

PMC/02/04

PEACE III Programme (2007- 2013)

Programme Monitoring Committee Meeting

23rd April 2008

Agenda Item 8

PAPER: COMMUNICATION PLAN

INFORMATION

In accordance with Commission Regulation (EC)1828/06, Article 3 the Managing Authority has prepared and submitted a Communication Plan to the Commission, 5 March 2008.

The Communication Plan is for both the INTERREG IVA Programme and the PEACE III Programme.

PURPOSE

To provide Monitoring Committee members with information on the Managing Authority's planned communication activities.

RECOMMENDATION

Members of The Monitoring Committee are requested to note the content of the Communication Plan.



**European Regional
Development Fund**
Investing in your future

**European Territorial Cooperation
2007-2013**

Communication Plan 2007-2013

PEACE III

**(Northern Ireland and Border Region of Ireland)
and**

INTERREG IVA

**(Northern Ireland, Border Region of Ireland
and Western Scotland)**



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1.0 Introduction - this section relates to Article 2 and Article 3 of implementing regulation (EC) No.1828/2006 in particular and makes reference to compliance with Articles 1 – 10 of implementing regulation (EC) No.1828/2006.

1.1 Opening remarks

The communication plan describes how the Special EU Programmes Body (SEUPB) as the Managing Authority shall provide information on and publicise the operations of the European Territorial Co-operation programmes PEACE III and INTERREG IVA (Northern Ireland, the Border Region of Ireland and Western Scotland) in the 2007-2013 programming period. The Operational Programme for each programme was approved by the Commission on 6 November 2007 with the communication plan to be thus submitted to the Commission by 6 March 2008.

The SEUPB is a North/South implementation body that was established, on 2 December 1999, by agreement between the British and Irish Governments. The SEUPB is sponsored by the Department of Finance and Personnel in Northern Ireland and the Department of Finance in Ireland.

The SEUPB recognises the European Commission's renewed emphasis on appropriate information and publicity activities. The communication plan therefore reflects a strategic approach to communication measures and activities in order to maximise results. With the launch of the European Transparency Initiative in late 2005, the transparency and accessibility of funding has become of particular importance in the developing of communication plans. This communication plan demonstrates that at every opportunity, measures will be used to highlight the added value of ERDF funding at local, regional and national level and ensure transparency in the use of funds in the eligible area.

We recognise that the compilation and delivery of a communication plan is essential for the successful implementation of the programmes and in drawing the plan together we

have taken into account the relevant opening paragraphs in Commission Regulation (EC) No 1828/2006:

Experience has shown that citizens of the European Union are insufficiently aware of the role played by the Community in funding programmes aimed at reinforcing economic competitiveness, creating jobs and strengthening internal cohesion. It is therefore appropriate to provide for the preparation of a communication plan which identifies in detail the information and publicity measures necessary to bridge this communication and information gap. For the same purpose, it is also necessary to identify the responsibilities and the roles that should be played by each of the actors involved.

In order to guarantee that information on possible funding opportunities is disseminated widely to all interested parties and for the sake of transparency, the minimum content of the information measures needed to inform potential beneficiaries about the financing opportunities offered jointly by the Community and the Member States through the Funds should be set out, including an obligation to publicise the steps that a potential beneficiary should take to submit an application for funding and the selection criteria that will be used.

In order to enhance transparency regarding use of the Funds, the list of beneficiaries, the names of the operations and the amount of public funding allocated to operations should be published, electronically or otherwise.

In order to ensure a better implementation of the information measures and to allow a better exchange of information between the Member States and the Commission on the information and publicity strategies and results, contact persons responsible for the information and publicity measures should be designated and should participate in appropriate Community networks.

The Special EU Programmes Body as Managing Authority for both programmes has overall responsibility for the implementation and management of all information and publicity activities as laid out in the communication plan. Within the Managing Authority, a Communications Team will deliver and co-ordinate all communications activities. The structure of roles and responsibilities for the implementation of the plan is detailed in section six.

The communications plan has been drawn up to reflect requirements as stipulated by both sponsor departments as well as relevant European Regulations. The communication plan for the programming period 2007-2013 is in line with the following:

- Publicity and information requirements as outlined by the SEUPB's sponsor departments; the Department of Finance and Personnel in Northern Ireland and the Department of Finance in Ireland;
- The PEACE III and INTERREG IVA Operational Programmes 2007-2013
- Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund; and
- Commission Regulation (EC) No 1828/2006 Article setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund.

As laid out in the Operational Programme, the Annual Report of both programmes shall include examples of the information and communication measures taken and report on the arrangements for the publication of the list of beneficiaries. Major amendments to the communication plan's activities and budget shall be reported the Monitoring Committees and included in the Annual Implementation Report. An evaluation of the measures, contained in the communication plan, shall also be included in the Annual Implementation Report for the year 2010 and the Final Implementation Report.

A major information activity shall be held to launch the Operational Programmes and at least one major information activity shall be held each year to present the achievements of the Operational Programmes and major projects. Information and publicity about the programmes and their impacts which are likely to attract media attention will be distributed on a regular basis. This shall include the dissemination of examples of good practice through the establishment of an information and communication network for

those responsible for information and publicity within Lead Partners, projects and the implementing body.

The Managing Authority shall maintain a web-based archive of examples of good practice and ensure full public access. It shall also design, maintain and promote the programmes' website (<http://www.seupb.eu>). The Managing Authority shall also ensure that all funded projects comply with Commission Regulations and shall require each application for funds from the programmes to include a communication plan, with a budget line, to show how the project will meet its obligations under EC Regulation 1828/2006.

1.2 The two Operational Programmes

The communication plan is a joint plan for the two Operational Programmes managed by the SEUPB in the programming period 2007-2013. These are the European Territorial Co-operation programmes PEACE III (Northern Ireland and the Border Region of Ireland) and INTERREG IVA (Northern Ireland, the Border Region of Ireland and Western Scotland). As the SEUPB is Managing Authority for these two closely linked programmes, it was deemed acceptable to submit one plan. Both programmes have a central focus on promoting north/south co-operation in the region in order to enhance social and economic development in Northern Ireland and Ireland. However, Western Scotland has now been included in the eligible area for INTERREG IVA in the programming period 2007-2013. Due consideration will be necessary when undertaking measures to ensure that potential beneficiaries and citizens in this new region to the eligible area are engaged with. This communication plan will also continue to build on the previous success of the Managing Authority in publicising the unique contribution of the Peace and Reconciliation Programmes to improving the quality of lives of thousands of people within the eligible area.

1.2.1 PEACE III (2007 – 2013)

Programme Strategic Objective: To reinforce progress towards a peaceful and stable society and to promote reconciliation.

The EU Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland, 2007-2013 (the PEACE III Programme) is a distinctive European Union Structural Funds Programme aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation. It will assist Northern Ireland and the Border Region of Ireland and specifically focus on reconciling communities and contributing towards a shared society. The PEACE III Programme is made up of €225 million in additional funding from the European Union along with national contributions of €108 million. The programme has three priorities:

Priority 1: Reconciling Communities

- Building positive relations at the local level and acknowledging and dealing with the past.

Priority 2: Contributing to a shared society

- Creating shared public spaces and developing key institutional capacities for a shared society.

Priority 3: Technical Assistance

1.2.2 INTERREG IVA Cross-border Territorial Co-operation

Programme Strategic Objective: Supporting strategic cross-border co-operation for a more prosperous and sustainable region.

The Cross-border Territorial Co-operation Programme for Northern Ireland, the Border Region of Ireland and Western Scotland, 2007-2013 (the INTERREG IVA Programme) is a European Union supported Structural Funds Programme which seeks to address the economic and social problems which result from the existence of borders. The INTERREG IVA 2007-2013 Programme is worth €256 million made up of €192 million from the European Regional Development Fund and €64 million of national contributions. The programme has three priorities:

Priority 1: Co-operation for a more prosperous cross-border region

- to diversify and develop the economy by encouraging innovation and competitiveness in enterprise and business development and promoting tourism;

Priority 2: Co-operation for a sustainable cross-border region

- to support activities that promote cross-border co-operation in policy development and improve access to services to improve the quality of life for those living in the eligible area.

Priority 3: Technical Assistance

1.3 Communication issues to be considered in the eligible area.

With the recent political progress in Northern Ireland following the restoration of the Assembly and the inclusion of Western Scotland in the eligible area of the INTERREG IVA Programme, a new range of communication issues must be considered when undertaking a communication plan. However, many issues that shaped previous publicity and information measures in the last programming period will impact on this communication plan.

In the last programming period, any negative media coverage about the operational programmes often stemmed from allegations of unfair distribution of PEACE II funds or sections of the community benefiting from the programmes more than others. The SEUPB always robustly defended the programmes against such allegations and has made positive moves to engage those who made such claims to participate in the implementation of the programmes. The SEUPB now enjoys significantly improved relationships with those who had previously not supported the programmes and as a result the SEUPB and the programmes it manages are largely endorsed across the political spectrum in the eligible area. It is important to remember however that elements of society remain segregated and divided and this communication plan reflects the need for publicity and information measures which embrace all sections of the community.

Local politicians in Western Scotland, Ireland and Northern Ireland have a legacy of strong relationships with their local media and have a huge influence in shaping the media agenda at the local level. This communication plan outlines an approach of informing and briefing politicians of the progress of the programmes within their area so as to ensure the operational programmes and the assistance of the Community is portrayed positively at the local level.

Local and regional media in Western Scotland, Ireland and Northern Ireland, like much of the rest of the Europe is quite tightly focused on local and regional issues. Therefore, when publicising the progress of the operational programmes or an information measure such as a roadshow, this communication plan demonstrates that activities and publicity will be targeted at the appropriate national, regional or local level.

In comparison to other Member States, the citizens of the eligible area for both of the operational programmes are very positive about the assistance of the Community. In recent Eurobarometer surveys, Northern Ireland and Scotland were amongst the regions in the UK that were most positive about the benefits of the European Union whilst over 80% of those surveyed in Ireland believed that they have benefited from being part of the Community. This communication plan reflects the fact that information and publicity measures can build on the positive image of the European Union in the eligible area to increase the awareness of the added value of the assistance of the Community.

For more information on the social, political and economic context of the eligible area of the two programmes, please refer to Appendix One.

1.4 Review of previous communications activities.

In the programming period 2000-2006, the communication plan for the SEUPB and the programmes was predicated on the need:

- to provide a simple, clear explanation of the vision, benefits and potential of SEUPB, and the programmes it manages;
- to set out a clear timetable for activities and to allocate responsibility;
- to be able to monitor and report on the effectiveness of communication activities at SEUPB, programme, implementing body and project levels;
- to identify risks and issues and to respond to criticisms of the programmes and the implementing bodies and;
- to satisfy the requirements of Commission Regulation (EC) 1159/2000 on information and publicity measures to be carried out concerning assistance from the Structural Funds and the draft Commission regulation concerning Information

and Publicity for the 2007-2013 programming period and to monitor, evaluate and report upon these activities.

Over this period, the SEUPB enjoyed many publicity and information successes in its implementation of the programmes. It also learned lessons in evaluating activities that did not achieve the desired results.

Prior to the launch of the PEACE II and INTERREG IIIA programmes, a communications/public relations agency was employed to undertake the communication activities for both programmes. This was further supplemented by a full-time member of staff from 2002 who had overall responsibility for the communication activities of the programmes. The SEUPB recognised that in the programming period 2007-2013 a renewed emphasis on publicity and information would require more full-time staff. An officer and an administrative assistant have been added to the team to ensure all measures set out in this communication plan can be undertaken.

By 2002 a website had been created as a depository for information for both programmes. The website has grown greatly since then and continues to be one of the key publicity and information measures. In the programming period 2007-2013 the capabilities of the website will be greatly enhanced. The requirements for the new site were identified following a review of both the SEUPB website and intranet commissioned in late 2007.

Website users, key target groups and SEUPB staff were sent online questionnaires in which they were asked to rate the current site on a variety of aspects. They were also asked to identify facilities they would wish to see introduced. From March to May 2008 these new facilities will be incorporated along with a redesign of the site.

Roadshows and public consultation events were used successfully in the last programming period as a method of two-way communication with the public and a range of target groups. In 2004 for example, over 350 people attended public consultation events for the PEACE II Programme Extension which was publicised widely through

press advertising in Monaghan, Belfast, Derry and Enniskillen and Dundalk. A further 150 people attended consultation events hosted by Implementing Bodies. Roadshows will continue to be used in the next programming period as a tool to inform the general public and engage potential applicants about Structural Funds and how to apply.

The SEUPB commissioned television advertisements in the last programming period on regional cable television. As this was not evaluated for its awareness raising at the time it is difficult to assess its success in raising the profile of the programmes. In 2005, a significant volume of media coverage was achieved both at the regional and national level following Commissioner Danuta Hübner's visit to launch the Extension of the PEACE II Programme, with regional broadcast news carriers including the visit in their main headlines. In the summer of 2007 a feature on a funded project to aid disabled anglers appeared on regional primetime news (BBC NI). This included an interview with the SEUPB Chief Executive in which he spoke of the objectives of PEACE III and INTERREG IVA. With positive experiences such as these and the evidence from Eurobarometer and the SEUPB's own stakeholder survey, that citizens preferred to receive information through the television, this communication plan places great emphasis on strategic media relations and liaising directly with journalists to pitch newsworthy features. In terms of using the broadcast media as a communications tool, this communication plan sets out the SEUPB's strategy of achieving credible news coverage for the programmes on major broadcast outlets, both regionally and nationally.

Many projects and implementing bodies have very successfully achieved local newspaper coverage through press releases and images which serve as updates for projects. However, the SEUPB feels that at this level even more could be done to highlight the added value of Community assistance. By having an enhanced direct relationship with projects and lead partners in this programming period it will be easier for the SEUPB to ensure that the Community's assistance is referred to in all project publicity.

During the last programming period, the SEUPB found that with working with 78 implementing bodies, the quality and consistency of information and publicity measures

varied. Whilst, many implementing bodies were proactive in ensuring that projects complied with EU publicity regulations, some other bodies found difficulty in undertaking their publicity and information responsibilities. The SEUPB took a firm line with implementing bodies which did not appoint a suitably skilled person to take responsibility for publicity and information. However, there were occasions when, opportunities were lost to ensure that projects properly recognised the European Union's financial contribution.

In the programming period 2007-2013, the SEUPB will only be working with one Implementing Body which will be responsible for one theme in PEACE III. This will make it easier for the SEUPB to monitor their publicity and information measures. The publicity and information responsibilities of the Implementing Body and the Lead Partners are defined in section six of this communication plan.

1.5 Moving forward – setting a baseline for the programming period.

The SEUPB commissioned a benchmarking survey in Northern Ireland and the Border Region of Ireland in 2007 to ascertain the general public and other stakeholders' perceptions of the previous programmes. This survey was also used to identify the most favoured ways of communicating with those surveyed. These surveys will continue throughout the programming period as a method of ascertaining the visibility and awareness of the operational programmes as well as the role played by the Community.

Hundreds of thousands of people in the region have been engaged with through PEACE II and INTERREG IIIA. In PEACE II, for example, almost 90,000 people have participated in cross-border activities. The results of the benchmarking survey confirm however the Commission's belief that even more could be done to ensure that citizens have a greater awareness of the Community's assistance. The survey of 600 members of the general public found 19% of those surveyed were aware of PEACE and 5% were aware of INTERREG. The SEUPB is determined to exceed the expectations of the Commission in the programming period 2007-2013 in working to ensure that the

assistance of the Community and the existence of the programmes is brought to the attention of all citizens in the eligible area.

Of those surveyed that were aware of the programmes, 9% knew that they were sources of European Union funding, whilst 34% believed that they supported and funded the Northern Ireland peace process. This communication plan demonstrates that there will be greater emphasis on lead partners and projects highlighting the assistance they have received from ERDF funding in the programming period 2007-2013 in order to ensure that the citizens are aware of the support of the Community.

The general public identified traditional mass market media as the most effective way for them to receive information. Television (68%), Newspapers/Magazines (45%) and Radio (23%) were the three most popular outlets. Thus, when addressing the information and publicity requirements of this large target group, the communications plan details how the SEUPB will use the mass media as a tool for this target group. Whilst television is the most popular way to receive information, it is not always the most cost-effective. Newspapers and magazines will continue to be a key measure used by the SEUPB in undertaking publicity requirements.

More strategic stakeholders, such as implementing bodies, identified the website (100%) and written reports (47%) as the two key ways they preferred to receive communication and to be liaised with. When asked what improvements the SEUPB could undertake in its communications, this group said a quicker response (33%) and more information (23%) would be the two key areas in which communications could be enhanced. With the improvements planned for the SEUPB website, we believe target groups such as potential and actual beneficiaries will receive the information they are looking for in the manner they prefer.

The results of this benchmarking survey confirmed the opinion of the SEUPB that a strategic focus was required for this communication plan. The transparency of the implementation of the programmes, as well as raising the general public's awareness of their existence is the backbone of the communication plan.

With regards to other key target groups such as potential and actual beneficiaries, the communication plan demonstrates how the SEUPB will inform and engage these target groups and ensure they receive the information they require in their preferred method. The emphasis will be to provide the information they need, at the time they need it and in the format they prefer.

In the last programming period, any negative media attention or negative questions received from local politicians focused mainly around alleged disparity of funding levels between different groups. Again this indicates that transparency is crucial in countering any disapproval about the implementation of the programmes.

Significant changes from the previous operational programmes and the new programmes means that the management of expectations of all target groups has had to be clearly defined. These messages include:

- the new ways in which the programmes will be delivered;
- the number of projects that will receive funding in light of the strategic approach to funding;
- the type of projects that will receive funding;
- the amount of funding available; and
- the lead partner principle.

The Managing Authority's experience of delivering the previous programmes (PEACE II and INTERREG IIIA), coupled with the priorities of the operational programmes of 2007-2013 has been the basis for defining the aims and objectives of this communication plan detailed in section two.

1.6 Overview of the structure of the communication plan

In order to reflect Article 2 implementing regulation (EC) No.1828/2006 this plan has been divided into the following key areas:

- The aims and objectives of the communication plan including key messages of the communication plan;

- Analysis and detail of target groups;
- The content and strategy of information and publicity measures applied by the Managing Authority aimed at potential beneficiaries, beneficiaries and the general public in terms of the added value of Community assistance at national, regional and local level;
- An indicative budget for publicity, information and evaluation activities;
- The administrative departments responsible for implementation of the publicity and information measures; and
- Detail of how all measures will be evaluated in terms of visibility and awareness of the operational programmes and the role of the Community.

2.0 Aims and objectives – this section relates to Article 2.2 (a) of implementing regulation (EC) No.1828/2006.

2.1 Overall aim and objectives

As described in the operational programmes the aim of the communication plan is to maximise and publicise the contribution of the European Regional Development Fund (ERDF) in contributing to territorial co-operation between Northern Ireland, the Border Region of Ireland and Western Scotland in the cross-border INTERREG IVA Programme and between Northern Ireland and the Border Region of Ireland in the PEACE III Programme. This will be achieved by informing potential and final beneficiaries about:

- the conditions of eligibility to qualify for funding;
- the procedures for examining applications and the time periods involved;
- the criteria for selecting projects to be financed and;
- the contacts that can provide information on the Operational Programmes.

In addition, the communication plan will inform the general public inside the region and outside about the programmes' distinctiveness, their results and the added value of the assistance provided by the financial support of the European Union. Regular reports to the Monitoring Committees on the achievements of the communication plan will be provided.

The overall aim of the communication plan for the European Territorial Co-operation Objective programmes (PEACE III Programme for Northern Ireland and the Border Region of Ireland and the cross-border INTERREG IVA Programme for Northern Ireland the Border Region of Ireland and Western Scotland) is to highlight the role of the European Union in enhancing social and economic development in the region and to ensure that the assistance provided by the European Regional Development Fund in the 2007-2013 period is transparent and brought to the attention of all target groups through a wide range of appropriate publicity and information measures.

2.2 Table of aims and objectives

<p>The overall aim of the communication plan for the European Territorial Co-operation Objective programmes (PEACE III Programme for Northern Ireland and the Border Region of Ireland and the cross-border INTERREG IVA Programme for Northern Ireland the Border Region of Ireland and Western Scotland) is to highlight the role of the European Union in enhancing social and economic development in the region and the added value its assistance brings to all levels of society, whilst also ensuring that the contributions provided by the European Regional Development Fund in the 2007-2013 period is transparent and brought to the attention of all target groups through a wide range of appropriate publicity and information measures.</p>	
<p>Aims</p> <p>The communication plan aims to ensure the successful implementation of the operational programmes:</p>	<p>Objectives</p>
<p>1. Through the effective use of publicity and information measures which will promote the existence of the programmes which are funded by the European Regional Development Fund and the opportunities that they provide. These measures will demonstrate the added value which the programmes provide in their respective eligible areas.</p>	<ul style="list-style-type: none"> - To bring the programmes to the attention of citizens and amongst the wider mass media. - To increase all citizens' awareness of the added value of the assistance of the European Union to all levels of society.
<p>2. By providing effective internal communication amongst the programmes' management, implementation bodies and Lead Partners and the programmes' external environment including government departments, other EU programmes and those strategic stakeholders who may affect the direction, standing and implementation of the programmes.</p>	<ul style="list-style-type: none"> - To keep all internal and external stakeholders informed of, and engaged with, the implementation and delivery of the programmes. - To ensure that all programme administration and management activities incorporate good communication practice. - To promote the use of clear and consistent communication measures by all internal and external stakeholders.
<p>3. Through controlled, effective and regular communication with potential and actual beneficiaries.</p>	<ul style="list-style-type: none"> - To promote the funding opportunities available through the programmes to all potential beneficiaries. - To support potential beneficiaries in the development of their applications. - To support actual beneficiaries in their communication activities to ensure the successful delivery of their projects. - To manage expectations about the

	<p>types of beneficiaries for these programmes in comparison to the last programming period.</p> <p>- To ensure all beneficiaries are aware of the assistance provided by the European Regional Development Fund.</p>
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2.3 Table of publicity and information messages

The communication objectives have been analysed and publicity/information messages have been drawn out from these objectives. These publicity/information messages have in turn helped to form the basis of a stakeholder or target group analysis of the programmes. All messages have defined target groups.

Communication Objectives	Publicity and information messages
To bring the programmes to the attention of citizens and amongst the media.	<p>PEACE III reinforces progress towards a peaceful and stable society and to promote reconciliation.</p> <p>INTERREG IVA supports strategic cross-border co-operation for a more prosperous and sustainable region.</p>
To increase all citizens' awareness of the added value of the assistance of the European Union to all levels of society.	The European Union is investing in your future.
To keep all internal and external stakeholders informed of, and engaged with, the implementation and delivery of the programmes in order to maintain transparency and openness.	<p>All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu</p> <p>Contact the SEUPB to find out about PEACE III and INTERREG IVA.</p>
To ensure that all programme administration and management activities incorporate good communication practice.	Communication is key to the success of PEACE III and INTERREG IVA and the projects they support.
To promote the use of clear and consistent communication measures by all internal and external stakeholders.	Sharing communication experiences and good practice through networks contributes to the success of PEACE III and INTERREG IVA and the projects they support.
To promote the funding opportunities available through the programmes to all potential beneficiaries.	All beneficiaries of INTERREG IVA and PEACE III must clearly meet the focus of the programmes; their priorities and themes at the time of application and have identified

	<p>outcomes and impacts.</p> <p>Some calls for PEACE III and INTERREG IVA may be closed; others may be very clearly focused.</p>
<p>To support potential beneficiaries in the development of their applications.</p>	<p>The SEUPB is here to offer you advice on your applications for PEACE III/INTERREG IVA funding.</p> <p>Make sure your application is focused and your operation is sustainable.</p>
<p>To support actual beneficiaries in their communication activities to ensure the successful delivery of their projects.</p>	<p>The SEUPB provides support and guidance for actual beneficiaries in their communication activities.</p>
<p>To manage expectations about the ways in which beneficiaries can access these programmes in comparison to the last programming period.</p>	<p>The new programmes are different. A lead partner (usually a local authority) will be taking the responsibility for the overall delivery of a range of projects.</p>
<p>To ensure all beneficiaries are aware of the assistance provided by the European Regional Development Fund.</p>	<p>Your project was made possible by the European Union through the European Regional Development Fund.</p>

3.0 Target groups - this section relates to Article 2.2 (a) of implementing regulation (EC) No.1828/2006.

3.1 Overview

Through the benchmarking research that was undertaken, preferred methods of communication have been identified for target groups. A complete list of target groups for the communication plan has been identified following a detailed stakeholder analysis. By developing publicity and information messages that correspond with the objectives of the communication plan, target groups can be directly linked to messages.

3.2 Table of target groups

Target Groups	Sub Target Groups	PEACE III/ INTERREG IVA Target Group (or both)	Level of influence High, moderate, low	Current level of commitment/ interest Awareness Understanding Buy-in Commitment	Desired level of commitment/ interest Awareness Understanding Buy-in Commitment	Potential method of communication	Publicity and information messages relevant to target group.
Citizens	Adults	Both	Low	Low awareness	Awareness	Mass communication tools: TV ads, news reports (TV and radio), local and daily newspapers, new media: web, blogs, forums, billboard advertising.	- PEACE III reinforces progress towards a peaceful and stable society and to promote reconciliation. - INTERREG IVA

Young people	Both	Low	Low awareness	Awareness	As above, though more targeted activities: participation in school/college events. Dedicated pages on website for young people.	<p>supports strategic cross-border co-operation for a more prosperous and sustainable region.</p> <ul style="list-style-type: none"> - The European Union is investing in your future. - All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu - Contact the SEUPB to find out about PEACE III and INTERREG IVA.
Elderly	Both	Low	Low awareness	Awareness	As for adults	
Unemployed	Both	Low	Low awareness	Awareness	As for adults	
Disabled	Both	Low	Low awareness	Awareness	As for adults	
People with learning difficulties	Both	Low	Low awareness	Awareness	As for adults though information in accessible formats.	
Ethnic minorities	Both	Low	Low awareness	Awareness	Information in appropriate format and language.	
Cultural minorities	Both	Low	Low awareness	Awareness	Information in appropriate format and language, especially Irish and Ulster Scots.	
Students	Both	Low	Low awareness	Awareness	As for adults. Would also create education packs detailing priorities of programmes and Community assistance.	
Rural dwellers	Both	Low	Low	Awareness	As for adults	

				awareness			
	Urban dwellers	Both	Low	Low awareness	Awareness	As for adults	
Potential beneficiaries	SMEs	Both	High	Awareness	Commitment	Information roadshows and briefings. Regularly updated information on website. Publications.	<p>All beneficiaries of INTERREG IVA and PEACE III must clearly meet the focus of the programmes; their priorities and themes at the time of application and have identified outcomes and impacts.</p> <ul style="list-style-type: none"> - Some calls for PEACE III and INTERREG IVA may be closed; others may be very clearly focused. - The SEUPB is here to offer you advice on your applications for PEACE III/INTERREG IVA funding. - Make sure your application is focused and your operations sustainable. - The new programmes are different. A lead partner (usually a local authority) will be taking
	Council Clusters	Both	High	Awareness	Commitment	As for SMEs	
	County Councils	Both	High	Awareness	Commitment	As for SMEs	
	NGOs	Both	High	Awareness	Commitment	As for SMEs	
	Academic/ research institutions (universities)	Both	High	Awareness	Commitment	As for SMEs	
	Other regional partnerships				Awareness	Commitment	

							<p>the responsibility for the overall delivery of a range of projects.</p> <ul style="list-style-type: none"> - All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu - Contact the SEUPB to find out about PEACE III and INTERREG IVA.
Actual beneficiaries	Lead Partners	Both	High	Awareness	Buy-in	Regularly updated information on website. Briefings and other two-way communication: phone calls, e-mail, meetings.	<ul style="list-style-type: none"> - The SEUPB provides support and guidance for actual beneficiaries in their communication activities. - Your project was made possible by the European Union through the European Regional Development Fund.
	Projects	Both	High	Awareness	Buy-in	Regularly updated information on website. Briefings and other two-way communication: phone calls, e-mail, meetings.	
Beneficiaries of previous programmes	Various	Both	Medium	Awareness	Understanding	Regularly updated information on website. Information Roadshows Publications	<ul style="list-style-type: none"> - The new programmes are different. A lead partner (usually a local authority) will be taking the responsibility for the overall delivery of a range of projects.

							<ul style="list-style-type: none"> - PEACE III reinforces progress towards a peaceful and stable society and to promote reconciliation. - INTERREG IVA supports strategic cross-border co-operation for a more prosperous and sustainable region.
Political institutions and representatives	NI Assembly	Both	High	Awareness	Understanding	Briefing packs, presentations, memos and other two-way communication: phone calls, e-mail, meetings, information on the website, attendance at events.	<ul style="list-style-type: none"> - PEACE III reinforces progress towards a peaceful and stable society and to promote reconciliation. - INTERREG IVA supports strategic cross-border co-operation for a more prosperous and sustainable region. - The European Union is investing in your future. - All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu
	Oireachtas	Both	High	Awareness	Understanding	As for NI Assembly.	
	NI Office	Both	High	Awareness	Buy-in	As for NI Assembly.	
	Westminster	Both	High	Awareness	Understanding	As for NI Assembly.	
	Scottish Parliament	INTERREG IVA	High	Awareness	Buy-in	As for NI Assembly.	
	Dept of Finance	Both	High	Awareness	Commitment	As for NI Assembly.	
Dept of Finance and Personnel	Both	High	Awareness	Commitment	As for NI Assembly..		

	North South Ministerial Council	Both	High	Awareness	Commitment	As for NI Assembly.	- Contact the SEUPB to find out about PEACE III and INTERREG IVA.
	District Councils	Both	High	Awareness	Understanding	As for NI Assembly.	
	County Councils	Both	High	Awareness	Understanding	As for NI Assembly.	
	Local Government Councillors/ Politicians, MLAs, MPs, MEPs, TDs, MSPs	Both	Moderate	Varies	Understanding	As for NI Assembly.	
	NI Local Government Association	Both	Moderate	Commitment	Commitment	As for NI Assembly.	
SEUPB/ internal	Managing Authority	Both	High	Commitment	Commitment	Staff intranet, Corporate Days, face-to-face dialogue, other two way communication: e-mail, phone calls, meetings.	- Communication is key to the success of PEACE III and INTERREG IVA and the projects they support. - Sharing communication experiences and good practice through networks contributes to the success of PEACE III and INTERREG IVA
	Paying Authority	Both	High	Commitment	Commitment	As for Managing Authority	
	Certifying Authority	Both	High	Commitment	Commitment	As for Managing Authority	
	JTS	Both	High	Commitment	Commitment	As for Managing Authority	
	Corporate	Both	High	Commitment	Commitment	As for Managing	

	Services					Authority	and the projects they support. - All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu Contact the SEUPB to find out about PEACE III and INTERREG IVA. - The SEUPB provides support and guidance for actual beneficiaries in their communication activities. -The European Union is investing in your future.
	Communication service providers	Both	High	Commitment	Commitment	As for Managing Authority	
	Monitoring Committees	Both	High	Commitment	Commitment	As for Managing Authority	
	Steering Committees	Both	High	Commitment	Commitment	As for Managing Authority	
European Union	MEPs	Both	Moderate	Varies	Commitment	Publications and reports. Memos and other two way communication; email, briefings, meetings, information on the website, attendance at events	
	Commission Brussels	Both	High	Commitment	Commitment	As for MEPs	
	Commission office Dublin	Both	Moderate	Commitment	Commitment	As for MEPs	
	Commission office Belfast	Both	Moderate	Commitment	Commitment	As for MEPs	
	Commission Office UK	Both	Moderate	Commitment	Commitment	As for MEPs	
	Commission office Scotland	INTERREG IVA	Moderate	Commitment	Commitment	As for MEPs	
	Transnational and inter-regional	Both	Moderate	Commitment	Commitment	As for MEPs	

	Programmes						
Media¹ Print Broadcast New Media	Industry journalists	Both	Moderate	Awareness	Understanding	Press releases, breakfast briefings, promotional materials, images, invitations to launches and other events, interviews with management, site visits.	<ul style="list-style-type: none"> - The European Union is investing in your future. - All you need to know about PEACE III and INTERREG IVA can be found on www.seupb.eu - Contact the SEUPB to find out about PEACE III and INTERREG IVA. - The new programmes are different. A lead partner (usually a local authority) will be taking the responsibility for the overall delivery of a range of projects.
	Trade Press	Both	Low	Awareness	Understanding	As for industry journalists.	
	NI	Both	Moderate	Awareness	Understanding	As for industry journalists.	
	Ireland	Both	Moderate	Awareness	Understanding	As for industry journalists.	
	Rest of UK	Both	Low	Awareness	Understanding	As for industry journalists.	
	Europe	Both	Moderate	Awareness	Understanding	As for industry journalists.	
	Scotland	INTERREG IVA	Moderate	Awareness	Understanding	As for industry journalists.	

¹ The media as a target group can be debated. The media and its various outlets are also seen as an important tool for delivering publicity and information messages. However, the media does have specific communication requirements like all target groups and preferred methods of receiving information and communication.

4.0 The content and strategy of information and publicity

measures - this section relates to Article 2.2 (a-d), Article 5.2, Article 5.3 and Article 7.2 of implementing regulation (EC) No.1828/2006.

4.1 Introduction

The strategy in implementing the communication plan for the two Operational Programmes, PEACE III and INTERREG IVA (Northern Ireland, Border Region of Ireland and Western Scotland) has been devised by considering a range of factors.

The SEUPB as Managing Authority for the predecessors of the Operational Programmes enjoys a wealth of experience in implementing and evaluating communication measures. The review in section one details what the SEUPB has learnt from that experience and how this has influenced what is to be included in the content of the communication plan.

The benchmarking survey which the SEUPB undertook in the eligible region indicated the general public's as well as other target groups' awareness of the previous programmes and their preferred medium of receiving information. These results have played a significant part in shaping the approach of the communication plan.

These results indicated that target groups such as implementing bodies or lead partners preferred to be communicated with by the SEUPB via the internet. This led to a comprehensive review of the programmes' website and its facilities. The review also explained what new resources could be implemented in the programming period 2007-2013 on the SEUPB website.

The content of the plan has also been influenced by the Commission's renewed emphasis of increasing its citizens' awareness of the role played by the Community and ensuring a high degree of transparency in the use of funds. The majority of publicity measures laid out in this communication plan have a strong emphasis on reiterating the key message of the added value of assistance from the European Regional Development Fund.

With the significant political progress that has taken place in Northern Ireland in 2007, which included the creation of the Northern Ireland Taskforce headed up by Commissioner Danuta Hübner, an array of key stakeholders wish to be involved in the launch of these operational programmes. It is anticipated that Commissioner Hübner will be joined by Ministers from Ireland, Northern Ireland and Scotland to formally launch both programmes at a joint event in April 2008 in Northern Ireland. Such a high profile event is expected to achieve a high degree of positive media coverage at the national level

During 2008 and into 2009 considerable focus will be placed on information events for potential applicants. These are to take the form of roadshows and will be in partnership with other managing authorities in the eligible area. By partnering with other managing authorities we can manage the expectations of potential applicants, and ensure a cohesive message across all programmes. With the introduction of the Lead Partner Principle in the implementation of PEACE III and INTERREG IVA many previous beneficiaries will not be able to apply in the same way. These roadshows provide the opportunity for the SEUPB to explain the new process. This measure will be a key method of managing expectations of the funds available and which potential beneficiaries will be eligible to apply. Large, collaborative events such as these are also much more effective in generating media coverage which will in turn increase the general public's awareness of the existence of the programmes and the added value of the assistance from the Community.

The measures have been divided between information, publicity and evaluation measures. All measures are equally applicable to both programmes unless explicitly specified otherwise. Appendix Two includes an analysis of all publicity and information tools considered by the SEUPB.

4.2 Table of the main measures for information activities

Measure	Strategy and content	Target group	Responsible bodies and other bodies aiding in implementation of measures
<p>Website: www.seupb.eu</p>	<p>The programmes' website is already a well established site and synonymous with PEACE and INTERREG in the eligible area. It is a key measure in communicating with target groups at the local, regional and national level as stipulated in Article 2.2 (b) of implementing regulation (EC) No.1828/2006.</p> <p>Whilst the site has performed adequately in the previous programming period it will be undergoing a revamp for the new programmes.</p> <p>Some facilities will include:</p> <ul style="list-style-type: none"> - Interactive lists of all of beneficiaries, the names of the operations and the amount of public funding allocated to the operations, including links to any press releases, images or videos related to the project. This list is in accordance with Article 7.2 (d) of implementing regulation (EC) 1828/2006. - Extranet for Monitoring Committee members to download relevant documents - Good practice advice for potential applicants. This section will also include short video clips which would explain the process of completing applications - Downloadable publicity material for projects, including logos, press releases and publicity guides - A newsroom facility for journalists to download press releases, images, 	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission - Committee Members 	<p>The SEUPB Communications Team and IT Team.</p> <p>Various other departments within the SEUPB will upload and create content relevant to their area within the organisation.</p>

	<p>biographies and post media questions</p> <ul style="list-style-type: none"> - Events calendar for the year. Individuals can also send events to be included on the calendar. - RSS feeds, blogs and forums will be created guaranteeing up-to-date, timely and fresh information. With the web review undertaken, over 20% of respondents said they regularly used these sorts of facilities. By including these on the website it ensures that the site is future-proof for the entire programming period. - Euro-update. This section will provide an overview of the added value of the assistance of the Community and explain the relationship between the European Union and the projects that are funded. It will also include any relevant European news. - Direct link to www.eugrants.org. Under the 2000-06 programming period, the EUgrants.org website was established as a portal for applicants to make electronic applications to the programmes. This site will be maintained and used as a central database for applications to all structural funds in the region for the 2007-13 programmes. 		
<p>Two way communication: E-mail Meetings Phone-calls Briefings</p>	<p>The most basic of communication measures can be often overlooked but are key to the successful delivery of the programmes. Two way communications will be used by all members of the managing authority to engage with a range of target groups.</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public (on occasions) - Journalists - Local politicians - Commission - Committee Members 	<p>All members of the SEUPB will undertake this.</p>
<p>Information Roadshows</p>	<p>This will be one of the primary methods of communicating directly with potential applicants and will also be used to manage the expectations of previous beneficiaries.</p> <p>Information Roadshows will be in conjunction with other Managing Authorities in the</p>	<ul style="list-style-type: none"> - Various media - Lead Beneficiaries - Projects - Potential 	<p>The SEUPB and other Managing Authorities.</p>

	<p>eligible area and are likely to be on a thematic basis. For example there will be numerous stands such as SMEs and Education. Potential applicants can then go to the stand most relevant to them and see what type of funding is available. It will also provide previous beneficiaries the opportunity to learn of the Lead Partner principle and the changes to the manner in which to apply.</p> <p>Approximately ten roadshows will be held in 2008 and there is likely to be Information Roadshows to coincide with calls for applications in 2009. As laid out in Article 5.2 of implementing regulation (EC) No.1828/2006 these roadshows will provide the ideal method of ensuring that potential beneficiaries are aware of:</p> <ul style="list-style-type: none"> - the conditions of eligibility that must be met in order to qualify for financing under the two operational programmes; - the procedures for examining applications for funding and of the time periods involved; - the criteria for selecting the operations to be financed; and - the contacts at national, regional or local level who can provide information on the operational programmes. <p>Venues for these roadshows are likely to be council buildings and educational institutions throughout the eligible region. It is predicted that local authorities such as district councils and County Councils would apply for funding, thus it would also enable potential applicants to engage both with the Managing Authority and the lead partners whom they should be in contact with if they are planning to access funding locally.</p> <p>These information roadshows are also likely to generate local media coverage. In order to ensure that the added value of the assistance of the Community is reported correctly by local media, journalists will be briefed prior to roadshows in their area.</p>	<p>beneficiaries</p> <ul style="list-style-type: none"> - Council clusters - County Councils - Government departments - General public 	<p>This measure will also aid in satisfying Article 5 Paragraph 3 of (EC) No 1828/2006 as local authorities and educational institutions will be involved in disseminating information to potential beneficiaries.</p>
<p>Conferences and Annual Major Information Activity</p>	<p>Over the course of the programming period conferences will be organised to attract a range of target groups including the general public and the media, to update them on the progress of both programmes. These conferences would rotate throughout the eligible region.</p> <p>Beneficiaries and other professional associations are likely to be invited to contribute to such conferences to discuss their experience of the progress of the programmes</p>	<ul style="list-style-type: none"> - Various media - Lead Beneficiaries - Projects - Potential applicants - Council clusters - County Councils 	<p>The SEUPB (with organisational responsibilities attributed to the Communications Team).</p>

	<p>and what the impact has been of the assistance of ERDF funding.</p> <p>Such conferences would also be considered as a major information activity as laid out in Article 7, Paragraph 2(b) of (EC) No 1828/2006. By inviting the media this would aid in increasing the general public's awareness of the progress of the operational programmes and the added value of the assistance of the Community at the national and regional level as laid out in Article 2.2 (b) of implementing regulation (EC) No.1828/2006.</p>	<ul style="list-style-type: none"> - NGOs - Professional bodies - Government departments - General public 	<p>Beneficiaries would also contribute.</p> <p>Other professional bodies as deemed appropriate would also offer insight, including NGOs and professional associations.</p>
Journalist briefings	<p>Between three and four journalist briefing sessions are planned for each year. These will take the form of breakfast meetings at which invited journalists will visit the SEUPB. They will receive briefing materials but also informal presentations on the objectives of the programmes and updates on landmark projects.</p> <p>The newsroom on the website: www.seupb.eu will be another depository of information which journalists can access. It will include press releases, print quality images, videos, biographies and contacts within the SEUPB.</p> <p>During the information roadshows it is planned to brief local newspaper journalists on the programmes.</p>	<ul style="list-style-type: none"> - Various media 	<p>The SEUPB Communications Team and the Media Relations Agency appointed to support services.</p>
Political briefings	<p>With the restoration of the Northern Ireland Assembly, a new emphasis is placed on keeping regional politicians informed on the progress and priorities of the programmes. MLAs, TDs, MEPs, MPs and MSPs within the eligible area will all receive briefing packs informing them of the success of the previous programmes but also updating them on the progress of the new programmes.</p> <p>Party spokespeople will also be invited to briefings by the SEUPB to update them on the progress of the implementation of the programmes.</p>	<ul style="list-style-type: none"> - Local and regional politicians 	<p>The SEUPB Communications Team shall organise this.</p> <p>Face-to-face delivery is likely to be at a senior management level.</p>
Site visits	<p>Site visits may be organised in conjunction with political and journalist briefings in order for them to get a true flavour of the implementation of the programmes and the added value of the assistance of the Community. This would also demonstrate the transparency with which funds are allocated</p>	<ul style="list-style-type: none"> - Local and regional politicians - Various Media 	<p>The SEUPB Communications Team.</p>
Training	<p>At least twice a year there will be publicity workshops for all beneficiaries. These</p>	<ul style="list-style-type: none"> - Actual beneficiaries 	<p>The SEUPB</p>

Publicity Workshops and Information and Publicity Guide	workshops will allow participants the opportunity to discuss the regulation requirements for publicity and information measures. In particular, Article 8 of implementing regulation (EC) No.1828/2006 All beneficiaries will receive a copy of the Information and Publicity Guide which the SEUPB will develop. The workshops will allow beneficiaries to share their experiences in publicising their projects and the assistance they have received from the European Union at the local and regional level as laid out in Article 2.2 (b) of implementing regulation (EC) No.1828/2006.	- Lead beneficiaries	Communications Team.
Corporate Days	The SEUPB will hold four Corporate Days a year to which all staff will be invited. Corporate Days allow staff to keep fully informed about the progress of the programmes. Guest speakers may also be invited to these Corporate Days to provide guidance on particular aspects of programme management.	- SEUPB staff	Each directorate of the SEUPB shall contribute to the Corporate Day
SEUPB Intranet	This will be a key tool in keeping the entire organisation updated with the progress of the implementation of the programmes. As the SEUPB performs the JTS and Certifying Authority functions of the programmes, the intranet will be an ideal way to keep all directorates informed. Monthly Senior Management Team meetings are held, which is crucial in ensuring that managerial staff are informed of the progress of other functions. Managers can then disseminate this information throughout their own directorates and teams.	- SEUPB staff	The SEUPB's Communication and IT Team will take overall responsibility with other departments contributing to their relevant section.
Publications	A range of publications for both programmes is planned. These include: - The Annual Report of the SEUPB (this will be published each year of the programming period and will include a summary of the activities of both programmes). - Your EU! – A quarterly magazine which will feature projects from both programmes, general programme information and news updates from Europe and the eligible area. This magazine is sent out to a range of stakeholders who are on an extensive mailing list. It is anticipated that recipients will be given the choice to receive the magazine in an electronic format. - An Information and Publicity Guide for all beneficiaries. This will be updated as necessary during the programming period.	- Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission - Committee Members	The SEUPB Communications Team would have overall responsibility for this. Feature writers commissioned to write for Your EU! would be responsible for

	<p>- Leaflets on each of the programmes and their priorities will be published to be used at a range of events. Such leaflets will be fairly generic so as to satisfy the information needs of a range of target groups.</p> <p>The Managing Authority will publish other publications throughout the programming period and the Communications Team will ensure that the appropriate recognition of the Community's financial contribution is properly recorded and that the publications are received by the relevant target groups. Any media opportunities attached to the publication of these documents will be exploited.</p>		gathering this information.
E-zine	<p>A monthly e-zine will be sent to all stakeholders highlighting two to three project stories. Stakeholders will have the opportunity to opt in or opt out of receiving the e-zine.</p> <p>This e-zine will be similar to the quarterly Your EU! but have a small number of articles. This will help to ensure that all stakeholders will feel that they are being engaged with about the programmes on an on-going basis.</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission - Committee Members 	<p>The SEUPB Communications Team would have overall responsibility for this.</p> <p>Feature writers commissioned to write for Your EU! would be responsible for gathering this information.</p>
Communications Network	<p>Currently the SEUPB is a member of the Northern Ireland Managing Authority Communications Network. This network plans to meet regularly to share good practice, but also discuss opportunities for joint activities such as the information roadshows and the briefing of local journalists which would maximise the potential to raise awareness of the Community's assistance.</p>	<ul style="list-style-type: none"> - The SEUPB and other Managing Authorities 	<p>The SEUPB and other Managing Authorities within Northern Ireland.</p>

4.3 Table of main measures for publicity activities

Measure	Strategy and content	Target group	Responsible bodies and other bodies aiding in implementation of measures
Programmes' Launch	With the significant political progress that has taken place in Northern Ireland in 2007, which included the creation of the Northern Ireland Taskforce headed up by Commissioner Danuta Hübner, an array of key stakeholders wish to be involved in the launch of these operational programmes. It is anticipated that Commissioner Hübner will be joined by Ministers from Ireland, Northern Ireland and Scotland to formally launch both programmes at a joint event in April 2008 in Northern Ireland. Such a high profile event is expected to achieve a high degree of positive media coverage at the national level as laid out in Article 2.2 (b) of implementing regulation (EC) No.1828/2006.	<ul style="list-style-type: none"> - Various Media - General Public - Regional politicians - Potential beneficiaries - Commission 	The SEUPB will receive guidance from its sponsor departments and the Commission on the nature of the launch.
Press Releases	Every month, three or four press releases based on project updates from both programmes will be sent to the appropriate media outlets in the eligible area. Feature writers for the Your EU! magazine will supply project stories on a continuous basis in a press release format. The Communications Team will assess the press release and issue it to the most suitable outlets. This should help to ensure that at the regional level, the programmes and assistance from the European Union is continually receiving positive media coverage in accordance with Article 2.2 (b) of implementing regulation (EC) No.1828/2006.	- Various media, local, regional and national	The SEUPB Communication Team will co-ordinate the issuing of press releases. Feature writers commissioned to write for Your EU! would be responsible for gathering this information.
Viral Marketing	Short, internet friendly videos will be created and uploaded onto the SEUPB website: www.seupb.eu . These videos can be downloaded from the website	- Potential Beneficiaries	The SEUPB Communication

	<p>and individuals are free to forward the videos onto others. These videos will be magazine pieces about projects but also clips on how to apply and advice on preparing applications.</p>	<ul style="list-style-type: none"> - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission 	<p>Team would co-ordinate this. A production company may be commissioned to edit and produce these short videos.</p>
<p>Radio and TV news features</p>	<p>By using the services of a public relations agency the SEUPB will identify newsworthy/ timely projects or programme updates and pitch these to regional broadcast outlets.</p> <p>This approach is preferable to broadcast advertising as retention of information by the viewer is greater within a news programme than an advertisement. Broadcast advertising is also an extremely expensive tool that rarely generates the desired results.</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	<p>The SEUPB Communication Team will co-ordinate this with retained media relations agency.</p>
<p>Print media</p>	<p>There is a high propensity for local papers in the eligible area to carry press releases from funded projects. The Information and Publicity Guide developed by the SEUPB for beneficiaries will encourage the beneficiaries to continue this approach.</p> <p>The Information and Publicity Guide will also make clear that all press releases must contain the appropriate reference to the European Union and the assistance that has been received. This helps to ensure that citizens are aware of the assistance of the European Union at the local level as laid out in Article 2.2 (b) of implementing regulation (EC) No.1828/2006.</p> <p>All projects and lead partners will be required to provide SEUPB with advance copies of proposed press releases. Lead partners will be required</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	<p>The SEUPB Communication Team will co-ordinate this.</p>

	<p>to ensure that project press releases comply with Article 2.2 (b) of implementing regulation (EC) No.1828/2006. SEUPB will ensure that lead partner press releases comply with the same regulation.</p> <p>As with regional TV and radio the SEUPB will identify newsworthy/ timely projects or programme updates and pitch these to regional newspaper outlets.</p>		
Public notices	<p>The announcements of openings and closures of calls for applications will not only appear on the SEUPB website: www.seupb.eu but will also appear in numerous regional daily newspapers in the eligible area. The newspapers have been chosen to reflect the widest possible range of readership in the eligible area. These publications include:</p> <p>Glasgow Herald Belfast Telegraph The News Letter The Irish News Irish Independent</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	The SEUPB Communication Team will co-ordinate this.
Advertorials	<p>When appropriate, advertorials may be inserted in certain publications. These are likely to be regional business magazines, which would give the opportunity to expand on details of the programmes. In publications such as these the readership is actively interested in the work of featured organisations. Three to four of these would be planned each year of the programming period in publications such as:</p> <ul style="list-style-type: none"> -Agenda NI; - Business Eye; and - The Parliament/Regional Review 	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - Industry professionals - Local politicians 	The SEUPB Communication Team will co-ordinate this.
Launches of	<p>Projects that have been identified as of strategic importance will be launched with heightened media activity. Ministers for both sponsor</p>	<ul style="list-style-type: none"> - Potential 	The SEUPB Communication

major projects	departments have expressed an interest in participating in the launch of identified projects which best exemplify the objectives of the programmes. These launches are likely to include speeches from Ministers and excellent photo opportunities. Commission representatives will be invited to these launches as appropriate. This would help to ensure that any media coverage is explicit about the added value of the assistance from the Community and would ensure publicity at the national and regional level in accordance to Article 2.2 (b) of implementing regulation (EC) No.1828/2006. Media invites will be issued for these events. As projects are put to Steering Committees they will be earmarked as potential major launches.	Beneficiaries - Actual Beneficiaries - The general public - Various media - Local politicians - Commission	Team will co-ordinate this. They will liaise with the JTS about possible major projects and discuss with sponsor departments and Commission about their presence.
Media Training	Media Training has already been undertaken by some managerial members of staff. By ensuring that a range of staff are trained in speaking and dealing with the media this will ensure that all spokespeople will be able to deliver the communication plans key messages effectively and aid in minimising any negative media attention that may arise. Qualified broadcast and media professionals will deliver this training on an ongoing basis. It is anticipated that media training will also be provided for lead partners to ensure consistency in messaging when describing the support of the European Union.	- SEUPB staff	The SEUPB Communication Team will co-ordinate this.
Issues and Crisis Management	Following on from the media training, procedures will be developed for instances requiring issues/crisis management. From experience of managing the previous programmes it can be assessed where negative press may arise. Holding statements and lines to take have been created to ensure that the Communications Team can respond strongly and robustly to any negative media coverage.	- SEUPB staff	The SEUPB Communication Team will co-ordinate this.
Publicity and Promotional Materials	From experience, the SEUPB has found that USB sticks with uploaded documents are extremely effective promotional tools. Not only are they easy to brand – ensuring that European Union assistance is recognised, they are in fact a cost effective and environmentally friendly way to give information and documentation. They are also much more useful for the end user as	- Potential Beneficiaries - Actual Beneficiaries	The SEUPB Communication Team will co-ordinate this.

	<p>opposed to many other commemorative tokens.</p> <p>Other promotional materials will be commissioned on a more ad-hoc basis to suit the target group. For example, if the decision is made to partake in a schools' convention on Europe, promotional materials may be more youth orientated, including European Union flags or wristbands for example.</p>	<ul style="list-style-type: none"> - The general public - Journalists - Local politicians - Students and researchers - Committee Members 	
Attendance and participation at other events	<p>Over the programming period it may be deemed suitable to participate in other events and conferences.</p> <p>The programmes are likely to have a strong presence at the Opportunities Europe Fair, held every year in Belfast and organised by the Commission office in Northern Ireland. Other conferences which are relevant to the priorities of the programmes would warrant participation. For PEACE III for example there may be an event evaluating peace and reconciliation in Northern Ireland. It would be prudent to participate in this as it would aid in highlighting at a national level the contribution the Community has made to a peaceful and stable society in Northern Ireland.</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Various media - Commission - Educational Institutions - NGOs - Industry professionals - Local politicians 	<p>The SEUPB Communication Team will co-ordinate this.</p> <p>It is likely that senior management within the SEUPB would deliver presentations relevant to their expertise.</p>
Closure of the programmes	<p>Both programmes will have an event to officially mark their closure. This event will be used to generate a high degree of media interest at the national level.</p>	<ul style="list-style-type: none"> - Actual Beneficiaries - The general public 	<p>The SEUPB Communication Team will co-ordinate this.</p>

		<ul style="list-style-type: none"> - Various media - Commission - Local politicians 	
Flying of the Flag of the European Union on the week of 9 May every year at the SEUPB with other events to celebrate the week	<p>Each year of the programming period the flag of the European Union will be flown from 9 May for one week outside the SEUPB offices in accordance with Article 7.2(C) of implementing regulation (EC) 1828/2006.</p> <p>Other celebratory events will be organised to coincide with this measure to mark Europe Day.</p>	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Various media - Commission 	<p>The SEUPB Communication Team will co-ordinate this.</p>

4.4 Table of the main measures for evaluation activities

Measure	Strategy and content	Responsible bodies and other bodies aiding in implementation of measures
Stakeholder surveys	<p>In 2007 Benchmarking Surveys were undertaken to determine a baseline for awareness of the programmes in the general public. These surveys will continue on an annual basis during the course of the programming period. The questions posed may be adapted to reflect the maturity of the programmes. They will aid in monitoring the success of particular publicity measures as well as a gauge of any increase in the general public's awareness of the added value of the assistance of the Community.</p>	<p>The SEUPB Communication Team will co-ordinate this.</p>

Web analysis	Google analytics will be employed to record hits on the website and highlight pages of particular interest. This will also indicate the frequency of downloads from the site. Periods of high traffic can be related to particular publicity and information measures and enable the SEUPB to determine their success.	The SEUPB Communication and IT Teams will co-ordinate this.
Media Monitoring	The Communications Team will be using the services of a media monitoring provider to monitor and evaluate coverage in broadcast, print and on-line media within the entire eligible area: Northern Ireland, Ireland and Western Scotland.	The SEUPB Communication Team will co-ordinate this through the of the media monitoring service provider
Evaluation Forms (events)	At all events undertaken by the SEUPB, evaluation forms will be given to delegates so that they may give feedback on their experience of the event.	The SEUPB Communication Team will co-ordinate this.
Feedback options: Website, E-zine, Your EU!	All of these measures will be evaluated on an ongoing basis through an email feedback facility: feedback@seupb.eu to which readers and recipients are encouraged to post their opinions. Over the course of the programming period the SEUPB will also include surveys within all these tools and include incentives for participants to provide feedback.	The SEUPB Communication Team will co-ordinate this.
Review of the Communication Plans of applicants	All applications that will be presented to Steering Committees must first have their communication plan evaluated by the SEUPB Communication Team. The Communication Team will verify whether or not the plan satisfies all legislation and requirements and is deemed suitable to proceed to Steering Committees.	The SEUPB Communication Team will co-ordinate this.

5.0 Indicative budget for publicity and information activities for PEACE III and INTERREG IVA (Northern Ireland, Border Region of Ireland and Western Scotland) - this section relates to Article 2.2 (c) of implementing regulation (EC) No.1828/2006.

The Communications Team has been allocated an indicative budget of €4,000,000.00 for both programmes for publicity and information measures during the programming period. This budget may be subject to change during the course of the programmes.

5.1 Table of indicative budget

Activities	2007	2008	2009	2010	2011	2012	2013
Information measures:	10,000	300,000	220,000	260,000	220,000	220,000	250,000
Website: www.seupb.eu	5,000	100,000	30,000	45,000	30,000	30,000	35,000
Two way communication: E-mail Meetings Phone-calls Briefings	1,000	3,000	3,000	3,000	3,000	3,000	3,000
Information Roadshows		35,000	35,000	40,000	35,000	35,000	35,000
Conferences		30,000	35,000	45,000	35,000	35,000	40,000
Journalist briefings		4,000	4,000	6,000	4,000	4,000	5,000
Political briefings		4,000	4,000	6,000	4,000	4,000	5,000
Site visits		4,000	4,000	6,000	4,000	4,000	5,000
Training Publicity Workshops and Information and Publicity Guide		20,000	15,000	25,000	15,000	15,000	20,000
Corporate Days		4,000	4,000	4,000	4,000	4,000	4,000

SEUPB Intranet		20,000	20,000	20,000	20,000	20,000	20,000
Publications	4,000	68,000	58,000	75,000	58,000	58,000	70,000
E-zine		6,000	6,000	6,000	6,000	6,000	6,000
Communications Network		2,000	2,000	3,000	2,000	2,000	2,000
Publicity measures:	10,000	350,000	280,000	320,000	250,000	250,000	310,000
Programmes' Launch	-	25,000	-	-	-	-	-
Press Releases	2,000	20,000	20,000	20,000	20,000	20,000	20,000
Viral Marketing		40,000	35,000	35,000	30,000	30,000	36,000
Radio and TV news features		30,000	30,000	30,000	30,000	30,000	30,000
Print media		30,000	25,000	28,000	20,000	20,000	28,000
Public notices	3,000	27,000	26,000	29,000	25,000	25,000	27,000
Advertorials	2,000	36,000	36,000	40,000	34,000	36,000	29,000
Launches of major projects		16,000	12,000	19,000	10,000	8,000	-
Media Training		12,000	8,000	6,000	4,000	4,000	4,000
Issues and Crisis Management	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Publicity and Promotional Materials		50,000	35,000	50,000	30,000	31,000	29,000
Attendance and participation at other events		57,000	46,000	56,000	40,000	39,000	40,000
Closure of the Programmes	-	-	-	-	-	-	60,000
Flying of the Flag of the European Union on the week of 9 May every year at the SEUPB (and other support activities).	-	5,000	5,000	5,000	5,000	5,000	5,000
Evaluation of information and publicity activities:	8,000	60,000	55,000	85,000	55,000	55,000	85,000
Stakeholder surveys	8,000	30,000	30,000	30,000	25,000	30,000	30,000
Web analysis		15,000	11,000	15,000	12,000	15,000	15,000

Media Monitoring		15,000	12,000	15,000	12,000	15,000	15,000
Evaluation Forms (events)		1,000	1,000	1,000	1,000	1,000	1,000
Feedback options: Website, E-zine, Your EU!		1,000	1,000	1,000	1,000	1,000	1,000
Review of the Communication Plans of applicants	-	-	-	-	-	-	-
Contingency	0	62,000	50,000	60,000	51,000	62,000	62,000
Totals (Euro)	28,000	772,000	605,000	725,000	571,000	587,000	707,000
Final Total	€4,000,000						

6.0 Management and responsibilities for implementation - this section relates to Article 2.2 (a-d), Article 4, Article 8 and Article 9 of implementing regulation (EC) No.1828/2006.

6.1 Overview

The SEUPB as Managing Authority for the two operational programmes, INTERREG IVA (Northern Ireland, Border Region of Ireland and Western Scotland) and Peace III (Northern Ireland and the Border Region of Ireland) has overall responsibility for the management and implementation of publicity and information measures related to the programmes.

In the previous programming period, a large number of implementing bodies were designated roles in the implementation and monitoring of publicity and information activities. Whilst much positive publicity and media coverage was generated at the project level during this period, some projects were more successful than others in achieving positive media coverage. In order to ensure that the objectives of the communication plan are met, the SEUPB is taking a more direct role in the implementation and monitoring of publicity and information measures.

One implementing body remains; a consortium of Border Action and Community Relations Council (CRC) who are tasked with the implementation of one theme of Priority 1 of the PEACE III Programme: 1.2 Acknowledging the Past. The Implementing Body is responsible for overseeing publicity and information activities under this theme and reporting back to the Managing Authority.

The Communications Team within the Managing Authority is directly responsible for the preparation of the communication plan. The Communication Team also has overall responsibility for the implementation of the plan.

The Communication Team comprises of:

- Communications Manager
- Communications Officer

- Administrative Assistant

This team will implement and monitor all activities relevant to the plan. The team will also ensure that measures within the plan comply with legislation and requirements as set out by the European Commission and member states. It is also the responsibility of this team to encourage the development and participation in networks to share experience and ideas in the implementation of the communication plan.

In accordance with Article 9 of implementing regulation (EC) 1828/2006 the Communications Team will inform all individuals who undertake publicity and information measures aimed at beneficiaries, potential beneficiaries and the public of the technical requirements for the operation including:

- The inclusion of the emblem of the European Union and reference to the European Union. The graphic standards will be laid out in the Information and Publicity Guide created by the SEUPB for all lead partners.
- A reference to the ERDF: European Regional Development Fund
- The inclusion of the statement: Investing in your future.

In accordance with Article 4 of implementing regulation (EC) No.1828/2006 the Communications Team will report to the PEACE III and INTERREG IVA Monitoring Committees of the progress of the communication plan and its implementation. The Monitoring Committees will receive details of information and publicity measures which have been carried and what communication measures have been used. Examples of these activities as well as details of evaluation of activities will be given to the Monitoring Committees to review. The Monitoring Committee will also be able to make recommendations in the implementation of the communication plan and advise on any changes.

6.2 Additional support in the implementation of the communication plan

The scope of this strategy requires a range of additional contracted skills to be employed in its delivery. This will provide a pool of talent from which the most appropriate resource can be drawn for the delivery of the communication plan. A range of service providers are to be used in the delivery of this communication plan and include the following:

- A retained public relations consultancy which is employed to provide a media relations management and public affairs role, primarily within Northern Ireland and the Border Region of Ireland.
- A graphic design company which would design programme material and documents..
- A retained photographer who is commissioned to take and distribute photographs to the media and designers.
- A retained features writer to maintain a range of articles on the programmes and projects. This would be used on the web and in programme publications and documents.
- An events company to aid in the co-ordination and implementation of programme events. This would include launches, information roadshows and celebration events.
- A media monitoring company to monitor and evaluate all media coverage of the programmes in the eligible area.

6.3 The Managing Authority's responsibilities

Below is an overview of the activities which the Communications Team plans to undertake in implementing the communication plan:

- The review of the communication plans of applicants.
- The management of publicity and information workshops for beneficiaries.
- To provide support and guidance to all potential beneficiaries and actual beneficiaries with regards to information and publicity requirements.
- The assessment of publicity and information activities implemented by lead partners as stipulated in their communication plan.
- Informing potential beneficiaries through a range of measures of the conditions of eligibility, the application process and the criteria for selecting operations.
- Liaising with and supporting the implementing bodies in publicity and information activities.

- Developing local networks in the sharing of experiences of information and publicity measures. This would also include the participation in any national or European wide network established to share experience and good practice.
- The maintenance and updating of the programmes' website: www.seupb.eu
- Ensuring a list of all beneficiaries, including project title and allocated funding is published on the above website. The existence of this list will be promoted using various publicity measures and all beneficiaries will be informed that an acceptance of funding means agreement to appearing on this list.
- The development and updating of holding statements and crisis management activities in the event of negative media coverage related to the programmes.
- Facilitating press office coverage for the programmes.
- Issuing annually 20 proactive press releases related to both the programmes.
- The organising of information roadshows, conferences and celebrating success events related to the programmes. These are target group specific (see target groups section).
- The organising and implementation of a major launch and closing activity for both operational programmes.
- The development and use of social media tools to promote the programmes, including blogs and viral marketing.
- The co-ordination of media activities, including regional television news features, journalist briefings and advertising activities.
- The management of production and design of documents related to the programmes. These include annual reports, flyers, information leaflets, evaluation documents, programme magazines and reports.
- The management of production and design of other publicity collateral. This would include USB sticks with PDFs of programme documents.
- The inclusion of examples of information and publicity measures carried out according to the communication plan in each annual report for the programmes.
- Ensuring through the use of a professional photographer that a bank of images is available for publicity purposes for the programmes.
- The management of one annual major information activity for each programme as stipulated by Article 7.2 (b) of implementing regulation (EC) No.1828/2006..

- The continuous review and monitoring of all information and publicity activities and making recommendations or amendments as necessary.
- A detailed assessment of publicity and information activities will be included in 2010 and the final Annual Implementation Report for each programme. This assessment will detail the success in information and publicity measures in increasing the visibility and awareness of the programmes and the added value of the assistance of the Community.
- The flying of the flag of the European Union outside the office of the SEUPB for one week commencing 9 May of each year of the programming period as stipulated by Article 7.2 (c) of implementing regulation (EC) No.1828/2006..
- The reporting to the Monitoring Committees of the operational programmes of the progress of the implementation of the communication plan. This would include examples of publicity and information measures undertaken and where applicable, how these measures were evaluated as stipulated by Article 4 of implementing regulation (EC) No.1828/2006.

6.4 The Implementing Body's responsibilities

The Implementing Body has certain responsibilities with regards to publicity and information measures related to the communication plan. In summary these are:

- Nominating one individual who has responsibility for all publicity and information measures undertaken within the theme of Priority 1 of the PEACE III Programme: 1.2 Acknowledging the Past.
- This individual must attend all Communication Network meetings held by the Special EU Programmes Body.
- The Implementing Bodies must attend and participate in information and publicity workshops held by the Special EU Programmes Body as requested.
- The Implementing Bodies must attend and participate in all roadshows targeted at potential beneficiaries undertaken by the Special EU Programmes Body.
- All publicity and information measures undertaken by the Implementing Bodies must first be verified by the Communications Team in the Managing Authority.
- All press releases issued by the Implementing Bodies related to PEACE III must first be verified by the Communications Team in the Managing Authority.

- The Implementing Bodies will be required to maintain a log of all media enquiries and the responses provided.
- The Implementing Bodies will be required to assess the compliance of the communication plans and budgets of all applications for funding against a checklist provided by the Managing Authority.

6.5 The Lead Partners' responsibilities

As part of the application process, all applicants must submit a communication plan. The Communication Team will provide comments on the suitability of the plan and the proposed budget for information and publicity before the communication plan is submitted to the relevant Steering Committee. The purpose of the inclusion of the communication plan in an application and its review before consideration by the Steering Committee is to ensure that the planned publicity and information activities of the operation are appropriate to the size of the operation and that the budget specified for the delivery of these activities is realistic. The lead partner has been designated the responsibility of ensuring that all operations adhere to these requirements. Some basic requirements have been stipulated by the Managing Authority for beneficiaries.

- All projects must identify at least one member of staff with responsibility for all publicity and information activities (we shall refer to this person as the Communications Lead).
- Any document, including any attendance or certificate, concerning such an operation shall include a statement to the effect that the operational programme was co-financed by the ERDF as laid out in Article 8.4 of implementing regulation 1828/2006.
- On at least three separate occasions, press releases must be issued by each project over the life of the project.
- At least one regularly updated webpage per project, ideally hosted on the website of the Lead Partner or equivalent, must be developed. Websites/pages must include the correct use of logos as stipulated by the Managing Authority (SEUPB). There must also be a link to the SEUPB website on these pages: www.seupb.eu.
- A proportionate and appropriate media event/publicity opportunity to mark both the commencement and closure of all projects must be arranged.

- Each Lead Partner's Communications Lead must attend all Communication Network meetings held by the Special EU Programmes Body.
- Communications Leads must also attend at least one communication and publicity workshop held by the Special EU Programmes Body.
- The Lead Partner must distribute a newsletter/e-zine with updates of the progress of projects and key events at least twice a year to identified stakeholders.
- The Lead Partner must use appropriate publicity and information measures to ensure that those taking part in the operation are aware of the ERDF funding received. This is in accordance with Article 8.4 of implementing regulation of 1828/2006.
- Following a stakeholder analysis the Communications Lead must submit to the SEUPB a report on the range of measures to be undertaken to communicate with all identified stakeholders and target groups.
- Communications Leads must submit to the SEUPB on a bi-annual basis a report which demonstrates and *evaluates* all publicity and information undertaken. This would indicate
 - i. how projects have met eligibility criteria with specific reference to the acknowledgment of EU contributions
 - ii. the range of information and publicity measures undertaken to communicate with all identified stakeholders.
- Any infrastructure or construction project with total contributions from ERDF exceeding €500,000 must erect a billboard during the implementation of the project. The requirements for the billboard are stipulated by the Special EU Programmes Body to comply with Articles 8 and 9 of implementing regulation (EC) 1828/2006.
- Any project with total ERDF contributions exceeding €500,000 and involving infrastructure, construction or the purchase of a physical object must also erect a permanent explanatory plaque within six months of completion of the project. The requirements for this plaque are stipulated by the Special EU Programmes Body to comply with Articles 8 and 9 of implementing regulation (EC) 1828/2006.

7.0 Evaluation - this section relates to Article 2.2 (e) of implementing regulation (EC) No.1828/2006.

7.1 Introduction

The SEUPB will be using a variety of tools in order to evaluate publicity and information measures in terms of visibility and awareness of both the operational programmes and the role played by the Community. . These include:

- Annual stakeholder surveys undertaken by independent research bodies;
- Web analysis tools such as Google Analytics;
- Media monitoring and evaluation undertaken by a specialist agency;
- The use of evaluation forms at events such as launches, roadshows and conferences; and
- Feedback forums and facilities such as: feedback@seupb.eu at which all target groups are free to send their opinions.

The SEUPB Communications Team must report at every meeting of the Monitoring Committees of both PEACE III and INTERREG IVA on the progress of the implementation of the communication plan as stipulated in Article 4 of implementing regulation (EC) No.1828/2006.. The Monitoring Committees will gauge this progress in line with the indicators as set out in this section.

In order for measures to be evaluated against the objectives of the communication plan, each objective has been assigned impact indicators and targets. If the targets of the objectives are not achieved then the measures can be re-evaluated. Some measure would then be altered to ensure successful delivery of the objectives. Target values have been ascertained following the benchmarking research which the SEUPB undertook in 2007 and internal monitoring of activities.

7.2 Table of objectives of communication plan with impact indicators

Objectives	Impact indicator	Initial value	Target value
- To bring the programmes to the attention of citizens and amongst the wider mass media.	- Increased understanding of the implementation and priorities of the programmes -Positive media coverage generated from press releases downloaded by journalists	Citizens' awareness of: PEACE (19%) INTERREG (5%)	Citizens' awareness of: PEACE (33%) INTERREG (20%)
- To increase all citizens' awareness of the added value of the assistance of the European Union to all levels of society.	- Increased awareness of the added value of the assistance of the Community by the general public -Positive media coverage generated from press releases downloaded by journalists	Awareness of the assistance of European Union (9%)	Awareness of the assistance of European Union (40%)
- To keep all internal and external stakeholders informed of, and engaged with, the implementation and delivery of the programmes.	- Fewer queries to the SEUPB about the implementation of the programmes	Satisfaction of stakeholders with the work of the SEUPB (84%)	Satisfaction of stakeholders with the work of the SEUPB (100%)
- To ensure that all programme administration and management activities incorporate good communication practice.	- The SEUPB and in turn the Community is seen as open and transparent. - Increased support for the programmes across political spectrum.	Questions to be added to stakeholder survey to achieve baseline figure.	By end of programming period at least 60% of stakeholders believing the SEUPB and the Community is seen as open and transparent.
- To promote the use of clear and consistent communication measures by all internal and external stakeholders	- Increased understanding by all staff of the progress and implementation of programmes - Staff able to be true ambassadors for the programmes and of the added value of the assistance of the Community - Staff feel an increase in worth and value as they feel informed and engaged	Questions to be added to staff survey	By end of programming period at least 80% of staff feel able to be true ambassadors of programmes.

	- Degree of positive media coverage which refers to the added value of the assistance of the Community	Baseline to be ascertained.	At least 80% of all media coverage about programmes can be deemed as positive.
- To promote the funding opportunities available through the programmes to all potential beneficiaries.	- Number of applications received from attendees who are eligible to apply - Fewer queries and applications from those who are ineligible for funding	At February 2008 approximately	95% of applications received over life of the programme are eligible for funding. Zero follow up queries from attendees who attended roadshows
- To support potential beneficiaries in the development of their applications.	- Number of applications received from attendees who are eligible to apply - Fewer queries and applications from those who are ineligible for funding	Baseline to be ascertained.	95% of applications received over life of the programme are eligible for funding.
- To support actual beneficiaries in their communication activities to ensure the successful delivery of their projects.	- Degree of positive media coverage which refers to the added value of the assistance of the Community - Communications leads who are highly skilled to undertake the	Baseline to be ascertained.	At least 10 items featured in local and national media every month which have been generated by projects and refer to the assistance of the Community. 100% of all Communication Leads receive media training.
- To manage expectations about the types of beneficiaries for these programmes in comparison to the last programme.	- Number of applications received from attendees who are eligible to apply - Fewer queries and applications from those who are ineligible for funding	Baseline to be ascertained.	95% of applications received over life of the programme are eligible for funding.
- To ensure all	- Degree of positive media	Baseline to be	100% of all

<p>beneficiaries are aware of the assistance provided by the European Regional Development Fund.</p>	<p>coverage which refers to the added value of the assistance of the Community</p> <ul style="list-style-type: none"> - Increased understanding of the implementation and priorities of the programmes 	<p>ascertained.</p>	<p>information and publicity measures has due reference to the assistance provided by the European Regional Development Fund.</p>
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7.3 Overview of tables

The tables below outline how all measures will be assessed according to indicators and which tools will be used to undertake this assessment.

Please note that input indicators have not been included. As input indicators refer to financial indicators it is difficult at this stage to include these. An indicative budget has been included in this communication plan based on the Technical Assistance available for publicity and information activities for both programmes. The Communication Team will monitor expenditure on publicity and information measures on a monthly basis.

7.4 Information measures

Measure	Target group	Output indicators	Result indicators	Impact indicators	Quality indicators	Tools used to evaluate impact and quality of measures.	Targets
Website: www.seupb.eu	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission - Committee 	<ul style="list-style-type: none"> - Number of pages created - Number of interactive facilities made available, RSS feeds, videos, blogs 	<ul style="list-style-type: none"> - Unique visits per month - Downloads from sites - Frequency of videos and blogs viewed by unique visitors - Frequency of press releases downloaded. 	<ul style="list-style-type: none"> - Increased understanding of the implementation and priorities of the programmes - Increased awareness of the added value of the assistance of the Community by the general 	<ul style="list-style-type: none"> - Attractiveness of site - Adheres to regulations for accessibility language - Positive comments received from visitors - Simple navigation - Good balance of text, images and AV features. 	<ul style="list-style-type: none"> - Stakeholder survey - Google analytics - Monitoring of calls and e-mails received by the SEUPB - Media monitoring and evaluation 	400 hits per day

	members			public -Positive media coverage generated from press releases downloaded by journalists			
Two way communication <ul style="list-style-type: none"> • E-mail • Meetings • Phone-calls • Briefings 	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public (on occasions) - Journalists - Local politicians - Commission - Committee Members 	<ul style="list-style-type: none"> - Number of calls received -Number of e-mails received - Number of briefings and meetings requested 	<ul style="list-style-type: none"> - Number of calls and queries answered -Number of e-mails answered - Number of briefings and meetings organised and attended 	<ul style="list-style-type: none"> - Increased understanding of the implementation and priorities of the programmes - The SEUPB and in turn the Community is seen as open and transparent. 	<ul style="list-style-type: none"> - Attitude of person making and receiving query - Time taken to answer query - Number of complaints received 	<ul style="list-style-type: none"> -Stakeholder survey - Monitoring of queries received and answered 	<ul style="list-style-type: none"> All queries replied to in full in 14 working days Less than 5 amount of complaints received a month Satisfaction levels – 100%
Information Roadshows	<ul style="list-style-type: none"> - Various media - Lead Beneficiaries - Projects - Potential applicants - Council clusters - County Councils 	<ul style="list-style-type: none"> - Number of participants invited - Number of roadshows undertaken - Number of journalists invited to be briefed - Number of 	<ul style="list-style-type: none"> - Number of participants actually attending - Number of journalists who attend - Number of speakers who are willing to do so 	<ul style="list-style-type: none"> - Number of applications received from attendees who are eligible to apply - Degree of positive media coverage which refers to the added value of the 	<ul style="list-style-type: none"> - Quality of the venue - Quality of presentations and speakers, including clarity - The efficient organisation of the event - The availability of support material 	<ul style="list-style-type: none"> - Monitoring of applications received by the SEUPB - Media monitoring and evaluation - Feedback forms given to attendees 	<ul style="list-style-type: none"> At least 90% of attendees give each roadshow an overall satisfaction rating of very good. At least two articles in local press about each roadshow. Nil ineligible applications

	<ul style="list-style-type: none"> - Government departments - General public 	<ul style="list-style-type: none"> workshops undertaken - Number of people invited to speak 	<ul style="list-style-type: none"> - Number of questions/topics covered - Number of press articles on the event 	<ul style="list-style-type: none"> assistance of the Community - Increased awareness of the added value of the assistance of the Community by the general public - Fewer queries and applications from those who are ineligible for funding 	<ul style="list-style-type: none"> and publications - Accessibility of the roadshow - The suitability of the timing of the roadshow - Environmentally sustainable 		<ul style="list-style-type: none"> received from those who attended Information Roadshows. At least 90% of population of both eligible areas will have a roadshow within a fifty mile radius of their home.
Conferences	<ul style="list-style-type: none"> - Various media - Lead Beneficiaries - Projects - Potential applicants - Council clusters - County Councils - NGOs - Professional bodies - Government 	<ul style="list-style-type: none"> - Number of participants invited - Number of journalists invited to be briefed - Number of workshops undertaken - Number of people invited to speak 	<ul style="list-style-type: none"> - Number of participants actually attending - Number of journalists who attend - Number of speakers who are willing to do so - Number of questions/topics covered - Number of press articles 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community - Fewer queries and applications from those who are ineligible for funding 	<ul style="list-style-type: none"> - Quality of the venue - Quality of presentations and speakers, including clarity - The availability of support material and publications - Accessibility of the conference - The suitability of the timing of the conference - Environmentally sustainable 	<ul style="list-style-type: none"> - Monitoring of applications received by the SEUPB - Media monitoring and evaluation - Feedback forms given to attendees 	<ul style="list-style-type: none"> At least 90% of attendees give each conference an overall satisfaction rating of 80% At least two items in local press about each conference. At least one item in national media after each conference. At least 75% of all registered attend

	departments - General public		on the event		- The assistance of the Community receives a high profile		each conference.
Journalist briefings	- Various Media	- Number of journalists invited - Number of briefings organised - The area covered in eligible area by journalists invited	- Number of journalists who attend - Number of articles in media about programmes following briefings	- Degree of positive media coverage which refers to the added value of the assistance of the Community - Journalists approach the SEUPB for more project stories - Fewer negative media stories about programmes and Community assistance.	- High attendance of well renowned journalists - Positive feedback from journalists who attended - The assistance of the Community receives a high profile	- Media monitoring and evaluation - Monitoring of the number of media queries	At least one positive article per journalist following each briefing. At least 50% attendance of all invitees. At least 10% of all briefed journalists write proactively and positively of the programmes over the life of the programmes.
Political briefings	- Local and regional politicians	- Number of political representatives invited - Number of briefings organised - The area	- Number of political representatives who attend - Number of political queries to the SEUPB - Number of	- Degree of positive media coverage which refers to the added value of the assistance of the Community - Percentage of	- High attendance of high profile politicians - Positive feedback from politicians who attended - The assistance of the Community	- Media monitoring and evaluation - Monitoring of queries received by political representatives - Stakeholder survey	At least 80% attendance of all invitees. At least 90% of all political representatives publicly support the programmes following their

		covered in eligible area by politicians invited	press articles in which politicians refer to the programmes	political representatives briefed who speak positively of the programmes and the assistance of the Community in political circles and the media. - Increased support for the programmes across political spectrum. - Fewer queries from politicians about progress and implementation of programmes.	receives a high profile		briefings.
Site visits	- Local and regional politicians - Various Media	- Number of site visits organised - Number of individuals invited to attend	- Number of site visits actually undertaken - Number of individuals who attend - Number of articles from journalists who	- Degree of positive media coverage which refers to the added value of the assistance of the Community - Journalists	- High attendance of high profile politicians and journalists - Positive feedback from politicians and journalists who attended - The assistance of	- Media monitoring and evaluation - Monitoring of queries received by political representatives - Stakeholder survey	At least 80% attendance of all invitees. At least two positive features in local and regional media following each site visit.

			<ul style="list-style-type: none"> - attended the visit - Number of press articles in which politicians refer to the programmes and projects 	<ul style="list-style-type: none"> - approach the SEUPB to feature other projects - Percentage of political representatives briefed who speak positively of the programmes and the assistance of the Community in political circles and the media. - Increased support for the programmes across political spectrum. - Fewer queries from politicians about progress and implementation of programmes. 	<ul style="list-style-type: none"> - the Community receives a high profile 		<ul style="list-style-type: none"> - All reasonable requests for site visits are accommodated.
Training Publicity Workshops; Information and Publicity Guide	<ul style="list-style-type: none"> - Actual beneficiaries - Lead beneficiaries 	<ul style="list-style-type: none"> - Number of beneficiaries invited - Number of 	<ul style="list-style-type: none"> - Amount of publicity generated by beneficiaries 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to 	<ul style="list-style-type: none"> - High retention of attendees - Positive feedback from attendees 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Review of projects communication 	<ul style="list-style-type: none"> - At least 90% attendance of all invitees. - At least 90% of

		guides produced	that adheres to EC regulations - The amount of press releases issued by projects	the added value of the assistance of the Community	- High degree of interaction by attendees - The assistance of the Community receives a high profile	plans and updates of communication activities - Feedback forms given to attendees	attendees give each conference an overall satisfaction rating of 80% At least six meetings of the network are held every year. All activities carried out by projects comply with regulations.
Corporate Days	- SEUPB staff	- Number of presentations - Number of activities arranged - Number of staff asked to attend	- Number of staff who participate in presentations and activities - Number of staff who attend	- Increased understanding by all staff of the progress and implementation of programmes - Staff able to be true ambassadors for the programmes and of the added value of the assistance of the Community - Staff feel an increase in worth and	- Positive feedback from attendees - High degree of interaction by attendees	- Feedback forms given to attendees - Annual staff satisfaction survey	At least 95% attendance of all invitees. At least 90% of attendees give each conference an overall satisfaction rating of 80% At least 80% of would speak highly of programmes if asked.

				value as they feel informed and engaged			
SEUPB Intranet	- SEUPB staff	- Number of pages created - Number of facilities available	- Number of unique visits per month - Number of staff who view pages relevant to other parts of the organisation	- Increased understanding by all staff of the progress and implementation of programmes - Staff able to be true ambassadors for the programmes and of the added value of the assistance of the Community - Staff feel an increase in worth and value as they feel informed and engaged	- Attractiveness of site - Adheres to regulations for accessibility language - Positive comments received from staff - Simple navigation - Increased levels of productivity as tasks can be done online	- Feedback forms given to attendees - Annual staff satisfaction survey	At least 90% of staff give intranet an overall satisfaction rating of 80% At least 95% of staff would know exactly where to find the correct information on programmes within the intranet site.
Publications	- Potential Beneficiaries - Actual Beneficiaries - The general public	- Number of publications produced - Number of publications distributed	- Number of publications read - Level of interest of recipient after reading	- Degree of positive media coverage which refers to the added value of the assistance of	- Attractiveness of the design - Adherence to accessibility regulations - Plain English	- Media monitoring and evaluation - Monitoring of queries received by journalists, political representatives, students and	At least 85% of all publications printed are distributed as appropriate. At least 95% of stakeholders

	<ul style="list-style-type: none"> - Journalists - Local politicians - Students and researchers - Commission - Committee Members 		<ul style="list-style-type: none"> - the publication 	<ul style="list-style-type: none"> - the Community - Increased awareness of the added value of the assistance of the Community by the general public - Fewer applications received by those who are ineligible to apply - Fewer queries to the SEUPB as answers can be found in publication 	<ul style="list-style-type: none"> - Appropriate balance between text and imagery - Downloadable from website - Appropriate print-run - Environmentally sustainable - The assistance of the Community receives a high profile 	<ul style="list-style-type: none"> - potential beneficiaries - Stakeholder survey 	<p>satisfied with the information they receive from the SEUPB.</p> <p>All publications will be printed on sustainable resources.</p> <p>Alternative formats will be provided for all publications upon request.</p>
E-zine	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission 	<ul style="list-style-type: none"> - Number of e-zines distributed 	<ul style="list-style-type: none"> - Number of e-zines read - Level of interest of recipient after reading the e-zine 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community - Increased awareness of the added value of the assistance of 	<ul style="list-style-type: none"> - Attractiveness of the design - Adherence to accessibility regulations - Plain English - Appropriate balance between text and imagery - Ability of recipients to opt out 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Monitoring of queries received by journalists, political representatives, students and potential beneficiaries - Stakeholder survey 	<p>At least 90% of all feedback forms received speak positively of the e-zine.</p> <p>All editions of the e-zine must be web compliant.</p>

	- Committee Members			<ul style="list-style-type: none"> - the Community by the general public - Fewer applications received by those who are ineligible to apply - Fewer queries to the SEUPB as answers can be found in e-zine 	- The assistance of the Community receives a high profile		
Communications Network	- The SEUPB and other Managing Authorities	<ul style="list-style-type: none"> - Number of meetings organised - Number of people invited 	- Number of actual attendees	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public by 	<ul style="list-style-type: none"> - Positive feedback from attendees - High degree of interaction by attendees 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	100% meetings attended by the SEUPB.

				working in conjunction with other Managing Authorities. - More effective publicity and information activities undertaken throughout the programming period as good practice is shared.			
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7.5 Publicity measures

Measure	Target Group	Output Indicators	Result Indicators	Impact Indicators	Quality Indicators	Tools used to evaluate impact	Targets
Launch of Programmes	<ul style="list-style-type: none"> - Various media - General public - Regional politicians - Potential beneficiaries - Commission 	<ul style="list-style-type: none"> - Number of people invited - Number of journalists invited - Number of presentations planned -Number of VIPs 	<ul style="list-style-type: none"> - Number of attendees -Number of journalists who attend -Amount of press coverage of the launch -Number of presentations undertaken -Number of VIP guests who attend 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public 	<ul style="list-style-type: none"> - High profile attendees - High profile media coverage on national networks and newspapers - Quality of the venue - Quality of presentations including clarity - The efficient organisation of the event - The availability of support material and publications - Accessibility of the launch - The suitability of the timing of the launch - Environmentally sustainable 	<ul style="list-style-type: none"> - Monitoring of applications received by the SEUPB - Media monitoring and evaluation - Feedback forms given to attendees 	<p>At least 4 media items to appear across the eligible area.</p> <p>80% of target groups invited attend.</p>
Press releases	<ul style="list-style-type: none"> - Various media, local, 	<ul style="list-style-type: none"> - Number of press 	<ul style="list-style-type: none"> - Number of press releases used by 	<ul style="list-style-type: none"> - Degree of positive media 	<ul style="list-style-type: none"> - The amount of press releases 	<ul style="list-style-type: none"> - Media monitoring and evaluation 	<p>At least 20 pro-active releases</p>

	regional and national	releases issued	various media outlets	coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public	used verbatim by media outlets - The profile of the feature within the medium. For example page number and positioning or billing on news bulletin - Positive feedback from journalist - Community Assistance given high profile in article	- Stakeholder survey	issued for each programme. At least one local and regional outlet using each release.
Viral marketing	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students and researchers - Commission 	<ul style="list-style-type: none"> - Number of videos made - Number of videos uploaded onto the website 	<ul style="list-style-type: none"> - Number of videos viewed - Number of videos downloaded and forwarded to others - Number of projects who ask to contribute videos 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by 	<ul style="list-style-type: none"> - Aesthetically innovative and eye-catching -Positive feedback from industry professionals and viewers 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<ul style="list-style-type: none"> At least 12 viral marketing activities undertaken a year. 25 or visitors to website view viral marketing measure.

				the general public - Programmes and EU perceived as dynamic and engaging			
Radio and TV news features	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	<ul style="list-style-type: none"> - Number of projects/programme updates pitched as features for the media 	<ul style="list-style-type: none"> -Number that feature on Radio and TV: locally, regionally and nationally 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public 	<ul style="list-style-type: none"> - The profile of the feature within the medium. For example the billing on news bulletin - Positive feedback from journalist - Community Assistance given high profile in feature 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<ul style="list-style-type: none"> At least 35% of all features pitched to media outlets results in inclusion in radio or television programme.
Print media	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	<ul style="list-style-type: none"> - Number of projects/programme updates pitched as features - Number of press releases issued 	<ul style="list-style-type: none"> - Number of ideas pitched that are followed up on by the press -Number of press releases followed up on by media -Number of articles in the print media: locally, regionally and nationally 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the 	<ul style="list-style-type: none"> - The profile of the feature within the medium. For example page number and positioning. - Positive feedback from journalist - Community Assistance given 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<ul style="list-style-type: none"> At least 50% of all features pitched to media outlets results in inclusion in a newspaper or magazine.

				added value of the assistance of the Community by the general public	high profile in article		
Public notices	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Local politicians 	<ul style="list-style-type: none"> - Number of public notices - Number of newspapers carrying the public notice 	<ul style="list-style-type: none"> - Number of newspapers viewed - Number of intended target groups who viewed public notice 	<ul style="list-style-type: none"> - Increased awareness of the added value of the assistance of the Community by the general public - Target groups are kept up to date about progress of the programmes 	<ul style="list-style-type: none"> - High quality of design - Plain English 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Review of readership numbers 	No more than 10 inappropriate queries following a public notice.
Advertorials	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - Industry professionals - Local politicians 	<ul style="list-style-type: none"> - Number of advertorials paid for - Number of pages of advertorial covers 	<ul style="list-style-type: none"> - Number of magazines/papers viewed - Number of intended target groups who viewed advertorial 	<ul style="list-style-type: none"> - High degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public - Target groups are kept up to 	<ul style="list-style-type: none"> - The profile of the feature within the medium. For example page number and positioning. - Community Assistance given high profile in article - High quality of design - Plain English - Good balance of text and imagery 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Review of readership numbers - Stakeholder survey 	To be confirmed

				date about progress of the programmes			
Launches of major projects	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Various media - Local politicians - Commission 	<ul style="list-style-type: none"> - Number of people invited - Number of journalists invited - Number of presentations planned -Number of VIPs 	<ul style="list-style-type: none"> - Number of attendees -Number of journalists who attend -Amount of press coverage of the launch -Number of presentations undertaken -Number of VIP guests who attend 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public 	<ul style="list-style-type: none"> - High profile attendees - Positive media coverage on national networks and newspapers - Quality of the venue - Quality of presentations including clarity - The availability of support material and publications - Accessibility of the event - The suitability of the timing of the event - Environmentally sustainable - The assistance of the Community receives a high profile 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<p>At least three media features to appear in local and regional media.</p> <p>50% of target groups invited attend.</p>
Media training	<ul style="list-style-type: none"> - SEUPB staff 	<ul style="list-style-type: none"> - Number of staff nominated for training 	<ul style="list-style-type: none"> - Number of staff who receive media training - Number of 	<ul style="list-style-type: none"> - Staff are better prepared to talk to and interact with media 	<ul style="list-style-type: none"> - A large number of staff equipped to interact with media effectively 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<p>100% of staff at managerial level trained to speak to the media.</p>

		-Number of training sessions organised	sessions that take place	- Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures	and professionally	- Feedback forms given to attendees - Annual staff satisfaction survey	100% of project communication leads trained in dealing with the media.
Issues and crisis management	- SEUPB staff	- Number of plans developed -Number of holding statements written	- Number of negative media queries to which the SEUPB can respond robustly	- The integrity of the programmes and the added value of the assistance of the Community is maintained. - Minimal negative publicity about the programmes	- Rather than negative publicity about the programmes the situation gives opportunity to promote the programmes and added value of the assistance of the Community	- Media monitoring and evaluation - Stakeholder survey	All issues to have initial response within 24 hours. No more than 10% of press coverage for programmes is negative.
Publicity and promotional materials	- Potential Beneficiaries - Actual Beneficiaries - The general public - Journalists - Local politicians - Students	- Number of products produced - Number of products distributed	- Number of products received - Number of products appreciated by recipient - Number of products whose reference to the contribution to the European Union is	- Increased awareness of the added value of the assistance of the Community by the general public and other target groups who received the promotional material.	- The assistance of the Community receives a high profile - Quality of the product - Desirability of the product - Usability of the product	- Stakeholder survey - Feedback forms (if promotional item is given at an event).	100% of all publicity and promotional material produced must be distributed over the course of the programmes to appropriate target groups. 100% of all

	and researchers - Committee Members		clear		-Relevance to the programmes		material must have the correct reference to the European Union. All material produced must satisfy industry standards.
Attendance and participation at other events	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Various media - Commission - Educational Institutions - NGOs - Industry professionals - Local politicians 	<ul style="list-style-type: none"> - Number of events invited to - Number of events invited to participate at 	<ul style="list-style-type: none"> - Number of events attended - Number of events participated at - Number of individuals from all target groups who contributed/attended - Number of journalists who attended 	<ul style="list-style-type: none"> - The integrity of the programmes and the added value of the assistance of the Community is enhanced by presence at other stakeholders' events. - Increased awareness of the added value of the assistance of the Community by the general public and other target groups - Degree of positive media coverage which refers to the added value of the assistance of the Community by 	<ul style="list-style-type: none"> - High profile attendees - High profile media coverage on national networks and newspapers - Quality of the venue - Quality of presentations including clarity - The smoothness of the organisation of the event - The availability of support material and publications - Accessibility of the event - The suitability of the timing of the event - Environmentally 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	At least 50% of attendees at these events must be appropriate target groups for the programmes.

				the use of consistent measures	sustainable - The assistance of the Community receives a high profile		
Closure of the programmes	<ul style="list-style-type: none"> - Actual Beneficiaries - The general public - Various media - Commission - Local politicians 	<ul style="list-style-type: none"> - Number of people invited - Number of journalists invited - Number of presentations planned -Number of VIPs 	<ul style="list-style-type: none"> - Number of attendees -Number of journalists who attend -Amount of press coverage of the launch -Number of presentations undertaken -Number of VIP guests who attend 	<ul style="list-style-type: none"> - Degree of positive media coverage which refers to the added value of the assistance of the Community by the use of consistent measures - Increased awareness of the added value of the assistance of the Community by the general public 	<ul style="list-style-type: none"> - High profile attendees - High profile media coverage on national networks and newspapers - Quality of the venue - Quality of presentations and including clarity - The availability of support material and publications - Accessibility of the event - The suitability of the timing of the event - Environmentally sustainable - The assistance of the Community receives a high profile 	<ul style="list-style-type: none"> - Media monitoring and evaluation - Stakeholder survey 	<p>At least one event must be held per programmes</p> <p>At least 80% of target groups invited must attend.</p> <p>At least four features must appear in local, regional and national media.</p>

Flying of the flag of the European Union on the week of 9 May every year at the SEUPB offices.	<ul style="list-style-type: none"> - Potential Beneficiaries - Actual Beneficiaries - The general public - Various media - Commission 	<ul style="list-style-type: none"> - Location at which the flag is flown 	<ul style="list-style-type: none"> - The number of people who see the flag flying 	<ul style="list-style-type: none"> - Increased awareness of the added value of the assistance of the Community by the general public 	<ul style="list-style-type: none"> - Positive feedback from those who saw flag flying - Recognition of the European Union flag - The assistance of the Community receives a high profile 	<ul style="list-style-type: none"> - Stakeholder survey 	<p>Every year the flag must be flown at all three SEUPB offices.</p> <p>Each year a support activity must be undertaken to mark Europe Day</p>
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Appendix 1 – Background context of Operational Programmes

Background

The Good Friday/Belfast Agreement of 1998 was the culmination of many years of joint effort by the British and Irish Governments to create an agreed political framework for a new beginning for Northern Ireland, as it emerged from three decades of violence and conflict.

After more than four years of suspension, the devolved institutions of government established under the Agreement (a legislative Assembly and a power-sharing Executive) were restored on 8 May 2007. The coming years are therefore crucial for Northern Ireland, if it is to realise its potential for a prosperous and stable future.

The key challenges in the short to medium term future, all of which are linked, include: harnessing the potential for sustainable economic development; tackling sectarianism and developing lasting reconciliation.

Current Political and Institutional Context

On 8 May 2007, the devolved institutions were restored and all of the institutions of the Good Friday/Belfast Agreement are now fully functioning.

North/South implementation bodies

Six matters were identified for which co-operation takes place through North/South implementation bodies which were established, on 2 December 1999, by international agreement between the British and Irish Governments. The new bodies are:

- The Special EU Programmes Body (SEUPB);
- The Food Safety Promotion Board;
- The Trade and Business Development Body (InterTrade Ireland);
- Waterways Ireland;
- The Foyle, Carlingford and Irish Lights Commission; and

- The North/South Language Body (known in Irish as An Foras Teanga or in Ulster-Scots as Tha Boord o Leid).

In addition, Tourism Ireland has been established.

The Special EU Programmes Body

The Special EU Programmes Body (SEUPB), is one of the six North/South implementation bodies and has a central role as the Managing Authority for the INTERREG IV Programme 2007-2013, as well as the new PEACE III Programme 2007-2013.

British/Irish Intergovernmental Conference

The British/Irish Intergovernmental Conference has replaced the Anglo/Irish Intergovernmental Council and the Intergovernmental Conference established under the 1985 Anglo/Irish Agreement. It promotes bilateral co-operation on matters of mutual interest between the British and Irish Governments. Relevant Northern Ireland Ministers are involved in meetings of the Conference relating to non-devolved Northern Ireland matters.

In promoting programme co-operation, a Joint Communiqué of the British Irish Intergovernmental Conference in May 2006 stated that the two governments will work closely to maximise the potential of the North/West region. Indeed, the two governments gave a commitment that in drawing up programmes under the new round of Structural Funds, due consideration will be given to the particular needs of the North/West and promoting the North/West Gateway Initiative.

In October 2006, the British and Irish Governments published a common study on programme co-operation. The Comprehensive Study on the All-Island Economy, sets out a blueprint for economic co-operation, outlines the economic rationale for north/south collaboration and provides concrete proposals for economic initiatives. The study focuses on increasing co-operation in the following areas:

- Infrastructure;
- Science, technology and innovation;

- Trade, tourism and investment promotion;
- Labour market and skills;
- Enterprise and business development;
- Regulatory environment and fiscal measures; and

In addition, the study specifically outlines the needs of the North-West region and recognises the importance of co-operation in this area.

Presentation of region

Eligible area INTERREG IVA

The INTERREG Programme 2007-2013 is targeted at the following eligible NUTS III areas:

- Northern Ireland: North of Northern Ireland; East of Northern Ireland; West and South of Northern Ireland;
- Ireland: the Border consists of the six necklace counties along the border with Northern Ireland, i.e. Cavan, Donegal, Leitrim, Louth, Monaghan and Sligo. (This area covers the same boundaries as the Border Regional Authority 10); and
- Scotland: Lochaber, Skye & Lochalsh, Arran & Cumbrae and Argyll & Bute, Dumfries and Galloway, East Ayrshire and North Ayrshire mainland, and South Ayrshire.

Up to 20% of programme funding may be made available to operations in adjoining NUTS III areas on a case by case basis where there is a strong rationale for their inclusion.

The adjoining eligible areas are Northern Ireland (i.e. Belfast and Outer Belfast) and the Eilean Siar (Western Isles).

The eligible region is largely rural in nature, is situated on the periphery of Europe and has areas of low population density, particularly in Western Scotland which contains many remote island communities.

Eligible area PEACE III

As outlined in Council Regulation (EC) No 1828/2006, the eligible area for the PEACE III Programme 2007-2013 is Northern Ireland and the Border Region of Ireland (the Border Region comprises counties Louth, Monaghan, Cavan, Leitrim, Sligo and Donegal).

A map of the eligible area is included below. The population of Northern Ireland was 1,724,400 in 2005, which is an increase of 3.6% since 1994. The Border Region of Ireland includes the counties of Louth, Monaghan, Cavan, Leitrim, Sligo and Donegal and had a population of 467,327 in 2006. This is an increase of 12.8% since 1996.

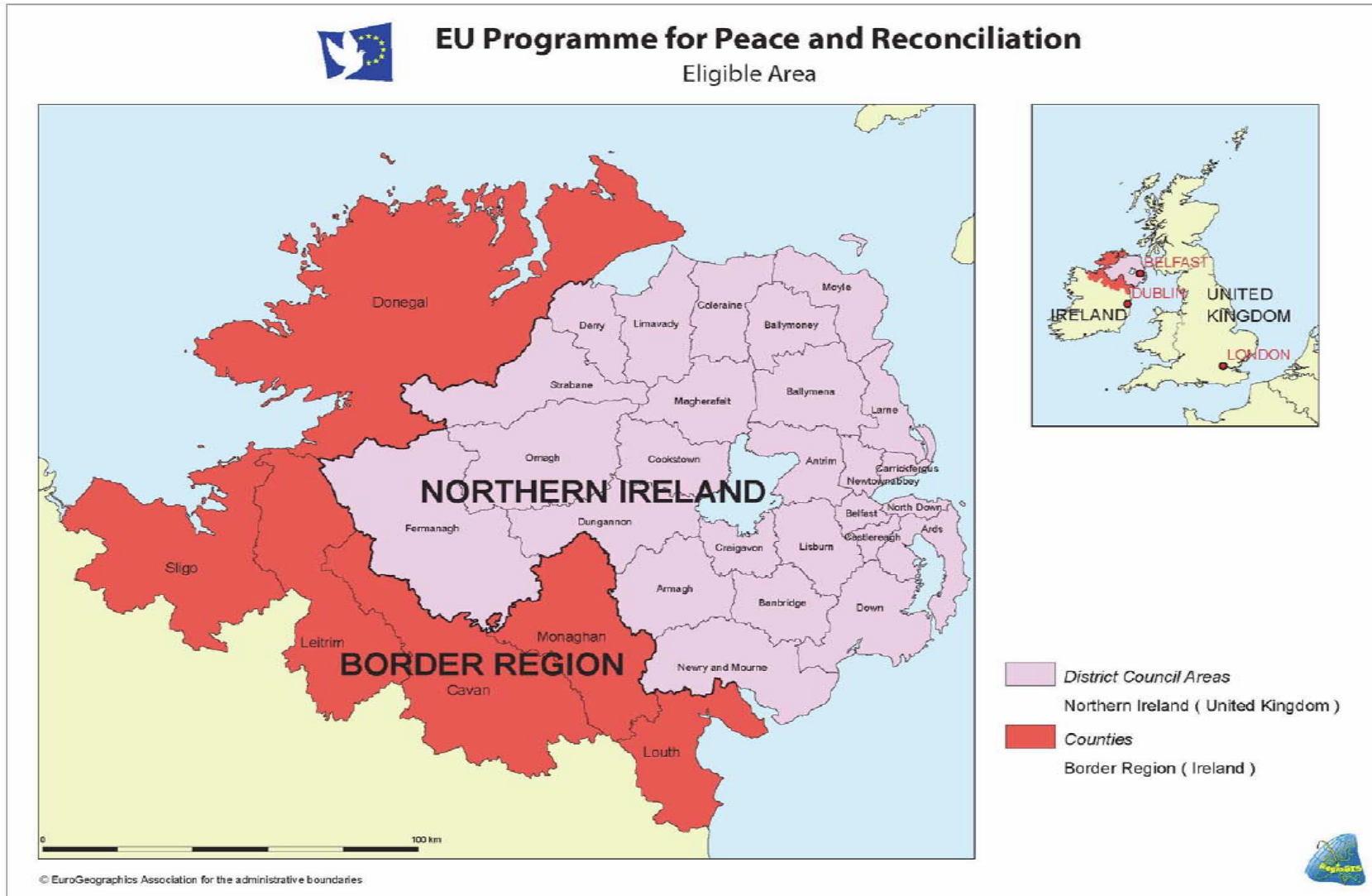
Map of eligible area for INTERREG IVA (Northern Ireland, Border Region of Ireland and Western Scotland)



**Structural Funds 2007 - 2013: Cross-border Cooperation
Northern Ireland, the Border Region of Ireland and Western Scotland**

- Cooperation areas
- Adjacent cooperation areas

Map of eligible area for INTERREG IVA (Northern Ireland, Border Region of Ireland and Western Scotland)



Appendix 2: Publicity and Information Tools.

This table demonstrates the various Publicity and Information Tools that were considered in the implementation of the communication plan. These tools have been assessed according to their suitability to Target Groups as defined in the previous chapter.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Exhibitions/ roadshows	<ul style="list-style-type: none"> • Can be used to target wider groups. Good forum for launches – interactive component important for keeping the target audience interested and stimulated. • This tool will be used in April – May 2008 and in September 2008 in conjunction with other structural funds programmes to inform potential applicants and the general public about funding availability and added value of the support from the European Union. Roadshow are likely to be used throughout the life of the programmes to coincide with the openings of calls. 	<ul style="list-style-type: none"> • Various media • Lead Beneficiaries • Projects • Potential applicants • Council clusters • County Councils • Government departments • General public 	<ul style="list-style-type: none"> • Open to everyone • Individual able to pick time. • Exhibition can contain range of information and opportunities for face to face discussions. • If local media are briefed well an event of this kind can generate a lot of positive media coverage. 	<ul style="list-style-type: none"> • Costly • Needs a lot of space • Needs a lot of planning to work well • People are likely to choose for themselves whether or not to attend so cannot be used solely for sending out essential information.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
<p>Corporate/joint events and photo-calls.</p>	<ul style="list-style-type: none"> • These can be for invited individuals, or generally open to groups of people. They are useful in engaging people and provide an opportunity for dialogue for people to develop a deeper understanding. • A joint roadshow with other structural programmes in Northern Ireland is planned for 2008.. 	<ul style="list-style-type: none"> • Government departments • Media • Commission 	<ul style="list-style-type: none"> • Invitation event – therefore higher profile • Able to control messages. to audience • High presentational quality event • Provides a sense of involvement • Opportunity for media attention 	<ul style="list-style-type: none"> • Costly • Only selected audience present • Not an interactive forum • Dependent on others cascading info after event • Limited opportunities for interaction unless there is a high staff/guest ratio • People are likely to choose for themselves whether to attend. This medium cannot be used solely for sending out essential information.
<p>Journalist briefings</p>	<ul style="list-style-type: none"> • This would enable journalists to have a deeper understanding of the priorities and objectives of the programmes and enable them to write about them in an informed manner. 	<ul style="list-style-type: none"> • Regional journalists • Industry specific journalists • ‘Issue’ journalists 	<ul style="list-style-type: none"> • Encourage journalists to write in a favourable manner about programmes. • More positive media coverage for the programmes that would not be advertorial. • Less media queries 	<ul style="list-style-type: none"> • Time consuming • No guarantee that the journalists will write in the favourable manner that you hope for.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Television/radio interviews – items	<ul style="list-style-type: none"> • A mass communication tool which would allow key messages to be publicised to a wide audience. 	<ul style="list-style-type: none"> • General public 	<ul style="list-style-type: none"> • Accessible to public • A popular way for the public to receive information (from SEUPB research) • Has more authority than an advertisement 	<ul style="list-style-type: none"> • One-way communication • Have little control over who is the recipient or how they interpret the message. • Has only a brief impact. • Relying on TV and radio stations to broadcast articles/interviews.
Advertising: <ul style="list-style-type: none"> • online • television • radio • newspaper magazine 	<ul style="list-style-type: none"> • Publicise the priorities, messages and success of the programmes. 	<ul style="list-style-type: none"> • Citizens 	<ul style="list-style-type: none"> • Strict control of the message and its content. • Would allow a large audience to get information about programmes. • Can be innovative, creative and engaging. 	<ul style="list-style-type: none"> • Would need to be repeated many times for message to be absorbed by audience. • Can be expensive to produce and get airtime. • Audience may be cynical of motives.
Trade press articles	<ul style="list-style-type: none"> • A manner in which identified industry groups can receive programme specific information. 	<ul style="list-style-type: none"> • Potential applicants and beneficiaries 	<ul style="list-style-type: none"> • Strict control of what appears. • Have the opportunity to preview prior to publication. 	<ul style="list-style-type: none"> • Limited audience. • Can read like an advertorial piece.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Site visits	<ul style="list-style-type: none"> • Can be used to allow groups or individuals to see the progress/development of a project or how the MA works. 	<ul style="list-style-type: none"> • Journalists • Governments departments • Local politicians • Local activist groups • Visiting VIPs 	<ul style="list-style-type: none"> • Encourages strong engagement to projects and programmes. • Develops links between individuals, organisations and journalists 	<ul style="list-style-type: none"> • Time-consuming. • Security and safety issues. • The individuals may still not agree or perceive the organisation/project in a favourable manner.
Intranet	<ul style="list-style-type: none"> • Allows staff members from all parts of the MA, JTS, CA and PA to have access to all information on programmes and enables them a channel to communicate thoughts/ideas. • The intranet site for the SEUPB will be undergoing a large overhaul in 2008. 	<ul style="list-style-type: none"> • SEUPB staff 	<ul style="list-style-type: none"> • In-depth resource of information for staff. • Encourages staff buy-in to programmes and individuals are much more likely to be ambassadors for the programmes 	<ul style="list-style-type: none"> • Needs a lot of resource to be regularly updated.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Website: RSS Feeds Blogs Forums On-line portals	<ul style="list-style-type: none"> • Most organisations have their own websites where news about SEUPB/programme activity can be posted. SEUPB's own internet site will contain high level approved material. This could contain a question and answer zone, up-to-date news on programme activity, and communication templates for local use. • The programmes' website will undergo a redesign and significant upgrade of interactive features in March-May 2008. The relaunch of the website will be supplemented with press releases. 	<ul style="list-style-type: none"> • General public • Potential applicants • Journalists • Local politicians • Lead partners and projects • Committee members • Commission 	<ul style="list-style-type: none"> • Easily updated • Opportunity to show pictures etc. • Accessible by everyone at place of work • Provides an accessible opportunity to provide feedback • With new features could be a clear example of best-practice. 	<ul style="list-style-type: none"> • Can be slow • Can be confusing unless constructed well • Can be costly • Not everyone will use it
Viral marketing	<ul style="list-style-type: none"> • Through the use of EUTV – SEUPB would generate programme specific video material that would not only be visible on website but could also appear on social networking sites. Can also add bookmarks of relevant blogs and feeds to the SEUPB website. 	<ul style="list-style-type: none"> • General public • Potential applicants • Commission 	<ul style="list-style-type: none"> • Use pre-existing social networks • Inexpensive once material is created • Will target those proactive in programmes • Encourage return visitors to website 	<ul style="list-style-type: none"> • Can be time consuming in setting up. • May go beyond audience expected and generate more queries on website,

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
USB sticks	<ul style="list-style-type: none"> • A range of documents are produced for both programmes. A branded USB stick could hold a high quantity of programme documentation. • The SEUPB plans to use this at all events where a significant amount of material is to be given to guests; especially information events and conferences. 	<ul style="list-style-type: none"> • Potential applicants • Journalists • Committee members 	<ul style="list-style-type: none"> • Relatively inexpensive • Allows a large volume of information to be accessible, lightweight and environmentally sustainable 	<ul style="list-style-type: none"> • Can be time-consuming to upload documents onto sticks.
Promo items: Pens, mouse mats, key-rings etc	<ul style="list-style-type: none"> • Publicity methods of spreading the brand and message of the programme and ERDF support. 	<ul style="list-style-type: none"> • Citizens • Specific stakeholder groups after visits 	<ul style="list-style-type: none"> • Enables the brand of the programmes and the ERDF funding to be widely disseminated out. • Can hold/publicise key messages. 	<ul style="list-style-type: none"> • Can be expensive. • Can be ineffective if used indiscriminately
One-to-one meetings	<ul style="list-style-type: none"> • Can be used at all levels, but primarily in engagement with champions to reinforce key messages in their mind and answer their queries. Important in starting off a cascade-style approach. 	<ul style="list-style-type: none"> • Potential beneficiaries • Journalists • Politicians • Government official • Commission staff 	<ul style="list-style-type: none"> • Most effective communication tool • Preferred method of communication • Forum to ask questions • Very personal 	<ul style="list-style-type: none"> • Heavy demand on time. • Need to ensure consistency in all those delivering the message

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Senior Management Briefings	<ul style="list-style-type: none"> • Meetings of specific groups will ensure that key target groups are kept properly informed and involved. Such meetings will be essential to drive through and monitor understanding of key messages and the vision for the future. 		<ul style="list-style-type: none"> • Personal • Specific • Action orientated • Questions and answers encouraged 	<ul style="list-style-type: none"> • Demand on time.
Team talks	<ul style="list-style-type: none"> • Can be used at all levels to make people feel personally involved and engaged. 	<ul style="list-style-type: none"> • SEUPB staff • Function leads from Lead Partners 	<ul style="list-style-type: none"> • Can be scripted • Visual effects can be more effective • Regular communication for teams • Good forum for questions • Good opportunity to obtain engagement of the team and the deliverer 	<ul style="list-style-type: none"> • Relies on regular meetings taking place • Need to timetable content • Depends on script being followed • Can be too dull and prescriptive with no interaction
Internal newsletter	<ul style="list-style-type: none"> • Staff will at least read briefly Allowing them to be updated with news within the SEUPB and the programmes. 	<ul style="list-style-type: none"> • SEUPB staff 	<ul style="list-style-type: none"> • Factual • Action orientated • Can be delivered direct through e-mail • Able to cascade • Messaging can be checked 	<ul style="list-style-type: none"> • Time required to produce • Repetition may occur • May not be read • Need more than one distribution method to ensure delivery

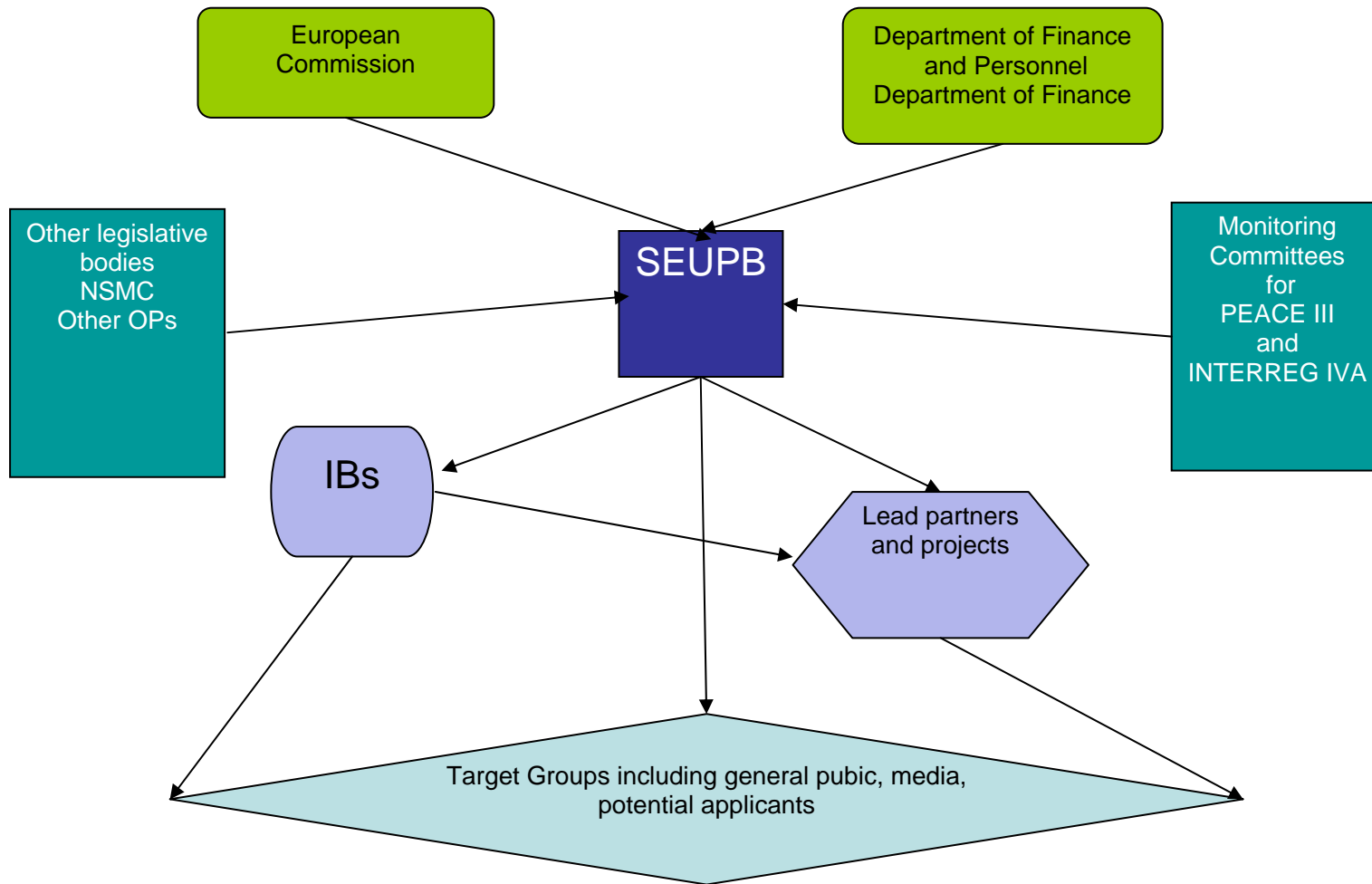
Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
E-mail	<p>Can be used at several levels</p> <ul style="list-style-type: none"> • Broadcast news to wide audience at organisational level. • More detailed regular bulletins to stakeholders who have registered an interest. • Specific information to individuals or groups of individuals, which could invite feedback. 	<ul style="list-style-type: none"> • SEUPB staff • Stakeholders • Beneficiaries • Potential beneficiaries 	<ul style="list-style-type: none"> • Targeting selected (or self-identified) audiences with message to their In box • Powerful 	<ul style="list-style-type: none"> • Automatic deletes. • Skim read • Not read at all • Cannot convey passion
Letter/memo	<ul style="list-style-type: none"> • These could be produced at SEUPB, programme, Implementing Body and project level. 	<ul style="list-style-type: none"> • Lead Partners • Implementing bodies • Commission • Government 	<ul style="list-style-type: none"> • Direct • Can be specific and to the point • Addressed to an individual – personal • Provides a formal and permanent record of what was communicated 	<ul style="list-style-type: none"> • Slow • May not get read – can be thrown away • Not everyone likes written material • Though some overview material is useful, producing specific material in this form could often be at an extra cost with little increased benefit over using existing communications channels.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Posters	<ul style="list-style-type: none"> • Can be used to publicise a topic to a large number of potentially affected individuals – not much detail can be conveyed, but it can include a call to action and point to further sources of information. 	<ul style="list-style-type: none"> • Citizens • Specific stakeholder groups 	<ul style="list-style-type: none"> • People are familiar with them • Bold • Clear • Impactful 	<ul style="list-style-type: none"> • Not seen – always there • Covered up by other material • Seen as cold • Needs to be replaced after three weeks or it prompts a negative reaction • Expensive to achieve 100% reach to large target groups
Notice Boards	<ul style="list-style-type: none"> • Can be used to draw attention to specific /upcoming events and initiatives. 	<ul style="list-style-type: none"> • Staff 	<ul style="list-style-type: none"> • People know where to go to get info 	<ul style="list-style-type: none"> • Cluttered. • Too much information • Not specific • Needs to be withdrawn in a timely manner
DVD/CD Rom	<ul style="list-style-type: none"> • DVDs and CD ROMs can provide a way for audiences to feel part of what is going on without having to attend an event. 	<ul style="list-style-type: none"> • Citizens • Lead Partners • Potential and final beneficiaries • Stakeholder groups 	<ul style="list-style-type: none"> • Interesting • Can be more engaging • Capture all audiences • Specific information • Visual impact • Can use high profile presenters • Mass copies of CDs/DVDs fairly cheap to produce 	<ul style="list-style-type: none"> • Expensive • Information overload • Missed / mixed messages • Lack of reality • Initial production cost relatively high

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Leaflets	<ul style="list-style-type: none"> • Can be used to draw attention to specific events or sources of information. 	<ul style="list-style-type: none"> • Citizens • Lead Partners • Potential and final beneficiaries • Stakeholder groups 	<ul style="list-style-type: none"> • Personal • Different • Use of colour • Concise 	<ul style="list-style-type: none"> • Not read • Expensive to update • Message needs to be for everyone • May be too general to be seen as personally relevant
Desk drops	<ul style="list-style-type: none"> • Can be used to draw attention to specific events or sources of information. 	<ul style="list-style-type: none"> • Lead Partner and project staff • SEUPB staff 	<ul style="list-style-type: none"> • Can be impactful • Specific message 	<ul style="list-style-type: none"> • Expensive • Needs to be planned • Need to be careful that appropriate gimmick is desk dropped • May not be seen as relevant to a wide range of people.
Screen saver	<ul style="list-style-type: none"> • Draws attention to advertised object and present news and messages 	<ul style="list-style-type: none"> • SEUPB staff 	<ul style="list-style-type: none"> • Different • Messages picked up in subconscious • Colourful 	<ul style="list-style-type: none"> • Does not engage • Needs to be at the right time • Headache to co-ordinate – different servers
Lunch and Learn	<ul style="list-style-type: none"> • Can be a friendly, informal forum to give updates and present news and messages 	<ul style="list-style-type: none"> • SEUPB staff • Lead Partners 	<ul style="list-style-type: none"> • Specific messages • Engage colleagues • Could be seen as a constructive use of time 	<ul style="list-style-type: none"> • Time consuming and may be perceived as infringing on leisure time.

Publicity and Information Tools	Uses in Programmes Context	Target Group	Pros	Cons
Information boards/ Display materials	<ul style="list-style-type: none"> • These can be widely distributed and developed according to the likely audience. Display material can be useful in raising general awareness amongst staff and members of the public. Can reach a wide audience by being displayed in shopping centres etc. Displays can be a mixture of centrally produced material and local Implementation Body/project information. 	<ul style="list-style-type: none"> • Citizens • Lead Partners • Potential and final beneficiaries • Stakeholder groups 	<ul style="list-style-type: none"> • Impactful • Key messages • All get the same picture 	<ul style="list-style-type: none"> • Expensive • Not read/looked at • Mixed messages • Questions can't be asked
Other organisations' internal communications	<ul style="list-style-type: none"> • These can be used to augment other communication sources. These are especially useful for essential communications about changes and development. 	<ul style="list-style-type: none"> • Potential beneficiaries • Lead Partners 	<ul style="list-style-type: none"> • Implies endorsement of the organisation cascading the information 	<ul style="list-style-type: none"> • Coinciding with their deadlines
Training	<ul style="list-style-type: none"> • Training in the processes for handling applications will lead to increased awareness of programmes and can incorporate elements of communication about benefits. 	<ul style="list-style-type: none"> • SEUPB staff • Lead Partners 	<ul style="list-style-type: none"> • Enhances trainee's perception of their role 	<ul style="list-style-type: none"> • The amount of information able to be given may be limited.

Appendix 3: Communication flow chart Responsibilities and Channels



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