

Interreg
Euro-MED



Co-funded by
the European Union



2021-2027
Communication Strategy



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Introduction

This document presents the **Communication Strategy for the 2021-2027** Interreg Euro-MED Programme. It is complementary to the Programme Results Amplification Strategy and is completed by a detailed annual communication plan.

As any EU-funded programme, the communication strategy is enshrined on the Regulation as a crucial element of management and as critical success: it is essential to conduct raising awareness activities in the Mediterranean territories of the targeted publics, attract qualitative potential partners, demonstrate the added value of the projects, transfer results as well as to showcase the changes that benefit citizens.

In a European context of growing political disbelief, communication is regarded as strategic and thus imbedded in the EU's common provisions regulation (CPR).

Even though communication is not a core business task, it is probably the most important support and cross-cutting task to be carried out by the programmes. It is transversal beyond communication units, and so carried out across the Programme by a multitude of internal actors, multipliers, stakeholders, and the projects alike.

European Territorial cooperation as we know it today started 30 years ago and the new Interreg Euro-MED Programme 2021-2027 is brought forward in the trail of past programming periods. More precisely, the new strategy succeeds in the continuous **thread of the previous period 2014-2020** strategy, where a specific multilevel project architecture was implemented.

Therefore, the several layers of contributions the strategy is built on are: the lessons learnt from the previous programme evaluation process, the new rules of publicity and information in the regulations for the period 2021/27, the new branding approach of the European Commission, the joint Interreg approach for programme strategies and branding, the consultation surveys about digital communication of the programme and the projects, the knowledge of the audiences following the programme, the feedback from the Programme decision bodies and a stakeholder consultation that helped to collect information on past activities and options.

Against this background, the strategy **presents the roadmap for seven years**, the legal framework, the communication objectives, the target groups, the channels, the content strategy, the different lines of action, the indicators, the budget options, and the implementation management, including the calendar.

LEGAL FRAMEWORK

Interreg programmes must follow guidelines, obligations, and requirements for communication, ensuring transparency, accountability and visibility of the projects financed.

The approach for the period of 2021-27 was meant to simplify and reduce the red tape as well as gain in flexibility, compared to the previous period.

The legal framework is regulated by:

- Regulation (EU) 2021/1060 of the European Parliament and of the council of 24 June 2021(Common Provisions Regulation, hereafter referred to as CPR)
- Regulation (EU) 2021/1059 of the European Parliament and of the Council of 24 June 2021 on specific provisions for the European territorial cooperation goal (Interreg) supported by the European Regional Development Fund and external financing instruments (hereafter referred to as Interreg Regulation)

Communication in CPR¹

- **Programming**
Art. 22(3) defines approach to communication for each programme
- **Visibility, transparency & communication**
- Art. 46-50 sets the frame for
 - Common visibility of EU funding
 - Communication officers & coordination mechanisms
 - Requirements for managing authorities and for beneficiaries
- **Monitoring**
Art. 38-43 sets out monitoring requirements
- **Technical specifications**
Annex IX

Communication in the Interreg regulation²

- **Programming**
Art. 17(3;h) defines approach to communication for each programme
- **Transparency & communication**
Art. 36 together with articles 47 to 49 of CPR
- **Monitoring**
Art. 28-34

The rules to be followed by the communication strategy of the Interreg Euro-MED programme are annexed.

¹ [Regulation \(EU\) 2021/1060](#)

² [Regulation \(EU\) 2021/105](#)

OBJECTIVES

The Programme has identified the following 4 communication objectives:

1. **Raise awareness** about the Programme **funding and cooperation opportunities** in the Programme's area of influence, especially in partner states and regions;
2. **Support Programme bodies and beneficiaries** for an efficient Programme and Project implementation regarding the communication and transfer of project results to the target audience;
3. Foster the active use and up-taking of the **Programme's results**;
4. Make the Programme **known as an active player of territorial cooperation** working for the Mediterranean green transition in partner states and beyond.

These objectives will be converted into SMART objectives in each annual plan.

→For details of the activities aimed at achieving the objectives, see the chapter ["Communication objectives and Indicators"](#).

STRATEGIC APPROACH

Recommendations from the 14-20 Programme evaluation

The 21-27 Programme communication strategy was drafted taking into account the recommendations from the 14-20 evaluation reports.

The evaluation reports called for a few lines of improvement in the future Interreg Euro-MED communication strategy, namely "more interactive seminars and events; more interactive and video content; better organised and displayed technical information about funding namely the programme manual and Terms of Reference; concentrate on one single access page all communication materials and guidance and develop more activities towards the general public."

As regards to the web platform – the most important communication tool of the Interreg MED programme – the recommendations sustained to keep an integrated approach, to develop a lesser complex infrastructure, to implement easier translation features on projects websites, to ensure a better integration with the monitoring system and to foster more dynamic national contact web pages.

As for the integrated branding used in the past period, the reports advised to keep the same principle of integrated branding, to facilitate comprehension from the publics and management simplicity on the side of the projects.

At last, regarding project communication, the recommendations mostly address the web platform and the projects' websites, suggesting more coordination among the same categories of projects' websites and to keep the approach of a projects' fully developed website, instead of a single page in the programme website.

Strategic drivers

Further to the evaluation recommendations, the communication strategy must consider the new regional policy orientations and programme management objectives heading towards a more Governance and policy-change achievements. This new orientation is in line with the Results Amplification Strategy developed by the Programme to encompass its capitalisation and governance approaches.

Based on these orientations, the communication approach is based on 6 drivers:

- **Targeted:** in a thematic and territorial sense;
- **Green:** greening practices will be embedded across all the Programme and projects communication strategies;
- **Interactive:** focused on a fully interactive communication between the Programme and its target groups;
- **Community-based:** allowing for synergies among projects and a strong engagement of partners;
- **Integrated and coordinated:** efficient communication flow between all levels of the Programme architecture;
- **Change-oriented:** the Programme strategy defends a strong symbiosis between the communication and capitalisation actions aiming at policy-change.

Through this strategic approach, the Programme aims to act as a:

- **Catalyser for cooperation:** fostering synergies among the different levels and stakeholders of the programme architecture.
- **Trusted partner:** enhancing a strong relation between Programme and project by means of a two-way communication.
- **Policy-driver:** promoting project results among public authorities through capitalisation mechanisms, established in the Results Amplification Strategy, to influence changes at the policy level.

TARGET GROUPS

Knowing the target audience is the baseline of any communication strategy. This knowledge allows for informed decisions as to what messages and channels best match the target groups.

In a programme with the scope of Interreg Euro-MED, target groups will be addressed by different Programme stakeholders and from different Programme levels: on transnational, national and regional level by Programme bodies (JS, MA, NCP), and in a more thematic and local level by thematic projects.

Based on the past Programme experience and new objectives, we divided the target audiences into five main groups:

1. Beneficiaries: potential applicants and project partners
2. Multipliers and/or strategic stakeholders with a special interest in the Programme
3. Political end-users / decision-makers / policymakers

4. Technical end-users not receiving a financial grant from the Programme
5. General Public

i. Beneficiaries: potential applicants and project partners

Potential applicants **(A)**: organisations applying for funding.

Project partners **(PP)**: all project partners including the Lead Partner.

- Public authorities: local, regional, or national
- Government agency
- Infrastructure and (public) service provider
- Interest groups including end-user's groups, think tanks NGOs
- Higher education and research
- Education/training centre and school
- Enterprises included SMEs
- Business support organisation
- EGTC (European Grouping of Territorial Cooperation)
- International organisation, EEIG (European Economic Interest Grouping)

ii. Multipliers and/or strategic stakeholders (M)

Stakeholders with a special interest in the Programme and, through their influence and network, may contribute to further diffusion of the Programme's communication.

- National contact points
- Programme authorities: Managing Authority, Monitoring committee members
- National communication coordinators
- Interreg Communication networks
- Projects communications officers and projects officers
- DG REGIO including the INFORM Network
- Journalists of targeted media outlets
- EU Institution representatives: CoR, EP REGI committee, European networks

iii. Political end users / decision-makers / policy-makers (PED)

Individuals and/or organisations not receiving a financial grant (as opposed to a beneficiary) and even not directly involved in the operation, directly positively affected by the activities and results, exploiting project outcomes for their own benefits.

- Local, regional, or national public authorities
- Government agencies
- Infrastructure and (public) service provider

iv. Technical end-users (TED)

Individuals and/or organisations not receiving a financial grant and not directly involved in the operation, directly positively affected by the activities and results, exploiting project outcomes for scientific, research or productive contexts.

- Interest groups including end-user's groups, NGOs
- Higher education and research
- Education/training centre and school

- Enterprises, included SMEs
- Business support organisation
- Local communities of citizens

v. General Public (P)

The overall public opinion not directly involved in the Programme, but interested in Mediterranean and European topics, especially young people.

- Primary and secondary pupils
- High school students
- College students of Economy, Geography, International and European affairs
- Teachers of Economy, Geography, International and European affairs
- European affairs, Environment, cities and regions NGOs
- Professionals interested in Programme topics in the Mediterranean

The simple listing of these groups and the typologies of targets is however not enough to complete the framework of how to achieve a targeted communication, and these groups must be further detailed on territorial grounds, by all the players with the responsibility of implementing the projects and the programme on the ground³.

In this context we outline a target intervention logic, breaking-down their distribution on a territorial level as well as on content types to share with them, on the following tables.

We consider 5 territorial levels to address the target groups and 4 communication objectives:

- **Territorial level:** Local, Regional, National, European, and Transnational.
Types of communication: Awareness raising (AR), Technical support (S), Capitalisation (C), Visibility (V).

Target	Local	Regional	National	European	Transnational
A	AR	AR	AR / S	n/a	S
PP	C	C / S	C / S	C	AR / C / S
M	n/a	AR / C	AR / C	C	AR / C / S
PED	AR / C	AR / C	AR / C	AR / C	AR / C
TED	AR / C	AR / C	AR / C	AR / C	AR / C
P	V	C	C	V	AR / C

³ To have a consistent overview, a stakeholder's analysis by completing the Mendelow's power/interest matrix will be implemented by the Programme Governance projects.

CHANNELS

For an approach aimed at stimulating real involvement of the target groups, the Programme will implement a multi-channel communication strategy to effectively convey a message to the target audiences in a cross-cutting manner.

Here below are listed the Programme Channels in a broad sense, considering the different multipliers level:

Programme level

- Programme web platform
- Programme website
- Basecamp / Teams
- Social media
- Newsletter / Mailing
- Meetings, events, working groups
- Programme documents
- Programme communication materials
- Programme publications
- Press outlets Managing Authority website : l'Europe s'engage en PACA

Project level

- Mission website
- Project website
- Mission and Project social media
- Basecamp
- Project publications
- Project newsletter / mailing
- Project events
- Partners websites
- Partners social media

National level (NCP)

- National website
- National social media
- National newsletter / mailing
- Basecamp
- Programme communication materials in national languages
- National events

Transnational and EU level

- Interreg Portal
- EU digital network (Interact platform / Inform EU Teams) Inforegio project database
- DG Regio and EU campaigns
- PANORAMA magazine

Programme web platform

The main communication channel of the Interreg Euro-MED Programme is the web platform, integrating the Programme website, all the projects' websites and national pages. It is the main channel for the institutional communication, offering a wealth of valuable information and fostering knowledge exchange.

The web platform is the main contact point for those seeking guidance on the Programme.

Apart from being a tool for promoting the Programme, the web platform will serve as an important tool for coordination, data collection and management, on project and Programme level. Project partners and Programme bodies will be offered technical tools to facilitate transfer and analysis of data through common formats and technologies. The web platform architecture will replicate the new Programme architecture and the thematic community approach.

Objectives of the web platform

For the Programme

- Provide information on **funding opportunities** including a calendar of calls
- Publish information on Programme results, monitoring and management such as links to national contacts pages, decision summaries of Monitoring Committees, environmental and diagnosis reports, etc .
- Concentrate the information of all operations **to be reusable, comparable, and transferable**, through a regular list with technical proposals concerning project information.
- Ensure the **availability of projects' results and outputs** in their context and in time, beyond the programming period.
- Propose dashboards **summarising data** from the websites of the projects.

For projects:

- **Harmonise all websites** of the Programme in terms of organisation and layout of the content, user interfaces and navigation experience to facilitate the navigation from a website to another for all stakeholders of the Programme;
- Ensure the presence of the **main features** on all websites, **compliance** with disclosure rules of the Programme and the online publication of specific information;
- Reduce development and hosting costs by providing projects with a basic **ready-to-use website** integrating the functionalities necessary for the life of the project, adapting to each project type;
- Propose to all projects **technical tools to facilitate** the transfer and analysis of data through common formats and technologies.

Target

The website platform collects information and institutional communication for all target groups.

Content

The website content will display funding opportunities information, including a calendar of calls, the list of operations, national contact pages with more information, project and programming

cycles, programme, and project monitoring, access to tools for partner search and forums, Programme and project documents, news, and events.

Responsibilities

JS for platform development and for Programme website
 NCPs and project partners to feed their individual sections

Timing

The site is updated on a regular basis.

Basecamp / Teams

Objectives

To ease the projects' day to day work and ensure a good communication and transfer of information, the Basecamp online tool shall be used as the main project management and communication tool.

Target

All Programme stakeholders and levels (programme authorities and projects under their missions), NCPs.

Content

Through Basecamp, project partners can exchange information, documents and draft deliverables. Shared agenda, groups and private chats, task planner and message board.

Responsibilities

JS for coordination and information
 Governance projects, projects partners and NCPs for exchange and communication

Timing

Daily Update

Social media

The Programme is present and active on 4 social media: **Facebook, LinkedIn, Twitter et Youtube**. *New channels may be implemented based on trends and developments in digital communication.*

Objectives

Digital channels allow to raise awareness on targeted publics, attract qualitative potential partners, demonstrate the added value of the projects, transfer results and showcase the changes that benefit citizens. **Social media** are a great way to reach **a vast array of target groups**, in particular **young people**, and allow direct connection with followers.

Target

Potentially, addressed to all target groups with a focus on Programme beneficiary and the general public.

Content

Even with a smart approach, due to the web language, the communication of the Programme on social media is of an institutional nature: call, survey, events, news, International days, Information for partners / projects, Interreg and EU Communication.

Official Programme hashtag for 21-27: #InterregEuroMED

When relevant, the Programme will participate to the EU campaign mainly promoted through social media, as for the European Cooperation Day, the Interreg Annual Campaign, European Annual Campaign, EU in my region.

Responsibilities

Programme social media channel are managed by JS
NCPs, Projects channels are considered as amplifiers

Timing

2/3 week

Newsletter

Objectives

Establish targeted communication with a high impact as e-mails are a very effective communication tool.

Target

Project partners, multipliers, other stakeholders.

Content

Programme updates, with references to news and events published on the site to give prominence and amplify dissemination. Possible sharing of materials, surveys, and forms.

Responsibilities

JS

Timing

4 times a year

Meetings, events, working groups

Objectives

Meetings, events and business meetings are central to creating moments of exchange, networking, information and training, online and offline.

- Introducing carbon offsetting in the events (including online ones);
- More online and shorter events, to reduce costs with venues, catering, travelling;
- More citizen's events, namely targeting the youth segments, through social media and with the support of projects;

- Thematic Programme events
- Main transnational Programme events
- Capacity building events
- Small scale consultation events/hearings
- External promotion events

Target

Events offer direct contacts between Programme and project level and among project partners. They are an important tool for the Programme community development, but also to develop face-to-face contacts with multipliers and end users and finally to focus on the presentation of concrete results.

Responsibilities

JS

NCP for national events

Governance Projects for mainstream, PP for projects events

Timing

 2 per year

Programme communication materials

The communication materials as the Programme brochure, poster or rollup, play a crucial role in conveying key messages and engaging stakeholders beyond the digital realm. These materials serve as tangible representations of the programme's objectives, achievements, and impact.

With visually appealing designs and concise yet impactful content, these offline materials effectively complement the online communication efforts.

- *The printed materials, however, are reduced to the bare minimum in the Programme's commitment to minimise environmental impact*
- *All communication materials are provided in open files to stakeholders, namely member states, to support the communication of the Programme by adapting the content to national languages and territory.*

Target

Potential applicants, partners, public

Content

Programme presentation

Responsibilities

JS

NCP for translation in national languages and dissemination on the ground

Timing

Una tantum, at the beginning of the programming period

Programme publications

Occasionally, thematic publications (printed and digital) shall be produced highlighting project and Programme results. Depending on the target audiences, story-telling methods pointing out concrete testimonials shall be brought in focus, especially if a the general public is concerned.

Material shall be produced in a form that allows for adaptation in Partner and Member States: open formats to be easily translated and printed on the spot.

The publications will follow the most current communication trends in a dynamic way (social media campaign, interactive webdoc, podcasts) seeking to stimulate two-way communication with the target audience.

Target

Partners, public, other Programmes, Public authorities, EC institutions

Content

Programme and projects results

Responsibilities

JS with projects support

Timing

Periodic campaigns, namely at the end of the programming period

Press relations

The Programme's communication has a very strong need to raise public awareness of its achievements, and this is only effective through strong media relations, an important reinforcement to create a strong reputation and credibility.

First, through the multipliers mapping, the Programme intends to identify the national and transnational media, potentially interested in the Programme's themes and success stories, and in a second phase to start building with this media a relationship, through events, meetings, social media, that could leverage the programme's profile on specialized and public opinion.

Being better recognised through a media profile, the Programme will profit from a greater interest and attention from the transnational targets and the several levels of political decision.

Target
Different level stakeholders, depending on topics
Content
Programme and projects results / news / milestone events
Responsibilities
JS NCP and Projects can help in amplifying the Programme awareness
Timing
Occasionally

CONTENT STRATEGY

The Programme content strategy has three main drivers: **capitalisation stories, end-user focus, and campaign-driven approach**. It emphasizes the importance of showcasing quality results and promoting the adoption of project results by policy-level stakeholders and widespread changes in policies. This strategy aims to connect with the public through end-user stories, employing engaging content formats such as pictures, videos, podcasts, and online tutorials. By delivering high-quality and targeted content, the programme aims to raise awareness and create a meaningful impact on Mediterranean citizens' perception of the programme and its thematic communities' achievements.

This approach, which aims to favour storytelling over technical jargon, is concretely reflected in the actions of the Programme, for instance:

- **Websites:** providing a website template, based on a storytelling logic to projects;
- **Branding:** providing logo guidelines and logo files to projects;
- **Support materials for NCPs:** event and survey template, programme information kit;
- **Podcasts** series for selected project stories;
- Technical content translated in **simple video tutorials**;
- **Policy interactive document** to present the catalogue of policy-solutions and key deliverables, to tackled challenges in the Mediterranean, in an engaging and modern way.
- **Tutorials and coaching sessions** for communications essentials;
- **Support materials for projects:** content quality, videos, social media, capitalisation methods, proposals quality;

- **Support potential beneficiaries** on networking tools: proposals quality, interactive technical content;
- **Working group for advocacy** focused on capitalisation of projects' results.

Only through end-user's stories we will be able to connect to the public outside the "Interreg bubble" and actually deliver the benefits of cooperation to the citizens. Along the process, we hope to educate new future European citizens.

Content strategy will be a major asset for capitalisation, in which Governance projects will play a pivotal role. To achieve the objectives effectively, communication is an active and continuous part of the **Programme Results Amplification Strategy** (see related document).

Finally, the communication of results should not be isolated or drowned in large quantities of "soundbite" information or technical language and jargon. Instead, campaigns allow for a more focused, synthesized and adapted way of showing the results to target groups, and thus producing a real experience and impact on the target audience mindset.

Interreg Euro-MED BRAND

Naming

The programme brand naming has a short and a full version. The versions have different usages, as categorised in the opposite table.

The graphology of the brand integrates a combination of diminutives: first of the word "European" in the form of "Euro" and second of "Mediterranean" in the form of all capital letters "MED", to keep the tradition of previous programming naming. Both diminutives must be bound by an hyphen, hence forming a single word.

Versions	Naming	Use
Short	Interreg Euro-MED	Logo, web
Full text	Interreg Euro-MED 2021-27 Programme	Official documents
Official	Interreg Euro Mediterranean VI B 2021-2027	Official covers

It is important to remember how the programme naming is written, to avoid confusions with other "euro med" brands.

Check the table below for the do's and don'ts:

Correct				
Interreg Euro-MED				
Incorrect				
EUROMED	Euro - MED	interreg med	Euro MED	Euro-MED
EURO MED	med	INTERREG MED	Interreg MED	MED
Euromed	Med	Euro-med	EuroMED	Euro med

Our values

Interreg is described as a community and as such we share common values with other Interreg Programmes. So, in order to define the Programme values, let's first have a look at the Interreg's described in the document called the "Interreg brand narrative".

From the "Interreg Brand narrative" document, we will keep in mind that Interreg is "part of a rich ecosystem where every organism is connected. It is up to us to be the bridge between the EU and its citizens, between projects and partners, between public and private. [...]"

Like a gardener carefully watering its plants, the EU Cohesion Policy is dedicated to growing the seeds for cohesion and solidarity among EU countries. Interreg is one of the initiatives implemented to bring this vision of a united Europe to life - a magnificent tree in the garden of peace.

We are but one tree in the forest of all EU programmes that work tirelessly towards improving the lives of EU citizens and their neighbours."

It is on this basis that the values of Interreg have been defined and can be summarised as follow: "Together is better"

Interreg values

- Cooperation
- Solidarity
- Problem solving
- Sustainability
- Inclusion

Now let's define the values of the Interreg Euro-MED Programme that will be based on Interreg's values but also on the Programme's specific vision. They will reflect the Programme's beliefs and strategy, what we stand for. They will guide our actions, behaviour and work.

The Programme's values are:

- **Sustainability**

The main goal of the Programme consists in contributing to the transition towards a climate-neutral society: fighting against climate change impact on Mediterranean resources, while ensuring a sustainable growth and the well-being of its citizens. Through the projects we co-finance, we intend to build viable results and cooperation relationships over time.

- **Cooperation**

The Interreg Euro-MED Programme is a cooperation programme, cooperation is part of our DNA. We encourage cooperation among people, between organisations & Programmes across and beyond borders because we think it is the only way we can reach our goal.

- **Solidarity**

Cooperation & solidarity goes hand in hand, one cannot exist without the other. Interreg Euro-MED is a community of partners and organisation. We came together because we believed that we could find shared solutions to our common problems. We share a common interest (or goal). As such we form a unity that can survive only if we support each other.

- **Future-oriented**

We believe in a better future and more sustainable Mediterranean and do our best to reach this goal. This is why all our actions are future and change oriented. We have a long-term vision and anticipate our impact on tomorrow's world.

- **Innovation**

It is precisely because we believe in a better future that we always try to innovate. Since 2007, the Programme has always looked for new ways of cooperating and developed new approaches that its staff strive to implement.

Our personality

A brand personality is a set of human characteristics and traits that are associated with a brand. If Interreg Euro-MED was a person, what would be its personality?

To define the Programme's personality, we will use Jennifer Aaker's brand personality model, a widely used model. Jennifer Aaker, a behavioural psychologist and Stanford professor, divided the personality into five dimensions, each containing a set of facets. The task consists in ranking these dimensions on a scale from 1 to 5 with 1 being the least representative of our brand. These dimensions are:



Interreg Euro-MED strives to deliver reliable & quality work and is recognized as such. As stated in our values, we do our best to be at the avant-garde of cooperation and try to find new ways of cooperating. Our target audience encompasses famous scientists, high level researchers, well

established NGOs or organisations, policy makers. Our personality can therefore be defined as following:

1. Competence
2. Excitement
3. Sincerity
4. Sophistication
5. Ruggedness

Now that we defined our core values and personality, we can choose our tone of voice.

Our tone of voice

Our voice is the reflection of who we are, it is the expression of our values and personality. The voice is consistent. Whereas the tone is fluctuant, it depends on the audience or media.

Our voice

- We strive to deliver reliable & quality work and want to provide our beneficiaries and potential beneficiaries with the best services. We are serious & professional. Yet we know that our work can be heavy sometimes, so a touch of sensible humour is always appreciated.
- If there is something that our potential or actual beneficiaries have not understood, we will always be available to help them. We are helpful.
- We want to appear professional but close to our target audience which does not speak native English for its vast majority so conversational language is what best suits us and best conveys our messages.
- We want to deliver clear and concise messages that can be easily understood by anyone. We get rid of jargons or sophisticated expressions. We are plainspoken.
- As its name suggests it, the Interreg Euro-MED programme cooperation area encompasses countries from the Mediterranean region. Mediterranean people are famous for their friendliness and warmth. We are friendly.

Our tone

The Interreg Euro-MED's tone is usually neutral, respectful and matter-of-fact. However, on social media we will be more casual, playful and funny so as to bond with our audience, create good work relationships and convey the idea of friendliness.

Style

In order to best convey our tone of voice and values, we use "we" when we talk about the Programme and project partners and "you" whenever we directly talk to our target.

Verbal forms such as "can't", "we're" "you aren't" are to be used only on social media or email. For any other documents, especially the official ones, we should use "cannot", "we are", "you are not".

We write short sentences as much as possible and simple vocabulary. Jargons and acronyms are to be avoided.

The most important part of the text or paragraph is to be placed at the beginning to ease the reading.

We use active voice and actions verbs as much as possible to convey our will to convert words into actions.

Following the European Commission style and recommendation, British English is to be preferred over American English e.g. we write capitalisation instead of capitalization.

VISUAL IDENTITY

The Interreg Euro-MED Programme has adopted the main features of the harmonised visual identity of the Interreg brand, that provides greater visibility for Interreg programmes at all levels and towards the widest audience, demonstrating that Interreg makes a difference both locally and at European level.

The brand rules of the Interreg Euro-MED Programme are stated in [a dedicated brand book](#) that is the reference document to comply with for a consistent and coherent use of the Programme visual identity, as developed following the Interreg template designed by Interact in collaboration with the European Commission.

Logo

The Programme's logotype consists of the following elements:

(1) the Programme's name, (2) the Interreg logotype with the coloured arch inside, (3) the EU emblem and (4) the statement.

The brand is surrounded by a clear space area that defines the minimum distance to other elements such as other logos, pictures, texts, or any other design elements. The elements of the Programme's logo represent a single unit which is defined as invariable.

The composition of the logo elements follows specific rules and must not be changed.



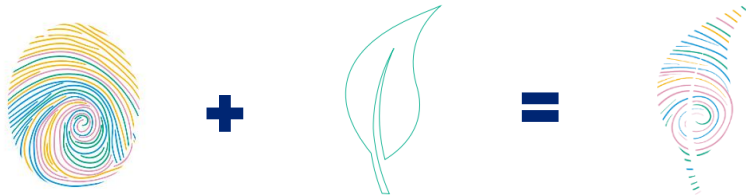
Together with the logo, the Programme has a dynamic and innovative visual identity to characterise communication materials for an easier recognition and a strong perception of the Programme's actions.

The Programme Icon

The Interreg Euro-MED Programme icon is born from the combination of both symbols - the leaf and the digital print. The lines of the digital print have 4 distinctive colours, each of them representing the Programme's missions.

The reflection behind the concept

The Programme aims to contribute to the green transition towards a neutral and resilient society, ensuring a sustainable growth and the well-being of its citizens. Two symbolic elements have been combined: a digital print and a leaf. The digital print has several meanings. It represents the carbon footprint we leave on our planet. The digital print also refers to technology and innovation. The lines of the digital print refer to the waves and oscillations of the sea, the Mediterranean Sea. They are also reference to the tree growth rings.



The Mission Icons

For a comprehensive approach, the Programme decided to embed its objectives into missions. Four missions have been identified, each related to a different thematic. In line with the European Commission Icons, the 4 Programme Missions are identified with an icon and a colour.



The mission visual identity rules are stated in a [dedicated brandbook](#).

Programme and thematic messages

The Interreg Euro-MED Programme slogan expresses its policy goal and mission. To boost the general slogan, the programme will adopt messages per mission to reinforce and set down their role, as shown in the table below.

<i>Mission</i>	<i>Communication message</i>
<i>Innovative Sustainable Economy</i>	Strengthening an innovative sustainable economy
<i>Natural and cultural heritage</i>	Protecting, restoring and valorising the natural environment and heritage
<i>Green living areas</i>	Promoting green living areas
<i>Sustainable tourism</i>	Enhancing sustainable tourism

Brand statement

The programme brand is reinforced by the statement "**Making the Mediterranean Green Transition happen**", presents in the most relevant communication materials.

The statement encapsulates the programme's ambitious commitment to driving sustainable development and environmental transformation in the Mediterranean region.

It signifies the collective effort to promote green practices, towards a more sustainable future by fostering collaboration, innovation, and knowledge exchange, reflecting the values of the Programme.

Basic linguistic definitions

Programme languages are **English and French**: Programme communication is to be carried out in these two languages.

Depending on target groups to be reached, and communication activities carried out at national level, communication materials might be produced in English or French only (the Programme will provide open templates for NCPs to adapt messages in national languages).

The official English language for communication and documentation is BRITISH English (following the EC approach).

COMMUNICATION OBJECTIVES AND INDICATORS

Methodology for building communication indicators

The communication objectives stem from the Programmes objectives. They set the framework to breakdown the communication strategic objectives for 7 years, and these are themselves split on annual SMART objectives.

Once the communication objectives have been defined, they have to be declined on the various targets, detailing the various activities and channels to reach them effectively on all levels.

Objective logic



1. Programme policy-objective/mission as the foundation where all objectives stem from;
2. Communication strategic objectives for seven years;
3. SMART annual objectives, to evaluate the actions, which will meet the communication objectives.

Baseline evaluation

The baseline system to measure the objectives is an extended communication & perception evaluation system implemented at most contact points with the external public and stakeholders. The idea is to set a fast-track system of evaluation at different phases of contact, either when benefiting from Programme services, or when in direct contact through events, participating in the Programme communication activities or direct support to project activities.

- Standard survey after applications submission
- Standard survey after support to projects
- Standard survey after events
- Indicators collection basis
- Web and social media metrics
- Web platform evaluation tools
- Contribution to Programme evaluation plan

A set of indicators required from Member States and Project Partners will be put in place to have the broadest and most accurate overview of the Programme's impact possible.

NCPs analytics		
Activities	Indicators	Baseline (if any) 2022
Events	Nr and type of events organised per year (trainings, infos sessions, etc.) Nr of participants per event Satisfaction survey per event (for the most important ones)	10 events (for all NCPs) at least 75% satisfaction
Social Media	Social media platforms used Nr of followers for each social media platform per year Nr of social media posts about the Programme per year, on which topic and on which platform Level of engagement for each social media post	10 posts (for all NCPs)
National Portal	Nr of news published on the website and on what topic	20 news (for all NCPs)

Objectives overview

To understand how it all comes together, we have created a matrix to breakdown the actions and strategic options for channels and activities, per specific objective.

1 – Raise awareness about the Programme funding & cooperation opportunities in the Programme's area of influence, especially in the partner states and regions

KPI	Baseline	Categories of target audience	Channel	Activities (examples)
ACTIVITY INDICATORS				
Nr of events (Info sessions + technical seminars) organised by the JS	10	<ul style="list-style-type: none"> Potential applicants NCPs 	<ul style="list-style-type: none"> Events NCPs Website National portals direct mailing social media Interreg portal 	<ul style="list-style-type: none"> Organise at least 1 Info session per call Participate in national info session organised by NCPs Technical seminars on specific topic Small social media campaign to promote opening of call for proposals National pages in Programme website NCP Info day event template package Helpdesk Publish all the documents related to the call on a single web page (including Terms of Reference, Programme manual, etc.) Publish an announcement on the Interreg portal each time a call is open Produce tutorials for Jems (monitoring system) Produce videos to explain Programme new approach and missions Produce PPT explaining the new Programme Produce 1 flyer / brochure introducing the new Programme Set up a partner search forum
Nr of events (National info Sessions) organised by NCPs on funding opportunities	60			
Nr of specific materials (brochures, PPT, Prog info kit.) produced	2			
Nr of social media posts and news on the Programme website to promote funding opportunities	10			
Nr of social media posts & web news from NCPs on funding opportunities	100			
RESULT INDICATORS				
Nr of participants in events organised by the JS	1500			
Nr of participants in events organised by the NCPs	1000			
Nr of applicants reached by the NCP (survey)	500			
Level of satisfaction on the received guidance by the JS to potential applicants (survey)	80%			
Level of satisfaction on the received guidance by the NCP to potential applicants (survey)	80%			
Level of satisfaction for the events organised by the JS	80%			
Level of satisfaction for the events organised by the NCPs	70%			
Nr of participants in Programme partner search forum	450			
Average nr of topics on partner search per call	150			

2 – Support Programme bodies and beneficiaries for an efficient Programme and Project implementation in particular regarding the communication and transfer of project results to their target audience							
KPI	Baseline	Categories of target audience	Channel	Activities			
ACTIVITY INDICATORS							
Nr of meetings & trainings targeting NCPs	5	<ul style="list-style-type: none"> Beneficiaries NCPs 	<ul style="list-style-type: none"> Events Website direct mailing social media 	<ul style="list-style-type: none"> Organise at least 2 coaching seminars on communication, advocacy, lobbying and transfer Organise 1 COM/CAP group meeting per year Closely monitor Governance Projects com/cap strategies Produce specific training materials on the topics (online guidance, video tutorials, etc.) Publish communication & lobbying training materials on website Small SM campaign to promote those training materials Organise 1 LP seminar per call Organise 1 NCP meeting per year COM Kit for NCPs Involve experienced project partners in Lead partner seminars Collaborative tools to facilitate the exchange between partners Develop an efficient Q&A tool on Programme website 			
Nr of LP seminars	6						
Nr of events targeting beneficiaries organised by NCPs	50						
Nr of trainings targeting beneficiaries organised by Programme	2						
Nr of specific materials (brochures, PPT, Prog info kit.) distributed to NCPs	3						
Nr of tools / technical materials produced for beneficiaries (online guidance, video tutorials, PPT, etc.)	5						
RESULT INDICATORS							
Nr of participants in trainings organised by the JS and	200						
Nr of participants in events organised by the NCPs	1000						
Level of satisfaction on received guidance by the JS	80%						
Level of satisfaction on received guidance by the NCPs	70%						
Level of the satisfaction on trainings organised by the JS	80%						
Level of the satisfaction on events / trainings organised by the NCPs	70%						
Nr of project partners saying they have understood the Programme Amplification Strategy (survey)	0*						
Nr of project partners supported by NCPs in their project implementation	0*						

3 - Foster the active use and up-taking of Programme results							
KPI	Baseline	Categories of target audience	Channel	Activities			
ACTIVITY INDICATORS							
Nr of stories of successfully transferred project results identified and published on Programme website	15	<ul style="list-style-type: none"> • Beneficiaries • Potential up-takers • Interreg Programmes • Interact • EC • NCPs 	<ul style="list-style-type: none"> • Meetings • Podcasts • Website (Deliverable library) • Direct mailing • social media • NCPs • Basecamp • Events 	<ul style="list-style-type: none"> • Map and identify capitalisation success stories • Organise 1 COM/CAP meeting per year • Podcasts campaign on capitalisation success stories • Publish news & articles about capitalisation success stories on Programme website • Organise SM campaigns to promote such stories • Design and publish a web page dedicated to the Governance initiatives of the Programme • Design a user friendly and efficient key deliverable database • Promote such database • Participate in EU events and campaigns to promote Programme results • Collaborative tools to facilitate the exchange between Partners, JS and NCPs • Promote such collaborative tool via email • Organise events to promote the active use and up-taking of Programme results • Keep informed our EC contacts and other multipliers (UfM, Interreg Programmes, Interact, etc.) about the Programme / project results 			
Nr of those success stories published on Programme multipliers' channels (Interact, Interreg portal, NCP, other projects)	10						
Nr of com/CAP group meetings	7						
Nr of results identified with high potential for Replicability and Transfer	30						
Nr of synergies and joint actions between beneficiaries and outside	0						
Nr of events about Programme's and project's results organised by the JS	2						
Nr of events about Programme's and project's results organised by the NCPs	7						
Nr of key deliverables published on the Programme website	200						
Nr of EU campaigns & events the Programme participates in	10						
Nr of result promotion campaigns organised by JS	2						
RESULT INDICATORS							
Nr of projects promoted by European institutions and Interact	14						
Nr of successfully transferred project results	20						

4 - Make the Programme known as an active player of territorial cooperation working for the Mediterranean green transition in partner states and beyond				
KPI	Baseline	Categories of target audience	Channel	Activities
ACTIVITY INDICATORS				
Nr of transnational events organised by the JS promoting results	2	<ul style="list-style-type: none"> • EU institutions • NCPs • EU citizens • Beneficiaries • Programme bodies • Associate partners • Other Programme multipliers (Interreg Programme, Interactn UfM, etc.) 	<ul style="list-style-type: none"> • Website • Direct mailing • social media • Events • Podcasts • Press • Multipliers' portals (Interact, UfM, InfoRegio portal) • NCPs • Beneficiaries (project partners) 	<ul style="list-style-type: none"> • "Am I green?" campaign targeted to project partners • Organise a training about the carbon footprint tool targeting the beneficiaries (project partners) • Campaign to promote carbon footprint tool • Communication campaign for students and EU citizens, in association with the projects: open doors, learning trips • Open day's events to meet projects • Press campaigns through media partnerships and organic content • Dedicated Press kit • Organise 1 event to bridge the gap between 14-20 and 21-27, promote the reuse of the results and the new Governance approach • Organise one "capitalisation" event dedicated to the topic • Participate in EU events and campaigns to promote Programme results dealing with green transition • Design and publish a specific web page dedicated to the governance approach / initiatives of the programme • Podcasts campaign on projects working for the green transition • Publish news & articles about projects working for the green transition on Programme website • Organise SM campaigns to promote such stories • Keep informed our EC contacts and other multipliers (UfM, Interreg Programmes, Interact, etc.) about those results • Publish project fact sheet in InfoRegio database • Produce at least 1 brochure / flyer about the Programme / project results related to this topic
Nr of EU events in which the JS participate to promote results	5			
Nr of EU campaigns the Programme participates in	5			
Nr of related posts on the Interreg portal	1			
Nr of promotional materials produced to promote results	1			
Nr of press articles promoting the Programme and project results	8			
Nr of press kits produced	2			
Nr of social media posts on Programme / project results / achievements (Programme social media)	50			
Nr of social media posts on Programme / project results / achievements (NCPs social media)	20			
Nr of news / articles about Programme / projects achievements published on Programme website	19			
Nr of news / articles about Programme / projects achievements published on Programme & NCP website	0*			
Nr of EU campaigns targeted to citizens the Programme participates in	2			
Nr of campaigns targeted to citizens organised by the Programme	1			
Nr of social media posts on green practices	3			
RESULT INDICATORS				
Total nr of participants in events organised by the JS promoting results	650			
Total nr of participants in events organised by the NCPs promoting results	600			
Level of satisfaction for those events organised by the JS and NCPs	80%			
Engagement rate in social media per post about Programme results & EU benefits	35			
Nr of followers (Programme + NCPs + projects social media)	25700			
Nr of projects implementing the green communication practices	8			

ACTIVITIES OUTLINE

Content strategy (see related part above)

Events

Four major transnational events to:

- A kick-off event to launch the Programme
- Programme and project Governance summit
- A community building event to boost the Euro-MED community
- A Mediterranean forum: "MEDforPolicyChange".

Capacity building

- NCP support kit: event template, prog information kit, satisfaction survey template;
- Tutorials and coaching sessions for communications essentials and e.g. how to pitch a policy-paper or results;
- Support projects on Information rules; content quality, videos, social media, capitalisation methods, proposals quality;
- Support potential beneficiaries on networking tools; proposal quality, interactive technical content;
- Working group for advocacy focused on capitalisation of projects' results.

Tools

- Key deliverables templates
- Promotion webpage template for key strategic deliverables: policy papers, policy briefs, platforms;
- Online forum for partner search and project idea generation;
- Online guidance and tutorials for transferring policy key deliverables;
- Interactive tool (Basecamp) for chatting with NCPs and project officers;

Campaigns

- Citizen's awareness: dedicated annual events for students and end-users, in association with the projects: open doors, learning trips;
- "MEDforYOUTH": spreading the word among students, through projects and Programme meetings, open doors;
- "AM I Green?" a campaign to include the projects on making sustainable their communication activities;
- Mapping and promoting capitalisation success stories on programme website and social media, continuing the campaign "MADEinMED" with a new name: "MADEinEuro-MED";

- Coordination with national coordinators and NCP to disseminate at national level information and results about the Interreg MED Programme;
- Full-fledge Social media strategy integrated with projects, with paid campaigns to promote key transnational events and awareness campaigns;
- Mobilize the programme and projects participation in European campaigns and events;
- Relations with media, by organising media trainings about the Programme and its topics.

IMPLEMENTATION MANAGEMENT

Responsibilities and coordination

Communication and capitalisation activities are going to be planned and implemented on several levels:

- Transnational level: MA and JA
- National level: NCPs
- Mission level: Governance Projects
- Project level: Partners

The **Managing Authority** and the **Joint Secretariat** will be mainly responsible for **implementing activities indicated in this strategy** as well as for coordinating and supporting communication activities of other programme bodies.

In addition to the Joint Secretariat, the **Network of National Contact Points will be directly involved in programme communication**. They will help raise awareness on the national level and provide information to potential applicants, beneficiaries and stakeholders on calls and achievements of the programme.

To develop and implement the communication strategy for the new programme lifetime, the Joint Secretariat deploys a Communication Unit made up of 3 senior resources.

Working group for Advocacy

Communication in successful capitalisation processes and improved governance is central, so the Results Amplification Strategy work plan will be developed in coordination with the communication strategy.

Knowledge management and communication of results require close collaboration between the responsible for communication-capitalisation-governance within the Joint Secretariat (JS) and the Projects: from a methodological point of view, a **COM-CAP working group** will be created and a **coordination group with Governance Projects** will be established.

The JS will also propose to continue and increase the animation of a network of National Contact Points to better satisfy needs and expectations of transferring results into the Programme territories.

Annual communication plan

To be effective and efficient, the communication strategy will be translated into annual communication plans, which will define what concrete actions to take on the year according to the strategic phase.

These plans will also include an update of the strategy implementation considering the results of the previous year.

BUDGET

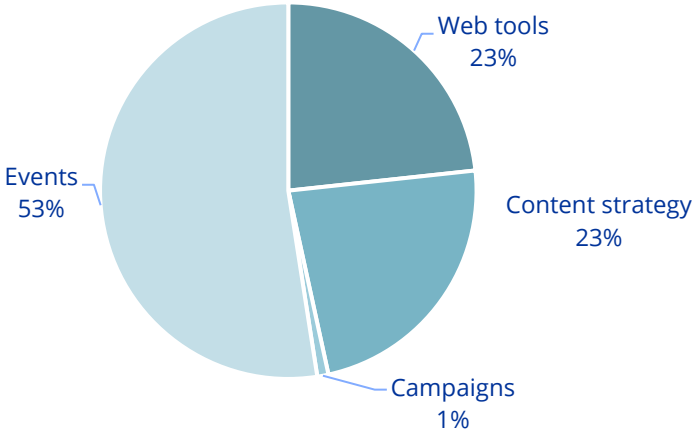
According to the EU regulations, the communication expenditure must represent at least 0,3% of the programme total budget.

For the 2021-2027 programming period, the budget foreseen is 900.000€ which is slightly over 0,3% recommended by the European Commission. In the budget plan here under, the total budget amounts to 806.000€ so slightly under the budget foreseen. However, in our experience, some unexpected costs might arise, therefore it is better to keep that way and adjust it annually.

The previous programme main expenditure lines of the communication budget were distributed as presented in the table below. The percentages are out of a total budget. The table shows that events and IT tools are the major sources of expenditure and the investment in paid social media and branding are the least important ones.

	Events organisation	Web platform development	Branding and content	Paid media campaigns
2014-20	46%	36%	14%	4%
	<ul style="list-style-type: none"> • Moderators • Branding • Digital and on-site Animation • Venues • Catering • Translation 	<ul style="list-style-type: none"> • Development • Assistance • Hosting 	<ul style="list-style-type: none"> • Basic branding • Digital content • Printed materials • Audiovisual content • Goodies 	<ul style="list-style-type: none"> • Press partnerships
2020-27	53%	23%	23%	1%
	Carbon offsetting		+ Digital content	+Paid social media

2021-27 Budget distribution



NB: All amounts are in Euro

SECTIONS	ACTIVITIES DETAIL	Framework tender procedures	2021	2022	2023	2024	2025	2026	2027	2028	SUBTOTAL	TOTAL PER SECTION
			Launch	Preparation		Capitalisation						
Web platform & digital tools	Development phases 1,2,3,4,5	Tender web platform 2021/23 Tender web platform 2024/26	17000	28500	30000	0	0	0	0	0	75500	165500
	Hosting + webtools subscription + evolutions		0		5000	20 000	1000	15 000	10 000	15 000	90000	
Content strategy	Branding	Tender graphic design 2021/23 Tender graphic design 2024/26	7500	4000	23 000	12000	6 000	15 000	6 000	0	88500	180000
	Content production	Tender content 2021/23 Tender content 2024/26	0	0	0	7 500	6 000	6 000	6 000	6 000	35500	
	Content podcasts	Tender podcasts 2021/23 Tender podcasts 2024/26	0	0	12000	3000	6000	15000	15000	0	56000	
Campaigns (paid social media)	Programme launching campaign	Tender graphic design 21/23 Tender graphic design 24/26	0	0	0	0	0	0	0	0	0	8500
	Event promotion campaigns		0	0	0	500	0	500	0	0	3000	
	Citizen awareness campaign		0	0	0	500	500	500	0	0	3000	
	Social media campaigns: capitalisation success stories		0	0	0	500	500	500	500	500	2500	
Events	Transnational events		110000	0	90 000	20000	50000	20000	30000	0	30000	452000
	Capacity building: webinars; pieces of training		0	0	0	70000	0	70000	0	0	140000	
	European events - joint participations		0	0	0	3 000	3 000	3 000	3 000	0	12000	
		Annual total budget	134500	32500	160000	122000	97500	130500	61500	67500	806000	

TIMELINE

SECTIONS	ACTIVITIES DETAIL	2021		2022		2023		2024		2025		2026		2027		2028	
		S1	S2	S1	S2	S1	S2	S1	S2	S1	S2	S1	S2	S3	S4	S5	S6
Web platform & digital tools	Development phases 1,2,3,4,5																
	Hosting, webtools evolutions																
Content strategy	Branding																
	Content production																
	Podcasts																
Campaigns (paid social media)	Programme launching																
	Events promotion																
	Citizen awareness																
	Capitalisation																
Events	Transnational events																
	Capacity building: webinars; training																
	European events - joint participation																

ANNEX – PUBLICITY RULES

Communication in CPR⁴

Programming

Art. 22 (3)

Each programme shall set out:

(j) the envisaged approach to communication and visibility for the programme through defining its objectives, target audiences, communication channels, including social media outreach, where appropriate, planned budget and relevant indicators for monitoring and evaluation.

Visibility, transparency & communication

Article 46 - Visibility

Each Member State shall ensure:

- (a) the visibility of support in all activities relating to operations supported by the Funds with particular attention to operations of strategic importance;
- (b) communication to Union citizens of the role and achievements of the Funds through a single website portal providing access to all programmes involving that Member State.

Article 47 - Emblem of the Union

Member States, managing authorities and beneficiaries shall use the emblem of the European Union in accordance with Annex IX when carrying out visibility, transparency and communication activities.

Art. 48 - Communication officers and networks

2. Each managing authority shall identify a communication officer for each programme ('programme communication officer'). A communication officer may be responsible for more than one programme.

3. The Commission shall maintain the network comprising communication coordinators, programme communication officers and Commission representatives to exchange information on visibility, transparency and communication activities.

Art. 49 - Responsibilities of the managing authority

2. The managing authority shall ensure the publishing on the website referred to in paragraph 1, or on the single website portal referred to in point (b) of Article 46, a timetable of the planned calls for proposals that should be updated at least three times a year with the following indicative data:

- (a) geographical area covered by the call for proposal;
- (b) policy objective or specific objective concerned;
- (c) type of eligible applicants;
- (d) total amount of support for the call;
- (e) start and end date of the call.

3. The managing authority shall make the list of operations (...) and shall update that list at least every four months. Each operation shall have a unique code. The list shall contain the following data:

- (a) in the case of legal entities, the beneficiary's and, in the case of public procurement, the contractor's name
- (e) the purpose of the operation and its expected or actual achievements;

(...) where the beneficiary is a natural person the first name and the surname

⁴ [Regulation \(EU\) 2021/1060](#)

(...) specific objective concerned ;
(...) location indicator or geolocation for the operation and country concerned
(...) for mobile operations or operations covering several locations the location of the beneficiary where the beneficiary is a legal entity; or the region on NUTS 2 level where the beneficiary is a natural person;

4. The data referred to in paragraphs 2 and 3 of this Article shall be published on the website referred to in paragraph 1, or on the single website portal referred to in point (b) of Article 46 of this Regulation, in open, machine-readable formats, as set out in Article 5(1) of the Directive (EU) 2019/1024 of the European Parliament and of the Council (48), which allows data to be sorted, searched, extracted, compared and reused.

5. The managing authority shall inform the beneficiaries that the data will be made public before the publication takes place in accordance with this Article.

6. The managing authority shall ensure that all communication and visibility material (...) This shall not require significant additional costs or a significant administrative burden for the beneficiaries or for the managing authority.

Communication in the Interreg regulation⁵

Programming

Article 17 - Content of Interreg programmes

3. Each programme shall set out:

(h) the envisaged approach to communication and visibility for the Interreg programme through defining its objectives, target audiences, communication channels, including social media outreach, where appropriate, planned budget and relevant indicators for monitoring and evaluation.

Transparency & communication

Article 36 - Responsibilities of managing authorities and partners with regard to transparency and communication

1. Each managing authority shall identify a communication officer for each Interreg programme. A communication officer may be responsible for more than one programme.

2. The managing authority shall ensure that, within six months of the Interreg programme's approval pursuant to Article 18, there is a website where information on each Interreg programme under its responsibility is available, covering the programme's objectives, activities, available funding opportunities and achievements.

3. Article 49(2) to (6) of Regulation (EU) 2021/1060 on the responsibilities of the managing authority shall apply.

4. Each partner of an Interreg operation or each body implementing a financing instrument shall acknowledge support from an Interreg fund, including resources reused for financial instruments in accordance with Article 62 of Regulation (EU) 2021/1060, to the Interreg operation by:

(a) providing on the partner's official website or social media sites, where such sites exist, a short description of the Interreg operation, proportionate to the level of support provided by an Interreg fund, including its aims and results, and highlighting the financial support from the Interreg fund;

(b) providing a statement highlighting the support from an Interreg fund in a visible manner on documents and communication material relating to the implementation of the Interreg operation, intended for the general public or for participants;

⁵ [Regulation \(EU\) 2021/1059](#)

(c) displaying durable plaques or billboards clearly visible to the public, presenting the emblem of the Union in accordance with the technical characteristics laid down in Annex IX of Regulation (EU) 2021/1060, as soon as the physical implementation of an Interreg operation involving physical investment or the purchase of equipment starts or purchased equipment is installed, with regard to operations supported by an Interreg fund, the total cost of which exceeds EUR 100 000;

(d) for Interreg operations not falling under point (c), publicly displaying at least one poster of a minimum size A3 or equivalent electronic display with information about the Interreg operation highlighting the support from an Interreg fund, except where the beneficiary is a natural person;

(e) for operations of strategic importance and operations whose total cost exceed EUR 5 000 000 organising a communication event and involving the Commission and the responsible managing authority in a timely manner.

The term 'Interreg' shall be used next to the emblem of the Union in accordance with Article 47 of Regulation (EU) 2021/1060.

5. For small project funds and financial instruments, the beneficiary shall ensure by means of the contractual terms that final recipients comply with the requirements to communicate publicly on the Interreg operation.

For financial instruments, the final recipient shall acknowledge the origin and ensure the visibility of the Union funding, in particular when promoting the actions and their results, by providing coherent, effective and targeted information to multiple audiences, including the media and the public.

6. Where remedial actions have not been put into place, the managing authority shall apply measures, taking into account the principle of proportionality, by cancelling up to 2 % of the support from the funds to:

- (a) the beneficiary concerned who does not comply with its obligations falling under Article 47 of Regulation (EU) 2021/1060 or paragraphs 4 and 5 of this Article; or
- (b) the final recipient concerned who does not comply with the requirements set out in paragraph 5.

Monitoring

Art. 29 - Composition of the monitoring committee

2. The managing authority shall publish a list of the members of the monitoring committee on the website referred to in Article 36(2).

Article 30 - Functions of the monitoring committee

- 1. The Monitoring Committee shall examine
 - (e) the implementation of communication and visibility actions

Art. 31 – Review

2. At the request of the Commission, the managing authority shall, within one month, provide the Commission with concise information on the elements listed in Article 30(1). This information shall be based on the most recent data available to the Member States and, and, where applicable, third countries, partner countries and OCTs.

Art. 32 - Transmission of data

5. The managing authority shall publish or provide a link to all the data transmitted to the Commission on the website referred to in Article 36(2).

Technical specifications

[ANNEX IX - Communication and visibility – Articles 47, 49 and 50](#)