

# COMMUNICATION PLAN

*of the project*

*«Unified information system for exchanging Information between primary health units in the cross-border area for emergency health cases»*

## HEALTH-INFO



## Table of Contents

1. Introduction .....	4
2. The HEALTH-INFO Project .....	6
2.1 Introduction to the Project .....	6
2.2 The project's objectives .....	8
2.3 The Project's results .....	9
3. Project Communication Definition .....	11
3.1 Project Communication Management .....	11
3.1.1 Communications Planning .....	12
3.1.2 Information Distribution .....	15
3.1.3 Performance Reporting .....	17
3.1.4 Administrative Closure .....	17
4. General Communication Strategy .....	18
4.1 Introduction .....	18
4.2 Communication Objectives .....	19
4.2.1 Overall Communication Objectives .....	19
4.2.2 Health-Info's Communication Objectives .....	21
4.3 Target Groups .....	22
4.3.1 Introduction .....	22
4.3.2 Definition of Health-Info's Target Groups .....	23
4.3.3 Specific Objectives per Target Groups .....	24
4.4 Project Identity .....	28
5. Communication Activities .....	30
5.1 Budget for the implementation of the communication activities .....	30
5.2 Main Information & Publicity Activities .....	31
5.2.1 Project Conferences .....	31
5.2.2 Info-Days .....	33

5.2.3 Material .....	34
5.2.4 Project's Results Publication .....	36
5.2.5 Project Site.....	37
5.2.6 Video Spots.....	38
5.2.7 Web Campaign.....	40
6. Communication Tools.....	43
6.1 Communication tools per target group.....	43
6.1.1 Publications .....	43
6.1.2 Project Website.....	45
6.1.3 Public Events .....	45
6.1.4 Press and electronic media coverage.....	47
7. Indicators of Communication Achievements.....	50
7.1 Evaluation of Communication success .....	50
7.2 Communication tools and Indicators for evaluation .....	50
7.2.1 Evaluation methods .....	52
8. Internal Communication .....	54
8.1 Introduction.....	54
8.2 Communication flow within the Partnership.....	54
8.3 Objectives of the internal project communication .....	56
8.4 Tools of the internal project communication .....	56
9. Conclusions.....	57

## 1. Introduction

The Project Communication Plan (PCP) is the Output of the Deliverable 2.1.5 Project Communication Strategy & Plan of the project Health-Info. The main purpose of this output is to define the communication requirements and how information will be distributed in order to ensure the effective communication on the project towards the target groups, stakeholders and the general public as well as the internal communication between the Partnership.

In the current PCP, the following will be described:

- the Communication Strategy and Objectives of Health-Info;
- the Target Groups of the project;
- the Communication Activities;
- the Communication Tools;
- the Evaluation & Indicators of the Communication strategy;
- the Internal Communication procedures;

A PCP plays an important role in every project by creating written records and documentation, setting a clear timeline on how and when updates as well as project-specific information will be shared, increasing the visibility of the project, improving the productivity of team meetings and ensuring the project's alignment with objectives. Effective communication is one of the most important factors contributing to the success of a project. It sets clear guidelines regarding the methodology of sharing information and defines the persons responsible and essential to be looped in on each project communication.

Key documents:

- **Information And Publicity Guide For Final Beneficiaries**  
[http://www.ipa-cbc-programme.eu/gallery/Files/news/programme/12.09.2018/Information-%26-Publicity-Guide\\_September2018.pdf](http://www.ipa-cbc-programme.eu/gallery/Files/news/programme/12.09.2018/Information-%26-Publicity-Guide_September2018.pdf)
- **Project Implementation Manual**

[http://www.ipa-cbc-programme.eu/gallery/Files/news/programme/19.03.2018/Project-manual\\_February-2018\\_version-3.pdf](http://www.ipa-cbc-programme.eu/gallery/Files/news/programme/19.03.2018/Project-manual_February-2018_version-3.pdf)

Every PCP is different in the way every project is different and demands different means of communication and structure. Communication plans should be made in context. The present PCP will serve as a guide for communications throughout the life of the project and will be constantly updated, when required.

## 2. The HEALTH-INFO Project

### 2.1 Introduction to the Project

The project «*Unified information system for exchanging information between primary health units in the cross-border area for emergency health cases*», with acronym *HEALTH-INFO* is being implemented under the INTERREG IPA CROSS-BORDER COOPERATION PROGRAMME GREECE – THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA 2014-2020 with starting date: 18/07/2018 and ending date: 18/07/2020. The official map of the Programme Area can be seen below in Figure 1.

*Figure 1. The official map of the Programme Area of “Interreg IPA Cross-Border Cooperation Programme Greece – The Former Yugoslav Republic Of Macedonia 2014-2020”*



HEALTH-INFO is co-funded by the European Union and National Funds of the participating countries for 1.301.151,67€. The Project Partnership includes six (6) partners, three (3) from Greece and three (3) the Former Yugoslav Republic of Macedonia. The HEALTH-INFO partnership can be seen at Table 1.

*Table 1. The HEALTH-INFO partnership*

<i>Country</i>	<i>Project Partner</i>	<i>Partner Institution</i>
<i>Greece</i>	LB	National Organization for Health Care Services Provision
	PB2	Alexander Technological Educational Institute of Thessaloniki
	PB3	General Hospital of Pella
<i>the Former Yugoslav Republic of Macedonia</i>	PB4	Ministry of Health
	PB5	Public Health Institution General Hospital Gevgelija
	PB6	Public Health Institution Clinical Hospital Dr.Trifun Panovski Bitola

Main CB challenges to be tackled by HEALTH-INFO is the exchange of information and human resources in a unified information system and the lack of cooperation between Greece and the Former Yugoslav Republic of Macedonia in the health sector. HEALTH-INFO plans to enhance access to the health care and social services as well as to improve the preventive health care system through an integrated set of activities. Main focus of the project is reaching the inaccessible regions of the area as well as addressing the needs of vulnerable groups, i.e. children and seniors. Moreover, inequalities concerning the health condition present a critical challenge for the CB area, which can be tackled through the enhancement of access to social and health services as well as the transition from institutional central services to community based services.

In cross border areas people tend to move from one side to another for various reasons (e.g. social, professionals, etc.) or in the case of other living beings (e.g. animals), they host

viruses that can be transmitted to humans (e.g. H1N1). Furthermore, in the cases of epidemics, they can easily be transmitted from one side to the other side of the borders. Viruses don't recognize borders. For this reason a cross border cooperation is required in order to exchange information and create a monitoring system of the health care in the CB area. The collected data can be an important factor in preventing serious diseases' outbreaks.

## 2.2 The project's objectives

The main objective of the project is the improvement of the health care system in the CB area. It will be achieved through the development of a unified informative system that collects the necessary data in order to support the strategical design of health care providers in both sides of the CB area. The mapping of infrastructures and all kinds of resources, needs and health units aim to the development of a useful, unified database. The activities that will lead to the attainment of the goal are indicatively: educational programs for the skill strengthening of health care professionals and the general population, an e-platform and a mobile unit for the prevention of breast cancer and gynecological diseases. Furthermore, the recording of all the health professionals of the area, the medical visits and the medical history of the patients will give an added value to the effort that will take place in the frame of the project.

The above-mentioned interventions create a strong network that can protect the local population of the cross border area as it takes into consideration:

- a) The diseases that usually affect the target group,
- b) The real resources (buildings, health professionals, materials, infrastructures etc.) of the area and the corresponding needs,
- c) The direction of the financial resources and their reallocation according to the needs and
- d) The facilitating role of technological intervention.

Consequently, a fully operational database will be developed, which can assist in confronting any possible outbreaks and will improve the health care services.



The project's objectives will be achieved through the main outputs produced by the project. One of the project's main outputs is the development of a unified informative system that collects the necessary data in order to support the strategic design of health care providers in both sides of the CB area. This output will benefit health providers, patients and especially the vulnerable groups of the area, whose access to these services is limited. Furthermore, through the development of an integrated set of educational preventive activities for general population (target groups) as well as for local healthcare professionals, the quality of life and health of children and elderly in the regions of implementation can be enhanced. Public education about common medical emergencies affecting children and elders will also help reduction in mortality and morbidity rates. Finally, the Mobile medical unit for Children and elderly will:

1. Offer screening services (mammography, ultrasound examination and medical examination),
2. Educate women regarding the necessity of screening services and regular check -ups,
3. Achieve early detection of female cancer and therefore early treatment and better prognosis, which can lead to reduction in mortality and morbidity rates.

## 2.3 The Project's results

The main and most important results of HEALTH-INFO's implementation are the following:

- ✓ The quality of life and health of vulnerable groups (children and elder women) in the CB regions will be improved through the implementation of two educational interventions, which enlighten and prepare the population against diseases that make the population suffer the most: 1.400 persons will have gained access to social services (education) in the field of preventive health diseases.
- ✓ CB population will have gained access to health services through the fully-equipped Mobile Unit that will implement a preventive health care program in the eligible CB regions. The Mobile Unit will especially focus on vulnerable groups by allowing their

access to previously inaccessible preventive medical screenings. The CB area is, in general, not easily accessible since the closest Greek cities are at least 1 hour away due to the land topography, which during the winter becomes rather troublesome: 300 persons will have gained access to health services. Furthermore, 300 persons will have gained access to health services through the IPA preventive medicine program in the CB FYROM area.

- ✓ 200 Healthcare professionals who work in the CB regions will have gained access to social services (job training & skill strengthening) through an educational intervention with specialized subjects in the sphere of breast and gynecological cancer, prevention of diagnosis and treatment.
- ✓ CB population (and especially vulnerable groups) will have gained improved access to health and social services in their region through the developed e-Platform. The e-Platform includes an application addressed to patients who wish a doctor's visit in their home, either due to difficulty accessing a hospital or for any other reason. Health professionals linked to the application, who will accept the patient's call will be required to visit the patient within a predetermined time (e.g., 3 hours).
- ✓ Enhanced networking between health providers and health professionals of the CB region will be achieved in a way that the human resources can be managed efficiently. The exchange of human resources and information of the Health sector will be achieved through the development of a unified health system. The collection of know-how and coordination among all actors towards the improvement and development of a qualified health system will also be achievable. The network also guarantees the implementation on a CB level, enabling joint approaches to common problems & opportunities.

## 3. Project Communication Definition

### 3.1 Project Communication Management

Project communication is the exchange of project-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project. The project team must provide timely and accurate information to all stakeholders. Members of the project team prepare information in a variety of ways to meet the needs of project stakeholders. Team members also receive feedback from these stakeholders.

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It provides the critical links among people, ideas, and information that are necessary for success. Everyone involved in the project must be prepared to send and receive communications in the project “language” and must understand how the communications they are involved in as individuals affect the project as a whole.

The major processes of Project Communications Management are the following:

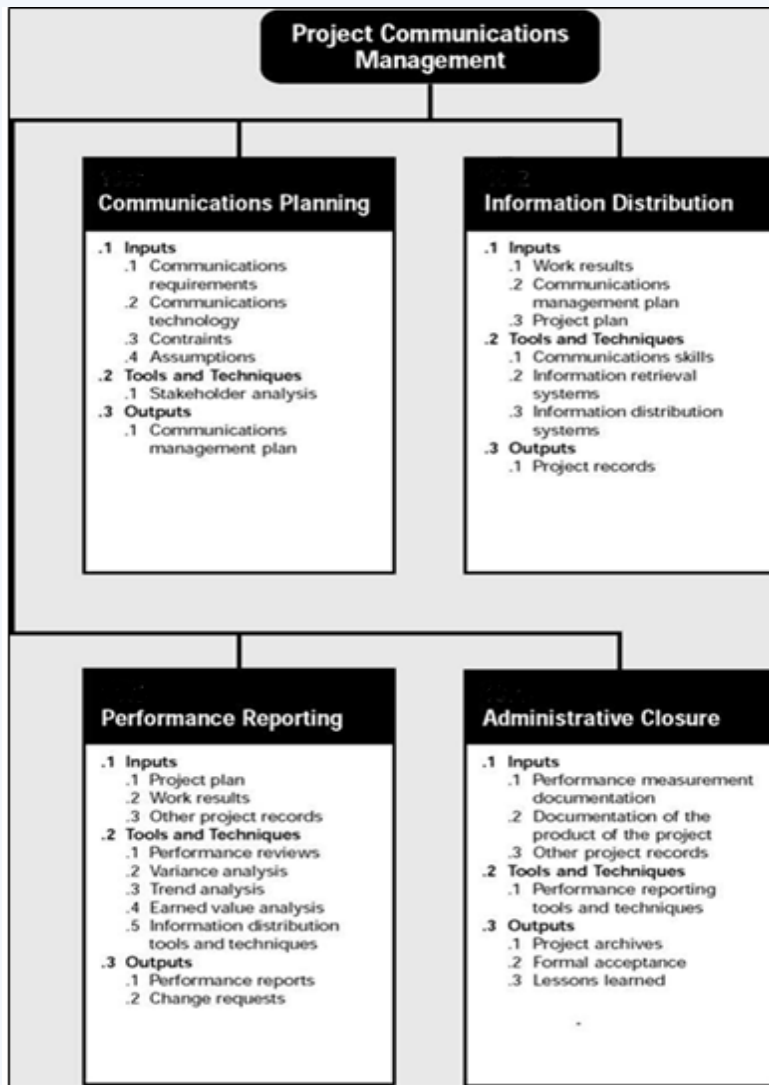
1. Communications Planning: determining the information and communications needs of the stakeholders: who needs what information, when will they need it, and how will it be given to them.
2. Information Distribution: making needed information available to project stakeholders in a timely manner.
3. Performance Reporting: collecting and disseminating performance information. This includes status reporting, progress measurement, and forecasting.
4. Administrative Closure: generating, gathering, and disseminating information to formalize phase or project completion.

These processes interact with each other and with the processes in the other knowledge areas as well. Each process may involve effort from one or more individuals or groups of

individuals based on the needs of the project. Each process generally occurs at least once in every project phase.

### 3.1.1 Communications Planning

Communications planning involves determining the information and communications needs of the stakeholders: who needs what information, when will they need it, and how will it



be given to them.

While all projects share the need to communicate project information, the informational needs and the methods of distribution vary widely. Identifying the informational needs of the stakeholders and determining a suitable means of meeting those needs is an important factor for project success. On most projects, the majority of communications planning is done as part of the earliest project phases. However, the results of this process should be reviewed regularly throughout the project and revised as needed to ensure continued applicability.

Communications planning is often tightly linked with organizational planning, since the project's organizational structure will have a major effect on the project's communications requirements

Figure 2. Project Communications Management

### 3.1.1.2 Inputs

Inputs	Tools & Techniques	Outputs
.1 Communications requirements .2 Communications technology .3 Constraints .4 Assumptions	.1 Stakeholder analysis	.1 Communications management plan

*Figure 3. Project Communications Management: Information Distribution*

Communications requirements are the sum of the information requirements of the project stakeholders. Requirements are defined by combining the type and format of information required with an analysis of the value of that information. Project resources should be expended only on communicating information which contributes to success or where lack of communication can lead to failure. Information typically required to determine project communications requirements includes:

- Project organization and stakeholder responsibility relationships.
- Disciplines, departments, and specialties involved in the project.
- Logistics of how many individuals will be involved with the project and at which locations.
- External information needs (e.g., communicating with the media).

Communications technology are the technologies or methods used to transfer information back and forth among project elements can vary significantly: from brief conversations to extended meetings, from simple written documents to immediately accessible on-line schedules and databases. Communications technology factors, which may affect the project include:

- The immediacy of the need for information—is project success dependent upon having frequently updated information available on a moment’s notice, or would regularly issued written reports suffice?

- The availability of technology—are the systems that are already in place appropriate, or do project needs warrant change?
- The expected project staffing—are the communications systems proposed compatible with the experience and expertise of the project participants, or will extensive training and learning be required?
- The length of the project—is the available technology likely to change before the project is over in a manner that would warrant adopting the newer technology?

Constraints are factors that will limit the project management team's options. For example, if substantial project resources will be procured, more consideration will need to be given to handling contract information. When a project is performed under contract, there are often specific contractual provisions that affect communications planning. Assumptions are factors that, for planning purposes, will be considered to be true, real, or certain. Assumptions generally involve a degree of risk. They may be identified here or they may be an output of risk identification.

### 3.1.1.3 Tools and Techniques

The information needs of the various stakeholders should be analyzed to develop a methodical and logical view of their information needs and sources to meet those needs. The analysis should consider methods and technologies suited to the project that will provide the information needed. Care should be taken to avoid wasting resources on unnecessary information or inappropriate technology.

### 3.1.1.4 Outputs

A communications management plan is a document which provides:

- A collection and filing structure which details what methods will be used to gather and store various types of information. Procedures should also cover collecting and disseminating updates and corrections to previously distributed material.
- A distribution structure which details to whom information (status reports, data, schedule, technical documentation, etc.) will flow, and what methods (written reports,

meetings, etc.) will be used to distribute various types of information. This structure must be compatible with the responsibilities and reporting relationships described by the project organization chart.

- A description of the information to be distributed, including format, content, level of detail, and conventions/definitions to be used.
- Production schedules showing when each type of communication will be produced. • Methods for accessing information between scheduled communications.
- A method for updating and refining the communications management plan as the project progresses and develops. The communications management plan may be formal or informal, highly detailed or broadly framed, based on the needs of the project. It is a subsidiary element of the overall project plan.

### 3.1.2 Information Distribution

Information distribution involves making needed information available to project stakeholders in a timely manner. It includes implementing the communications management plan as well as responding to unexpected requests for information.

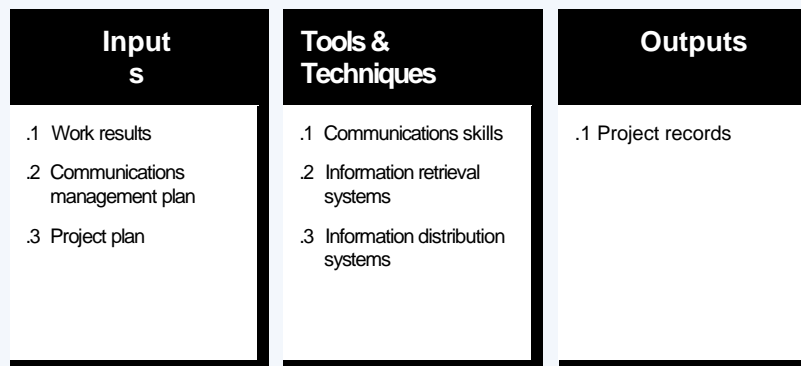


Figure 4. Project Communications Management: Information Distribution

#### 3.1.2.1 Inputs

Work results — which deliverables have been fully or partially completed, what costs have been incurred or committed, etc.—are an output of project plan execution. Work results

should be reported within the framework provided by the communications management plan. Accurate, uniform information on work results is essential to useful performance reporting.

The communications management plan is described in Section 3.1.1.4. The project plan is a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among project stakeholders, and document approved scope, cost, and schedule baselines. A project plan may be summarized or detailed.

### 3.1.2.2 Tools and Techniques for Information Distribution

Communications skills are used to exchange information. The sender is responsible for making the information clear, unambiguous, and complete so that the receiver can receive it correctly and for confirming that it is properly understood. The receiver is responsible for making sure that the information is received in its entirety and understood correctly. Communicating has many dimensions:

- Written and oral, listening and speaking.
- Internal (within the project) and external (to the customer, the media, the public, etc.).
- Formal (reports, briefings, etc.) and informal (memos, ad hoc conversations, etc.).
- Vertical (up and down the organization) and horizontal (with peers).

Information retrieval systems: Information can be shared by team members through a variety of methods including manual filing systems, electronic text databases, project management software, and systems which allow access to technical documentation such as engineering drawings. Information distribution systems: Project information may be distributed using a variety of methods including project meetings, hard copy document distribution, shared access to networked electronic databases, fax, electronic mail, voice mail, and video conferencing.

### 3.1.2.3 Outputs from Information Distribution

Project records may include correspondence, memos, reports, and documents describing the project. This information should, to the extent possible and appropriate, be



maintained in an organized fashion. Project team members may often maintain personal records in a project notebook.

### 3.1.3 Performance Reporting

Performance reporting involves collecting and disseminating performance information in order to provide stakeholders with information about how resources are being used to achieve project objectives. This process includes:

- Status reporting—describing where the project now stands.
- Progress reporting—describing what the project team has accomplished.
- Forecasting—predicting future project status and progress. Performance reporting should generally provide information on scope, schedule, cost, and quality. Many projects also require information on risk and procurement. Reports may be prepared comprehensively or on an exception basis.

### 3.1.4 Administrative Closure

The project or phase, after either achieving its objectives or being terminated for other reasons, requires closure. Administrative closure consists of verifying and documenting project results to formalize acceptance of the product of the project by the sponsor, client, or customer. It includes collection of project records, ensuring that they reflect final specifications, analysis of project success and effectiveness, and archiving such information for future use. Administrative closure activities should not be delayed until project completion. Each phase of the project should be properly closed to ensure that important and useful information is not lost.

## 4. General Communication Strategy

### 4.1 Introduction

The drafting of the Communication Strategy, which defines in detail the necessary information and publicity measures for the communication of the Cooperation Programme, is foreseen by Regulation (EU) No 1303/2013 and Regulation (EU) No.447/2014.

According to the Communication Strategy of the INTERREG IPA CROSS-BORDER COOPERATION PROGRAMME "GREECE - THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA 2014-2020", in order to respond to the communication strategy and objectives, communication of the Interreg IPA Cross-Border Cooperation Programme "Greece - The former Yugoslav Republic of Macedonia 2014-2020" has to take up several challenges:

- Capitalizing the lessons learnt from the past It is extremely important, in the 2014-2020 Programming period, to give continuity to the communication activities and tools performed during the 2007-2013 Programming Period, by:
  - capitalizing these experiences and tools, avoiding all possible mistakes made in the past;
  - carrying out new, more effective and pervasive actions;
  - spreading them to the eligible Programme areas (local communities);
  - communicating at a cross-border level, in an area characterized by a insularity degree.
- The cross-border nature of the Interreg IPA CBC Programme "Greece - The former Yugoslav Republic of Macedonia 2014-2020" means that it is addressed to a wide variety of audiences in two different countries, with well-known consequences in terms of language and culture differences.
- Addressing targets with very different levels of awareness of the subject, the Interreg IPA CBC Programme "Greece - The former Yugoslav Republic of Macedonia 2014-2020" has to address a wide variety of audiences (potential beneficiaries, actual beneficiaries,

Programme partnership, other public and private organizations, public opinion, media) whose familiarity with European funding varies widely. The terms of European funding may sometimes appear complicated to some non-specialist audiences. This aspect may constitute an obstacle to understanding the objectives and contributions of the Programme for some audiences.

- Role of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” actual beneficiaries in the communication.
- Actual beneficiaries of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” funds play a key role in the communication, as they have to ensure:
  - The respect of information and publicity regulations in promoting the projects’ activities and disseminating their results (Communication at the Project level).
  - The provision of all relevant data to the Managing Authority, in order to support the communication effort of the Programme on concrete progress and results (Communication at the Programme level).

## 4.2 Communication Objectives

### 4.2.1 Overall Communication Objectives

The general objectives of the Communication Strategy are the following:

- Awareness: Highlighting of the role of the Community and the Structural Funds of the European Union for the general public and the promotion of the added value of Community participation in the jointly funded projects of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”. More specifically, the objectives are:
  - To promote the Programme itself (strategy, objectives etc.)

- To promote the role played by the European Union and the participating States (Greece and the former Yugoslav Republic of Macedonia) in good cross-border cooperation in the area
- To promote the significance of European Territorial Cooperation on the “way” to European integration
- Transparency: Ensuring transparency as far as access to the Funds is concerned. This means that the mechanisms for provision of resources of the Programme have to be transparent to the potential beneficiaries. Nevertheless, there are certain specific communications goals, which reflect the more general goal of the Programme. They have the objective of identifying the necessary measures in order to deal with the communication gap between the citizens in the eligible areas and the role of the European Union, in particular in the framework of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”. More specifically, the objectives are:
  - To ensure targeted dissemination of information on specific benefits from Programme participation for different groups of potential applicants, as well as the general public (in order to help them identify how they can benefit from cross-border cooperation between the two countries).
  - To provide clear, specific and adequate information on Programme rules and procedures to potential project applicants (in order to facilitate participation and quality projects).
  - To empower potential project applicants to participate in the Programme (in order to help them acknowledge their role in successful Programme implementation and cross-border cooperation).

Therefore, the communication strategy of Health-Info must do the following:

- Promote the Programme and its results to the general public and all the potential interested parties;
- Deliver adequate information about the Programme, its role, impact and aims to the identified target groups;

- Inform the institutions involved in the implementation of the Programme about their role in information and publicity;
- Highlight the socio-economic impact expected from the programming period 2014-2020
- Attract probable partners who could undertake actions in the framework of the implementation of the Programme
- Ensure that the potential Final Beneficiaries have complete, valid, and timely information
- Inform target groups about the conditions and criteria to be met to access the “Greece-The former Yugoslav Republic of Macedonia” Programme’s funding:
  - eligibility criteria, either at geographical, juridical and financial level,
  - projects’ planning criteria,
  - project proposals’ assessment criteria,
  - project implementation criteria (both at partnership and at financial level),
- Bodies and persons to contact to receive technical info about the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020” and projects’ implementation procedures;
- Demonstrate the role of the European Union and the way in which Community resources are spent with transparency;
- Highlight the transversal priorities (sustainability of the development; equal opportunities and non-discrimination; respect of competition rules) set up at EU Level.

## 4.2.2 Health-Info’s Communication Objectives

Taking into consideration the overall Communication Objectives in the framework of the Interreg IPA CBC Programme “Greece – The former Yugoslav Republic of Macedonia 2014-2020”, the communication strategy of the Health-Info project has been outlined as follows:

- Promote Health-Info and its results to the general public and all the potential interested parties;

- Deliver adequate information about Health-Info, its role, impact and aims to the identified target groups;
- Inform the bodies involved in the implementation of the project about their role in information and publicity; along with the publicity guidelines they need to respect;
- Highlight to all potential interested parties and target groups the social impact and access to social services expected from the project;
- Attract stakeholders who could support the actions in the framework of the implementation of the project;
- Ensure that the final beneficiaries have complete, valid, and timely information;
- Inform target groups about the public events and activities that will be held in the context of the project, that are key for achieving the goals set:
  - Conferences;
  - Info-Days;
  - Educational Seminars for general public and local doctors;
  - Mobile Unit examinations;
  - Examinations in CB area hospitals.
- Inform target groups about the persons to contact to receive information about Health-Info's activities;
- Highlight the transversal priorities set up at EU Level, which are promoted in Health-Info, such equal opportunities and non-discrimination;

## 4.3 Target Groups

### 4.3.1 Introduction

The main targeted audiences for the Interreg IPA CBC Programme "Greece – The former Yugoslav Republic of Macedonia 2014-2020" in the period from 2014 to 2020 are the following:

- Potential beneficiaries in the framework of the Programme's actions.
- Beneficiaries and Lead beneficiaries of approved actions.
- Representatives of all the local, regional, and municipal authorities in the eligible areas.

- Local, regional, national, European, but also specialized mass-media, which contribute to the promotion of the Programme in the eligible areas.
- The general public.

#### 4.3.2 Definition of Health-Info's Target Groups

In order to communicate effectively, target audiences should be clearly identified in communication and visibility plans. Audiences will include opinion formers and influential figures, as well as those beyond government and media who have a stake in the action, or are affected by it. Contractors, implementing partners and international organizations should focus their communication and visibility plan on audiences in the beneficiary country, who are the ones for whom the impact of the action will be most apparent and most immediately relevant.

The objective is to motivate the target audiences, either in order for them to participate in the Programme or in order to function as multipliers of information. The communication strategy has been planned for several targets in order to involve those actors that can have an impact on the policies and on the practices. It is essential to think about the audience every time we communicate. Different target groups are reached by different tactics and different media. Messages need to be tailored to be appropriate for different target groups: what is relevant to local policy makers might not interest the general public. A good message will be immediately appealing to its target audience: it should be strongly worded to stand out from everything else that is competing for their attention.

The target groups identified for Health-info are the following:

- Hospitals/social care services/Regional health administration/health and social institutions
- Regional/local authorities of the CB area
- Civil society structure (association/foundation)/ NGOs
- Organizations of volunteers, associations
- Vulnerable groups (children, elderly)
- Inhabitants in inaccessible CB regions

- Women in CB regions (especially ages above 35)
- People facing poverty and social exclusion
- Politicians and public officials dealing with public health issues
- Academic institutions with medical and paramedical departments/medical professionals
- General public

### 4.3.3 Specific Objectives per Target Groups

Specific objectives, information and expected results for Health-Info's target groups.

*Table 2. Target Groups: Activities, Objectives, Expected Results*

Target Group	Activities	Objective
Hospitals/social care services/Regional health administration/health and social institutions	-Opening/Closing Conference; -Info-days; -Distribution of promotional material (in each project partner's headquarters); -Project's Results Publication; - Project Site; - Video Spots; -Web Campaign;	-disseminate the goal of HEALTH-INFO -make the project known; -sensitize on the matter of improving access to health services -promote the unified informative system (e-platform) - offer information on specialized subjects in the sphere of breast and gynecological cancer, prevention of diagnosis and treatment. -Enhance the networking between health providers and health professionals of the CB region
Regional/local authorities of the CB area	-Opening/Closing Conference; -Info-days; -Distribution of promotional	-disseminate the goal of HEALTH-INFO -make the project known; -sensitize on the objective of HEALTH-INFO to improve access to health &



	<p>material (in each project partner's headquarters);</p> <ul style="list-style-type: none"> <li>-Project's Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<p>social services</p> <ul style="list-style-type: none"> <li>-sensitize on health prevention;</li> <li>-promote the creation of the unified informative system (e-platform)</li> </ul>
<p>Civil society structure (association/foundation)/ NGOs</p>	<ul style="list-style-type: none"> <li>-Opening/Closing Conference;</li> <li>-Info-days;</li> <li>-Distribution of promotional material (in each project partner's headquarters);</li> <li>-Project's Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-disseminate the goal of HEALTH-INFO</li> <li>-make the project known;</li> <li>-sensitize on the objective of HEALTH-INFO to improve access to health &amp; social services;</li> <li>-sensitize on health prevention;</li> <li>-promote the creation of the unified informative system (e-platform)</li> </ul>
<p>Organizations of volunteers, associations</p>	<ul style="list-style-type: none"> <li>-Opening/Closing Conference;</li> <li>-Info-days;</li> <li>-Distribution of promotional material (in each project partner's headquarters);</li> <li>-Project's Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-disseminate the goal of HEALTH-INFO</li> <li>-make the project known;</li> <li>-sensitize on the objective of HEALTH-INFO to improve access to health &amp; social services;</li> <li>-sensitize on health prevention;</li> </ul>
<p>Vulnerable groups (children, elderly)</p>	<ul style="list-style-type: none"> <li>-Distribution of promotional material (in each project partner's headquarters);</li> </ul>	<ul style="list-style-type: none"> <li>-make the project known;</li> <li>-sensitize and inform on health prevention;</li> </ul>

	<ul style="list-style-type: none"> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-allow access to previously inaccessible preventive medical screenings (Mobile Unit, hospital screenings)</li> <li>-gain improved access to health and social services in the CB region through the developed e-Platform.</li> </ul>
Inhabitants in inaccessible CB regions	<ul style="list-style-type: none"> <li>-Distribution of promotional material (in each project partner’s headquarters);</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-Offer screening services (mammography, ultrasound examination and medical examination);</li> <li>-make the project known;</li> <li>-sensitize on health prevention;</li> <li>-allow access to previously inaccessible preventive medical screenings (Mobile Unit, hospital screenings)</li> <li>-gain improved access to health and social services in the CB region through the developed e-Platform.</li> </ul>
Women in CB regions (especially ages above 35)	<ul style="list-style-type: none"> <li>-Distribution of promotional material (in each project partner’s headquarters);</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-Educate women regarding the necessity of screening services and regular check –ups;</li> <li>-make the project known;</li> <li>-sensitize on health prevention;</li> <li>-Offer screening services (mammography, ultrasound examination and medical examination),</li> </ul>

		<ul style="list-style-type: none"> <li>-allow access to previously inaccessible preventive medical screenings (Mobile Unit, hospital screenings)</li> <li>-gain improved access to health and social services in the CB region through the developed e-Platform.</li> </ul>
People facing poverty and social exclusion	<ul style="list-style-type: none"> <li>-Distribution of promotional material (in each project partner's headquarters);</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-make the project known;</li> <li>-sensitize on health prevention;</li> <li>-Offer screening services (mammography, ultrasound examination and medical examination);</li> <li>-gain improved access to health and social services in the CB region through the developed e-Platform.</li> </ul>
Politicians and public officials dealing with public health issues	<ul style="list-style-type: none"> <li>-Opening/Closing Conference;</li> <li>-Distribution of promotional material (in each project partner's headquarters);</li> <li>-Project's Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-disseminate the goal of HEALTH-INFO</li> <li>-make the project known;</li> <li>-sensitize on the matter of improving access to health services</li> <li>-promote the unified informative system (e-platform)</li> </ul>
Academic institutions with medical and paramedical	<ul style="list-style-type: none"> <li>-Opening/Closing Conference;</li> <li>-Info-Days;</li> <li>-Distribution of promotional</li> </ul>	<ul style="list-style-type: none"> <li>-make the project known;</li> <li>-educate medical professionals on specialized subjects in the sphere of breast and gynecological cancer,</li> </ul>

departments/medical professionals	<p>material (in each project partner’s headquarters);</p> <ul style="list-style-type: none"> <li>-Project’s Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<p>prevention of diagnosis and treatment.</p> <ul style="list-style-type: none"> <li>-Enhance the networking between health providers and health professionals of the CB region;</li> </ul>
General public	<ul style="list-style-type: none"> <li>-Opening/Closing Conference;</li> <li>-Info-Days;</li> <li>-Distribution of promotional material (in each project partner’s headquarters);</li> <li>-Project’s Results Publication;</li> <li>- Project Site;</li> <li>- Video Spots;</li> <li>-Web Campaign;</li> </ul>	<ul style="list-style-type: none"> <li>-make the project known;</li> <li>-sensitize on health prevention;</li> <li>-Offer screening services (mammography, ultrasound examination and medical examination),</li> <li>-Educate women regarding the necessity of screening services and regular check –ups,</li> </ul>

#### 4.4 Project Identity

The project logo is an essential element of the project visual identity. The project logo will appear on all public documents, publications, websites and promotional materials during the project implementation, in order to increase visibility of the project and to facilitate the branding of communication products. The logo of Health-Info is the following:



The project logo has to be used in all outputs together with the sentence *"The Project Is Co-Funded by the European Union and National Funds of the Participating Countries"*. It should be placed on the first page or equally prominent place. A clear space must be allocated to the logo on all sides and not be impinged on by graphic elements, other logos or advertisement.

## 5. Communication Activities

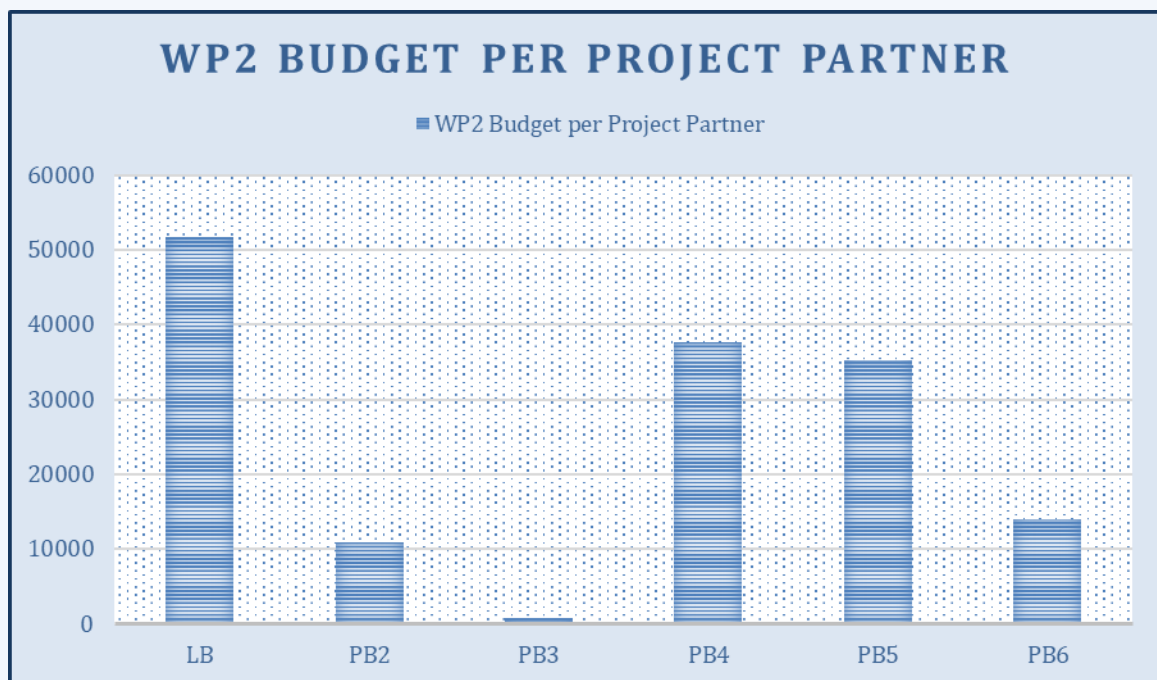
This section describes the main activities that will take place during the period covered by the project communication plan.

### 5.1 Budget for the implementation of the communication activities

*Work Package 2. Communication and Dissemination* is entirely dedicated to the implementation of information and publicity measures. Actions of the Work Package 2 are described below. Details regarding the nature of the activities as well as the information and publicity measures are included.

The total available budget for Communication and Dissemination activities of WP2 for Health-Info is 150.229,34 EUR, which is 11.55% off the total project budget.

*Graph 1. WP2 Allocation of Budget per Project Partner*



## 5.2 Main Information & Publicity Activities

### 5.2.1 Project Conferences

In the context of HEALTH-INFO, two conferences will be held. Opening Conference: The opening conference has already taken place in the 5<sup>th</sup> month, in Thessaloniki, in I. Vellidis Convention Centre, under the auspices of PB2 (Alexander Technological Educational Institute of Thessaloniki). All partners participated in this conference in order to make the project known to the public, present its objectives, the progress of the implementation as well as the future activities. All material produced for the purpose of the conference (invitations, agenda, folders, banners, press releases etc.) followed the guidelines of the Information and Publicity Guide for Final Beneficiaries (version 2.0) and received the approval of the Joint Secretariat. Closing Conference: The closing conference will take place in Gevgelja on the 24<sup>th</sup> month, under the auspices of PB4 (Ministry of Health of the Former Yugoslav Republic of Macedonia). All Partners will participate in the closing conference in order to present the implementation milestones achieved during the duration of the project, each organization's outputs and results and final conclusions for the sensitization and information of the public. These two conferences aim to disseminate the goal of HEALTH-INFO and familiarize the target groups as well as the general population with the project's values. Each of these two conferences will last 6 hours.

Organizing a public event may offer excellent opportunities for generating interest in an action's particular achievements. Those attending EU-funded conferences, seminars, fairs, exhibitions and workshops should be made aware that the EU is financing the event. The project's logo should appear on all material as well as a footnote mentioning that *"the project is co-funded by the European Union and national funds of the participating countries"*.

Contractors and/or implementing partners are required to produce activity reports for such activities in order to update and inform the Joint Secretariat and the Managing Authority of the Programme on the progress and findings of the project's actions.

5.2.1.1 Specific Target Groups and Objectives per Communication Activity

*Table 3. Target Groups and Objectives of Health-Info's Conferences*

Activity	Target Group	Objective
<p>Opening/Closing Conference</p>	<p>Hospitals/social care services / Regional health administration/health and social institutions;  Regional/local authorities of the CB area;  Civil society structure (association/foundation)/ NGOs;  Organizations of volunteers, associations;  Women in CB regions (especially ages above 35);  Politicians and public officials dealing with public health issues;  Academic institutions with medical and paramedical departments/medical professionals;  General Public</p>	<ul style="list-style-type: none"> <li>- disseminate the goal of HEALTH-INFO and familiarize the target groups with the project's values</li> <li>- make the project known to the public;</li> <li>- present its objectives, the progress of the implementation as well as the future activities;</li> <li>- present the implementation milestones achieved;</li> <li>- present each organization's outputs and results and final conclusions for the sensitization and information of the public.</li> </ul>



### 5.2.2 Info-Days

In the context of HEALTH-INFO, five Info-days will be held. The first four Info-days will take place in Gevgelja and Bitola under the auspices of PB5 and PB6 (9<sup>th</sup> - 10<sup>th</sup> month) and the fifth Info-day will take place in Thessaloniki under the auspices of LB (17th month). The goal of these Info-Days events is to present the HEALTH-INFO project, as well as to ensure widespread dissemination of the Project’s results and future objectives. Via these Info-day events, the audience will be informed about the future project activities so that they can actively participate in them. The wide public participation in these actions will increase the project's chances of success. All material that will be produced for the purpose of these events (invitations, agenda, folders, banners, press releases etc.) will follow the guidelines of the Information and Publicity Guide for Final Beneficiaries (version 2.0) and will receive the approval of the Joint Secretariat.

Contractors and/or implementing partners are required to produce activity reports for such activities in order to update and inform the Joint Secretariat and the Managing Authority of the Programme on the progress and findings of the project’s actions.

#### 5.2.2.1 Specific Target Groups and Objectives per Communication Activity

*Table 4. Target Groups and Objectives of Health-Info’s Info-Days*

Activity	Target Group	Objective
Info-days	Hospitals/social care services / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations;	<ul style="list-style-type: none"> <li>- disseminate the goal of HEALTH-INFO and familiarize the target groups with the project’s values</li> <li>- ensure widespread dissemination of the Project’s results and future objectives</li> </ul>

	<p>Women in CB regions (especially ages above 35);</p> <p>Academic institutions with medical and paramedical departments/medical professionals;</p> <p>General Public</p>	<ul style="list-style-type: none"> <li>- make the project known to the public;</li> <li>- sensitize the target groups on the project's main objectives (health prevention, equality, etc.)</li> </ul>
--	---	---

### 5.2.3 Material

Moreover, 4-page brochures will be used in order to inform the general population and especially the project's target groups regarding the project's activities. These brochures will be available in each Project Partner's headquarters. Furthermore, LB will be responsible to create 1.200 notebooks as well as 1.200 printed pencils in order to distribute them to the public who will visit the headquarters of the Regional Directorate of the Organization (EOPYY) in Thessaloniki. All material that will be produced for the project (brochures, pens, notebooks etc.) will follow the guidelines of the Information and Publicity Guide for Final Beneficiaries (version 2.0) and will receive the approval of the Joint Secretariat. In general, all material produced in paper form should also be made available in electronic form, so that it can be sent by e-mail and posted on a web site. For material in paper form, distribution capacity (mailing lists) should be considered.

#### 5.2.3.1 Specific Target Groups and Objectives per Communication Activity

*Table 5. Target Groups and Objectives of Health-Info's Promotional Material*

Activity	Target Group	Objective
<p>Distribution of promotional material (in each project partner's headquarters)</p>	<p>Hospitals / Regional health administration/health and social institutions;</p> <p>Regional/local authorities of the CB area;</p> <p>Civil society structure (association/foundation)/ NGOs;</p> <p>Organizations of volunteers, associations;</p> <p>Women in CB regions (especially ages above 35);</p> <p>Politicians and public officials dealing with public health issues;</p> <p>Academic institutions with medical and paramedical departments/medical professionals;</p> <p>Vulnerable groups (children, elderly);</p> <p>Inhabitants in CB regions that are not easily accessible;</p> <p>People facing poverty and social exclusion;</p> <p>General Public</p>	<ul style="list-style-type: none"> <li>- disseminate the goal of HEALTH-INFO and familiarize the target groups with the project's values</li> <li>- ensure widespread dissemination of the Project's results and future objectives</li> <li>- make the project known to the public;</li> <li>- sensitize the target groups on the project's main objectives (health prevention, equality, etc.)</li> </ul>

### 5.2.4 Project's Results Publication

According to the Project Implementation Manual of the INTERREG IPA CBC Programme "Greece – The former Yugoslav Republic of Macedonia 2014 – 2020", the consortium must publish at least one booklet/brochure with project results. This publication will give an overview of what HEALTH-INFO changed from its start to its end. This brochure will contain papers, photographs or other documentary materials made or received by the project partnership in connection with the implementation of the project. LB is responsible for the drafting of this final publication. This brochure will follow the guidelines of the Information and Publicity Guide for Final Beneficiaries (version 2.0).

#### 5.2.4.1 Specific Target Groups and Objectives per Communication Activity

*Table 6. Target Groups and Objectives of Health-Info's Project's Results Publication*

Activity	Target Group	Objective
Project's Results Publication	Hospitals / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical	<ul style="list-style-type: none"> <li>- share with the public an overview of what HEALTH-INFO changed from its start to its end;</li> <li>- disseminate the goal of HEALTH-INFO;</li> <li>- ensure widespread dissemination of the project's results;</li> <li>- make the project known to the public;</li> <li>- sensitize the target groups on the project's main</li> </ul>

	departments/medical professionals;  General Public	objectives (health prevention, equality, etc.)
--	--	--

### 5.2.5 Project Site

Furthermore, the consortium will develop a Project Site. A website is an invaluable tool for the project. It is the first source of information about Health-Info for many people outside the project, so it needs to contain the right information in a clear and accessible design and structure.

The website should give an overview about the project, its objectives, progress and results, partnership and their contacts. Develop a section for the press (including the latest press releases, fact sheets, photos and links). This Site must be accessible from all, therefore it must be developed according to Standard WCAG 2.0, AA. Furthermore, the website shall use at least the Programme’s official language.

Newsletters are a good medium to let people know about Health-Info, inform readers regularly about recent changes, new initiatives and events in which we have participated. They also provide a written record of the activities and can create interest in upcoming events. Newsletters will be uploaded monthly. Naturally, publicity requirements also apply for all electronic information.

#### 5.2.5.1 Specific Target Groups and Objectives per Communication Activity

*Table 7. Target Groups and Objectives of Health-Info's Project Site*

Activity	Target Group	Objective
Creation and maintenance of Project Site	Hospitals / Regional health administration/health and social institutions;  Regional/local authorities of the CB	- ensure widespread dissemination of the project’s goal and objectives;

	<p>area;</p> <p>Civil society structure (association/foundation)/ NGOs;</p> <p>Organizations of volunteers, associations;</p> <p>Politicians and public officials dealing with public health issues;</p> <p>Academic institutions with medical and paramedical departments/medical professionals;</p> <p>Women in CB regions (especially ages above 35);</p> <p>Vulnerable groups (children, elderly);</p> <p>Inhabitants in CB regions that are not easily accessible;</p> <p>People facing poverty and social exclusion;</p> <p>General Public</p>	<ul style="list-style-type: none"> <li>- make the project known to the public;</li> <li>- sensitize and inform the target groups on the project's main objectives (health prevention, equality, etc.)</li> <li>- inform the target groups on the project's public events (newsletters &amp; press releases);</li> <li>- reach vulnerable groups and inhabitants in CB regions that are isolated;</li> <li>- inform the target groups on the project's news and updates (newsletters);</li> </ul>
--	--	--

### 5.2.6 Video Spots

Additionally, 2 video spots will be developed, under the auspices of the LB. These videos aim to visualize the project's scope and activities, as well as to familiarize the audience of the eligible regions regarding the project. Each video will last three minutes and will be reproduced on the project website, social networks and TV (30-second version). More specifically, the first video will be produced on the first year's beginning, in order to inform the public regarding the

actions to be implemented during this year. The second video aims to present the results of the first year's actions as well as to present the actions to be implemented in the second year. Naturally, the production of these Video spots will be in line with the Project's Communication Strategy.

5.2.6.1 Specific Target Groups and Objectives per Communication Activity

*Table 8. Target Groups and Objectives of Health-Info's Video Spots*

Activity	Target Group	Objective
Creation and production of Video Spots	Hospitals / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals; Women in CB regions (especially ages above 35); Vulnerable groups (children, elderly); Inhabitants in CB regions that are not	<ul style="list-style-type: none"> <li>- ensure widespread dissemination of the project's goal and objectives;</li> <li>- make the project known to the public;</li> <li>- sensitize and inform the target groups on the project's main objectives (health prevention, equality, etc.)</li> <li>- reach vulnerable groups and inhabitants in CB regions that are isolated;</li> <li>- inform the public regarding the actions to be implemented</li> </ul>

easily accessible;  People facing poverty and social exclusion;  General Public	
---	--

### 5.2.7 Web Campaign

In the context of HEALTH-INFO a Web Campaign will take place, under the auspices of LB. The Communication Strategy of the project will give special attention to the Internet as a “marketing” tool. In the era of Internet, the project’s website, the projects social media pages and the video infomercials will be the spearhead of communication with the public. Such campaigns can raise the visibility of the action and the EU by promoting discussion of the issues around an action, such as public health.

The Web Campaign includes the following:

- Social media accounts development (Facebook and Twitter), management, community creation, community management, crisis management, campaigns. This page will be connected with the Project’s Site in order to be automatically updated.
- Video Marketing. This action refers to the project video’s management and their promotion via the most popular video platforms.
- SEO. All major search engines such as Google, Bing and Yahoo have primary search results, where web pages and other content such as videos or local listings are shown and ranked based on what the search engine considers most relevant to users. SEO as a Paid Search Marketing Tool will help in better targeting of the message, cost control, improve visitor quality, attract Large Audience, real time update, increase site traffic and visibility.
- Google Ad Words.



5.2.7.1 Specific Target Groups and Objectives per Communication Activity

*Table 9. Target Groups and Objectives of Health-Info's Web Campaign*

Activity	Target Group	Objective
Web Campaign	Hospitals / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals; Women in CB regions (especially ages above 35); Vulnerable groups (children, elderly); Inhabitants in CB regions that are not easily accessible; People facing poverty and social exclusion; General Public	<ul style="list-style-type: none"> <li>- raise visibility of the project;</li> <li>- ensure widespread dissemination of the project's goal and objectives;</li> <li>- make the project known to the public;</li> <li>- sensitize and inform the target groups on the project's main objectives (health prevention, equality, etc.)</li> <li>- reach vulnerable groups and inhabitants in CB regions that are isolated;</li> <li>- inform the public regarding the actions to be implemented</li> <li>- better targeting of the message, cost control, improve visitor quality, attract Large Audience,</li> </ul>



		real time update, increase site traffic
--	--	---

## 6. Communication Tools

### 6.1 Communication tools per target group

Each target group determines the message to be communicated and the measure to be used to reach it. In most cases a combination of measures is used to communicate with a given target group. All means of communication will have a common identity that needs to be elaborated by an external company that will be selected through public procedures. The main means of communication are the following:

- Publications (Leaflets, brochures, project's Results publication etc.)
- Project Website
- Public events (Info-Days, Conferences etc.)
- Press and electronic media coverage (Press releases, Web Campaign and Video Spots)

#### 6.1.1 Publications

Brochures often contain general information about the project, summarizing the activities, the funding, the project partners, the duration of the project etc. The target groups of leaflets are mainly the general public, national, regional and local public authorities, vulnerable groups of the local area, non-governmental organizations (NGO's), local medical professionals, educational institutions etc. They are aimed at encouraging a wide participation in the project, as well as helping to spread information about the project. The content of flyers will be developed by the external contractors selected through public procedures in cooperation with project partners.

Specifically in Health-Info, 4-page brochures will be used in order to inform the general population and especially the project's target groups regarding the project's activities.

*Table 10. Publications and Target Groups*

Communication Tools	Target Groups
Publications	Hospitals/Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association /foundation)/ NGOs; Organizations of volunteers, associations; Women in CB regions (especially ages above 35); Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals; Vulnerable groups (children, elderly); Inhabitants in CB regions that are not easily accessible; People facing poverty and social exclusion; General Public

#### 6.1.1.1 Technical Characteristics of Publications

All information and publicity measures aimed at beneficiaries, potential beneficiaries and the public shall include at least the following:

- The logo of the Project, in accordance with the graphic standards set out by the European Commission;
- Reference to EU funding: *"The project is co-funded by the European union and national funds of the participating countries"*.

The Managing Authority, in cooperation with the JS, has published detailed manuals for the proper usage of the communication means by the final beneficiaries "INFORMATION AND PUBLICITY GUIDE FOR FINAL BENEFICIARIES – Version 2.0".

### 6.1.2 Project Website

The project website is the key source of up-to-date information, it describes the project, it outlines the objectives and areas of interventions and it indicates necessary contact details. All relevant documentation and information about future public events will be available. The list of beneficiaries and the amount of public funding allocated will as well be published through the website.

The website will have a news section (newsletter, events forecast, and press releases), where the newsletters will be placed and become available on the website. The homepage will contain a list of links to other useful websites as well. LB's staff will be responsible for design and construction of the website as well as to update it rapidly with the latest information and documentation.

*Table 11. Project Website and Target Groups*

Communication Tools	Target Groups
Project website	Hospitals / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals; Women in CB regions (especially ages above 35); Vulnerable groups (children, elderly); Inhabitants in CB regions that are not easily accessible; People facing poverty and social exclusion; General Public

### 6.1.3 Public Events

At the launching of the project a major information activity was planned in order to publicize Health-Info's importance and benefits and highlight the role of the project for public

health. The event will also provide general information on the project’s objectives, expected results, activities and possible areas of intervention. The opening conference has already taken place in the 5th month, in Thessaloniki, in I. Vellidis Convention Centre, under the auspices of PB2 (Alexander Technological Educational Institute of Thessaloniki).

At later stage, regular information days will be organized in order to present the HEALTH-INFO project, as well as to ensure widespread dissemination of the Project’s results and future objectives. The goal of these Info-Days events is to present the HEALTH-INFO project, as well as to ensure widespread dissemination of the Project’s results and future objectives. Via these Info-day events, the audience will be informed about the future project activities so that they can actively participate in them. The wide public participation in these actions will increase the project's chances of success. The first four Info-days will take place in Gevgelja and Bitola under the auspices of PB5 and PB6 (9th - 10th month) and the fifth Info-day will take place in Thessaloniki under the auspices of LB (17th month).

The closing conference will take place in Gevgelja on the 24th month, under the auspices of PB4 (Ministry of Health of the Former Yugoslav Republic of Macedonia). All Partners will participate in the closing conference in order to present the implementation milestones achieved during the duration of the project, each organization’s outputs and results and final conclusions for the sensitization and information of the public.

*Table 12. Public Events and Target Groups*

Communication Tools	Target Groups
Public Events	Hospitals/social care services / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Women in CB regions (especially ages above 35); Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals;

General Public;

#### 6.1.3.1 Technical Characteristics of Public Events

- The invitations sent in the context of the events should bear the project logo in accordance with the applicable general rules;
- The Agenda should bear the project logo and be at least in the Programme language;
- At the public event itself, the project logo should be displayed in the banners/posters;

#### 6.1.4 Press and electronic media coverage

Project partners will work in close co-operation with professional magazines and newspapers to release brief informative articles in them and with the electronic media to inform them about the main stages and results of the Programme. Furthermore, the Managing Authority and the JS will be responsive to request of information from the press or radio.

In the context of Health-Info, 2 video spots will be developed. These videos aim to visualize the project's scope and activities, as well as to familiarize the audience of the eligible regions regarding the Project. Each video will last three minutes and will be reproduced on the project website, social networks and TV (30-second version). More specifically, the first video will be produced on the first year's beginning, in order to inform the public regarding the actions to be implemented during this year. The second video aims to present the results of the first year's actions as well as to present the actions to be implemented in the second year. The production of these Video spots will be in line with the Project's Communication Strategy and the "small" video version (30-second video) will be distributed to Local TV channels, in order to be reproduced in their news without cost.

Furthermore, since Internet has a crucial role in the promotion of an "idea", strategy or project, HEALTH-INFO will give special attention to Internet for "marketing" reasons. In the era of Internet, the project's website, the project's social media pages and the video infomercials will be the spearhead of communication with the public. In order to maximize the influence of these web tools, the Web campaign will include:

- Social media accounts development (Facebook and Twitter), management, community creation, community management, crisis management, campaigns. This page will be connected with the Project's Site in order to be automatically updated
- Video Marketing. This action refers to the project video's management and their promotion via the most popular video platforms.
- SEO. All major search engines such as Google, Bing and Yahoo have primary search results, where web pages and other content such as videos or local listings are shown and ranked based on what the search engine considers most relevant to users. SEO as a Paid Search Marketing Tool will help in the following:
  1. Better targeting of the message
  2. Cost control
  3. Improve visitor quality
  4. Attract Large Audience
  5. Real time update
  6. Increase site traffic and visibility
- Google Ad Words. Promotion of Project's website for 20 months.

#### 6.1.4.1 Technical Characteristics of Press and electronic media coverage

- As a general rule, a press release should be issued at the start of all actions.
- The release should incorporate the logo of the Project, in accordance with the graphic standards set out by the European Commission;
- The release should incorporate the reference to EU funding: "The project is co-funded by the European union and national funds of the participating countries";
- A newsworthy press release should contain: a heading, a strong leading paragraph summarizing the essential facts, the main body of the story, quotes, some background information, and contact details for further information;
- The release should be kept to one side of an A4 page whenever possible;



The Managing Authority, in cooperation with the JS, has published detailed manuals for the proper usage of the communication means by the final beneficiaries “INFORMATION AND PUBLICITY GUIDE FOR FINAL BENEFICIARIES – Version 2.0”.

In the context of Health-Info, 3 Press Visits will take place during the Educational Seminars (target group: healthcare professionals and general audience) implemented by PB2 and LB and the Mobile Unit trips for medical examination in the CB area. Group visits by journalists to project sites may offer additional visibility opportunities. Such visits should be well-timed and focus on tangible achievements.

Furthermore, regarding the Mobile Unit trips for medical examination in the CB area, implemented by PB2, since a vehicle will be purchased the following should be followed:

- Any vehicle used in a co-funded action should be clearly identified, and visibly carry the logo and a reference to its funding in the local and official language. The company logos of the contractor, the implementing partner and other donors may appear on vehicles, although the project logo should be displayed at least as prominently as the logos of all parties involved in the action.

*Table 13. Press, Electronic Media Coverage and Target Groups*

Communication Tools	Target Groups
Press, Electronic Media Coverage	Hospitals / Regional health administration/health and social institutions; Regional/local authorities of the CB area; Civil society structure (association/foundation)/ NGOs; Organizations of volunteers, associations; Politicians and public officials dealing with public health issues; Academic institutions with medical and paramedical departments/medical professionals; Women in CB regions (especially ages above 35); Vulnerable groups (children, elderly); Inhabitants in CB regions that are not easily accessible; People facing poverty and social exclusion; General Public

## 7. Indicators of Communication Achievements

### 7.1 Evaluation of Communication success

Evaluation of projects' success in communication will not only help in measuring the broader success of the communication strategy, but will also allow drawing conclusions on project partners' performance in communication and re-structuring the support based on their strengths and weaknesses. It is a useful way to check whether the communication objectives are being met and decide whether the communication plan needs to be modified. The evaluation is possible by using the set indicators and simple questionnaires.

In order to do this more systematically and efficiently, the project partners can follow the suggestions below:

- Project partners should collect data on the performance of their communication activities to ensure the necessary data for evaluation is available;
- LB should make sure that the website traffic data and social media reach (post reaches) is being tracked in order to measure visibility;
- Project partners should be encouraged to prepare evaluation surveys for events;
- Project partners should monitor the communication activities in progress reports to evaluate the activities periodically and also to ensure the availability of data for the evaluation of the project's communication activities;
- Encourage projects to keep a track record of media coverage and to compare the number of press releases sent to the number of media outlets with how many news articles were actually published.

### 7.2 Communication tools and Indicators for evaluation

The type of data to collect will depend on the tools the project identified for project communication. Therefore, a list of key indicators for each communication tool could be utilized in order to extract data on communication success.

In particular, the Communication Tools used in Health-Info are mentioned below along with indicative Measurement Units for evaluation and approximate Target Values, based on the Timeline and the Application Form of the project:

*Table 14. Indicative Measurement Units and Target Values for the evaluation of Communication Tools*

Communication Tool	Measurement Unit	Target Value
Publications (Leaflets, brochures, project's Results publication etc.)	<ul style="list-style-type: none"> <li>• Number of material produced</li> <li>• Number of places where publications are available</li> </ul>	<ul style="list-style-type: none"> <li>• 15.000 (approx.)</li> </ul>
Project Website	<ul style="list-style-type: none"> <li>• Website statistics (Website traffic etc.)</li> </ul>	(to be established by the PB responsible)
Public events	<ul style="list-style-type: none"> <li>• Number of events</li> <li>• Number of participants per event</li> <li>• Questionnaires and/or assessment forms on the opinion of the participants at events</li> </ul>	<ul style="list-style-type: none"> <li>• 7</li> <li>• 50</li> <li>• 3 (approx.)</li> </ul>
Press and electronic media coverage (Press releases, etc.)	<ul style="list-style-type: none"> <li>• Number of news articles</li> </ul>	<ul style="list-style-type: none"> <li>• 33 (approx.)</li> </ul>
Web Campaign and Video Spots	<ul style="list-style-type: none"> <li>• Number of social media pages</li> <li>• Number of social media posts</li> <li>• Number of social media followers</li> </ul>	(to be established by the PB responsible)

Once a series of indicators that are tied to the various components of the project have been developed, the next step is to decide who will be responsible for collecting and analyzing data, how frequently the information will be collected and how it will be reported. Indicatively,

the partner responsible for the Communication Activity or its contractor should report on the evaluation of its implementation as annex in the Activity Report of the action or alternatively report on all communication activities implemented during each evaluation period (D.1.4 Ex ante evaluation/ midterm evaluation/ ex post evaluation).

### 7.2.1 Evaluation methods

- *Event feedback questionnaires*

Event feedback questionnaires are a valuable evaluation method and can be adapted to the specific events, asking feedback regarding the content of presentations, venue and organization, whether the event fulfilled the expectations of the participants and whether they have suggestions for improvement. The questionnaire should be kept to one page.

#### Advantages

- In-house: Questionnaires are relatively easy to design and can be incorporated into a wider survey of the project;
- Sample size: You can get responses from a high number of people;
- Distribution: questionnaires can be given out during large conferences or sent out by mailing list;
- Time: most questionnaires should be kept to no more than 10 questions – they are relatively easy and quick for respondents to complete;

#### Disadvantages

- The data: the results are for big sample but the information is not very detailed. Questionnaires provide some good quantitative evaluation, but are limited on feedback about quality;
- Distribution – low return rate: people are not interested in completing them

- *Monitoring the media*

Feedback about public relations activities is crucial, so the media should be systematically monitored for relevant news.

- Keep copies of key trade publications
- Search news sites and news aggregators e.g. Yahoo, Google news

Look for coverage not only of Health-Info, but of anything interesting, relevant or useful in the sector. This may signal potential public relations opportunities or problems for the project.

## 8. Internal Communication

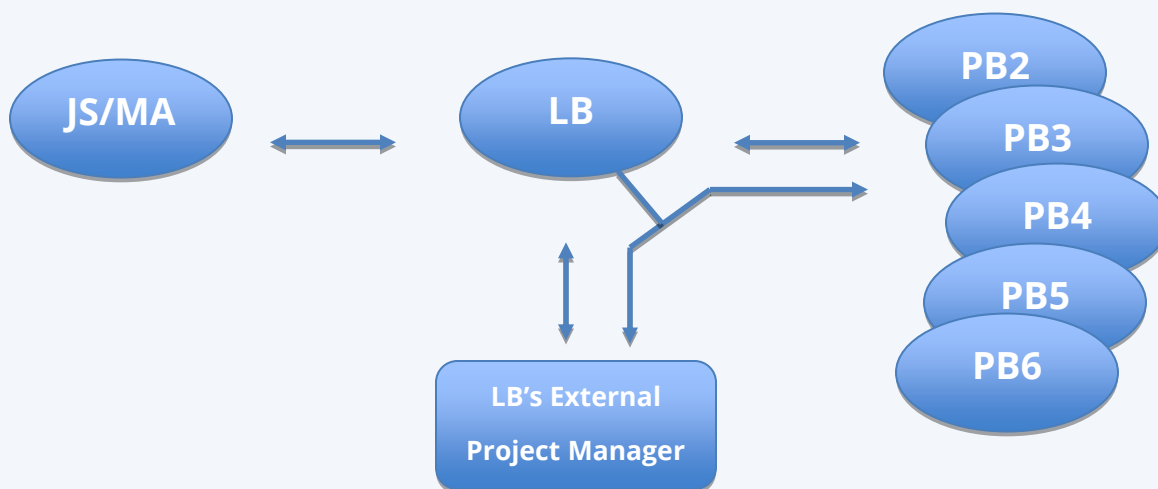
### 8.1 Introduction

Internal communication makes sure that all partners speak with one voice and provide the same consistent information. The internal communication strategy is intended to ensure a constant and effective exchange and share of information between the partners (frequent exchange of emails etc.) as well as an effective and shared management of the knowledge generated by the project's activities. Therefore, the objective of the project internal Communication Strategy is to develop appropriate communication activities and mechanisms for a smooth and effective communication exchange within the project partnership.

### 8.2 Communication flow within the Partnership

For communicating internally in Health-Info project, we need to define the group of people working directly within the project. These are the project partners and of course the lead partner as well as the LB's communication with the Joint Secretariat and the Managing Authority. The project's flow of information and communication is displayed in Figure 4 below.

*Figure 5. Health-Info's Communication Flow within the Partnership and with the Joint Secretariat (JS) & Managing Authority (MA)*

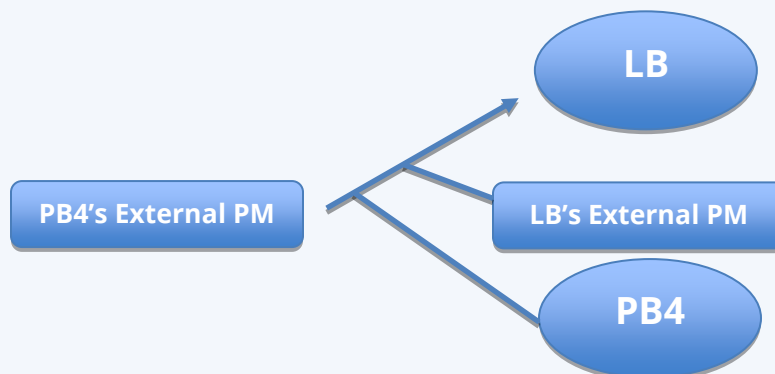


The mechanism of the flow of information and internal communication displayed above has been designed specifically to suit Health-Info's needs, based on the current approach employed for internal communication and the "communication habits" that the partnership has been accustomed to so far.

In that direction, the graph above demonstrates that the JS and the MA can contact the Lead of the Consortium to provide support, guidance, information or require information, documents, etc. The LB can and should in turn transfer this information to the rest of the partners and when required, to its external project manager if the information falls into his tasks. Furthermore, the LB can contact the rest of the project partners -with or without notification to its external PM according to the info shared - and the rest of the partners can contact the LB -with or without notification to its external PM according to the info shared-.

The same applies for the external project managers of the rest of the project partners. More specifically, when a project partner contacts the LB can notify its external PM according to the info shared and the LB can contact a project partner with or without notification to the partner's external PM according to the info shared. The external project managers can contact the LB or other project partners and external partners with notification to the LB and the partner, who they represent. In the Figure below, an example of communication between the external PM of PB4 and the LB (or the LB's external PM) is displayed.

Figure 6. Example of communication flow in the case the external PM of PB4 wants to contact the LB or the LB's external PM



Thus, in case PB4’s external PM wants to contact the LB, he or she should notify (cc) the PB4 as well. And, in case PB4’s external PM wants to contact the LB’s external PM, he or she should notify (cc) PB4 and the LB as well.

### 8.3 Objectives of the internal project communication

The objectives to be achieved through the internal project communication are the following:

- All partners have the same information (what is done, why and when, responsibilities, deadlines, etc.);
- It provides a clear roadmap for consistent communication between the partners and all persons involved;
- Defines what internal communications strategies are important to focus on and use more frequently;
- All partners feel as being part of the project;
- All partners know their responsibilities and tasks;

### 8.4 Tools of the internal project communication

There are a number of different ways that the people working on the Health-Info project can communicate with each other. Below are a few indicative tools that can be considered:

- Project Meetings

Meetings	Location	Partner Responsible	Timeframe
Kick-off Meeting	Thessaloniki	LB	4 <sup>th</sup> month (completed)
2 <sup>nd</sup> Meeting	Gevgelja	PB4	9 <sup>th</sup> month
3 <sup>rd</sup> Meeting	Edessa	PB3	17 <sup>th</sup> month

- Telephone Conference Calls



- E-mails
- Skype
- Dropbox (file sharing)
- Team building meetings (e.g. Social Dinner)

## 9. Conclusions

As with any strategy, the project communication strategy requires continuous evaluation and updates by all partners cooperatively. Firstly, it is essential that the consortium monitors the implementation of Health-Info's communication strategy. It is crucial that the consortium ensures that the activities are being implemented on time and as planned, and making any adjustments necessary to achieve this. This can be achieved by referring to Section 7 of the current Communication Plan, where indicative evaluation methods and indicators of measuring the activities' success are described. Furthermore, the consortium must regularly evaluate whether the tactics are actually helping in achieving the objectives set and the overall goal.

The partner responsible for the quality of the project and the Quality Board of Health-Info will refer to Section 7 of the current Communication Plan regularly and analyze any completed questionnaires and finally, draw up the evaluation reports, which will indicate the quality of the communication. At the conclusion of each online meeting, the coordinator will draw up the minutes as well as a summary of the main findings.