

**ANNEX III. INFORMATION AND COMMUNICATION STRATEGY
AND ANNUAL INFORMATION AND COMMUNICATION PLAN FOR
2016**

**Managing Authority
Ministry of Regional Development and Public Administration**

Communication Strategy

**Joint Operational Programme
Romania – Republic of Moldova
2014-2020**



1. Introduction

Communication and information dissemination are essential for the successful implementation of the Joint Operational Programme Romania – Republic of Moldova 2014 – 2020. The general public, the potential beneficiaries of the JOP RO-UA 2014-2020, various programme stakeholders (external and internal factors such as the national institutions, European Commission, etc.) must be kept informed throughout the implementation of the Programme.

The ENI CBC Implementing Regulation¹ (IR) stipulates that information on the communication strategy for the whole programme period, and an indicative information and communication plan for the first year should be included in the programme. The guiding principles, the responsible bodies, the visibility rules for information and communication are also specified in other components of the legal framework governing the development and implementation of the ENI CBC in particular that communication is targeted, adequate and is non-discriminatory². These requirements and principles have been taken into account in the preparation of this strategy.

The communication strategy includes the following sections:

- Lessons learned
- General and specific objectives
- Methodological approach
- Identifying and prioritizing target groups
- Communication measures, channels and tools
- Implementing bodies
- Overall timeline and indicative budget
- Monitoring and Evaluation
- Communication plan for the first year

2. Lessons learnt

Following the analysis of the Joint Operational Programme Romania – Ukraine – Republic of Moldova 2007-2013 implementation reports, findings, conclusions and recommendations stemming from the result oriented monitoring missions (European Commission), conclusions of audit/ verification missions undertaken as well as the opinions expressed by various stakeholders

¹ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument

² These include the Financial Regulation, the Financial Regulation Rules of Application, ENI regulation, ENI CBC Implementing Regulation, ENI CBC Programming Document, Communication and Visibility Manual for EU External Actions

during the consultation phase, a range of lessons learnt from 2007-2013 programming period must be taken into account in this respect.

Some of the identified matters and recommendations were already addressed during the implementation of the Programme RO-UA-MD 2007-2013, and they have been also considered in the design of this communication strategy. The main issues to be addressed are:

- Proper consideration to support building up and/or development of effective cross border partnerships since these are the cornerstone on which genuine and successful projects are based on (partner search support);
- More focus on direct communication activities like seminars, training and interactive information events in order to facilitate better understanding of programme requirements;
- More attention to the dissemination of project results, and better visibility of the CBC financed projects in order to capitalise the future project results;
- Improvement of internal communication processes among programme management bodies and with the projects beneficiaries;
- Development of better ITC and on-line tools in order to facilitate communication among potential partners, beneficiaries and stakeholders;
- Capacity building through trainings and information events in order to improve the quality of project proposals;
- Improved consultations with potential beneficiaries before launching the calls for proposals on guidelines for applicants, manuals and other similar documents;
- The transparency and of communication with the applicants during the evaluation process must be improved;
- The communication plan should include more activities related to project results' dissemination (e.g. publications, events, dedicated section on Programme website so that to allow the access to models of good practices). Depending on their size and complexity, an inventory of minimum mandatory communication/ promotion/ information activities and/or deliverables might be required from projects in order to ensure adequate visibility.

3. General and specific objectives

General objective:

The general objective of the communication strategy is to support achievement of the programme objectives through effective, transparent and relevant communication in order to ensure transparency and increase the awareness of all interested factors as regards the opportunities provided by the programme.

Specific objective no. 1 (addressing programme bodies and the EC):

Ensure a proper implementation of communication procedures and plans among the Programme bodies throughout 2014 – 2020 period as to fulfil all the Programme objectives and results.

Specific objective no. 2 (addressing potential beneficiaries):

Provide and facilitate proper information on the Programme requirements and enhance the capacity of the potential beneficiaries to successfully and effectively implement the projects.

Specific objective no. 3 (addressing various stakeholders, donors and the general public):

To increase public awareness and transparency on the actions (to be) performed and the results (to be) achieved by the Programme in the cross border area.

4. Methodological approach

Within the overall framework of the general and specific objectives, taking into account the guiding principles given in the legal framework and the lessons learned, the key components of the strategy are to identify for each target group the:

- Purpose of communication;
- Description and prioritisation of the target groups;
- Communication tools;
- Responsible body;
- Indicative timing.

The methodology takes into consideration the characteristics of the programme area, and the available programme budget.

The principles essential to the approach proposed include those required by the ENI CBC legal framework and those emerging from the lessons learned. They are:

- Non-discriminatory communication and un-restricted access of all those interested in participating in the calls for proposals launched by the programme;
- Communication with other initiatives being implemented in the programme area and among projects addressing similar problems or working in similar fields;
- Efficient communication among programme bodies and the EC leading to better coordination;
- Increased visibility of projects/ programme with focus on results, benefits and their sustainability.

5. Identifying and prioritizing target groups

The communication activities will be directed to the target groups identified in the two participating countries, in particular, the eligible regions although it is expected that some communication channels, such as the programme website, will go beyond the programme area.

The target groups to be addressed will be considered according to:

(1) The degree of involvement (supportive or not) in Programme implementation based on the following criteria: *substantial involvement, average involvement, minimal involvement*;

(2) The impact that the target group might have on achieving the Programme results: *high, medium, neutral*; (3) usual participatory reaction when addressed: *active, apathetic, conjectural*.

The groups targeted by the communication strategy, and the purpose of the communication, are outlined below.

Table 1. Communication with programme bodies and the EC

Nr.	Target group	Prioritization criteria			Purpose of communication
		Involvement	Impact	Participatory reaction	
1.	Programme bodies: Managing Authority (MA), Joint Monitoring Committee (JMC), Audit Authority (AA), National Authorities (NA), Control Contact Points (CCP), Projects Selection Committee (PSC), Joint Technical Secretariat (JTS) and its Branch Offices,	<i>substantial</i>	<i>high</i>	<i>active</i>	Coordinate and efficiently cooperate for the Programme implementation
2.	EC	<i>average</i>	<i>neutral</i>	<i>conjectural</i>	To be kept informed and updated on the progress made by the programme, provides methodological support when required

Table 2. Communication with potential applicants, beneficiaries and controllers/auditors

Nr.	Target group	Prioritization criteria			Purpose of communication
		Involvement	Impact	Participatory reaction	
1.	Potential applicants and partners	<i>substantial</i>	<i>high</i>	<i>conjectural</i>	Encourage wide participation at the calls for proposals, facilitate project partnerships and

Nr.	Target group	Prioritization criteria			Purpose of communication
					be trained in order to submit good quality applications
2.	Beneficiaries (Lead Beneficiaries and Partners)	<i>substantial</i>	<i>high</i>	<i>active</i>	To be informed about Programme/contract requirements and gain the necessary skills to adequately implement the awarded projects.
3.	Controllers/auditors	<i>substantial</i>	<i>high</i>	<i>conjectural</i>	Perform accurate expenditures verification, in conformity to the grant contract provisions, ENI regulations and the national legislation

Table 3. Communication with various stakeholders, other donors and the general public

Nr.	Target group	Prioritization criteria			Purpose of communication
		Involvement	Impact	Participatory reaction	
1.	General public	<i>minimal</i>	<i>neutral</i>	<i>apathetic</i>	Increased awareness about the opportunities and benefits stemming from Programme implementation
2.	Final beneficiaries	<i>average</i>	<i>high</i>	<i>conjectural</i>	To acknowledge and benefit of the results stemming from projects' implementation
4.	Programme information network	<i>average</i>	<i>medium</i>	<i>conjectural</i>	To further disseminate information related to the Programme within the eligible area
5.	Other EU financing programmes and/ or	<i>minimal</i>	<i>neutral</i>	<i>conjectural</i>	To encourage synergies

Nr.	Target group	Prioritization criteria			Purpose of communication
	international donors working in the region*				

**Detailed information regarding other initiatives in the programme area can be found in chapter 3.2.3 of the Programme.*

6. Communication actions, channels and tools

Communication activities and tools are distributed into three main categories: (1) Promotion, (2) Information and (3) Training.

When deciding for using a particular communication channel the estimated impact is considered, so as the message is passed on with maximum efficiency and at an acceptable cost in line with the Programme budget limitations. Communication activities, channels and tools are chosen based on the specificities of each target group. Based on the purpose of communication, details of key messages and expected timing will be given in the Annual Communication Plans. A summary table is provided below.

Table 4. Target groups, tools and responsibilities

Target group	Tools / communication context	Responsible body
1.1 Programme bodies	<ul style="list-style-type: none"> - meetings - written correspondence - promotion and information materials - Programme events - trainings - Programme website 	MA/ JTS
1.2 European Commission	<ul style="list-style-type: none"> - meetings - written correspondence - promotion and information materials - Programme events - Programme website - KEEP database 	MA/JTS

Target group	Tools / communication context	Responsible body
2.1 Potential applicants and partners	<ul style="list-style-type: none"> - media displays - promotion and information materials - guidelines - information and training events - Programme Website / Social Media - Help Desk 	MA/ JTS / BO
2.2 Lead Beneficiaries and Partners	<ul style="list-style-type: none"> - Programme visual identity - media displays - promotion and information materials - guidelines - information and training events - Programme Website / Social Media - Help Desk 	MA/ JTS/ BO
2.3 Controllers	<ul style="list-style-type: none"> - promotion and information materials - guidelines - training events - Programme Website 	MA/ JTS / NA
3.1 General public	<ul style="list-style-type: none"> - Programme identity - media displays - promotion and information materials - information events - Programme Website / Social Media 	MA/ JTS / BO

Target group	Tools / communication context	Responsible body
3.2 Programme information network	<ul style="list-style-type: none"> - promotion and information materials - information events - Programme Website / Social Media 	MA/ JTS / BO
3.3 Other EU financing programmes and international donors working in the region	<ul style="list-style-type: none"> - promotion and information materials - Programme events - Programme website 	MA/ JTS

6.1. Promotion

6.1.1. Programme visual identity

Programme visual identity is essential to individualize the actions funded by the European Union and by the participating countries, and to make visible their results. Visual identity is to be ensured through the programme logo and programme ‘tag’ line i.e. a short phrase that sums up the programme vision. It is recommended to build the new identity on the current one (that of the JOP RO-UA-MD 2007-2013) in order to suggest continuity and commitment.

The visual identity will comply with the Communication and Visibility Manual for EU External Actions and shall incorporate the EU logo.

The visual identity elements will be placed on any communication products, visual and printed materials both produced by programme structures or by projects. The Programme visual identity will be made available to the beneficiaries in accessible formats (including electronic templates) so that to be easy to use.

Requirements for the use of the programme visual identity will be included in the grant contracts provisions. During the calls for proposals period, the applicants might be required to include in their proposals a minimum mandatory set of communication activities to be undertaken at project level, as well as a minimum percentage from the project budget to be spent on this type of operations/ deliverables.

6.1.2.Promotional materials

The promotional materials are indispensable for ensuring public awareness and support the Programme recognition and individualization. There tends to be a multiplier effect when being distributed and, if chosen well, they are kept and used by recipients thereby further widening programme visibility on an on-going basis. Useful and eye-catching promotional materials can create a favourable image of the programme making the recipients more receptive to the programme activities.

The promotional materials will be disseminated throughout the Programme implementation period, mainly at various events organized by the Programme and/ or where the Programme is invited. Project lead beneficiaries and partners are expected to produce their own promotional materials and distribute them during the project events.

6.1.3. Media displays

The use of mass media in order to reach a wider audience and promote the programme's actions and results is an important part of the communication strategy. For both sides of the border, the local and regional media at the county/ raion level must be kept informed in the Programme by providing on regular basis information and specific messages. A tool-kit for working with media might be necessary for a customised and coherent communication, while respecting the visual identity of the Programme.

Objective: To create a set of tools to effectively communicate with the media.

Templates should be used for:

- Press releases
- Press invitations to various Programme events
- Database of media contact (media organisation, editor / reporter etc.)

Mass media will be a major channel to raising public awareness on the programme and to disseminate information on the availability of financial assistance. During project implementation, the focus will be on promoting the results achieved and the benefits brought to communities living across the borders.

Mass-media organisations will be informed of, and invited to, programme events e.g. launching and closing conferences, they will be informed about the launch of calls for proposals and other important programme actions. In each case, programme materials will be distributed and journalists will be directed to the programme website for further information.

Social media may be used to disseminate new programme developments in the informal manner as this is a communication tool already common to other EU programmes used to exchange information and keep up focus and constant interest on their achievements and happenings.

6.2. Information

6.2.1. Programme Website

The programme website www.ro-ua-md.net was one of the key sources of information during implementation of the CBC RO-UA-MD 2007-2013. The web site was recently reorganised, and two new sections concerning the future bilateral programmes at these border have been added. The website played an important role during the programmes preparation period, being the place where the public consultation on various versions of the programme and SEA were launched, and where the legal framework for the future period was made available for potential beneficiaries in order to make them acquainted with the new requirements. For the start-up period of the programme Romania-Republic of Moldova, the website www.ro-ua-md.net will continue to host the Programme Romania-Republic of Moldova section and provide the relevant information for the general public and potential beneficiaries.

A new website will be developed later, following the approval of the JOP by the European Commission, solely dedicated to the Programme Romania-Republic of Moldova 2014-2020.

The website will be designed to be the main source of information for all the target groups but, in particular, for the potential applicants, the lead beneficiaries and their partners on one hand, and for the general public on the other hand. Information to be uploaded on the Programme website should at least include:

- Information on ENI CBC framework, including the legal provisions and the JOP RO-UA 2014-2020 Programme, other official documents etc.;
- Detailed information on the calls for proposal including the Guidelines for Applicants, information and training support available to potential applicants and partners;
- Frequently asked questions;
- Support for finding partners and building partnerships;
- Lists of awarded projects;
- Information and support for projects' implementation and possibly e-support;
- News, including project news and upcoming events;
- Information/communication on projects events/results achieved by the projects and by the programme;
- Information supporting the activity of programme bodies;
- Contact details;
- Guidance, good practices, and links to documents in national languages as necessary etc.;
- Information on events/activities (to be) carried out by the programme bodies;
- Links to the website of the NA in each participating country, other relevant websites, the KEEP database of projects, etc.

The programme website will be promoted during programme events, within all the materials, publications or promotional materials (depending on the space available on the item).

The Joint Technical Secretariat developed in the previous programme ROUAMD 2007-2013 its own web-site to communicate with the general public and Programmes's beneficiaries and the <http://www.brctiași.ro/> is also recognized as a credible and reliable source of information for the Programme that may continue to be used also for this Programme.

6.2.2. Informative events

Informative events are effective as direct communication ways of bringing information closer to people and communities. Also, they are newsworthy events and are providing opportunities for information to be disseminated to a wider audience via the media.

Informative events should mainly target potential applicants and provide information on the funding opportunities. They are usually accompanied by training events on the application procedures and how to work with the application packages. These types of events also give to those

involved in programme implementation the opportunity to underline key information, to share ideas and give insights on what they are doing to achieve the programme objectives.

Specific events to be carried out such as launching and closing conferences, but other events may be placed in the Annual Communication Plans pending on the necessities identified by the programme bodies. Where possible, the programme bodies are encouraged to participate at various events organised at international/ national level by other donors, programmes or by the EC.

6.2.3. Programme information Network

To ensure good information and communication flows with the target groups, the MA/JTS/BO will further extend the information network built under the Joint Operational Programme Romania – Ukraine – Republic of Moldova 2007 – 2013. The content and frequency of communication will be further detailed in the Annual Communication Plans. Information will be circulated via this particular network only when relevant.

The Network might include:

- Potential applicants and partners;
- Project lead beneficiaries and partners;
- Other bodies operating in the programme area including ENI CBC programmes, EU cross border programmes and international donors;
- Media contacts.

6.2.4. Help Desk

The ‘help desk’ will operate not only during the calls for proposal (respecting the rules governing provision of information during calls), but also during projects implementation, at the headquarters of JTS and Branch Offices (if decided by the Monitoring Committee).

- The Help Desk will be promoted at programme events and on the website, as a tool to assist and support programme potential applicants and beneficiaries.
- Target Groups: Potential applicants and beneficiaries, and their partners.

A *virtual help desk* might be set up, communicating via internet and e-mail with the target groups.

6.2.5. Newsletter

The MA/JTS will inform all the target groups on regular basis about the main programme developments via an e-newsletter issued at least once each 4 months. A special template displaying the visual identity elements of the programme will be developed.

The newsletter may include contributions from the participating countries and highlight activities, achievements and results in the respective regions, as well as announcements and relevant information to programme and projects implementation. Distribution will be ensured via the website and the information network.

6.2.6. Capitalization of project results

In the context of the communication strategy, capitalisation should be understood as a process of collecting, analysing, transferring and disseminating good practices. It aims at shaping the future actions and strategies both at programme and policy level and to make programme and project achievements more visible.

The capitalisation (results produced by diverse actions) which the programme and its projects have gathered during implementation should be used and transformed into relevant results.

Actions that may use the results of capitalisation:

- Showcasing project results through publications, reports, seminars, events, round tables etc., in strategic topics/ themes identified by the capitalisation working team;
- Organising exhibitions showcasing project results in the Programme;
- Disseminating press releases on specific topics of particular relevance for capitalisation purposes;
- Drafting information briefings for public officials at European, national, and regional level on the added value of projects, feedback on the programme achievements and recommendations for shaping future strategic policy framework for the programme area.

6.3. Training

Training events will be organised with the aim to ensure the necessary competencies at the level of Programme bodies, controllers/auditors as well as potential applicants and beneficiaries. The training events will be organised by the MA/JTS and supported from the TA budget.

The training events will be described in the Annual Communication Plans. Proposed events and target groups include:

- **Programme bodies** (MA, JTS, NA, CCP, AA & GoAs). For these groups the communication and training should focus on information and development of competencies necessary for programme implementation, including specialised training.
- **Potential applicants.** During the calls for proposals, the MA/ JTS will organise training sessions in order to enhance capacity to submit valuable, compliant project proposals.
- **Lead beneficiaries and partners.** After contracting the awarded projects, the MA/JTS will organise training events delivering information which support projects implementation e.g. on contract provisions, reporting procedures etc.
- **Controllers/auditors** are responsible for performing expenditure verification at project level and, consequently, they need information and training on the grant contract provision, ENI CBC rules, other relevant EU regulations, but also on the main requirements of the task. The NA/CCP of each country, with the support of MA/JTS will organise trainings with the selected auditors and controllers before starting their work. Also, subsequent trainings may be organised when up-dates are necessary.

7. Implementing bodies

The ENI CBC IR stipulates that the MA, as well as the lead beneficiaries and partners are responsible for ensuring adequate visibility of the EU contribution to the ENI CBC programmes (Art. 79.1-2).

The Programme's Communication Strategy will be implemented via Annual Communication Plans. The overall responsibility for the management and implementation of the Annual Communication Plans lies within the MA (IR Art. 26.2f) who will be assisted by the JTS (IR Art. 27.2).

The JMC approves annually the use of TA with the purpose of the communication activity, based on the annual information and communication plan prepared by MA.

8. Indicative budget

For the implementation of the Communication Strategy, necessary financial resources will be apportioned from the programme Technical Assistance budget as presented in the table below. If necessary, possible reallocations might be considered during programme implementation when preparing the Annual Communication Plans.

Table 5. Indicative budget by implementation year

Communication activities/tools	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Promotion	65,000	65,000	65,000	60,000	60,000	60,000	25,000	15,000	15,000	430,000
Information	60,000	45,000	45,000	25,000	25,000	25,000	15,000	30,000	15,000	295,000
Training	30,000	30,000	30,000	14,000	14,000	12,000	12,000	12,000	5,000	159,000
Total	115,000	100,000	100,000	69,000	69,000	67,000	42,000	32,000	25,000	815,000

9. Expected results

Expected results of the communication strategy are presented below:

- Potential applicants and partners possess the necessary information and competencies in order to submit valuable, compliant grant applications;
- General public and final beneficiaries are informed of the assistance provided by the programme, participating countries and the EU;
- Programme management bodies and project lead partners and partners receive sufficient training and information to be able to fulfil their roles;
- Lead partners and partners receive sufficient information and support to be able achieve expected results in compliance with the ENI CBC legal framework and national rules;
- Decision makers at national and regional level are supportive towards the Programme.

10. Monitoring and Evaluation

The programme communication strategy will be implemented via Annual Information and Communication Plans. The MA, along with the JTS, will be responsible for monitoring the implementation of the Annual Communication Plans. The plans themselves need to be examined and approved by the JMC (IR Art. 24.3).

Information on progress in implementing the Annual Communication Plans will be included in the programme annual report (IR 77.2e) to be submitted to the EC along with a plan for the subsequent year (IR 79.4).

Each annual plan will review implementation of the previous plan. This will involve:

- Analysis of activities planned vs. activities performed, outputs planned vs. outputs achieved;
- Explanations for any modifications to the planning;
- An update on indicators compared to the target indicators;
- Overview of the communication activities and, if necessary, recommendations for adjustments in order to achieve communication targets;

Monitoring of the annual plans will be carried out via output and result indicators given in the table below.

Table 6. Indicators and sources of verification

Communication activities/tools	Production / Activity indicator	indicator	Source of verification
Promotion			
Programme visual identity	Visual elements compliant with EU requirements	-	Sampling of websites and materials produced within the programme
Promotional materials	Number of promotional materials produced	Number of materials distributed, by category	Programme annual reports
Media displays	Number of journalists invited to events	No of articles	Media monitoring file
	No of press releases issued by the programme and projects		
Information			
Programme Website (maintenance /development)	No of visits per month	-	Website traffic counter
Informative events	No of events	No of participants	Event reports
Dissemination Network	No of organisations included by the Programme in the network	-	Programme annual reports
Help Desk	-	No. of interactions	Help desk register
Newsletter	No of newsletter produced	No of recipients	Programme annual reports
Training			
Training sessions	No of training sessions	No of participants	Training reports

Additional quality indicators will be developed for measuring the satisfaction of the target groups in respect of the communication actions undertaken by the programme.

Satisfaction (perception) indicator	Source of verification
Level of satisfaction via evaluation forms filled in after the event (% satisfied or very satisfied)	Event/training reports
Level of satisfaction among potential applicants and partners interacting with the help desk (% satisfied or very satisfied)	Feedback system reports (sampling) (On-line, e-mail, etc.) / Event reports
Level of satisfaction of programme management bodies expressed via evaluations following training events ((% satisfied or very satisfied)	Feedback system reports (sampling) (On-line, e-mail, etc.) / Event reports

ANNUAL INFORMATION AND COMMUNICATION PLAN FOR 2016

1. Introduction

The communication strategy of the Programme Romania-Republic of Moldova 2014-2020 is implemented via annual information and communication plans (hereafter Annual Communication Plan).

Information on progress in implementing the Annual Communication Plans, the information and publicity measures carried out and the means of communication used will be included in the programme annual report (IR 77.2e) to be submitted to the European Commission (EC) by 15 February along with a plan for the subsequent year (IR 79.4).

This document outlines the Annual Communication Plan for 2016 which follows the Communication Strategy and includes:

- Main communication objectives for 2016
- Target audience for 2016
- Measures, indicative timing, implementing bodies and budget
- Monitoring and Evaluation

2. Context and Objectives

The Joint Operational Programme submitted in June 2015 is expected to be adopted by the EC by December 2015. Although preparatory costs, including for the first call for proposals are eligible from the moment of submission of the JOP to the EC, it is anticipated that programme activities in the second half of 2015 will be focused on the set up of management structures and the process for the designation of the Managing Authority (MA). Designation of the MA is expected to be complete in first half of 2016 allowing the launch of the first call for proposals later in the second half of 2016. Therefore the 2016 Annual Communication Plan will focus on the following objectives:

- To ensure a good communication with the programme bodies, as to ensure the proper start-up of the programme.
- To provide and facilitate proper information on the Programme requirements and enhance the capacity of the potential beneficiaries to prepare compliant applications
- To increase public awareness of the new Romania-Republic of Moldova programme 2014-2020.

3. Target groups

The information and communication activities will be directed to the target groups identified in the two countries, in particular, in the Programme area, although it is expected that the broader activities, such as the website will reach beyond the eligible regions. Moreover, the programme bodies and the controllers/auditors shall benefit of complete and accurate information concerning the programme, so that to be able to contribute to its proper implementation.

4. Communication activities

Proposed activities, target groups, the responsible body, implementing period and indicative budget are outlined in the table below:

	Activity	Target group	Responsible body	Implementing period	Budget
PROMOTION	<p>Create programme visual identity The visual identity must be created as soon as possible after the adoption of the programme. Some elements of the former programme ROUAMD 2007-2013 may be kept, in order to suggest the continuity and capitalization of the results (e.g. the logo “Common borders. Common solutions”).</p> <p>The new visual identity will be used for the communication tools related to the programme. A new visibility manual for use of programme structures and beneficiaries will be elaborated as well as the design of the main instruments for ensuring programme visibility: roll-up, poster, adds, folders, notebook, pen, etc.</p>	All internal and external target groups	MA/JTS	Q1/Q2	10,000
	<p>Produce and disseminate promotional materials Promotional materials bearing the visual identity elements of the programme will be produced and used or disseminated by MA/JTS during the events related to launch of the programme and of the first call for proposals. The promotional materials produced in 2016 shall include: folders, pens , notebooks , roll ups , posters .</p>	All external target groups; Internal target groups - programme management structures, decision makers in participating countries	MA/JTS	Q2/Q3	20,000
	<p>Social media A new Facebook page will be created in order to disseminate new programme developments in an informal manner.</p>	All internal and external target groups	MA/JTS	Q1	n/a
	<p>Media displays Press releases will be used to inform the wider public about events such as the launching of the programme, information events, launching of the call for proposals, etc.</p> <p>Additionally, the launching of the call for proposals will be advertised through the media in the eligible area.</p>	All internal and external target groups	MA/JTS		35,000

	Activity	Target group	Responsible body	Implementing period	Budget
INFORMATION	<p>Programme website</p> <p>A new programme website will be developed following the approval of the JOP by the European Commission, The website will be designed to be the main source of information for all the target groups but, in particular, for the potential applicants, the lead beneficiaries and their partners on one hand, and for the general public on the other hand. The website will be continuously updated.</p>	All internal and external target groups	MA/JTS	Q1	10,000
INFORMATION	<p>Prepare a leaflet on the Programme</p> <p>A leaflet will be produced to give information on the Programme, including the objectives and priorities, eligible regions, expected results and the funds available for each priority.</p> <p>The leaflet will have clear and concise text and attractive graphics. 4500 hard copies will be produced and disseminated during the programme lifetime, but especially in the first year of implementation and before each call for proposals. Electronic copies shall be distributed via the programme website and through the Programme information networks. They will also be sent to the NA for distribution among local stakeholders.</p>	All internal and external target groups	JTS/MA/NA	Q1/Q2	5,000
	<p>Prepare a leaflet for the first call for proposals</p> <p>Another leaflet will be produced for the first call for proposals. It will give information on the objective of the call, eligible applicants, the types of actions that can be financed, the available amount for the call. It will also include information on the maximum and minimum budget for projects and also the expected duration. Only electronic copies shall be prepared. They will be distributed via the programme website and through the Programme information networks. They will also be sent to the NA for distribution among local stakeholders.</p>	Potential Applicants and partners organisations, EU and other bodies working in the programme area	MA/JTS	Q2/Q3	n/a
	<p>Update the programme information network</p> <p>will further extend Based on the information network built under the Joint Operational Programme Romania – Ukraine – Republic of Moldova 2007 – 2013, the programme database will be adjusted, so that to include only relevant organisations for the Programme. Updating will also involve adding needed organisations which are not already included such as relevant programme management structures, other bodies operating in the Programme area and relevant national bodies.</p>	Potential beneficiaries, national decision makers, other bodies working in the programme area	JTS/MA/NA	Q1	n/a

	Activity	Target group	Responsible body	Implementing period	Budget
INFORMATION	<p>Programme launching conference</p> <p>The launching conference will be held together with the launching of the first call for proposals. Expected participants will include key decision makers from participating counties, representatives from NA, CCP, other EU programmes, relevant international organisations, potential beneficiaries, including lead partners and partners from the former ENPI programme. The event will give information on the new programme and first call for proposals and will provide a favourable framework for initialising partnerships.</p>	All external target groups, potential beneficiaries, programme management structures, EC, decision makers in participating countries	MA/JTS/NA	Q3	20,000
	<p>Hold information events in each participating country</p> <p>At least one information event for potential applicants and partners will be held in each participating country as soon as possible after the launch of the call for proposals. These will be one day events held in regions eligible for the programme. They will focus on providing information on the programme, how to participate in the call for proposals and what support is available during the application process. The events are designed to be interactive so to allow sufficient opportunity for discussion and for participants to ask questions. The events will be delivered by the JTS (including BO of JTS) and MA assisted by the NA in each country who will be able to provide information on national rules.</p>	Potential beneficiaries	JTS/MA/NA	Q3/Q4	25,000
	<p>Establish a Help Desk</p> <p>A virtual 'help desk' at programme level, will operate during the first call for proposals (respecting the rules governing provision of information during calls). The Help Desk, established with the JTS and with a dedicated email address, will provide responses to questions of clarification during the calls for proposal. All questions and responses will be published on the programme website. The NA may be requested to support MA with answers related to national rules. The Help Desk will be promoted at programme events, on the programme website and in appropriate publications.</p>	Applicants & partners	JTS/MA	Q3/Q4	n/a

	Activity	Target group	Responsible body	Implementing period	Budget
INFORMATION	<p>Prepare a programme newsletter</p> <p>At least one programme newsletter will be produced during 2016. The newsletter will include information about the launch of the new programme and it the opportunities it offers and will also highlight the successes of the current programme. It is expected that contributions to the newsletter, will be made by the participating countries and it will be disseminated via the website and Programme information network.</p>	All internal & external target groups	JTS/MA/NA	Q2	n/a
TRAINING	<p>Training for programme management structures</p> <p>Training will be conducted for programme management bodies so they are able to fulfil their particular tasks. These events will be organised by the MA/JTS and will coincide with other programme events where possible.</p>	MA, NA, JTS, CCP, AA, GoA	MA/JTS	Q1-Q2	5,000
	<p>Trainings for potential beneficiaries</p>	Potential beneficiaries	MA/JTS	Q3	25,000