Press releases

4c. Euro Info Centres

European Information Points, libraries, universities etc

This group is a target and a channel. By keeping these bodies informed on INTERACT Activities we can ensure a greater dissemination of information (through e.g. their own newsletters and websites) and also a greater knowledge within these centres of the work of the programme.

- Newsletters
- Publications
- INTERACT Website
- Direct Contacts with INTERACT Staff

5. General Public

This group is, given the nature of the main target group and stakeholders of the INTERACT Programme, the hardest group to reach. It is, however, an important group particularly with regard to e.g. extending support and knowledge of European Regional Policy

- Media
- INTERACT and other Websites
- Disseminators
- Euro Info Centres
- European Commission
- Branded material
- Videos (e.g. EUTube)

Annex 4 INTERACT Draft Templates

INTERACT Website

The front page of the INTERACT Website is designed to give easy access to all relevant sections of the site and make it accessible and easy to navigate. The INTERREG Agenda will not only include events from the INTERACT Programme but is also designed to include all events going on in the European Territorial Cooperation world which, hopefully, will be an added-value tool allowing e.g. the planning of meetings to happen more easily.

If a user has a my.interact account the events which they are registered for will be highlighted in a different colour

and they will be able to design the front page boxes as they like as well as move them around the page.

The INTERACT Website will be organised around Themes of work and types of services, allowing any user 2 access points to any document—engaging the user through whichever methods of navigation is easier for them.

The site will also rely on a tagging system for documentation which will also organise information in a comprehensive manner.

Users will be able to leave comments on pages and downloads.

The pictures on the website will change and will reflect different areas of intervention and European landscapes. The Communications Group will decide on the pictures used in advance.

Annexe 5: Knowledge Management and Capitalisation Concept Paper

Sharing Expertise

Demonstrating the effectiveness of European Territorial Cooperation

INTERact
European Union

KNOWLEDGE MANAGEMENT AND CAPITALISATION ACTIVITIES

Why do it ?

There is a lot of information on projects approved under INTERREG III (2000-2006). Almost all programmes have, as a minimum, publications and a website presenting the projects financed. Every programme has databases and every programme promotes and analyses the work of its projects.

There are many INTERREG projects of exceptional quality but strong evidence of their benefits is often available at programme level only.

This is just one small part of the objective, and cannot alone meet the need for a global perspective. At present there is no mechanism for capturing and comparing this information on a European level, yet there is a need to link cooperation projects to the wider picture.

Cooperation is more important than ever before but this means more responsibility for programmes that need to be more strategic than in the past. Cooperation as a whole needs to better demonstrate an effectiveness at the

European level and this demonstration would be to the direct benefit of all programmes and actors.

By taking a European view we can provide convincing statistical evidence on the results of cooperation, which is not available from individual programmes. This will allow us to prove that "cooperation" is an important element in achieving the Lisbon and Gothenburg objectives. This is a challenge we need to face if we are going to provide balanced input about the potential role of cooperation in the future programming period.

What is it ?

Firstly, this is a **multi-programme initiative:** That is what is new. Although many programmes have already undertaken activities in this direction, the real challenge is to initiate an inter-programme process that involves the capturing, documenting, processing and transferring of information into knowledge. This process must ensure quality and reliability in order for this new initiative to succeed.

Secondly, this is a **Knowledge Management & Capitalisation initiative**.

The process of demonstrating effectiveness and running good future projects involves the establishment and maintenance of a common knowledge base, which is the most important step towards the initiation and running of good projects in the future.
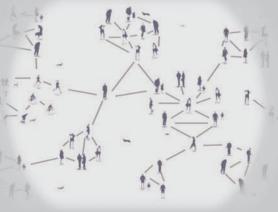
Such knowledge can take different shapes depending on target group needs (ie the intangible aspect of the lessons learnt and the tangible one based on good results).

Through thematic interaction among projects dealing with common issues, not only within the same programming area but also on inter-programme level, it will be possible to raise awareness of what is going on in the different cooperation areas, allowing programmes to work through the wealth of existing experience and to identify links to other EU programmes and initiatives.

The capitalisation process serves as an inter-programme benchmarking tool and will be focused on the learning base of the results achieved, in order to improve the quality and increase the visibility of future projects through streamlined dissemination and communication activities.

The online meeting place for European Territorial Cooperation

One of the main criticisms of Territorial Cooperation programmes is that the projects developed do not sufficiently reflect regional situations and needs. Therefore a common system for analysing results and identifying real INTERREG knowledge is needed, through a process that will lead to the development of new projects and partnerships based on an overview of regional strengths and weaknesses.

The INTERACT Knowledge Management tool will act as an IT platform to support the programmes in increasing efficiency and effectiveness and to improve the exchange of information, experiences, and good practices among the European Territorial Cooperation community. For the first time ever, we will work towards a complete picture of what is going on and where in European Territorial Cooperation. It is about making cooperation easier by creating a platform for sharing ideas and developments as inputs to new and existing projects. This will improve the exchange of knowledge between regions and make sure that every new project can build strongly on the lessons of past programmes and the latest knowledge.

The **KEEP initiative** stands for *Knowledge* and *Expertise* in *European Programmes* and is intended to make the make the process more accessible than the name INTERACT and European Territorial Cooperation Knowledge Management *and Capitalisation.*

The value of this process is that it will enable us to look at INTERREG as a whole in order to :

- Demonstrate the added value of the European Territorial Cooperation Objective building European links and providing a convincing picture of the changes cooperation is generating across Europe;

- Enhance the EU dimension of cooperation to lead to more effective projects achieving higher quality of results;

- Identify the true added value and innovative project aspects in order to promote the unique potential of cooperation projects to various target groups;

- Identify policy gaps and synergies, providing better guidance for programme decision-making;

- Allow policy-makers to assess the overall flow of funding into regions, and to themes which have been addressed.

HOW WE CAN DO IT?

A gradual approach would give the best support in facing the challenges outlined above.

STEP 1

The main purpose of step 1 is the development of a web database able to demonstrate the good results achieved and the continuity of the INTERREG strand, through gathering information on projects from the INTERREG III period. This should provide information on the work carried out and the organisations involved in the past period.

Work has already been started in this area, with the collection of basic **INTERREG III** data (eg project theme, main contact, participating regions) into a new database. An online service will be created, presenting this data in simple visual terms (maps, charts etc) and also allowing for more standard database services such as searches for projects by theme.

We would also like to have a service proving an overview of what cooperation is about to new stakeholders, that serves as a "shop window" for cooperation achievements. In addition, we will identify some **Flagship Projects**

from the past period. This will enable programmes to provide information on their best projects that most deserve to be highlighted, this service will mainly have a promotional angle for the use of different target groups.

STEP 2

The main purpose of this step will be the development of a database related to the **INTERREG IV** programmes, where the main focus is on integrating as many projects as possible from the new period and highlighting their achievements and results. This aim goes beyond the mere collection of data and information from projects, and focuses on the analysis and processing of this data for various purposes (eg harmonisation of data on participating regions, thematic analysis of results achieved etc) making project activities and results available early and creating incentives to ensure good quality outputs.

It will be presented as a high quality tool with an interactive service, based on thematic evaluation and benchmarks for EU programmes, projects and related target groups, providing a better understanding and insight into INTERREG and strengthening the evidence base for project development and

assessment on the most pressing needs of each region.

STEP 3

The main purpose of this step is to set the focus on the intangible aspects of cooperation – not only on the results obtained, but also on how these were achieved (telling the story). In fact "cooperation" tends to focus more on the development of knowledge and working methods than on tangible assets. A virtual community will be developed as a longer term goal, with the aim of increasing interaction where people can "meet", not only to search for information, but to also interact with each other. One example of such services would be the setting up of thematic communities of practice, inter-programme thematic events, and forums for those involved or interested in territorial cooperation projects.

Again, reliable data on what is already being done could provide a strong starting point for cooperation with Objectives 1+2, Framework etc. The KEEP initiative will also provide the links between European Territorial Cooperation projects and European policies, projects under other programmes, mainstream programmes, and national and EU policy.

HOW CAN WE GET STARTED ?

Since the KEEP initaitive will represent cooperation programmes as a whole, it is necessary that all programmes from different strands are involved in the process from the start.

The support from the Commission and programmes may encourage projects to use the database initially, but it is necessary that the tool is kept alive with up-to-date information in order to secure regular use.

If we work together, we can prove that cooperation works, allowing us to make the case for the future of European Territorial Cooperation.

KEY BENEFITS FOR PROGRAMMES & PROJECTS

The KEEP initiative will give programmes visibility throughout the European Territorial Cooperation community.

In line with the new regulations the service gives additional priority to communication issues, and will act as:

• An overview of past and present projects and partners involved, which will help programmes and Monitoring Committees in decision-making, avoiding repeat projects with little added value;

• A capacity building platform, allowing programmes to learn from each other and experts to address the need for learning;

• A benchmark for both programmes and projects, with the central aim being the raising of standards for cooperation projects;

• A support for programmes in their own regions, recognising cooperation as an important strategic development tool, communicating benefits based on facts, and selling the results to a wider audience

• An overview for projects of what has been done in other programme areas, saving time and achieving better outputs by building on the results of previous projects.

• An analysis of partnerships that will help with the identification of regions which could usefully cooperate in the future;

• A partner development site, introducing the regions briefly and stating their main interests, helping to alleviate difficulties faced by projects in identifying appropriate partners, and encouraging the exchange of methods and results between projects.

- A basis for creating a project culture that targets the identification of change and transferable results

We could ensure that in future the best results remain online for longer by incorporating them into this service.

KM ACTION PLAN 2008–2009

When	What	Description
ON GOING - 10/08	**INTERREG III DATABASE**	- Collection, integration and updating od the INTERREG III projects' data - Contact programmes for information and request for input on programmes database
ON GOING - 11/08	**INTERREG III FLAGSHIP PROJECTS**	- Finalise criteria and template of the Flagship Projects - Contact programmes for information and data collection from projects identified
10-08 - 12/08	**KM WORKGROUP**	Invitation to form a WG (INTERACT, PROGRAMMES, COM, MS etc.) that will be involved for the development of the process
11/08 - 12/08	**KM WEBSITE**	- Development of the first analyses and tool related to the step 1 - Prototypes examples to visualise how the database will work for step 2
01-09 (BRATISLAVA)	**EVENT INVOLVING WG MEMBERS AND ALL MAIN STAKEHOLDERS**	- Launch of the initiative and presentation of the step 1 (website/database). - Presentation of the step 2 and potentialities for the new period. - Workgroup agreement on information flow procedures and actions required - Communication plan for the dissemination
ON GOING - 04/09	**INTERREG IV DATABASE**	- Deveopment of the full INTERREG IV tool and data-entry - Test run of the systems and procedures that have been established
05-09 (BRUSSELS)	**LAUNCH EVENT**	- Communication plan for the dissemination - Launch of Stakeholders consultation - Launch of Publicity & Promotional activities - Identification of longer term deveopment plans

Follow progress at www.interact-eu.net

INTERact Sharing Expertise

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