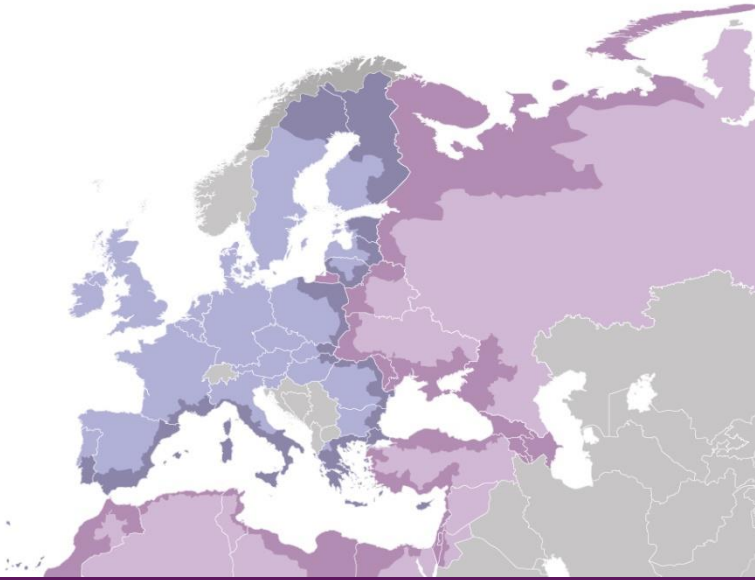
TESIM

Technical support to the implementation and management of ENI CBC programmes

Network meeting of ENI CBC communication managers

Brussels, 9 & 10 May 2018

Concept and agenda



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NETWORK MEETING OF ENI CBC COMMUNICATION MANAGERS

09 – 10 MAY, 2018

CONCEPT OF THE EVENT

1. Rationale

The ex-post evaluation of ENPI CBC programmes has outlined, as one of the main findings, the necessity to improve the visibility of the ENI CBC instrument[1]. During the year 2017, enhancing the visibility of ENI CBC programmes 2014-2020 and raising awareness about their funding opportunities were among the communication priorities, as follows from the annual implementation reports submitted in February 2018. After a full year of implementation, it is important to highlight main outcomes, opportunities and challenges ahead to measure the progress made in ENI CBC programmes communication and visibility and understand what can be done to support programmes implementation. With many ENI CBC programmes having come closely to project implementation, it becomes relevant to start thinking on capitalisation from a prospective of communication.

Digital channels remain a strong tool for information dissemination and promotion of the programmes, their achievements and impact. Between the end of 2016 and the beginning of 2017, most of the programmes updated or launched new ENI CBC websites and accounts on various social platforms (Facebook, Twitter, YouTube, Instagram etc.). In this context it becomes relevant for the programmes to take the necessary steps in developing a strong digital presence. The meeting will allow to enhance the capacities of the participants in building successful web and social media strategies as well as in use of new digital channels (Interreg.eu) for a better promotion of the ENI CBC programmes and their results.

The European Cooperation Day (EC Day) campaign is an efficient instrument in improving the visibility and public awareness of Interreg, IPA and ENI CBC programmes by highlighting the benefits of the cooperation among regions. With 11 programmes having planned events in the frame of the EC Day 2018 (as results from ICP 2018), it becomes important to highlight EC Day latest preparatory actions and timeline.

The organisation of the networking event in the same dates than the Bozar «Next Generation, Please!» campaign for 2018, including the project of IHECS students showcased therein, will give a unique opportunity to increase visibility of the ENI CBC instrument as a whole, making the ENI CBC communication managers speak up about their programmes to a wide audience in Brussels and promote cross-border cooperation in the centre of Europe.

1 p.12: Ex-post Evaluation of 2007-2013 ENPI CBC Programmes. Final report, Volume I: Main Report, January 2018.

2. Objective of the meeting

The overall purpose of the annual ENI CBC communication managers network meeting is to enhance the capacity of communication managers to effectively implement the programmes by providing a platform for exchange of expertise, experience and best practices in the communication field.

The specific objectives are:

1. Facilitate exchange of experience, knowledge and good practice in the implementation of programme communication
2. Enhance capacities of the ENI CBC communication managers in the use of digital communication tools
3. Give an overview of the communication activities of the EC Day 2018 campaign
4. Increase the visibility of ENI CBC programmes in Brussels

3. Methodology

The joint work will be built upon the findings of the annual implementation reports submitted in February 2018 in relation to the communication activities as well as the analysis of the needs preliminary expressed by the programmes. The event will combine information and interaction sessions with a training component essential from a techniques-and-tools perspective. TESIM and Interact experts, as well as trainers, will deliver presentations for each informative session and will moderate the interactive sessions during which the participants will be able to get new knowledge, express and exchange their opinions and share good practice on the various communication issues foreseen in the agenda.

Besides the traditional agenda, communication managers will have the opportunity to attend the «Next Generation, Please!» event proposed by the Center of Fine arts in Brussels, BOZAR. They will have a possibility to visit the exhibition on «Crossing borders» proposed by IHECS students, as well as to discover the documentary about their travels to the border areas of three CBC programmes in 2017. A debate will also be organised for the occasion.

4. Target group and scope of the event

The event is targeted at ***communication managers of the Managing Authorities, Joint Technical Secretariats and branch offices*** involved in programme communication and capitalisation of programme/project results. During one and a half day, the participants will work on the following:

- ✓ How communication activities can contribute to the capitalisation process
- ✓ How to build successful web promotional campaigns
- ✓ How to use new harmonised digital tools (Interreg website, blog) for promotion of ENI CBC programmes and their achievements
- ✓ Which opportunities for improving visibility and raising awareness about the ENI CBC programmes and their achievements offers the European Cooperation Day initiative
- ✓ How to increase awareness of the citizens in the centre of Europe on cooperation at the EU external borders

TESIM
Technical support to the implementation and management of ENI CBC programmes

NETWORK MEETING OF ENI CBC COMMUNICATION MANAGERS

9 – 10 MAY, 2018

Location: *NH Carrefour de L'Europe hotel*
Rue Marche aux Herbes, 110
Brussels

AGENDA Day 1

09:00-09:30	***Welcome coffee and registration***
09:30-09:45	***Introduction to the programme of day 1***
09:45-10:15	***State of play of ENI CBC communication and visibility***
10:15-11:00	***Peer-to-peer learning session: what does the state of play show?***
11:00-11:30	**Coffee-break**
11:30-13:00	***Capitalisation in ENI CBC programmes*** ✓ *Proposal for a common capitalisation strategy (TESIM)* ✓ *MSB programme: achievement and way forward of capitalisation process*
13:00-14:00	***Lunch***
14:00-14:45	***Communication tools - Interact communication toolkit***
14:45-15:30	***Presentation of the Interreg.eu portal and blog*** ✓ *Presentation of the project, brief introduction to the website, publishing methods and CMS responsibilities*
15:30-16:00	***Coffee-break***

16:00-16:45	***European Cooperation Day 2018***
16:45-17:00	***Conclusions and wrap up of Day 1***
17:00-18:00	***Transfer from venue to BOZAR***
18:00-19:00	***Vernissage of «Next Generation, Please!»*** **Venue: BOZAR, Centre of Fine Arts, Brussels** **Rue Ravensteinstraat 23 (1000)** Possibility to meet IHECS students and visit the exhibition proposed in the framework of their project "Crossing Borders" – inspired by their travels to three ENI CBC programmes in November 2017. For more information: https://www.bozar.be/fr/activities/130360-next-generation-please
19.30-21:00	**Common dinner**[1]

1 The common dinner is at participants' own cost.

AGENDA Day 2

09:00-09:30 ***Next Generation, Please! – Views of ENI CBC practitioners***

09:30-13:00 ***Building a strong digital presence***

Two 15' coffee breaks foreseen

- Introduction to the session and digital marketing
- Creating engaging content:
  - Types of content and their purposes
  - Identifying your audiences
  - Matching the correct content to the right audiences
  - Finding the right platform for your content
- Promoting content:
  - Optimizing your website – SEO
  - Social media marketing
  - When is the right time to use PPC?
- Reviewing website performance:
  - Introduction to Analytics
  - Reviewing content performance
  - Reviewing search performance

13:00-13:30 ***Lunch***

14:00-16:00 ***"Crossing Borders"***

Projection of the documentary and debate with the IHECS students & ENI CBC stakeholders

Venue: BOZAR, Centre of Fine Arts, Brussels

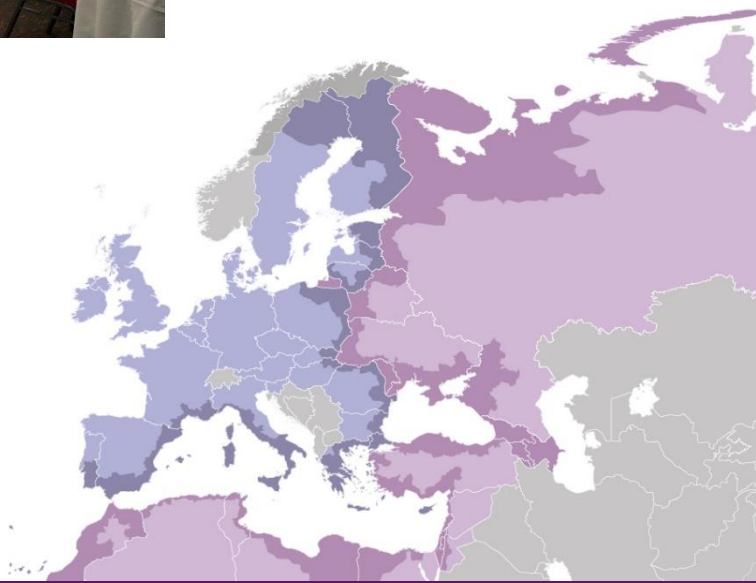
Rue Ravensteinstraat 23 (1000)

TESIM

Technical support to the implementation and management of ENI CBC programmes

Notes from the Communication Managers Network Meeting of ENI CBC programmes

Brussels, Belgium
9 – 10 May, 2018



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DAY 1

Introduction to the event

13 out of the 15 invited ENI CBC programmes were represented at the event by their MA/JTS/BO communication managers, for a total of **27 participants** (7 from MA, 11 from JTS, 8 from BO, 1 from Interact).

The **specific objectives** of the meeting were:

1. Facilitate exchange of experience, knowledge and good practice in the implementation of programme communication
2. Enhance capacities of the ENI CBC communication managers in the use of digital communication tools
3. Give an overview of the communication activities of the EC Day 2018 campaign

The participants were invited to divide into working groups based on the following criteria: 1) experience and expertise (at least one communication manager with ENPI experience was present at table); 2) geographical area (communication managers seated at one table represented different ENI CBC geographical areas and programmes).

Session 1 – State of play of ENI CBC communication activities

After the welcoming words and the introduction to the agenda of the first day, the morning session started with a presentation on the **state of play of communication activities** in the ENI CBC programmes. The slides introduced the key findings from the analysis of the annual implementation reports submitted in February 2018 (*Annex I)*. The presentation was followed by **a peer-to-peer learning session** during which the participants had an opportunity to discuss and exchange their opinions and experience on the topics suggested by TESIM[1].

After exchanging within each group for about 30 minutes on one topics, one representative per table announced the outcomes of the peer-to-peer group discussion, giving a possibility to all participants to ask questions and further contribute to the exchange.

The table below provides a short summary of the group discussions:

1 In order to support the discussion on good practices (Q3), TESIM team had developed a document on good practices identified in the AIRs and proposed to use it during the discussion as a source of inspiration (*Annex II*).

Q1: What challenges/opportunities have you met while implementing communication activities in the reporting period?	***Challenges***: (1) Slow start of the ENI CBC programmes brought some challenges: a) numerous questions on the actual projects start were received from potential applicants; b) time discrepancy between the adoption of the programme and launch of the calls was hard to explain to external target groups (2) Existing **language barriers** at national level within a programme and insufficient knowledge of English of potential beneficiaries (3) How to improve **partner search fora**: despite of diverse partner search tools (online tools, KEEP), face-to-face sessions are important though bearing financial and mobility constraints (4) How to tackle new **GDPR** regulation? (5) How to **attract newcomers** in a programme, especially from private sector? (6) Difficulties in managing expectations of unsuccessful potential applicants (7) Confusion between **ENPI and ENI territories** as a result of splitting of trilateral programmes into bilateral ones *(8)* Challenges in making **ENI CBC content attractive**, need of using graphics and visual tools ***Opportunities***: (1) Improvement of **websites** thanks to the experience of the previous programming period (2) Use of **social media tools** (Facebook groups) for an efficient internal communication among the programme bodies (3) Active use of **KEEP** database for partner search (partners with previous experience) (4) Still **high interest of potential applicants** to the ENI CBC programmes
Q2: Which communication tools have you found most efficient in reaching your target groups?	(1) **Events** (regional and national trainings and seminars) for potential applicants to improve their knowledge and share experience. **Site visits** were very efficient in targeting local authorities to encourage their participation and make them act as programme multipliers

	(2) **Digital tools** such as user-friendly websites and social media channels (Facebook, Twitter, Instagram) efficient in reaching large audience and raising engagement. *A lot of technical questions from potential applicants were received and answered during open calls through the Facebook page of the programme* (3) Facebook groups: an effective tool for internal communication between the programme bodies (4) Quarterly **newsletters** as efficient tool in reaching and engaging various target groups (including greetings, quizzes, prizes) (5) Successful **project stories** to reach new audiences (6) **Project testimonials** on two levels – final beneficiaries and high-level officials/authorities – proved to be very efficient as programme multipliers (7) **Institutional endorsement**: engaging public, making it speak "bottom-up" to key politicians of public authorities
Q3: Have you applied any innovative approach (good practice) in 2017 or foreseen in the information and communication plan 2018?	(1) Use of **KEEP** and other databases to bridge ENPI and ENI experience (2) Organisation of **programme events targeting youth** (school competitions, annual academy etc.) (3) Improved **on-line partner search too**l that do not require the mediation of JTS (4) **Live-streaming** from programme events (5) Mainstreaming of programme communication activities with different public events (national, regional) (6) Development of **mobile applications** to address potential applicants (e.g. pre-event surveys) (7) Elaboration of **tutorials** how to use eMS/fill in an application form (8) Application of Interreg approach on **common branding**

The session was continued by introducing the requirements for communication plans (both on programme and project level) set by the **new Communication and Visibility Requirements to EU-financed external actions (01.01.2018).**

TESIM afterwards introduced the added-value of a result-orientated approach in the evaluation of communication plans, even if there is no obligation to adopt it until now.

The participants organised in working groups performed a practical exercise on filling in a result-oriented matrix. Each working group had one pre-defined communication activity as a starting point. After a 20-minute exchange, one representative per group shared the outcomes of his/her group discussion. The tables below provide a summary of the group exercise:

Group 1

Specific objective	Activity	Result indicator	Baseline/target	Data source/ collection method
To increase engagement of the beneficiaries in the communication activities	***Design of project communication & visibility guidelines***	Number of visibility activities by the beneficiaries (at least an increase of 10%)	Number of the visibility activities before the release of the visibility guidelines	Project reports and surveys

Group 2

Specific objective	Activity	Result indicator	Baseline/target	Data source/ collection method
To increase number of subscribers	***Production of newsletters***	Increased knowledge of subscribers, increased awareness among decision makers	15% increase from 2016 (e.g. potential applicants from Finland) 10% increase of mentions of the programme in official strategies by the local and regional decision makers	Statistical data from programme platforms New initiatives mentioned in the applications

Group 3

Specific objective	Activity	Result indicator	Baseline/target	Data source/ collection method
To increase the attractiveness of the website	***Updating programme website***	Increase of inputs by the beneficiaries	20% increase of website visitors, 50 articles provided by the beneficiaries	Statistics of the website

Group 4

Specific objective	Activity	Result indicator	Baseline/target	Data source/ collection method
To increase awareness about the programme with general audience, especially with young people (18-25)	***Management of the programme Facebook page***	Increased number of followers and people reached	10% increase in followers compared to the previous year	Google analytics

Group 5

Specific objective	Activity	Result indicator	Baseline/target	Data source/ collection method
To increase skills of project and financial managers of approved projects	***Organisation of workshops on project management***	Number of submitted reports, reduced delays, improved quality of progress reports, increased knowledge of reporting tools, number of dropouts	Evaluation forms form the workshops, problems related to the partnership management	Questionnaires, documents, cases of failures and involvement of JTS

Based on the feedback provided, TESIM stressed three main elements:

- Project monitoring and communication are closely related activities, but when drafting the results-based matrix, the focus should be on communication activities and not on project monitoring;
- As for the visibility guidelines, the indicators should also take into account the qualitative dimension (e.g., number of project visibility activities stressing the CBC added value);
- As for the newsletters or other promotional products, the range of measurement tools could go beyond the statistics and use more qualitative options (surveys, studies, etc).

Session 2 – Communication and capitalisation

A presentation made by ***Martin Heibel from the Mediterranean Sea Basin Programme*** showed the steps undertaken by this programme regarding the capitalisation process, including its communicative component (*Annex III*). The following presentation by TESIM illustrated the capitalisation approach in communication (*Annex IV*). After it, the

participants split into five working groups and performed a short practical exercise: each group worked on setting objectives and selecting tools to communicate capitalisation to specific (pre-defined) *target groups*. After a 20-minute exchange, one representative per group shared the outcomes of his/her group discussion. The tables below provide a summary of the groups discussions:

Group 1

Main objective	Communication activity/tool	Target group
To communicate effectively projects results to the applicants and beneficiaries in order to transfer them previous knowledge that they can adapt and use in their project activities	*Interactive events, workshops, open door days with the projects already implemented, videos with a storytelling approach*	***Project applicants/beneficiaries***

Group 2

Main objective	Communication activity/tool	Target group
To adapt good practices in the framework of other regional and national policies	*Interview, bus tours, storytelling, proactive approach, newsletters, events*	***Other regional/national policy stakeholders***

Group 3

Main objective	Communication activity/tool	Target group
To use the experiences and knowledge from CBC programmes and other EU networks to synergize public policies at regional/national/EU level	*Panel discussions, Public hearings, Digital platforms*	***Other EU projects/networks/initiatives***

Group 4

Main objective	Communication activity/tool	Target group
To raise the overall coverage of programme in the media To highlight the positive image and the added value of CBC at national and EU levels	*Factsheet, info graphics, informal briefings, project study visits, roadshows*	***Journalists***

Group 5

Main objective	Communication activity/tool	Target group
Mainstream good practices into national and regional policies (increase ownership and political will, not just bureaucracy)	• *Sharing good news, good projects stories with visible impact* • *Periodical update on the project results plus case studies* • *Use of ground-based approach: use of project knowledge and outputs to be promoted in national/EU frameworks* • *Promotional use of the most innovative projects and the ones showing a higher degree of impact and sustainability*	***JMC members***

Based on the programme feedback and presentations, some key messages on capitalisation can be spotted:

- Capitalisation is a demanding process requiring analysis, clustering and sharing of information and knowledge;
- There is no one single method and process for capitalisation. Each programme should define its own, depending on its context as it is a complex and time-consuming process which requires dedicated financial and human resources and specific tools;
- Capitalization is key to understand the actual impact of programmes and generalize results;
- Telling the CBC story: work together towards a common set of indicators at the level of ENI CBC programmes and foster exchange of experience among funded projects.

Session 3 – Interreg.eu and communication toolkit from Interact

In the afternoon session, ***Arkam Ograk - communication manager at Interact, Vienna*** - presented the recently developed communication toolkit and Interreg website (*Annex V*). This was followed by a Q&A session, in which the participants asked about the structure of Interreg.eu, its management, complementarity and advantages for the ENI CBC programmes.

Session 4 – EC Day

Due to exceeding the agenda's timeframe, the last session was shortened to a presentation of the EC Day 2018 updates and deadlines (*Annex VI*), omitting the interactive part in which the participants had to share their experience about organizing their EC Day activities 2017 and plans for 2018.

Wrap-up of the first day

During the wrap-up session individual knowledge gaps questionnaires were distributed to the participants prior to the transfer to the BOZAR "Next Generation, please!" exhibition.

DAY 2

The participants were welcomed and introduced to the agenda of the second day of the meeting.

Session 5 – Views of ENI CBC practitioners

TESIM started the session showing the introductory video prepared at the occasion of its EC Day activity for 2017. The process linking the EC Day activity and the initiative "Next Generation, please!" was shortly introduced to the participants: 1) meeting in September between IHECS students and ENI CBC practitioners, 2) the travels from the students to EU's external borders 3) the creation of the documentary and 4) the preparation of the BOZAR festival (9>13 May).

Rosario Sapienza (Italy-Tunisia) and Dace Spēlmane (Latvia-Russia) concluded the session giving their testimonies on how the project went regarding their respective programmes. Both of them provided very positive feedback on the experience itself. They also underlined again the necessity to address younger generations and make them acquainted with the reality of EU's external borders and the cooperation taking place there. They mentioned the great impact that such project would have on the ENI CBC visibility thanks to the fresh messages filmed by the students. The discussions continued with a wider public during the debate organised in the afternoon at the Center of Fine Arts (BOZAR).

Session 6 – Building a strong digital presence

The session on digital marketing was presented by ***Michael O'Flynn***, Sales&Marketing Director of Professional Academy, the world's leading provider of training and qualifications in marketing, digital marketing, sales, management and leadership. The presentation was dedicated to creating an engaging digital content, its promotion and to the improvement of website performance (Annex VII). It was built on the findings of a pre-event online survey conducted among the ENI CBC communication managers. During the full session the trainer answered the participants' questions and encouraged the audience to contact him personally for any further questions.

Following the end of the training, TESIM closed the event.

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Technical support to the implementation and management of ENI CBC programmes

Welcome to the ENI CBC Communication Network Meeting 2018

Brussels, 9-10 May 2018

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Technical support to the implementation and management of ENI CBC programmes

State of Play of ENI CBC Communication plans

ENI CBC Communication Network Meeting 2018

Brussels, 9-10 May 2018

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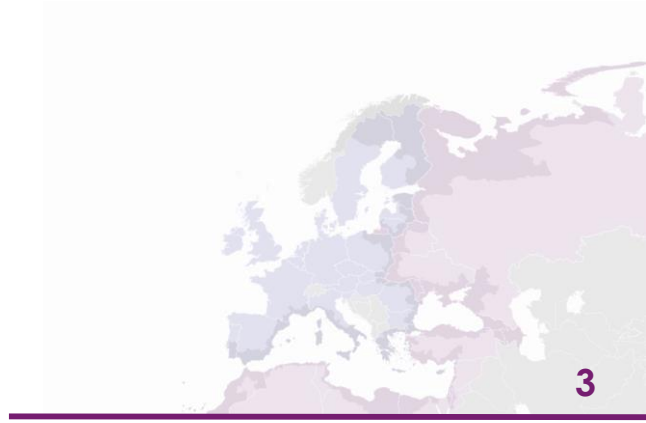
State of play…WHY?

- Progress of the ENI CBC instrument as a whole
- What can be taken onboard?
- Knowledge management



Findings from AIRs

Reporting period: 01.07.2016 – 30.06.2017

Major communication objectives	
To promote calls for proposals	***To increase programme's visibility***

Main target groups

CORE

- Potential applicants/beneficiaries
- Programme managing bodies

MULTIPLIERS/ INFLUENCERS

- National and EU bodies
- Programme stakeholders
- Media

WIDE

- General public

Findings from AIRs

Most frequently used communication tools

- Events
- Website
- Social media

Events 1/2

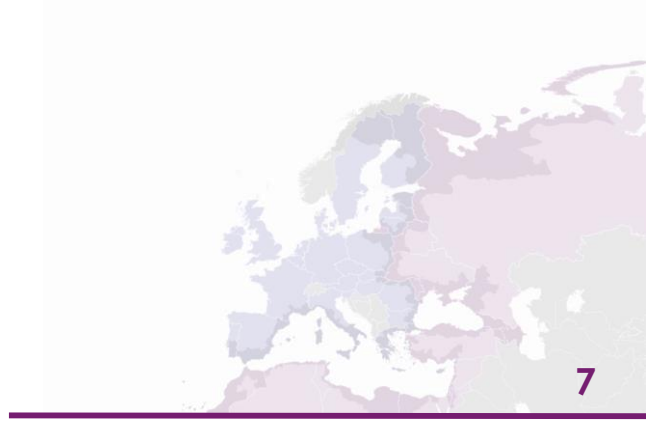
28 calls launched by 15 programmes, **22** closed.

161 information events for potential applicants attended by more than **10 000** participants *(data available from 14 programmes)*

More than **2 700** applications received *(16 closed by the end of 2017 with more than 1800 applications submitted)*

35 external events attended by more than **20 000** visitors *(data available from 10 programmes)*

19 closure/opening conferences and partner search fora attended by more than **2 000** participants *(data available for 16 events from 11 programmes)*

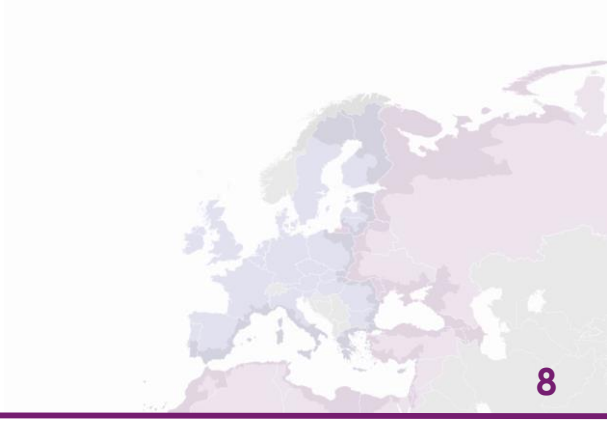


Events 2/2

6 programmes have carried out qualitative analyses of the events towards the objective achievement

Most of the participants (more than 75%) found the events useful or very useful

Comparative analyses of the participant profiles (MSB)



Websites

- During the reporting period most of the programmes have restructured the existing or launched new programme websites
- Over **120 000** page views (data available from 2 programmes only)
- **812** news and event updates published
- Most popular sections: News, Events, FAQ, Partner Search

Social media

ENI CBC programmes are present on 6 social media platforms (Facebook, Twitter, LinkedIn, YouTube, Instagram, Vkontakte)

Most preferred platforms are Facebook and Twitter (14 Programmes on Facebook, 9 on Twitter)

Facebook: 10 301 followers

Twitter: 5 020 followers

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Technical support to the implementation and management of ENI CBC programmes

Huge efforts, amazing results!

Peer-to-peer learning session

TESIM
ENI CBC

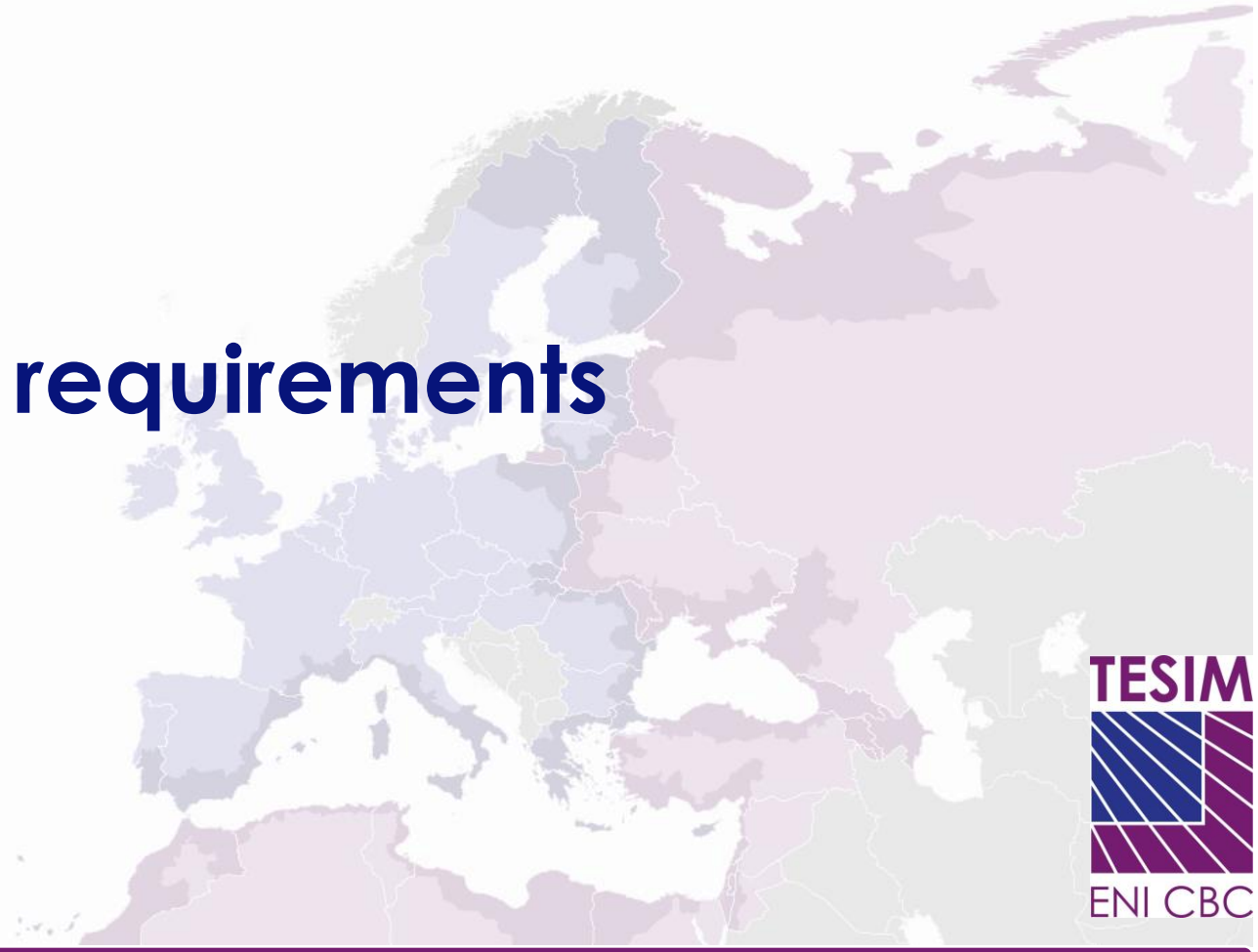
Key questions

1. What challenges/opportunities have you met while implementing communication activities in the reporting period?

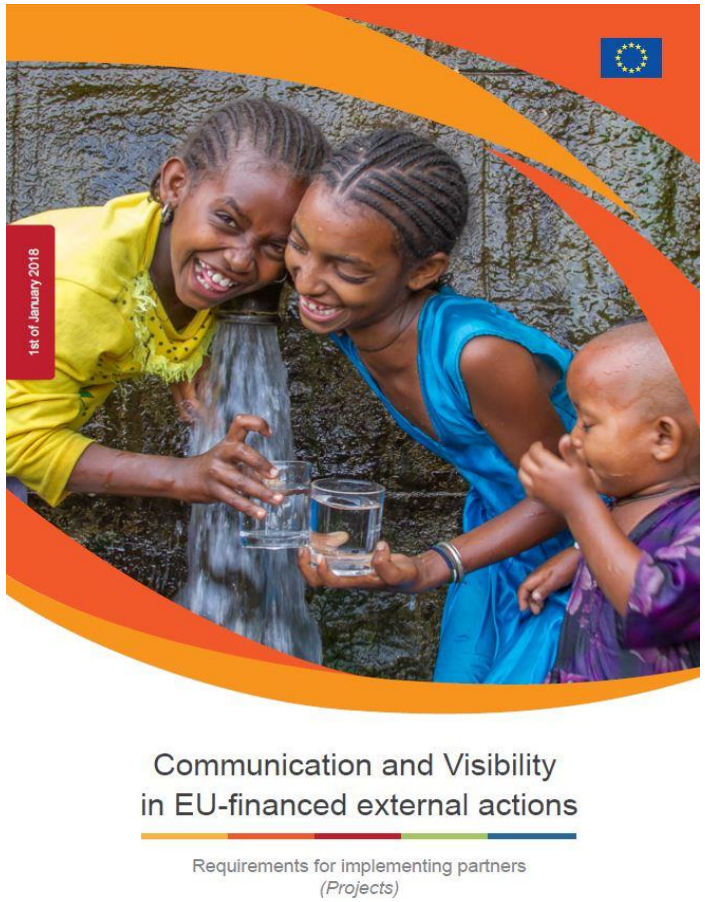
2. Which communication tools have you found most efficient in reaching your target groups?

3. Have you applied any innovative approach (good practice) in 2017 or foreseen in ICP 2018?

Legal requirements



Legal requirements



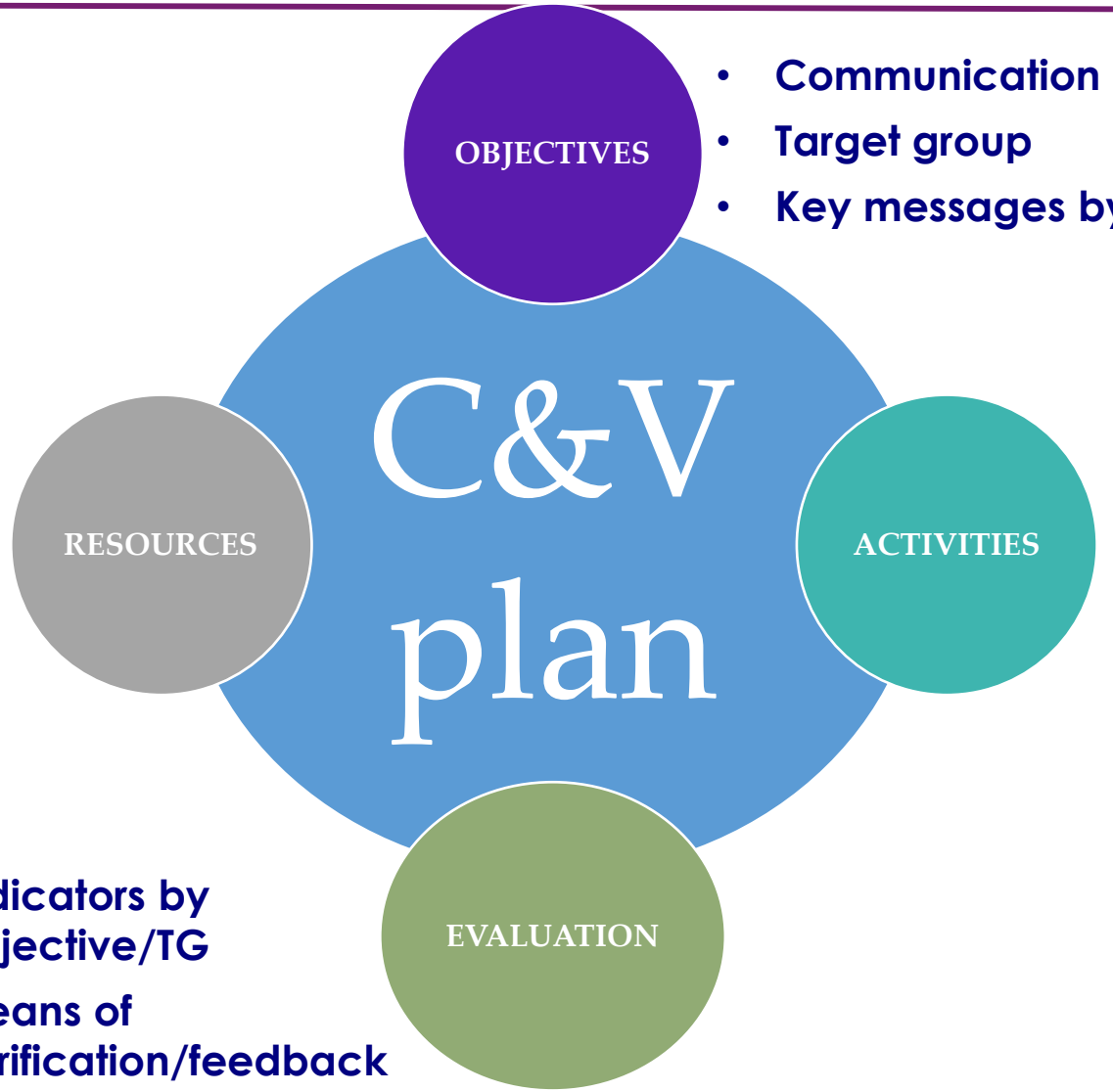
"the Managing Authority shall ensure that its visibility strategy and visibility measures undertaken by the beneficiaries comply with the **Commission's guidance**"

Article 79.3 of the **ENI CBC Implementing Rules:**

All communication and visibility (C&V) measures and products must be based **on a communication and visibility plan** built on sound analysis, proper sequencing and an appropriate budget

EC requirements (01/2018

Legal requirement



- Communication objective
- Target group
- Key messages by TG

- Human
- Financial

- Communication tools and channels
- Main communication activities envisaged

- Indicators by objective/TG
- Means of verification/feedback

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Evaluate your communication plan: a result-based approach

CommNet event

Brussels, 09-10 May 2018

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Which focus for an evaluation approach?

Measurement and evaluation of communication activities should be introduced at the earliest stage of your communication planning

Focus shall be on "which change we delivered" rather than on activities (what did we do?) and outputs

Focus your evaluation plan on qualitative questions : "did we engage the right target groups?" rather than "how many participants..?"

Any evaluation should have reference to the **planned objectives/target audiences/key messages-contents/communication tools**

From an activity oriented planning….

TESIM

RAISING AWARENESS EVENTS

Specific communication objective	Activity (quantification)	Target group(s)	Key Message	Responsible body	Quarter	Budget
Increased awareness (%) about the programme among general public in border areas	Participation in EC Day – 2 events	External: young people (age group 16 – 30)	We(programme) help expand your horizons across borders!	MA/JTS	Q3/Q4	€12,000

.. To a Result based planning

Identify your objective

Which change do you want to achieve?	Engaging new applicants and enhancing their capacity for project development

Define your result indicator

Is it adequate to the target group?	Higher share of applicants from new areas attending the applicant seminars (%)

Set up your baseline and target value

Are data available and comparable? Are the target values realistic?	Let's use the data from previous programme events

Think about the most effective measurement tools!

Result based matrix

RAISING AWARENESS EVENTS

Specific communication objective	Activity	Result Indicator	Baseline/ target	Data source/collection method
Increase awareness (%) about the programme among general public in border areas	Participation in EC Day – 2 events (1 in Finland, 1 in Russia)	Increased knowledge of the programme activities among the EC participants	10% increase from previous participant numbers in EC Day e.g 30 young people in Finland have 20% more knowledge of the programme activities	Programme annual report; Registration form Sample interviews/ Online surveys before and after with EC Day participants

Group work

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Step 1

The participants will be split in 5 groups, each one focused on a different example of ***communication activities/tools****:*

- ***Design of project comm&visibility guidelines***
- ***Production of newsletter***
- ***Updating of programme website***
- ***Management of a programme Facebook page***
- ***Programme workshops on project management***

Step 3

Step 2

Each group will identify at least the relevant specific objectives, result indicators, the possible target values, the measurement tools

15'

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Technical support to the implementation and management of ENI CBC programmes

Let's communicate and evaluate if we effectively did it!

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This document includes some of the practices identified in the annual implementation reports submitted in 2018. This is without prejudice to activities carried out by the programmes but not listed in the report or to activities carried out by the programmes after the reporting period.

Programme level	
Networking	**Kolarctic**: Cooperation with Arctic Programmes (Northern Periphery and the Arctic (NPA), Interreg NORD, Interreg Botnia-Atlantica), such as formulation of a "Road Map", common participation in EWRC, common clustering event in Skellefteå, Sweden, project awards.
	BSB: Networking event focused on the lessons learnt during the implementation of ENPI CBC Black Sea Basin Programme 2007-2013 and on sharing experience to better support the management and implementation of ENI CBC Black Sea Basin Programme 2014-2020
Capitalisation	**MSB**: I. A two-step capitalisation process is foreseen by the programme: 1) creation of projects thematic communities; 2) organization of thematic capitalization events II. New integrated approach for Programme website with hosting of project webpages (INTERREG inspired) and thematic focus
Internal communication	**LLB**: use of Extranet under the website of the Programme for ensuring a better internal communication, sharing documents etc.
	SEF-RU: Creation of the SharePoint Intranet including official and personal emails and joint CBC year calendar accompanied by Yammer feed for CBC Programme personnel
Study on CBC impact	**SEF-RU**: planned study concerning the recognisability and notability of the ENI CBC and setting the target values and appropriate methodology to measure the impacts amongst the target groups. Special attention in the study will be given to youth, in line with EU Youth Strategy and relevant national and regional strategies.
Good visibility and synergies	**IT-TU**: Programme info events followed by web streaming **PBU:** Participation in a large number of other EU initiatives in order to create synergies

ENI CBCMED
Cooperating across borders in the Mediterranean

Programme funded by the EUROPEAN UNION

REGIONE AUTÒNOMA DE SARDIGNA
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Capitalization process

Achievements and way forward

Martin Heibel
Network meeting of ENI CBC Communication Managers

Objectives of the capitalization process

To promote networking and cross-contamination among funded projects

To showcase and disseminate project good practices with local, regional and national decision-makers and foster replication

To contribute positively to the development/improvement of public policies

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Programme funded by the EUROPEAN UNION

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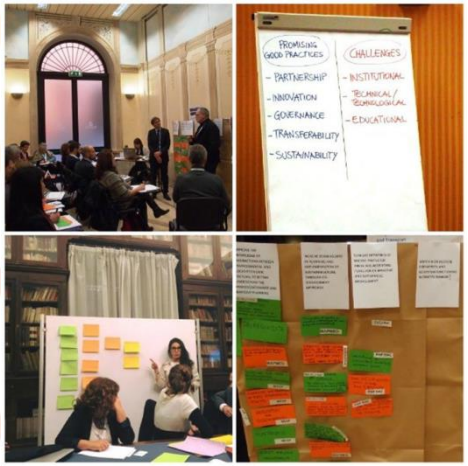
REGIONE AUTONOMA DELLA SARDEGNA

2007-2013: from projects to thematic clusters

95 projects → 4 thematic clusters

Environmental sustainability
Economic growth and territorial development
Human capital
Cultural heritage and sustainable tourism

- 6 **thematic networking events** also open to representatives of other projects (INTERREG IVC, CIUDAD, FP7, MED programme, ENPI SOUTH, EUROMED Heritage, UNEP/MAP, etc.) + representatives of National Authorities
- **Benchmarking** of technical (pilot actions) and strategic results (contribution to policy development) and discussion on medium term needs/challenges of the cooperation area



Mandatory Work Packages on capitalization in 2° and 3° call for proposals

ENI CBCMED Cooperating across borders in the Mediterranean
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Capitalization process: What was achieved - 1

The solar cluster, an actual example of joint projects' work

FOSTErinMED
Fostering Solar Technology in the Mediterranean Area

STS med

SHAAMS
STRATEGIC HUBS FOR THE ANALYSIS AND ACCELERATION OF THE MEDITERRANEAN SOLAR SECTOR

MED DESIRE
the sun for you.

DIDS LIT-PB

MED SOLAR

A network bringing together **57 organizations** from 12 different countries for an investment of **€24 million**

Tangible collaboration among 6 projets of the solar sector:

- **policy lobbying**: 2 forums for the promotion of solar energy in the Mediterranean organized in Barcelona
- **dissemination and communication** through the mobilization of a Euro-Mediterranean network comprising national authorities (ENEA in Italy), companies (association of Mediterranean chambers of commerce), research centers (CEA in France)
- **common studies and recommendations** on regulatory barriers to the development of solar energy
- **joint training sessions** addressed to SMEs, students, policy-makers

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Capitalization process: What was achieved - 2

Projects' contribution to Programme and policy development

Public policies

- **SIDIG-MED:** new regulation of urban agricultural of the city of Rome inspired by project recommendations
- **GR.ENE.CO:** project protocol on the use of renewable energies in agriculture adopted by the Lebanese Ministry of Agriculture
- **MED-DESIRE** : support to the design of plans for the development of energy efficiency in the cities of Tire (Lebanon), Sousse (Tunisia) and in Egypt

Programme strategy

- Contribution of projects to the definition of the priorities of the Programme 2014-2020
- Draft new Programme Priorities discussed and "tested" during thematic networking events and integrated as the case may be by the Joint Programming Committee

ENI CBCMED Cooperating across borders in the Mediterranean

Programme funded by the EUROPEAN UNION

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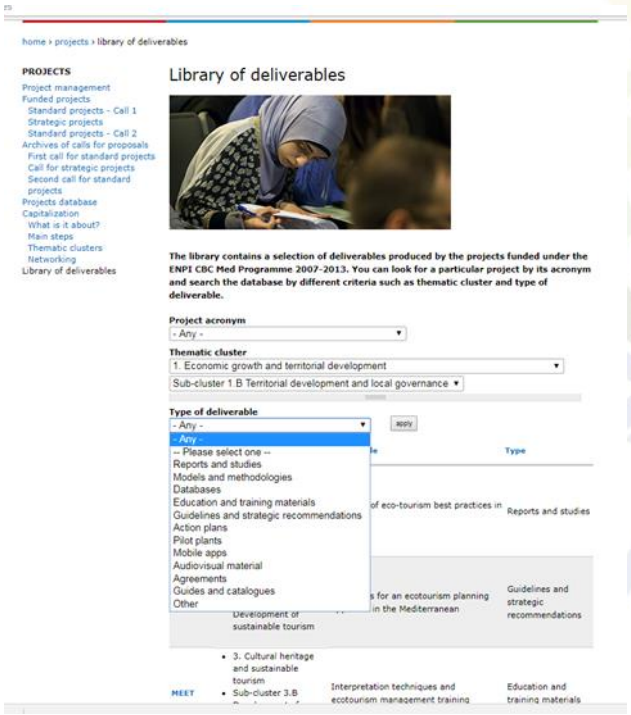
Communicating the capitalization process

Tools

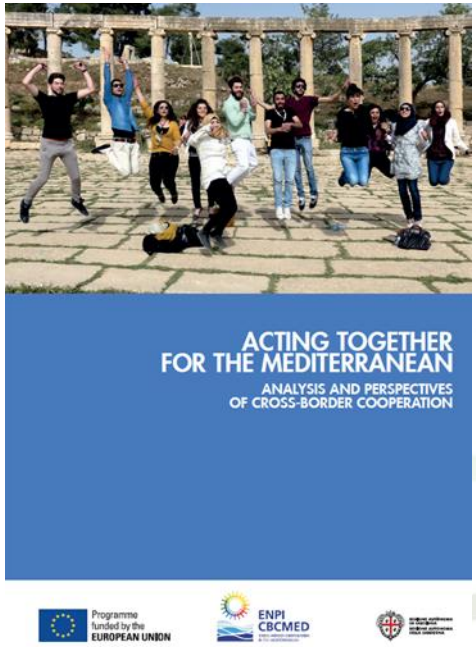
"Mediterranean stories", a set of 4 thematic publications highlighting the results, cooperation value and tangible benefits on people of funded projects



- Library of deliverables displaying main projects' outputs
- Library promoted through a digital campaign on with daily tweets #MadeinENPIMED

Communicating the results of the capitalization process

Report “Acting together for the Mediterranean”



WHY? Importance to have a comprehensive picture of the results achieved, demonstrate value for money and added value of cross-border cooperation

Analysis of project performance at cluster level and links to 2014-2020 Programme strategy

Highlight impact and sustainability combined with a story-telling approach

Focus on promising project good practices with proposal for follow-up at national level

Promotion through an advocacy campaign with key stakeholders and institutions with the support of national authorities

Involvement of high-level testimonials

Report “Acting together for the Mediterranean”

Main challenges in telling our story

Result or impact indicators were not included in the Joint Operational Programme 2007-2013

Programme indicators with **poor communication potential** and not reflecting actual achievements

Huge set of specific indicators defined at project level

Focus on results and outputs indicators at project level

Importance of quality check of project indicators and developing sound MIS/set of impact indicators

10,000,000+ people served by new or improved services

35,000 people trained

344 start-uppers supported

215 heritage sites enhanced

144 tour operators involved

1 million+ kWh of clean energy produced

1.9 people positively affected by new waste management plans

Over 90% of Programme output indicators reached/exceeded

Capitalization in ENI CBC Med
Key elements

- More **focused strategic framework** and new set of **common output indicators at project level** allowing to measure more easily the actual impact of the Programme

- Foster an **early start of capitalization activities**: included in the 2018-2019 communication plan (thematic communities + capitalization events)

- **WP Capitalization not mandatory** any more in Application Form but capitalization plan/activities recommended as key outputs in WP Communication

- **New integrated approach for Programme website** with hosting of project webpages (INTERREG inspired) and thematic focus

- Importance of **coherence and complementarities** with other programmes implemented in the Mediterranean area

Conclusions and proposals

- Capitalization is a **complex and time-consuming** process which requires dedicated financial and human resources and specific tools
- Capitalization is key to understand the actual impact of programmes and generalize results
- Strong potential to raise the profile of programmes by wide-spreading knowledge and offer proven, tested solutions that can be replicated by decision-makers
- **Telling the CBC story**: work together toward a common set of indicators at the level of ENI CBC programmes + foster exchange of experience among funded projects

TESIM

Technical support to the implementation and management of ENI CBC programmes

Capitalisation approach for ENI CBC programmes

ENI CBC Communication Network Meeting 2018

Brussels, 9-10 May 2018

A project funded by the European Union

Implemented by a consortium led by

participp

Don't be worried : it's also about communication !!!

Oh noooo..
Capitalisation again???

TESIM
ENI CBC

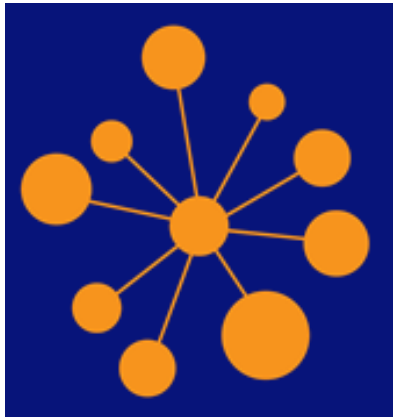
What is capitalisation about?

Demanding process requiring analysis, clustering and sharing of information and knowledge as it's about …

Capitalisation

- Gather and make accessible data/practices/tools to improve programme and project practices
- **(Re)use of thematic knowledge gained and of the project results**
- Transfer of the thematic knowledge generated by the projects to the policy-makers

Clear purposes of capitalisation at programme level..



Communication purpose

To increase the visibility of programme to promote achievements and demonstrate the added-value of cooperation to the programme stakeholders and key decision-makers at all territorial levels

Programme learning

- To build **thematic knowledge and expertise** in ENI CBC programme bodies

Transfer of project-generated knowledge and outcomes

- To promote **the (re)use of project outputs,** foster the use of synergies and complementarities between **projects and policies**

…. but a lot questions need concrete responses

How does the communication fit into?

- Which added value? Why should we capitalise?
- Which stakeholders? How to keep the policy stakeholders committed?
- Which approach/process? Thematic or methodological?
- Which tools and resources? What will be most useful to help projects capitalise?
- Which timeframe? When the capitalisaton process should start?

Some answers from the programmes..

Collect information from projects (not only raw data but also storytelling) and spread it in an attractive way

Support **thematic networks**: create project thematic networks, organise final thematic events;

Organise programme **annual events;** create **platform, joint portal**

Exchange experience between programmes

Whatever is your plan, you need data (indicators), stories, pictures, videos, testimonials and you need to COMMUNICATE ON IT to your stakeholders !!!!!

Capitalisation – what can the programmes do?

Identify actors of the capitalisation process *(programme and countries SH, as well as project beneficiaries)*

Check and use the programme monitoring tools to gather info *(indicators available in MIS but also outcomes from ROM missions and mid-terms review)*

Define your approach *(top-down? Thematic or methodological?)* **and structure capitalisation processes from the start**

Analyse and build a story telling on project results *(close link between Programme and project officers)*

Communicate on results at programme level !

(Make CBC added value more understandable)

Thematic approach for Capitalisation or..

Thematic crossing analysis of projects
(structured library on the website gathering the projects deliverables ; thematic studies/peer review)

Thematic networks
(thematic event/publications for funded projects in order to build a sort of thematic communities)

Synergies with other initiatives *(attending other Programmes conference/thematic events in order to share your project results)*

Thematic expertise in the JTS?

Possible incentives for those projects that apply good capitalization practices?

…do you prefer a methodological approach?

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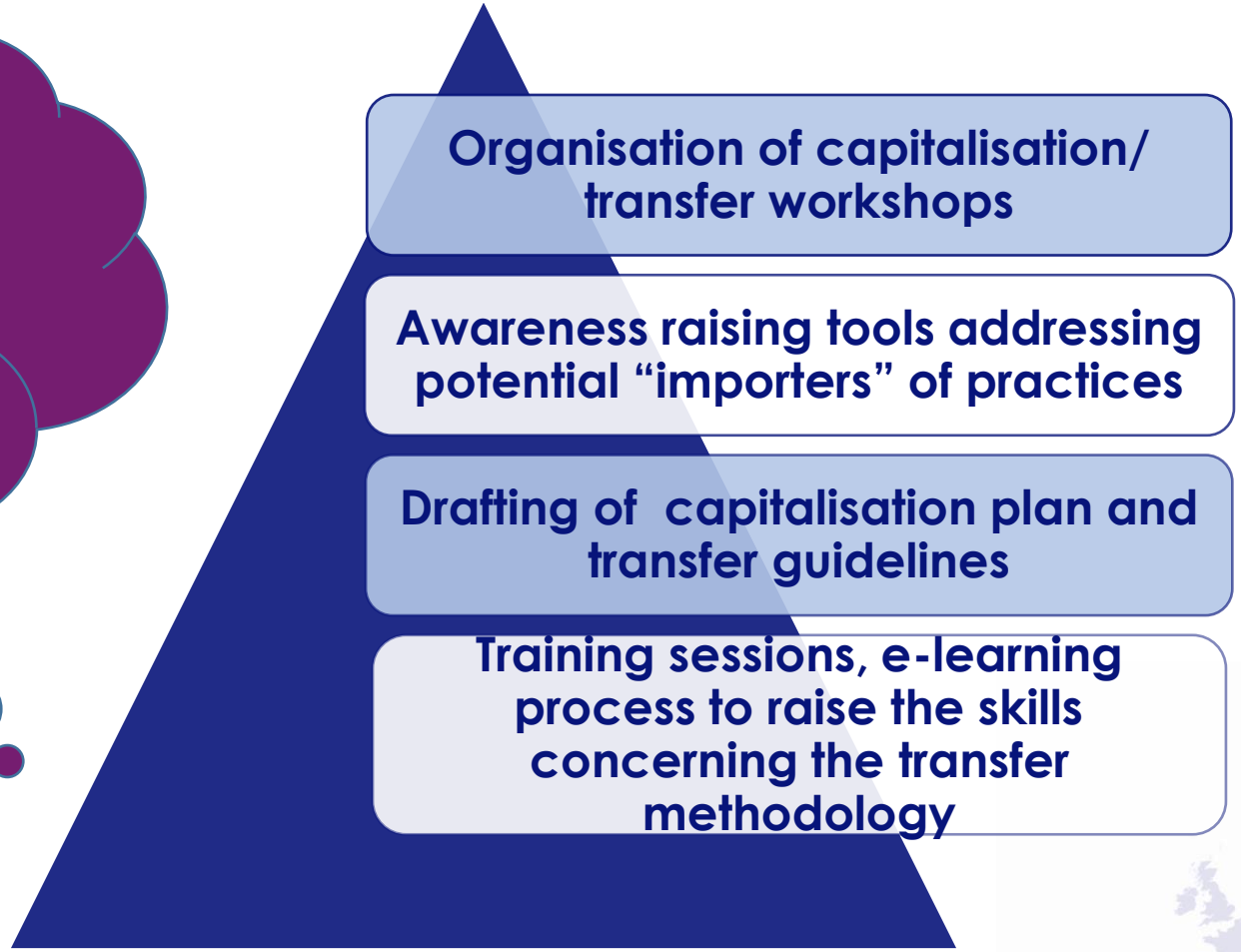
We havent' the suffcient resources to work on thematic capitalisation.. , let's focus on the methodology to capitalise and transfer



Capitalisation – what can the beneficiaries do?

Build a network of partners interested in the project theme: *involve them in some technical meetings, invite them to participate in the advisory board if relevant in terms of the technical input.*

Promote solutions developed in the project : *attend other project events at national and EU level , plan the adhesion to other similar networks*

Involve the policy makers since the beginning in your project event! *provide them with periodic updated on the project outputs and results, organise periodic meetings in order to check the consistency with other initiatives,*

Support others in use: *make sure your tools and outputs can be "re-usable", provide a clear overview about the conditions, process and actors needed to put in place them*

Capitalisation – what can TESIM and others do?

keep.eu

Aggregate data on CBC projects

KEEP

Draft thematic publications

Provide written guidance

Promote and disseminate results at ENICBC level

Close cooperation with Interact to include ENI CBC programmes in the thematic networks

Capitalisation – what can TESIM and others do?

Guide on Capitalisation practices

- Which existing methodologies/approaches ?
- What kind of information is needed?
- What are the steps to be followed and how to exchange ?

Thematic publications

- 2 thematic publications on programme achievements on 2 ENPI CBC overarching objectives related to the most selected TOs of ENI CBC (Environment and Cultural heritage).

What the communication can do for capitalisation?

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Increase visibility and programme impact

It is essential to build a meta-story and not to promote individual projects in a classical way.

Convey the relevant message…

- A good story shows the real challenges, and how someone overcame them. The emphasis should be on good practice/concrete solutions

…Through the right messengers

- Testimonials are a good way to tell stories as well as video case studies of 2 minutes

.. to the right stakeholders

- It's difficult for a ENI CBC project to have an influence in the decision process at the national or EU level: target the relevant layer of SH

Which communication tools for which targets?

Communication tools for disseminating projects or programmes results		
Main targets for capitalisation	**Main objectives**	**Selection of communication tools**
Project applicants/beneficiaries		
Others regional/national policy stakeholders		
Other EU project/networks/initiatives		
Journalists		
JMC members		

Group work

Step 1

The participants will be split in 5 groups, each one focused on a target groups ***communication activities/tools****:*

- ***Project applicants/beneficiaries***
- ***Others regional/national policy stakeholders***
- ***Other EU project/networks/initiatives***
- ***Journalists***
- ***JMC members***

Step 3

Step 2

Each group will identify at least the man objectives and communication tools

15’

TESIM

Technical support to the implementation and management of ENI CBC programmes

Whatever the level of ambition, let's work together on how to gather and communicate relevant data to capitalise from now on !

Interact streamlining ENI communication

ENI Communication officers network meeting

9-10 May 2018 I Brussels

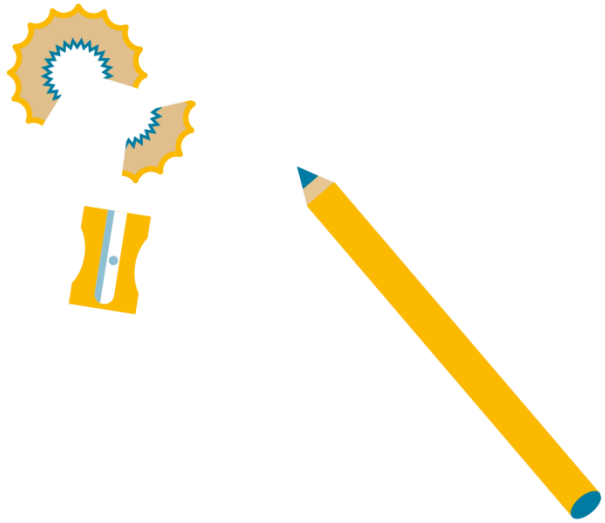
Arkam Ograk, Interact Programme

European Regional Development Fund

I didn't have time to write a short letter, so I wrote a long one instead.

Mark Twain

Communication toolkit



The toolkit

- A handbook for communication officers in cooperation programmes
- Includes generic tips on specific topics, largely applicable to ENI programmes
- A living publication, continuously updated
- Final version will be out soon
- Download the current version

Current chapters

- Communication strategy and annual communication plans
- Organising events, European Cooperation Day
- Clear and Effective Writing, storytelling
- Newsletters
- Presentations
- Websites and social media
- Media
- Joint Branding (Not applicable to ENI)

How do we do it

Interact input

- Global recommendations
- Staff's experience

Via

- Internal exchanges

Interreg input

- Prioritization of chapters
- Programme experience
- Interreg perspective

Via

- Surveys, interviews
- Networks

Chapters

Follow up on the final version

Videos in Interreg ⏭ Interreg in motion

- Published July 2017
- Video contents focus, production, post-production, copyrights, promotion tips, dealing with service providers, ‘make it yourself’ tips, good examples

Project Communication

- Published in April 2018
- Programme support to Project partners for efficient communication
- Promotion of projects: tips, channels, platforms, good practices in Interreg

Plain English ⏩ Writing for your readers

- Guide the programmes in using simple terminology
- Contents mostly from Plain English campaign
- Any good practices from programmes

Photography in Interreg

- Limited global recommendations, focus on Interreg
- Copyright principles – enriched with the contents from the training

Social media (rewrite)

- Updated based on the upgrades in platforms
- Now more Interreg related

Interreg website

interreg.eu

interreg.eu

- A gateway to all Interreg: harmonise and simplify
- Targets local audiences: primarily potential applicants
- Aims to

    a. Reach out to more potential applicants

    b. Ensure a common and more accurate understanding of Interreg – (why not overall territorial cooperation?)

    c. Ensure Interreg's contribution to the overall communication efforts in the EU level

interreg.eu

- Authentic and original content from programmes and Interact editors
- Features: Interactive map and programme pages, news, social media feed, calls and jobs, media center
- Planned future modules: Interreg blog, highlighted projects, inclusion of ENI
- For Interreg Blog, contact: Linda Talve [linda.talve@interact-eu.net]

Interreg social media

- Only twitter at the moment.

  Other social media to be considered
- Serves as real – time news feed to the website
- Programme and project posts with focus on wider auidence
- Help us promote the account and pinpoint the best posts!

Last but not least:
Register for Interact database

- Join the communication community
- Follow/contribute in discussions, exchange with other programmes
- Get timely updates on communication initiatives
- Contact Nebojsa Nikolic for any questions and support request [name.surname@interact-eu.net]

Cooperation works

Arkam Ograk [name.surname@interact-eu.net]

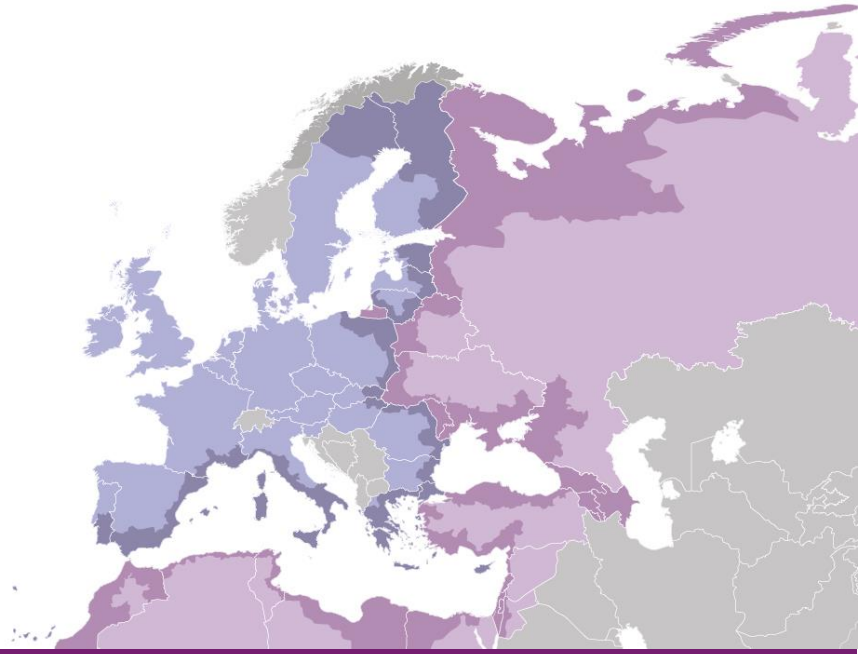
www.interact-eu.net

TESIM

Technical support to the implementation and management of ENI CBC programmes

ENI CBC Communication Network Meeting 2017

Brussels, 9-10 May 2018



A project funded by the European Union

Implemented by a consortium led by

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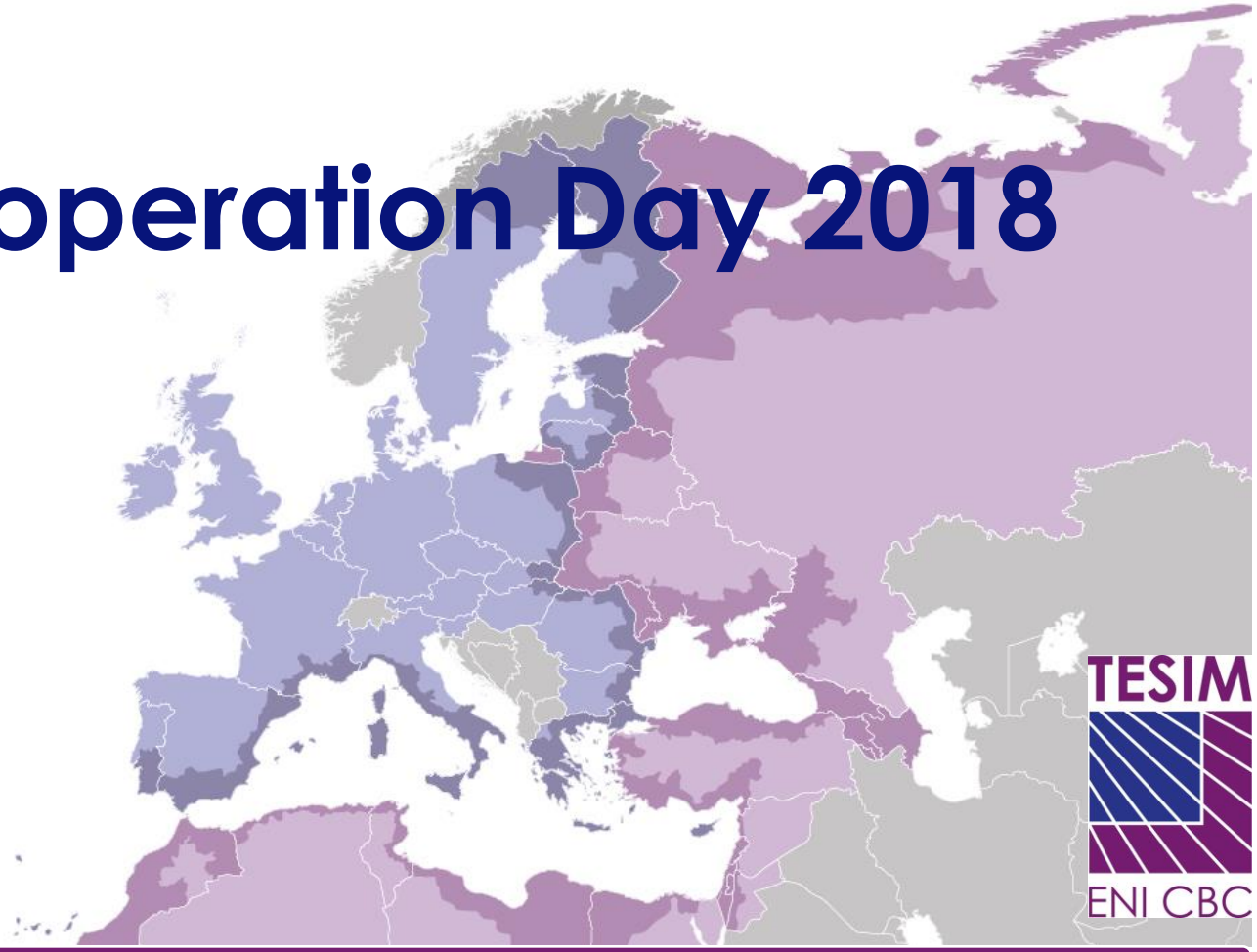
European Cooperation Day 2018



TESIM

ENI CBC

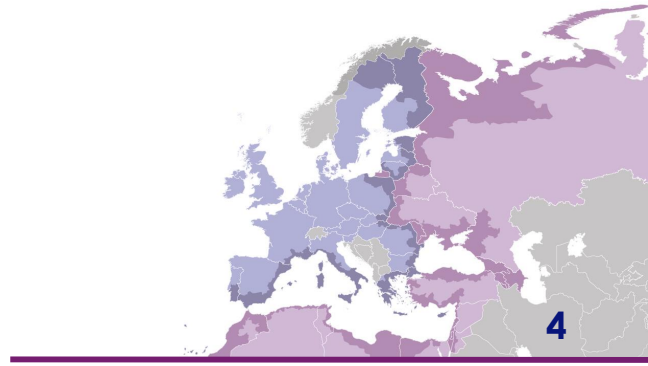
Results of EC Day 2017 campaign

EC Day 2017 highlights

- 8 ENI CBC programmes + TESIM initiative
- 13 events in 7 EU and 2 Partner Countries
- Over 13 000 visitors and 300 000 media reach

EUROPEAN COOPERATION DAY

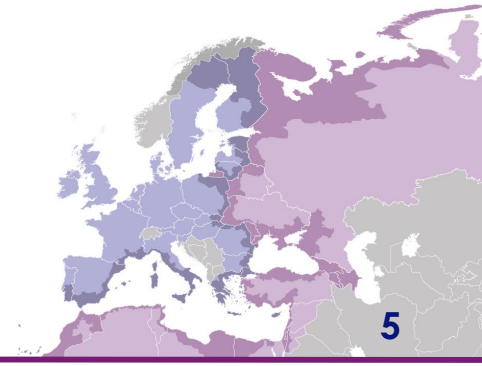
Sharing borders, growing closer



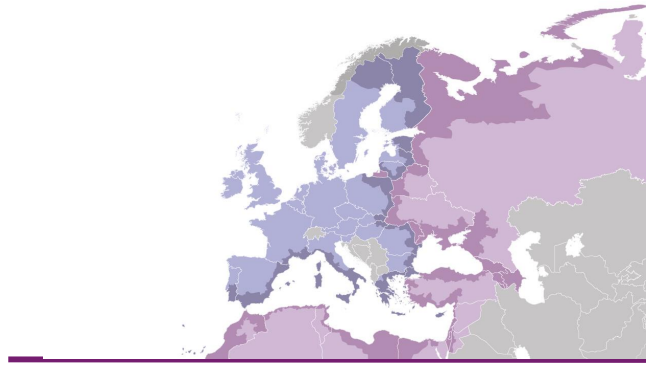
TESIM

FINIŠAS
NIDOS PUSĖS MARATONO BĖGIMAS
Lemminkäinen
asics

AUKSINIS



EC Day 2018 Guide



EC Day Platform

TESIM

Visual Identity/ logo/slogan

Promo materials

Social media Accounts (Facebook, Twitter, Instagram, YouTube)

Templates (poster, press release etc.)

Promo video

Kick-off event

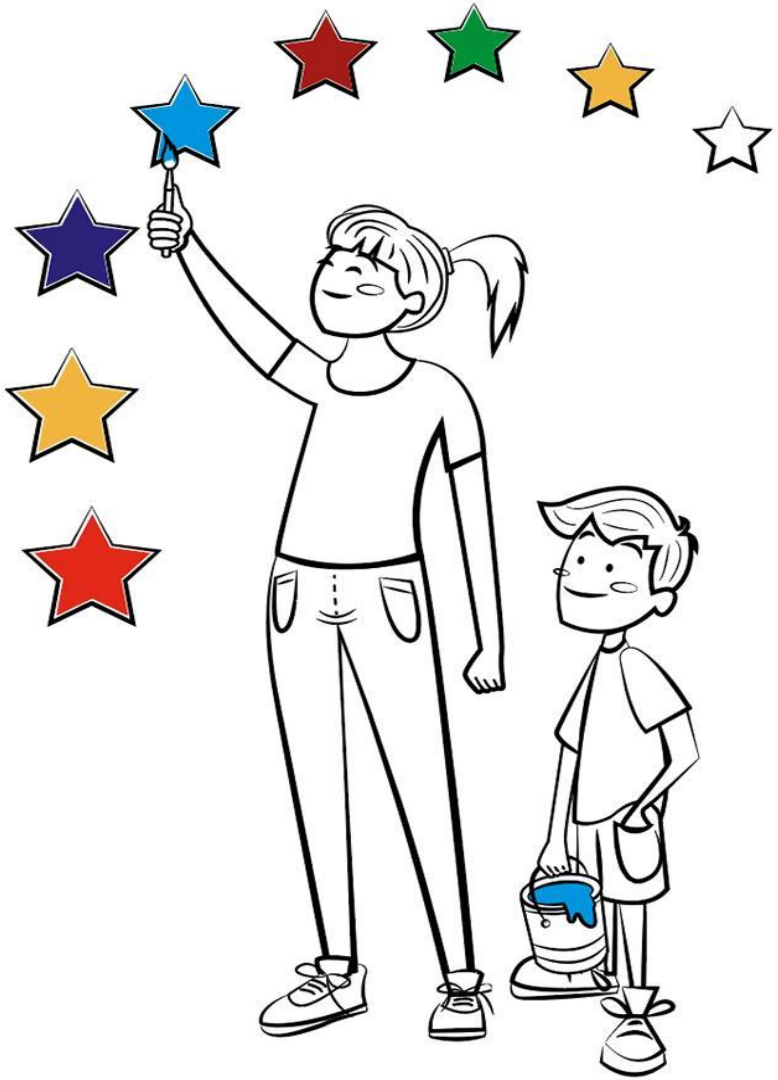
www.ecday.eu

Visual identity and slogan (can be customized)

TESIM

2018

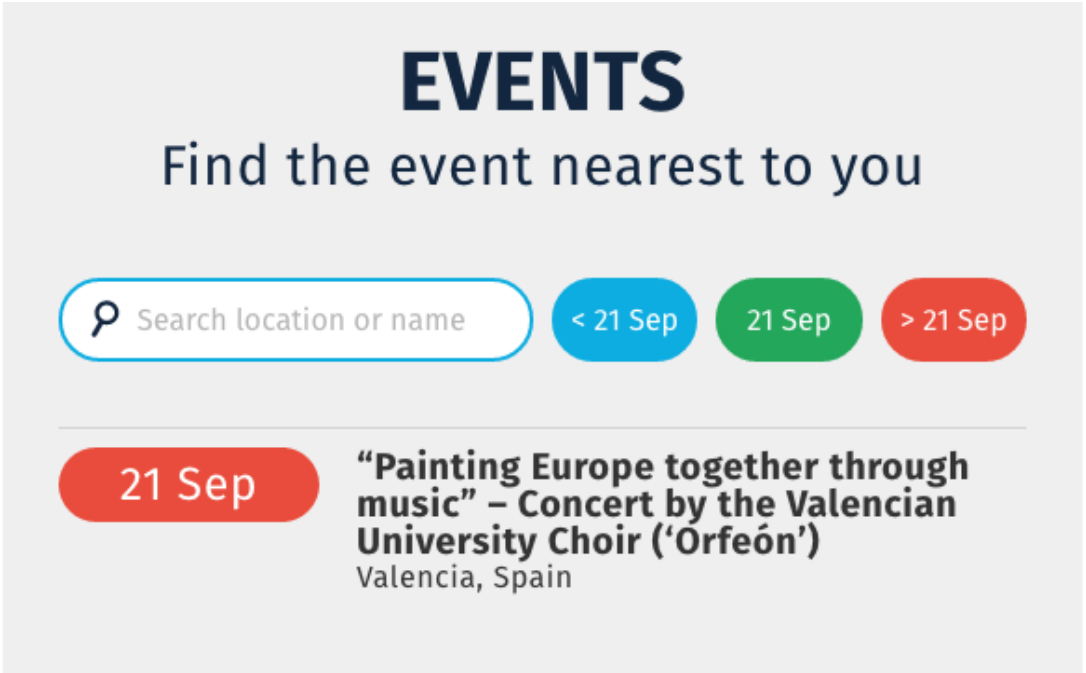
Painting our future together

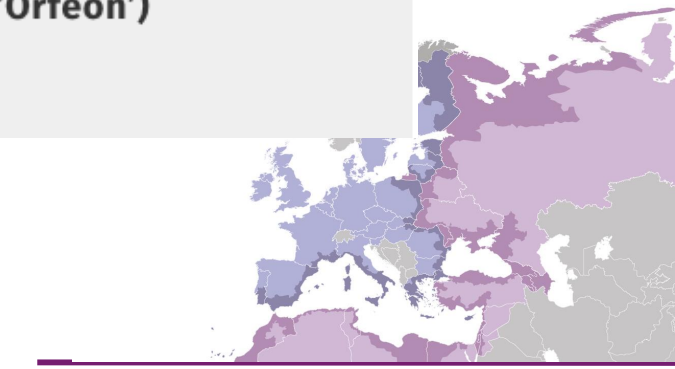


Promotional materials

Upload your event

You can use the same account





Promo video

Personalized with your event name and programme logo

EC Day 2018 Timeline

TESIM

- ORDER PROMO MATERIALS
  - VIDEOS CUSTOMIZED
- UPLOAD YOUR EVENT

- SOCIAL MEDIA CAMPAIGN
- UPLOAD YOUR EVENT

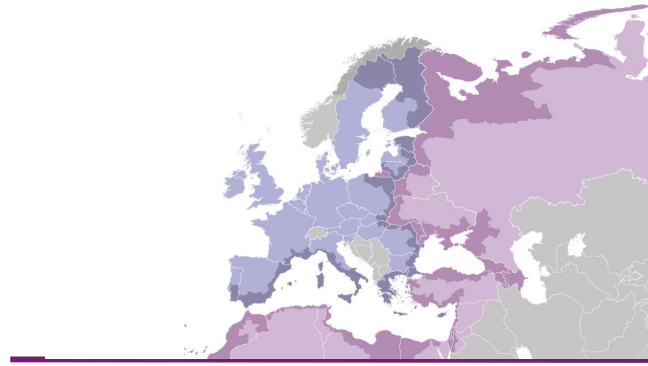
EC DAY KICK-OFF EVENT

MAY | JUNE | JULY | AUG | SEPT | OCT

- DELIVERY OF PROMO MATERIALS
- SOCIAL MEDIA CAMPAIGN
- UPLOAD YOUR EVENT

SOCIAL MEDIA CAMPAIGN

EVALUATION



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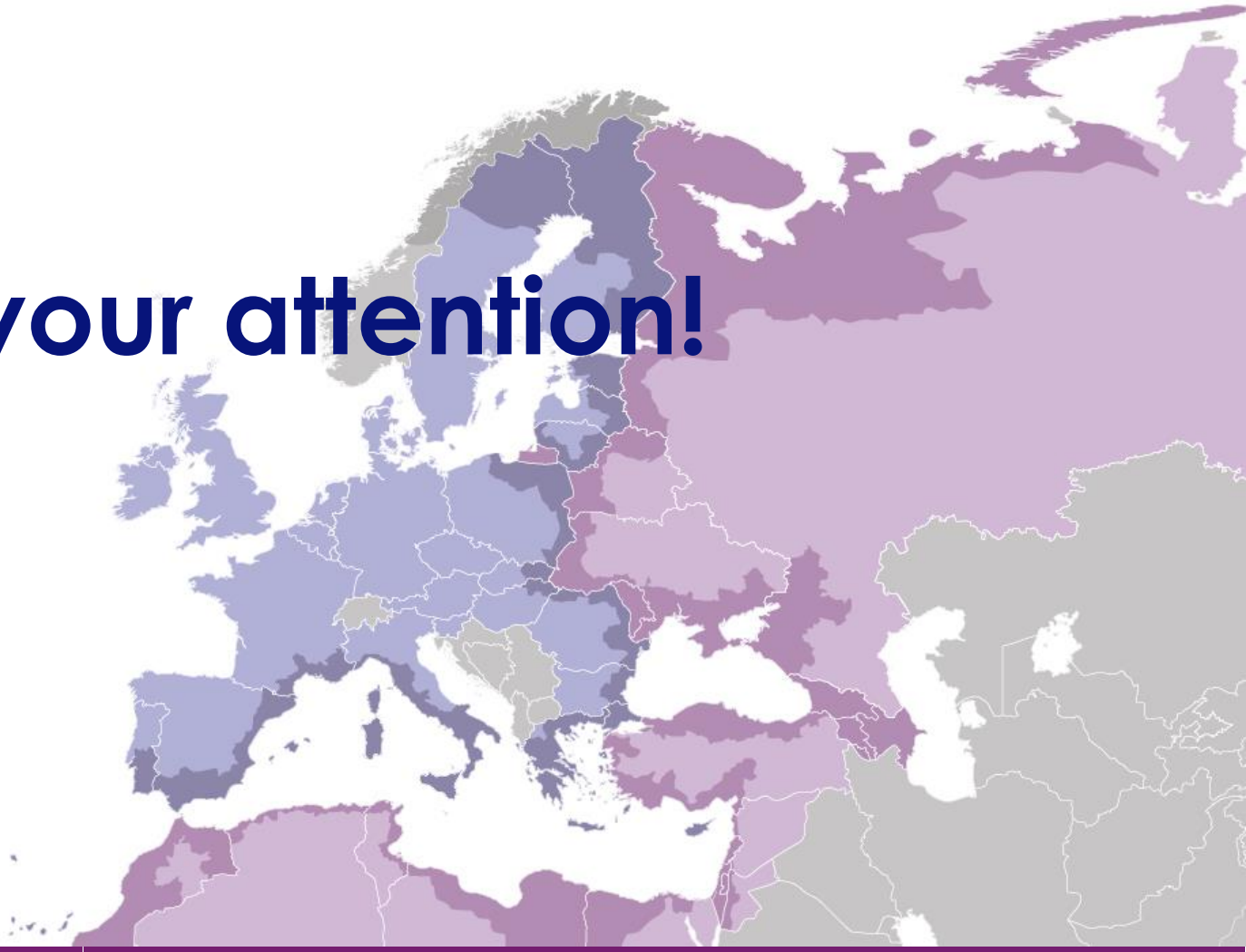
Technical support to the implementation and management of ENI CBC programmes

Thank you for your attention!



PROFESSIONAL ACADEMY

Improving and understanding engagement via digital marketing.

Michael O'Flynn

TESIM ENI CBC

PROFESSIONAL ACADEMY

Michael O'Flynn
Digital Marketing Specialist

Sales & Marketing Director - Professional Academy

Extremely passionate about all elements of Digital Marketing

TESIM ENI CBC

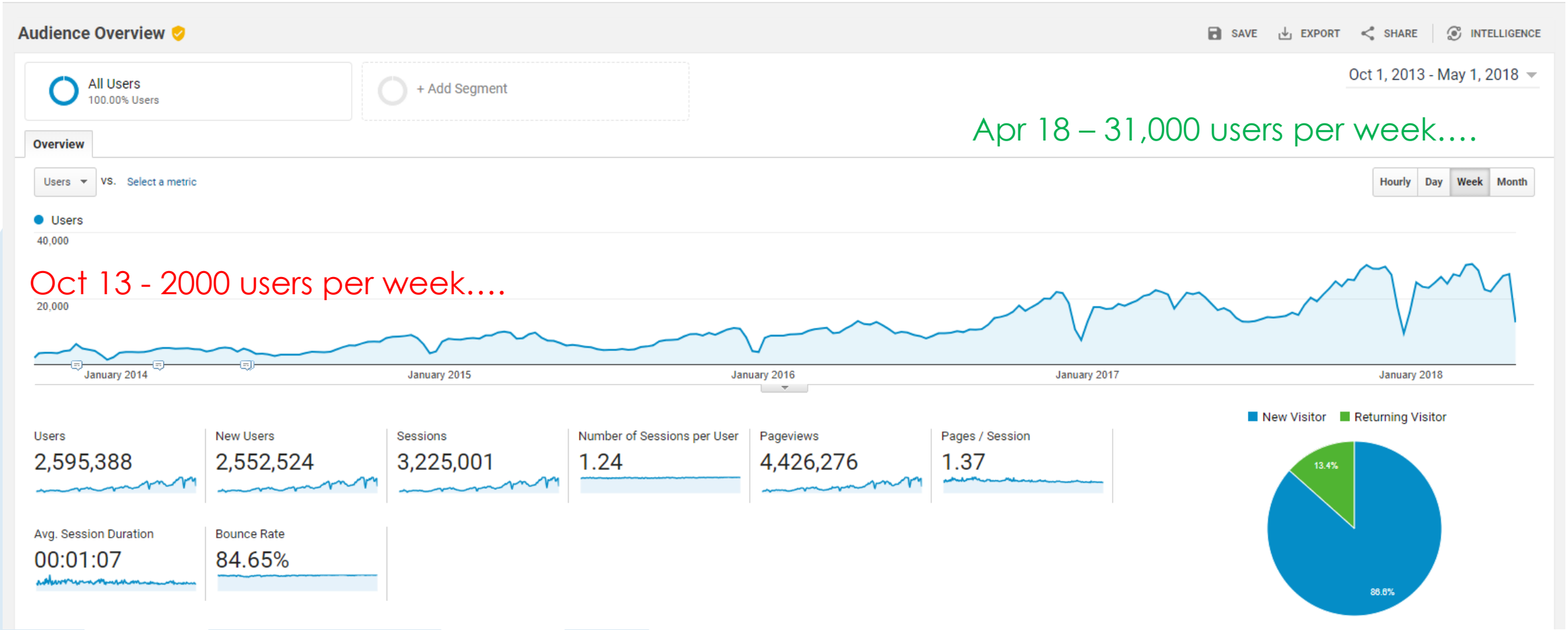
Why Do I Love Digital Marketing So Much?

Creative

Competitive

Cost-Effective

What Can Digital Marketing Do For you?



PROFESSIONAL ACADEMY

What are your biggest digital marketing challenges?

TESIM ENI CBC

Q1 - What are your biggest challenges with content creation?

A1 – Getting people to engage with your content

Q2 - What are your biggest challenges with promoting content?

A2 – Understanding SEO & PPC

Q3 - What are your biggest challenges with reviewing your online performance?

A3 – Understanding how to use the data provided by Google Analytics

PROFESSIONAL ACADEMY

How do I...

encourage people to engage with my content?

TESIM ENI CBC

Types of Content

Entertain, Interest and Engage

Blogs

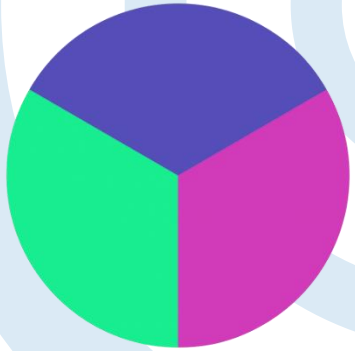
Long form content

Case Studies

Research or Whitepapers

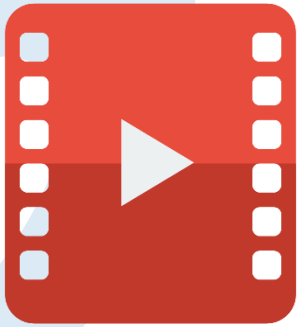
eBooks

Infographics

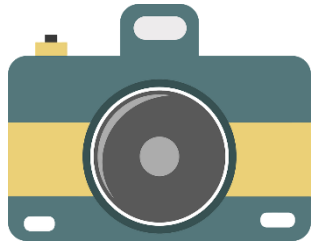


Templates

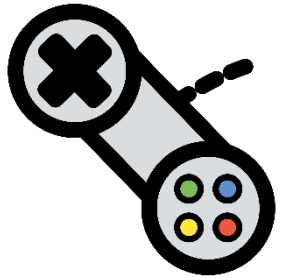
Videos



Images



Games



Podcasts

Creating Your Ideal Target Audience

PROFESSIONAL ACADEMY

Could you create a group based around your ideal target audience?

Could retrospective data help?

- **Who has engaged?**
- **Who has interacted/converted?**
- **Who has influenced/shared/endorsed?**

TESIM ENI CBC

Creating Personas

What do we know?

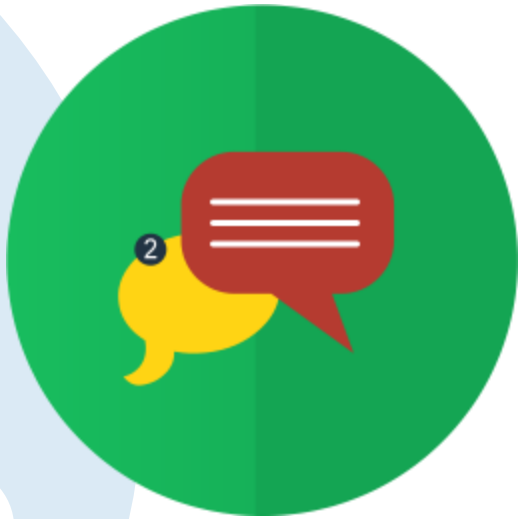
- Euro sceptic
- Needs convincing of the benefits
- Age 24-34
- Primarily Male
- Primary news source – social media, online publications

What else do we know about Hector?

Could you build the right content for this person now?

Could you match content to each of these audiences?

Finding the Right Platform for Your Content



A tough choice for any individual or business alike but at least we have donuts to help…

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Understanding

Search Engine & Social Media Marketing

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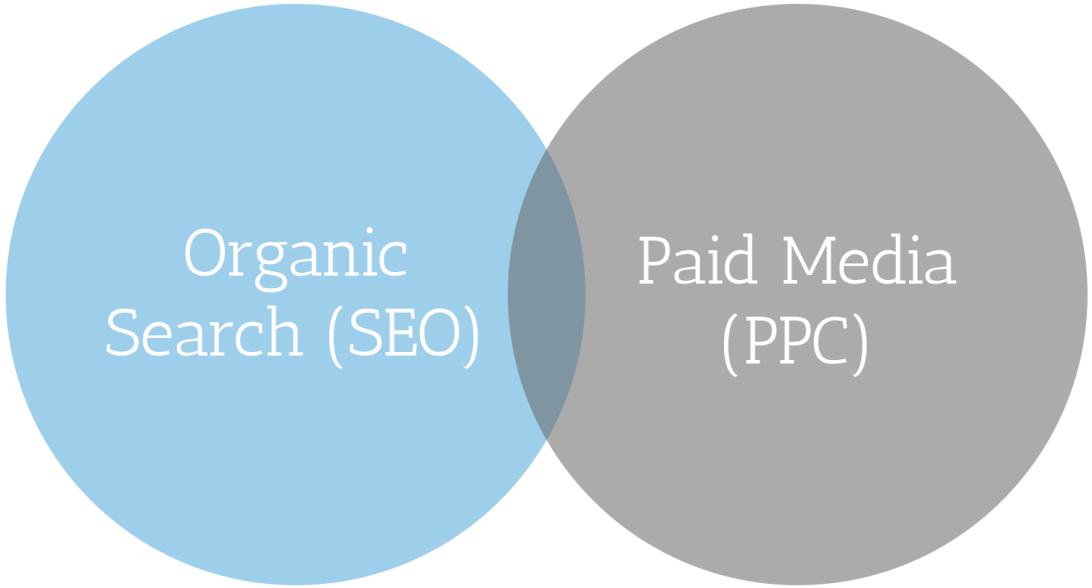
What is Search Engine Marketing?

Search engine marketing (**SEM**) is a form of Internet marketing that involves the promotion of websites by increasing their visibility in search engine results pages (SERPs) primarily through paid advertising

Search Engine Optimisation (SEO) is the process of getting traffic from the "free," "organic," "editorial" or "natural" search results on search engines.

Pay-per-click (**PPC**), also known as cost per click (CPC), is an internet advertising model used to direct traffic to websites, in which an advertiser pays a publisher (typically a website owner or a network of websites) when the ad is clicked.



Grading Your Current Website…

Simple Steps to Improving Your SEO Performance

- Relevant
- Engaging
- Well Built
- Meta Tagged
- Optimised
- Keyword Rich

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Building SEO friendly pages

- Title
- Description
- Meta Tags
- H1
- H2 – H4
- Body/Content
- Depth of Content
- Uniqueness of content
- Alt Tags
- Locational Relevance

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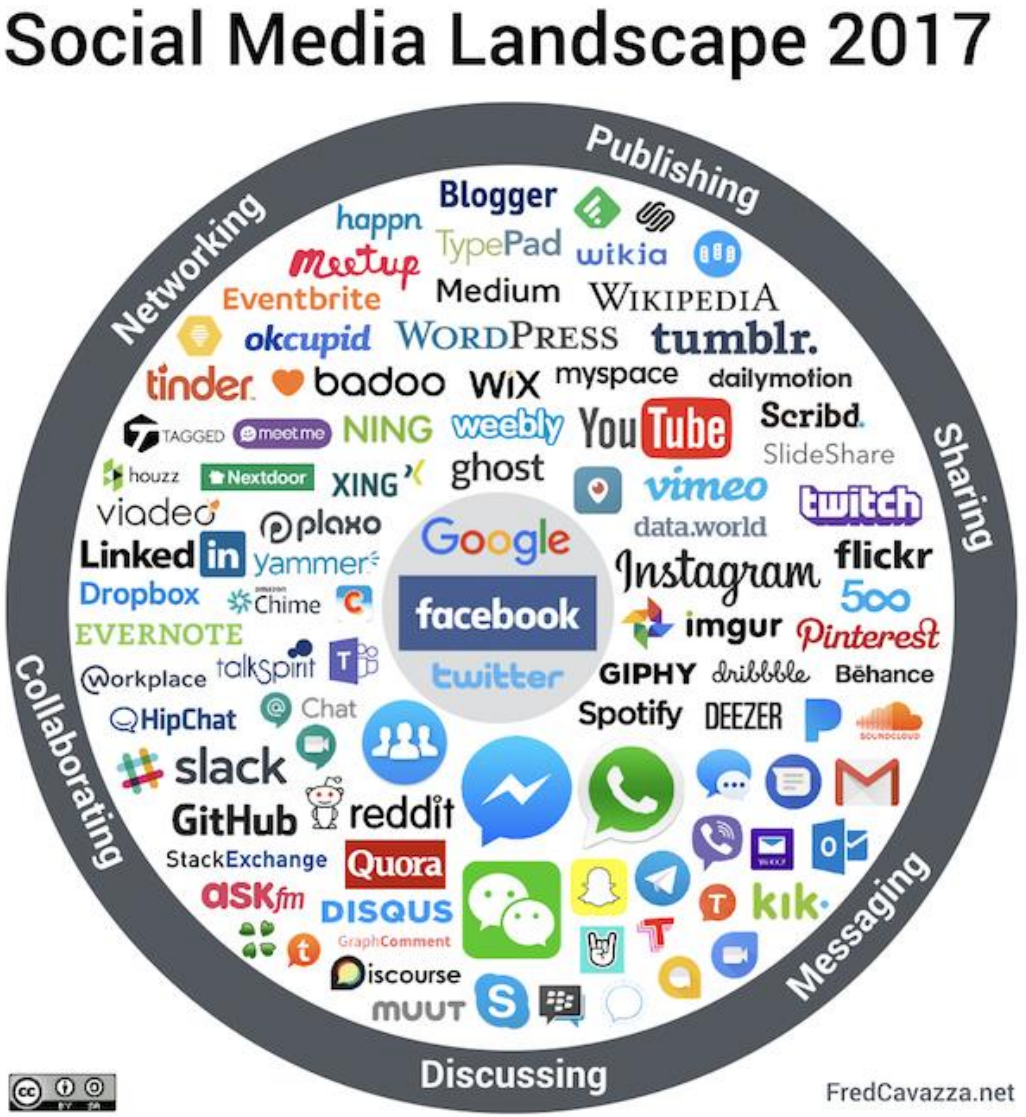
Spread across 6 key areas:

- Networking
- Collaborating
- Publishing
- Sharing
- Discussing
- Messaging



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Key Social Media Platforms

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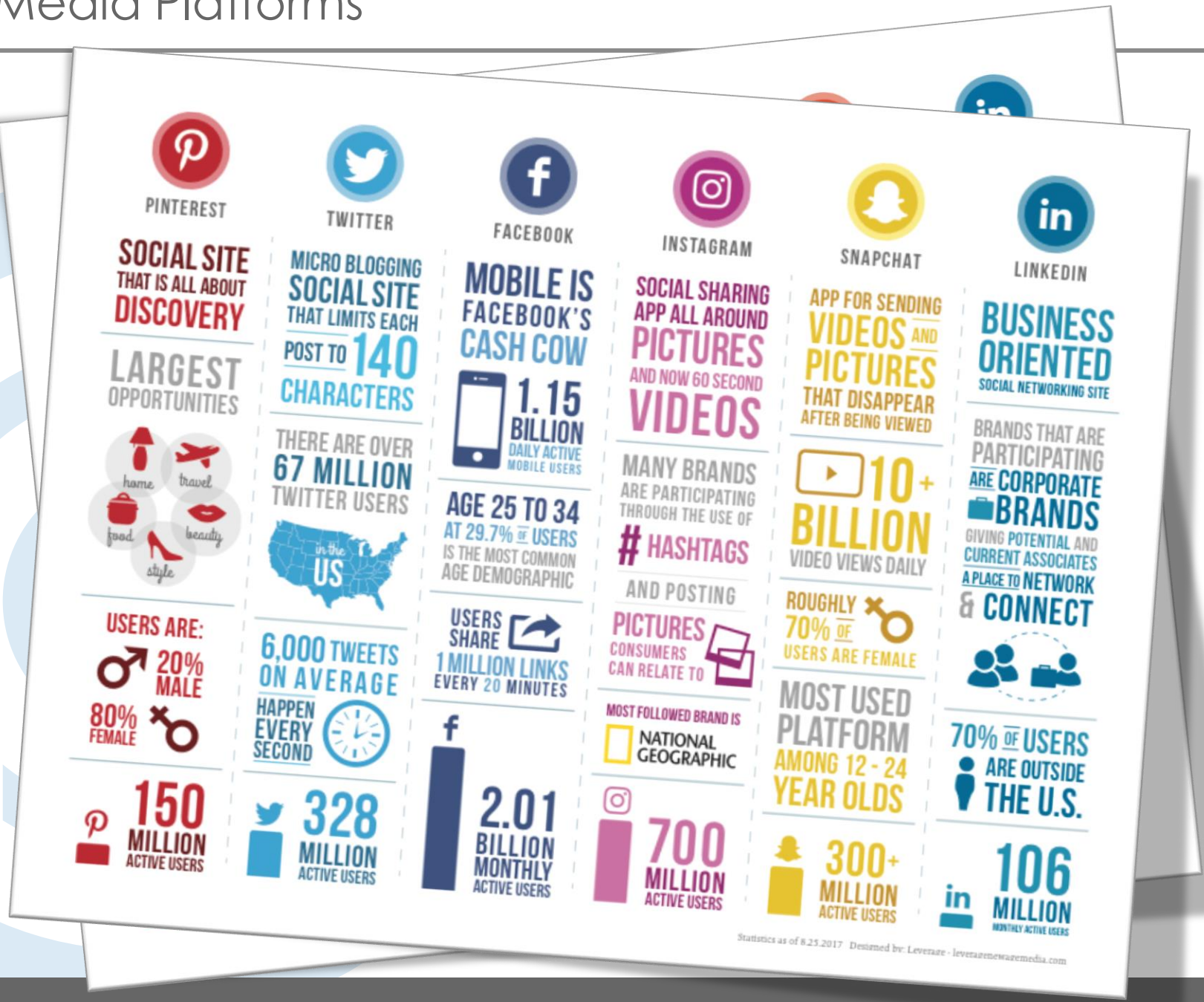
YouTube



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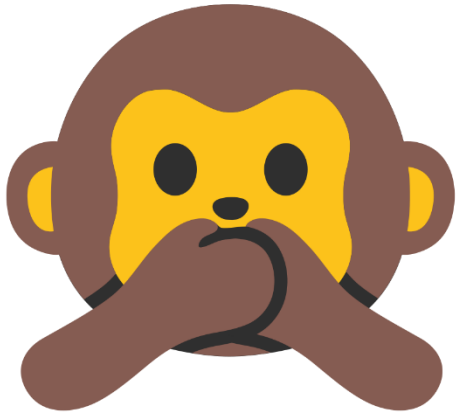
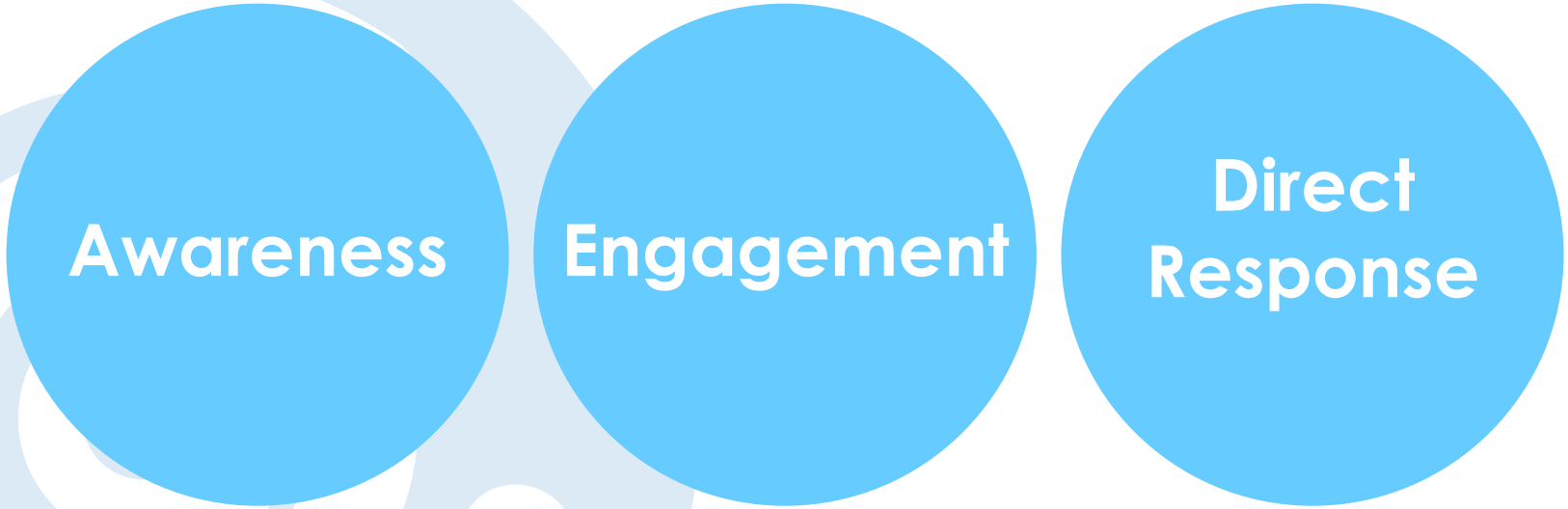
LIKE
& SHARE

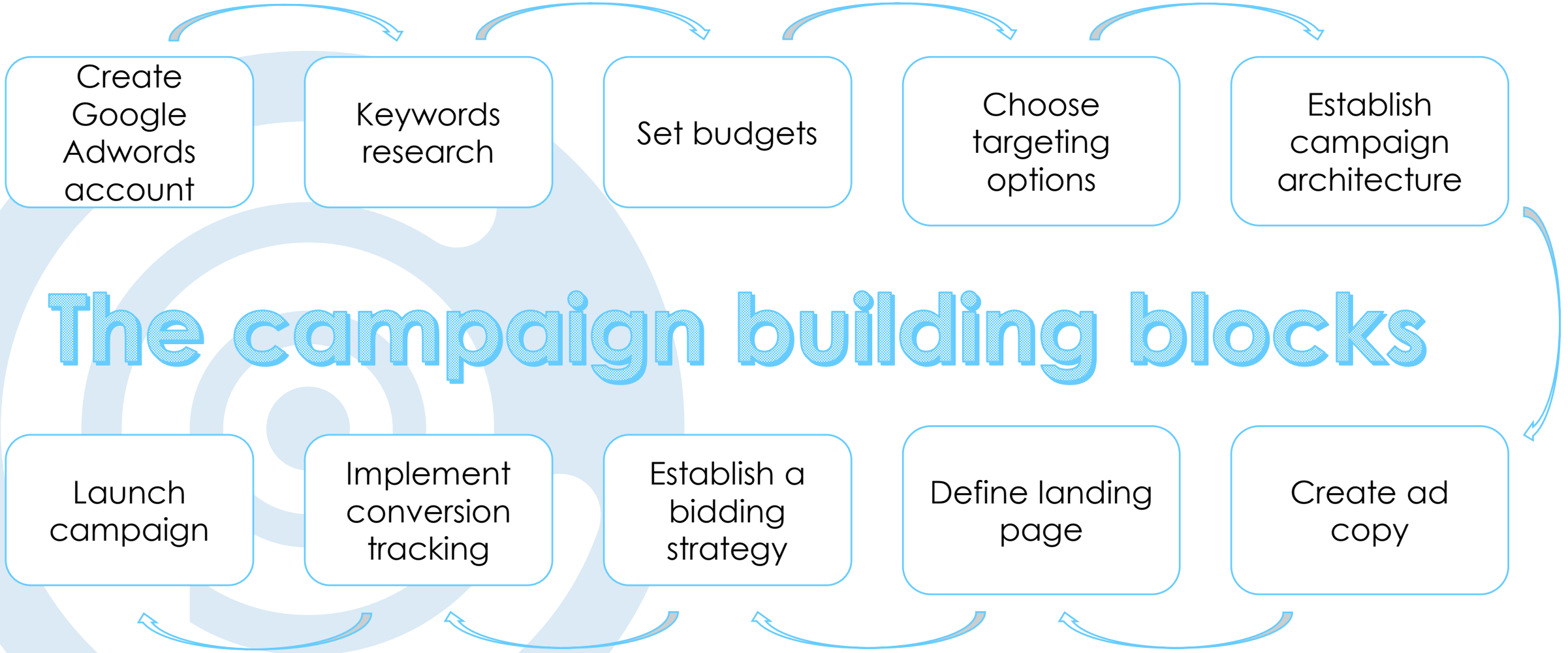
Social Media Marketing – How to succeed



Google AdWords

When to use PPC Campaigns?



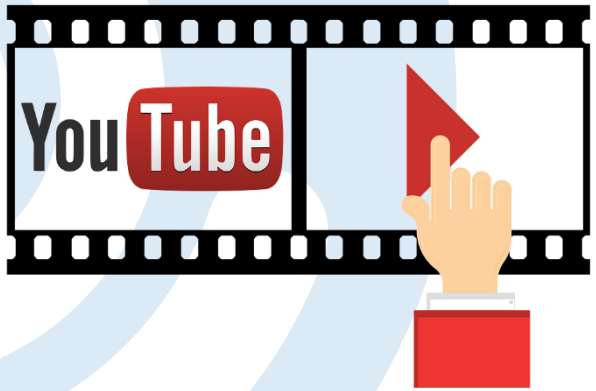


The campaign building blocks

Running a Successful PPC Campaign?

- Always have 2-3 ads per adgroup for testing purposes
- Trial multiple ads until you find the ones that work:
  - Different wording
  - Different Call to Action
  - Different landing page
- Trial Dynamic Keyword Insertion in one ad per ad group to test performance

Social Media PPC & Other Alternatives…



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Understanding

how to use the information provided by Google Analytics

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What Analytics Tools are out There?

Why Focus on Google Analytics?

Biggest

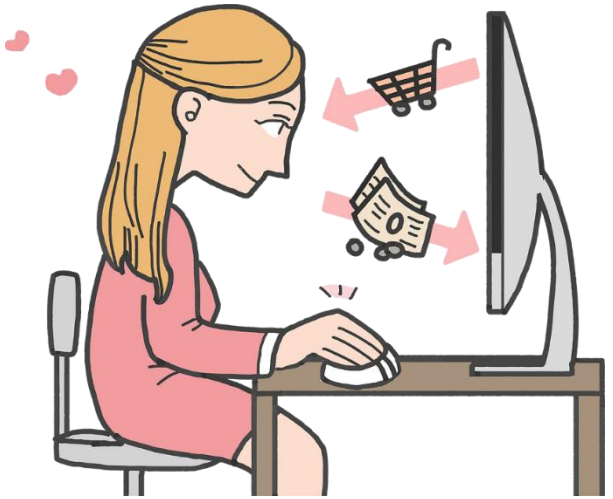
Best

Free!

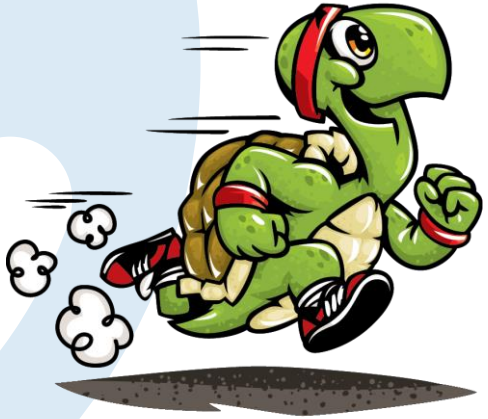
"Google Analytics gives you the digital analytics tools you need to analyze data from all touchpoints in one place, for a deeper understanding of the customer experience."

Google Analytics

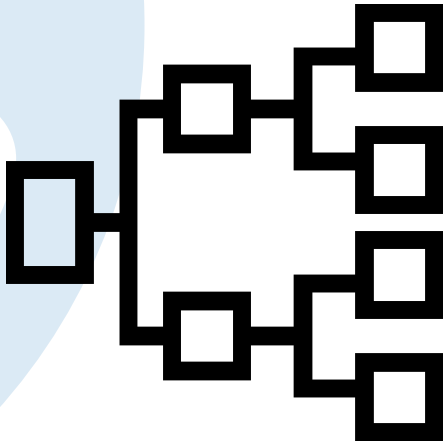
Key Features

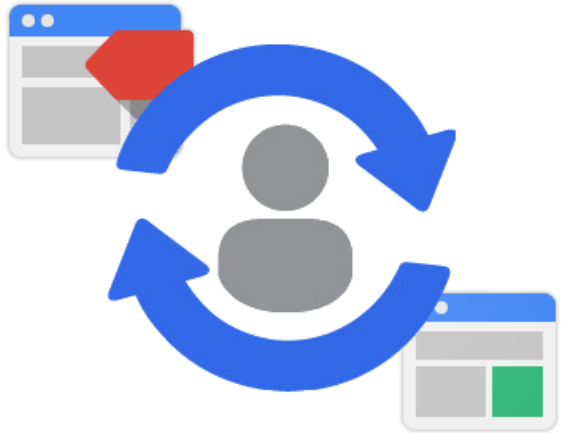


6 Key Bits of Information Google Can Tell You…

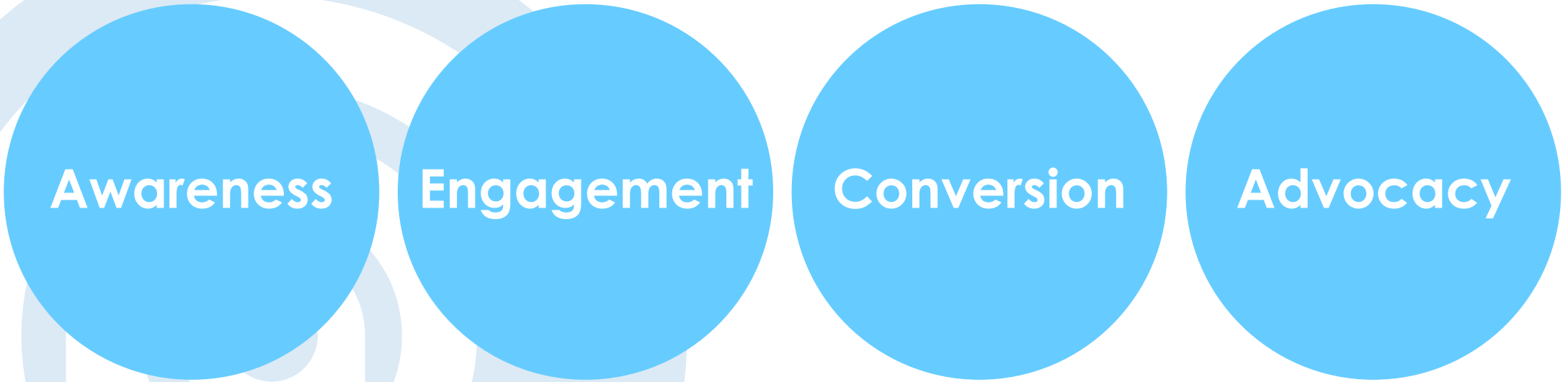


What are the More Advanced Tools?





How Do You Measure Success?



What do they mean?
What can I do about them?

What Do They Mean?

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Audience

- Key demographic
- Location
- Language
- New vs Returning
- Browser
- Mobile

Acquisitions

- Search performance
- Referrals
  - Social media
  - External sites
- Campaigns
- Adwords

Behaviour

- Content performance
  - Landing pages
  - Exit pages
  - Stickiness
- Site Speed
- Behaviour flow

Conversions

- Goal success
- Conversion rates

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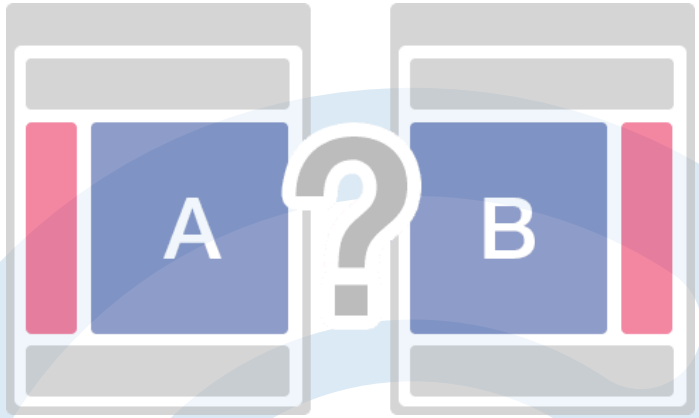
What Can Analytics Tell Us?

Google Analytics

What Can You Do About it?



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Thank you

for listening.

Any Questions?

Contact Professional Academy

Please send all of your questions
and interest in training to

michael.oflynn@professionalacademy.com

or contact me directly on
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