

**„CROSS-BORDER LOGISTICS: PARTNERSHIP IN COOPERATION ON  
EMPLOYMENT" – INTERLOGISTICS (ROHU-391)**

**JOINT COMMUNICATION AND DISSEMINATION PLAN**

**Principal:** Municipality of Ajak



**Date:** October 8, 2020

*The content of this material does not necessarily represent the official position of the European Union.*

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## 1 Introduction

In 2016, after realizing that they face similar labour market challenges (i.e. low activity rate; high long-term unemployment; labour shortage; migration of skilled workers to abroad, but not across the border), a long-term cooperation has started between the Municipality of Ajak and Halmeu Commune. Recognizing the importance of these cross-border similarities, the two partners are turning perception into action by launching joint developments and cross-border initiatives through the fulfilment of four cooperation criteria: joint development, joint implementation, joint staffing, and joint financing.

The "**Cross-border Logistics: Partnership in Cooperation on Employment**" (ROHU391 – INTERLOGISTICS) project is partially aimed to provide a „best practice” and a positive example to other countries and cross-border regions while also enhancing the co-operation of local labour market actors, solving the common labour market challenges together by improving local infrastructure.

The Cohesion Policy of the European Union emphasizes the importance of communication and knowledge sharing, which create synergy among different projects and programmes. Dissemination and communication are becoming more and more important in helping projects achieve their objectives besides disseminating the results among relevant stakeholders and the general public. This **Joint Communication and Dissemination Plan** (JCDP) fulfils the need for increased awareness and transparency of EU funds by promoting the EU financing of the Interreg V-A Romania-Hungary Programme.

Project communication and dissemination are implemented in compliance with:

- Annex XII, Article 2.2 of the EU Regulation No. 1303/2013;
- the Visual Identity Manual of the Programme;
- the Subsidy Contract; and
- the Partnership Agreement.

The JCDP contributes to achieving the project objectives by increasing the visibility of the project and its results not only among the Romanian-Hungarian border area but at a European level as well.

The plan consists of **7 main chapters**. *Chapter 2* aims to describe the project (main and specific objectives, activities, etc.), followed by *Chapter 3* giving a detailed specification on the communication principles, objectives, and key messages. *Chapter 4* identifies the project’s target groups, *Chapter 5* lists the specific communication activities carried out throughout the project (and the necessary tools), while *Chapter 6* sums up the action plan based on the budget and the time schedule. Monitoring and evaluation is detailed in *Chapter 7*.

*1 Structure of the Joint Communication and Dissemination Plan*



*Source: own editing*

## 2 Project description

The "Cross-border Logistics: Partnership in Cooperation on Employment" project is based on a pre-existing collaboration between the two partners, built on routine and a common approach. Its aim is to create future opportunities and what the Programme's motto asserts: a *"Partnership for a better future"*. The project intends to improve employment, increase labour market capacity, promote the cross-border labour market by enhancing cooperation between local actors in the eligible area, and achieve balanced territorial development in both participating countries.

The **agricultural sector** as well as most rural areas in the European Union are facing labour market issues, **having difficulties in creating attractive jobs or finding workers with up-to-date knowledge of the current technology**. Since the future of agriculture lies in technological development, the creation of logistic centres and a counselling and professional training centre is vital for supporting long-term employment in the sector. Answering the demand by establishing these institutions in the field of agriculture and the marketing of agricultural products, this project also creates an opportunity to **improve the competitiveness of the agriculture and food sector** in Szabolcs-Szatmár-Bereg and Satu Mare counties.

The collaboration between the two participating partners in this project is directed to reach the following objectives:

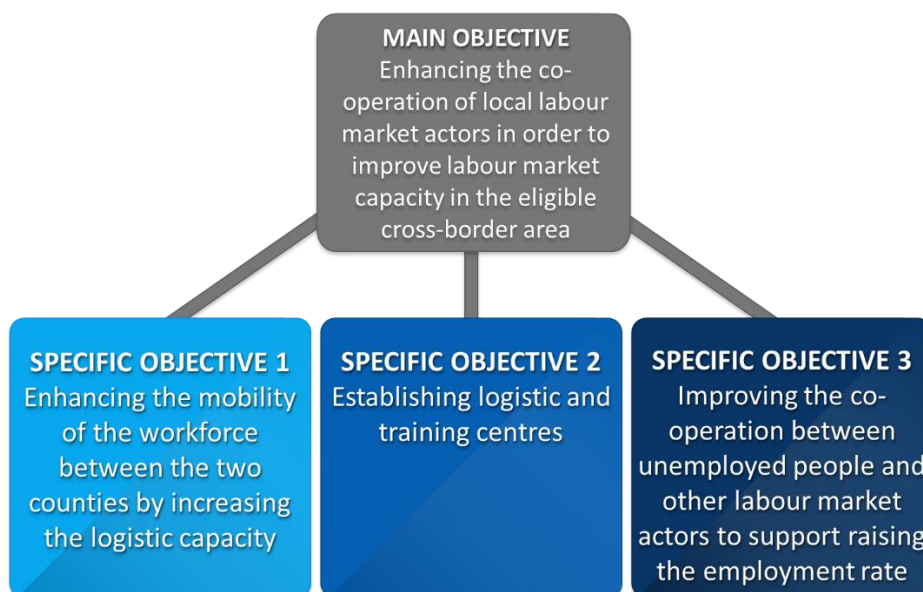
- **MAIN OBJECTIVE:** Enhancing the co-operation of local labour market actors in order to improve labour market capacity in the eligible cross-border area
- **SPECIFIC OBJECTIVES**
  - o **Enhancing the mobility of the workforce** between the two counties by increasing the logistic capacity  
The European Union has a significant advantage when it comes to labour mobility, and it is the convenience of regulations that allows Member States to let their workers move more freely inside the borders of the economic and political union than outside of it. Increasing the logistic capacity of the relevant enterprises in the framework of this project means that their productivity increases, as well as their need for a trained and qualified labour supply.
  - o **Establishing logistic and training centres** (transferring professional knowledge)  
Due to the increased capacity and productivity, the Municipality of Ajak and Halmeu Commune will be in need of a workforce with up-to-date knowledge, skills and qualifications. The establishment of two logistic centres answers the need for expansion from both project partners, which has been an issue for

years. In addition, the creation and operation of a training centre and suitable training programs is essential to answer the labour market demand.

- **Improving the co-operation between unemployed people and other labour market actors** to support raising the employment rate

Jobseekers form a significant target group within the general public. Approaching them in a suitable way means that both the future and the afterlife of the project are assured. Therefore, all communication and dissemination activities need to support the establishment of a proper 'channel', where unemployed people and labour market actors such as employers can come together and improve co-operation across borders. The project will reach 750 organizations/people with joint local employment initiatives and joint training, furthermore, developing a methodology for analysing and digitalizing cross-border labour market needs will contribute to matching these needs with human capacity.

*2 Project objectives*



*Source: own editing*

Aspiring to be innovative within the partnership, the project will bring numerous **stakeholders** together (e.g. employers and unemployed people, the demands of the labour market and supply through training, and – most importantly – the specific actors of the market: sellers, buyers, reproducers, suppliers of local products and resellers). **Creating a previously non-existent forum where these actors can come together** facilitates problem-solving along with establishing a common sales platform. It also raises awareness about common economic interests and the importance of joint cooperation, establishing a

sustainable cross-border cooperation and making the participating cities known across the border.

The objectives of the project contribute to both the Priority Axis (*Improve employment and promote cross-border labour mobility*) and the Specific Objective (*Increased employment within the eligible area*) of the Programme – the project activities improve the employment rate and promote the cross-border labour market. The INTERLOGISTICS project is also connected to the purpose of the EU Strategy for the Danube Region (EUSDR) on multiple levels, strongly contributing to Priority Area 8 (*To support the competitiveness of enterprises, including cluster development*).

The **Municipality of Ajak** – as the **Lead Partner (LP)** – has relevant project management and implementation experience, mainly in the field of infrastructural projects. Supporting the long-term employment of public labourers (employed by Ajak) who are producing vegetables for the community kitchen (which is also maintained by the municipality) is an important priority for the LP, along with a demand for well-trained workers. Moreover, the city regularly communicates with local SMEs; this existing network will also be capitalized on. The **other partner** within the project, **Halmeu Commune**, has become the largest vegetable provider in Satu Mare county, its area of fields exceeding 600 ha. Every year 600-800 seasonal workers arrive from the neighbouring counties for harvesting, and the construction of a logistic centre for both storage and training will serve both them and local associations.

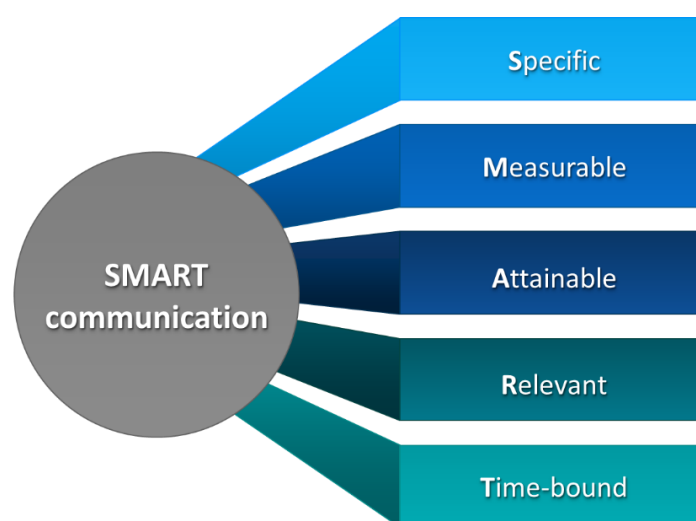
The project is funded by the European Union; the implementation of the supported project started on **February 1, 2020** and will run through **24 months until January 31, 2022**.

### 3 Communication principles, objectives and key messages

#### 3.1 Basic communication principles

To carry out communication and dissemination successfully, some fundamental principles and criteria must be met both in identifying the objectives and formulating key messages. Regarding the target audience, it is crucial to ensure that the main objectives of the project reach both local and EU-level actors. The communication objectives need to be “SMART” to help successful implementation.

*3 Elements of SMART communication*



*Source: own editing*

- **S, as in Specific:** Being specific and identifying each detail of the objectives help define the exact activities of the communication process afterwards. It also means that each actor and participant of the project knows exactly what to do and when. *Key questions:* What do we want to accomplish? Why is this important? Who is involved?
- **M, as in Measurable:** An objective that cannot be measured is not an objective, it is just a wish. That is why it is important to include indicators of progress – to know if the project and communication objectives are achievable and determine if they are accomplished. *Key questions:* How much/many? How will we know when it is accomplished?
- **A, as in Attainable:** Ambition is a powerful motivator, but it is to ensure that the expected changes defined in the objectives are realistic and within parameters (i.e. there are enough resources available to achieve them). *Key questions:* How can we accomplish this goal? How realistic is it based on financial (and other) factors?

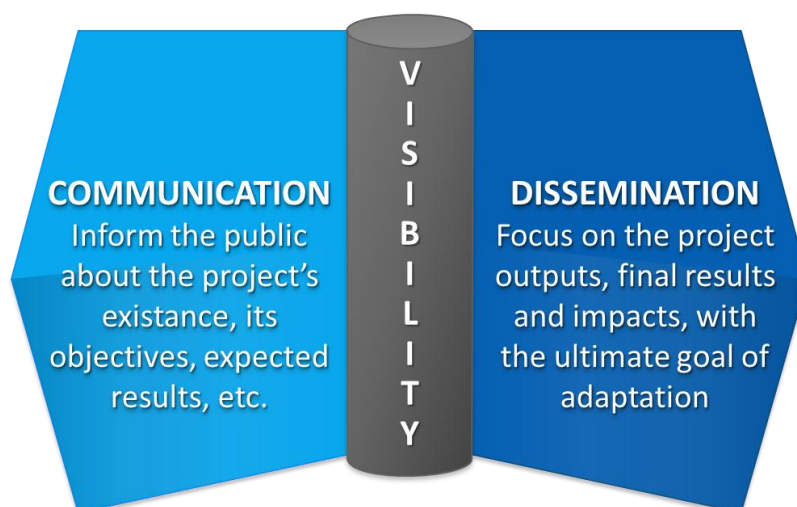


- **R, as in Relevant:** All communication activities should contribute to the implementation of the project, meaning that the objectives are aligned with the overall goal. *Key questions:* Does this goal match our other efforts? Are these applicable in the current environment/situation?
- **T, as in Time-bound:** Every objective should include a timeframe for achieving the desired goal through the relevant activity. *Key questions:* When? What will we do six months/one year/two years from now? What can we do *today*?

The communication methods of the INTERLOGISTICS project are planned to support the implementation. The communication activities are closely related and contribute to the project's objectives and not just carried out for their own sake.

Communication and dissemination aim to maximize the impact of the project activities, but their focus and target groups differ, hence it is important to differentiate between the two and set up clear boundaries. While both serve the promotion of the project, **communication techniques target a wider range of people, while dissemination is rather about transferring knowledge and the results with the aim to enable others to use and adapt them.**

#### 4 Communication vs. dissemination

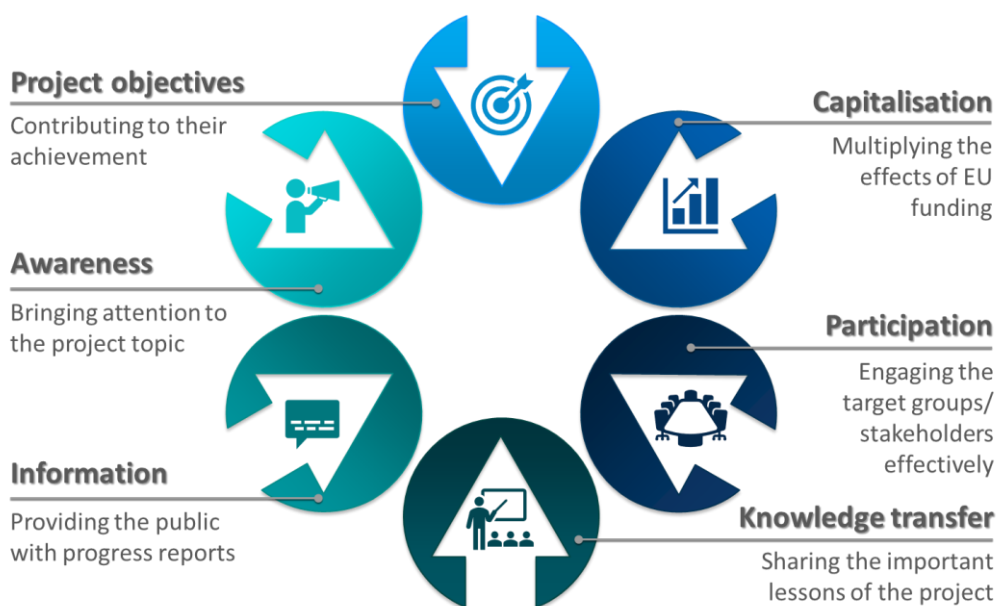


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### 3.2 Identifying the objectives

Based on the project's main objectives (see *Chapter 2*) and general expectations, **the overall objective of the INTERLOGISTICS project's communication activities is increasing the visibility of the project and its results not only among the main target groups in the Romanian-Hungarian border area but also at a European level as well.** This can be achieved by the communication of the project objectives and the dissemination of the project results, these two aspects complementing each other effectively.

5 INTERLOGISTICS communication objectives



Source: own editing

The following communication objectives must be considered during the whole implementation process:

- Contributing to the achievement of the project objectives in general;
- Raising awareness about the project topic – ensuring that the relevant stakeholders/people understand what the partners do;
- Informing the target group and the public in general about the objectives, activities and results – demonstrating the success of the partnership’s work;
- Knowledge sharing within and outside the partnership;
- Engaging effectively with stakeholders; and
- Ensuring maximum benefit from the project by multiplying the effects of EU funding.

### 3.3 Key messages

As the world develops and operates at a faster pace in all aspects, specific activities related to project management require a shift in interpretation as well. Communication has to be simple, understandable and straightforward, without taking too much time of the receiving party. Therefore, – although it is hard – the importance of creating **messages to justify and summarize the project in a short form** cannot be overstated; these can be passed on easily but also give a well-rounded explanation.

The following are two soundbites that can be used during the project:

*“The INTERLOGISTICS project is planned to improve the employment rate and promote cross-border labour mobility by enhancing local capacities and the co-operation of labour market actors in the eligible area.”*

*“By creating a common strategy, the INTERLOGISTICS project aims to improve long-term employment, help knowledge transfer and establish a sustainable, permanent, cross-border cooperation.”*

The paragraph below is a longer answer to what exactly is the INTERLOGISTICS project:

*“Szabolcs-Szatmár-Bereg and Satu Mare counties have both been facing various labour market problems (i.e. low activity rate; high long-term unemployment; labour shortage; migration of skilled workers to abroad, but not across the border) for years. The agriculture sector is key in providing both a food supply and employment in the eligible area, but operating with inadequate capacities – lacking a well-prepared workforce with up-to-date knowledge of the current technologies and institutional support that would help and encourage jobseekers from both sides of the border – means that the challenges remain to be solved. Every activity of the INTERLOGISTICS project aims to find solutions and answer the problems described above. These include not only supporting the development and improvement of two logistic facilities, but also implementing several soft elements as well (e.g. a common labour market analysis, integrated development strategies and action plans, an e-market webpage for joint marketing and sales, career orientation events and trainings).”*

The project’s key messages remain the same throughout the implementation process; the main task is to reach the specific target groups with suitable messages and an emphasis on the most relevant details of these messages. It is important to highlight that the labour market challenges of the agriculture sector specified in the Application Form (and above) are severe, therefore, addressing them by creating an opportunity for jobseekers to participate in training programs, providing certifications and proper knowledge of the swiftly developing technological side of the industry and developing the existing human capacity are necessary steps to create a “good practice” for future partnerships and similar projects carried out by small/medium-sized municipalities in the EU, promoting cross-border co-operation and multilevel governance.

The following keywords can be useful during content creation in the project: *labour force mobility, cross-border co-operation, increasing capacity and productivity, joint development, improving employment.*

## 4 Target groups

During the communication and dissemination process, the main target groups must be addressed, reached, informed and involved, utilizing an optimal communication toolbox which will be detailed in this chapter. INTERLOGISTICS's main target groups are more or less the same as the stakeholders of the project. Since they all have different characteristics, they need to be reached in the most adequate way relative to *them*. During the communication activities, the project partners concentrate on people and organizations divided into four categories. The most significant target groups are defined like the following:

- **Local public authorities**, since both the Lead Partner of the project and the Project Partner are local governments, cooperating for the solution of their labour market challenges (*Target value: 2*);
- **Educational/training centres and schools**, whose activity will have an important role in the future – in the framework of the project these institutions will deliver trainings and workshops with the help of external service providers (*Target value: 50*);
- **SMEs**, since potential employers will be reached and participate in job fairs organized for jobseekers and the promotion of businesses (*Target value: 50*);
- The **general public** (with the aim of raising awareness about the importance of cross-border cooperation, development and labour mobility), which could be further sectioned into smaller groups depending on personal and future employment status and the relevance of the project in their lives (*Target value: 658*).

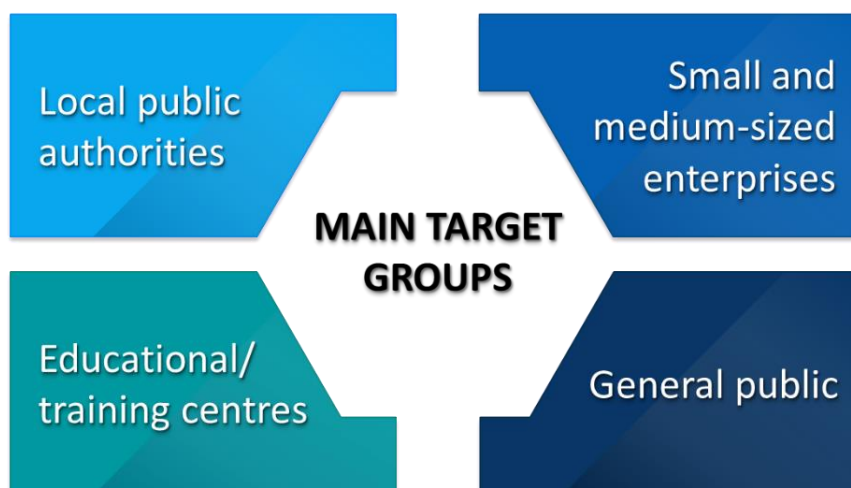
Since the project is carried out in the cooperation of two **local governments**, the results serve their development, but the related communication and dissemination activities carried out in the meantime mean that the positive outcomes can be presented at a higher – i.e. European – level and serve as a “good practice” to other partnerships in the future. Therefore, although the target value only covers the two project partners now, there is a possibility of knowledge transfer and synergy with other municipalities after the project ends.

Targeting **educational and training centres and schools** means that current employees, potential students and people participating in future trainings will be reached and involved in the labour market events and job fairs. Educational institutions are intent to reach one of the most important target groups – potential future employees –, who will directly benefit from the activities when choosing to work in the field of agriculture. The improvement of the workforce, the knowledge of workers means that specific labour market issues – described in *Chapter 2* – can be solved. By implementing the planned cross-border training and employment initiatives, the project partners can have a positive effect on the labour market supply, providing up-to-date knowledge, skills and qualifications.

On the other hand, employers will benefit from the activities, too, since **SMEs** are one of the main target groups: a larger and higher-quality supply of skilled workforce will be available in the cross-border area. These businesses will also be able to enjoy a wider promotional coverage, which will not only enhance their productivity but their competitiveness on the labour market as well.

The project aims to contribute to the region’s economic growth, which will be beneficial for the entire population in the eligible area. Both the employability and the quality of life of the **general public** will increase and the inhabitants will experience their local enterprises working more efficiently. Targeting the general public in the framework of the project means that unemployed people – as a specific segment – will also be addressed with the communication activities.

*6 The project’s main target groups*



*Source: own editing*

All in all, the communication and dissemination activities will result in bringing together the relevant actors and institutions in the field of employment and training. Another important result will be that the two participating cities can establish a joint sustainable network, solving employment and labour market issues in the future as well.

In order to be as specific as possible – in line with the SMART principles detailed in *Chapter 3* – the table below identifies a few key issues related to the various target groups and pairs them with potential messages/actions that can make a difference in the long run.

7 Characteristics of the main target groups

TARGET GROUPS	CURRENT SITUATION	DESIRED OUTCOME	RELATED MESSAGES/ACTIONS
<b>Local public authorities</b>	<ul style="list-style-type: none"> <li>- Crucial role of the agriculture and food sector in both cities' economy</li> <li>- Lack of optimal infrastructural capacity for production and storage locally</li> </ul>	<ul style="list-style-type: none"> <li>- Improved competitiveness of the sector</li> <li>- Higher activity rate and long-term employment of (public) workers in the field</li> </ul>	<p>Construction of logistic centres</p> <p><i>"Improving the local logistic capacity will lead to increased agricultural production."</i></p> <p><i>"Both Ajak and Halmeu have citizens – public workers and disadvantaged people – who will benefit from the project's support of agriculture."</i></p>
<b>Educational/training centres and schools</b>	<ul style="list-style-type: none"> <li>- High youth unemployment rate</li> <li>- Educational demand for well-trained workers</li> </ul>	<ul style="list-style-type: none"> <li>- Increased mobility of young people with high-quality skills and career prospects</li> <li>- Matching labour market needs and human capacity through vocational education</li> </ul>	<p>Labour market survey, vocational trainings</p> <p><i>"Analysing labour market needs through the results of a needs assessment survey will contribute to the organization of useful and high-quality trainings."</i></p> <p><i>"INTERLOGISTICS puts a strong emphasis on acquiring skills that are a bridge between the needs of individuals and employers' requirements."</i></p>
<b>SMEs</b>	<ul style="list-style-type: none"> <li>- Shortage of labour force in both non-qualified jobs and higher-qualified professions</li> <li>- Lack of cross-border cooperation on employment</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthened cross-border labour market mobility (available opportunities and information)</li> <li>- Sustainable, long-term cross-border cooperation between key players in the economy</li> </ul>	<p>Job fairs, labour market forums</p> <p><i>"Companies with job opportunities in the cross-border area can register and advertise themselves, contributing to a better match between demands and supply, and cross-border mobility."</i></p> <p><i>"Forums will provide an opportunity for the region's main labour market actors to discuss the key challenges and local development potential."</i></p>
<b>General public</b>	<ul style="list-style-type: none"> <li>- Statistics: relatively low employment rate and high long-term unemployment</li> <li>- Prejudices and various practical obstacles in the way of cross-border labour mobility</li> </ul>	<ul style="list-style-type: none"> <li>- Balanced territorial development of rural communities</li> <li>- Creating opportunities for cross-border knowledge exchange and entrepreneurship</li> </ul>	<p>Information lectures and workshops</p> <p><i>"The project will reach 750 people directly with joint local employment initiatives and trainings."</i></p> <p><i>"Both the already existing human capacity and the unemployed will be involved in the cross-border dialogue."</i></p>

Source: own editing

## 5 Communication tools

Communication tools are designed to directly support the promotion and dissemination of the project's outputs and address the specific target groups detailed in *Chapter 4*. Informing them is extremely important not only to directly involve them in the joint local activities but also to reach a potentially higher number of (cross-border) workers.

In order to exploit all possibilities during the communication activities, the tools we use must vary. Well-planned communication is not only the key to a successful dissemination process but an effective and efficient tool responding to the need of transparency and awareness of EU funds. All communication activities will be implemented with the involvement of both partners, the most successful elements presented in written and digital format.

In the framework of the project, WP C (i.e. the Communication Work Package) has five separate intervention areas. **Start-up activities** and **public events** will take place which allow regional and transnational stakeholders to follow the execution of the project and its final outputs. All information about the INTERLOGISTICS project will be available at the project's and the partners' **websites and social media platforms**, opening a channel for online feedback. **Promotional materials** and **publications** will be distributed in each partner's national language to avoid miscommunication and ensure mutual understanding.

### 5.1 Start-up activities

The first order of business at the beginning of the project is the elaboration of the communication and dissemination strategy in English – this document. The **Joint Communication and Dissemination Plan** is based on the Visual Identity Manual (VIM) of the Programme and details the implementation of the compulsory communication tools, as well as the additional, voluntary tools suited to the INTERLOGISTICS project. All communication tools listed in the JCDP aim to ensure the highest possible visibility and transferability of the project and its results.

According to the VIM, the placement of posters, temporary billboards, a permanent plaque/billboard and stickers related to the project are mandatory. These deliverables are crucial to overcome potential digital barriers.

- During implementation at least one **poster** (minimum A3, recommended A1) has to be placed in a way to be visible to the public – such as at the entrance area of a building or office –, including information about the project, especially its financial support from the EU. The poster needs to stay there for the whole duration of the project.

- Both project partners shall put up a **temporary billboard** (size: 3000x1500 mm) in front of the investment, including every information requested in the VIM.
- Mandatory communication tools also include the placement of a **permanent plaque** (minimum A4) no later than three months after completing an operation, at a location visible to the public. (These completed operations occur when an activity exceeds a total public funding of 500,000 EUR and it consists of purchasing a physical object/equipment or financing an infrastructural work or any construction.)
- All equipment purchased within the framework of the project must bear a visible **sticker** pre-designed and provided by the Programme. Depending on the size of the items, differently sized stickers can be used (the small stickers are 90x50 mm, the large stickers are 100x100 mm).

## 5.2 Publications

It is important to inform both the target groups and the local population about the project objectives and results. In the framework of the project both partners will place adds in their local newspapers, related to the project launch and project closure. All printed publications created with the funding of the Programme must include the five compulsory elements detailed in the VIM:

- The **logo of the Interreg V-A Romania Hungary Programme**, which already includes the EU emblem and a reference to the European Regional Development Fund;
- The **logo of the Romanian Government** or/and the logo of the Hungarian Government;
- The **slogan** of the Programme: *“Partnership for a better future”*;
- A reference to the **Programme webpage**; and
- The **disclaimer** that *“The content of this ... does not necessarily represent the official position of the European Union.”*

## 5.3 Public events

Public events are hybrid tools, especially nowadays, with the coronavirus pandemic emerging and changing the way meetings are organized. The main result of these offline events is that the participants hopefully interact with the online “forms” of the project – like the webpage – afterwards. The INTERLOGISTICS project’s public events include an **opening conference in Ajak** and a **final conference in Halmeu**, where several lectures and workshops will take place. These conferences related to the project are planned to involve ca. 60 people per occasion.



## 5.4 Promotional materials

Printed media is just as much a hybrid tool of communication and promotion as public events because it can link back to online content found on a specific webpage, for example. Printed materials (leaflets, brochures, etc.) have a longer “lifespan” compared to the events: they can be kept and passed onto others.

Traditional ways of printed media are still effective tools of communication, but specific promotional products (e.g. bags, pens, memory sticks, etc.) showcasing the project logo can get more attention and create more engagement. Therefore, special promotional items will be produced to serve as a reminder of the project for the recipients. These items must include the mandatory elements of the VIM (depending on the items’ size, the Programme’s logo, slogan and a reference to the webpage shall be placed on them – in the case of smaller items the EU logo and the words “Interreg V-A Romania-Hungary” are sufficient).

All in all, the **promotional material package** of the INTERLOGISTICS project includes on the LP’s side:

- 2000 flyers about the project and its achievements;
- Gifts:
  - o 500 pens,
  - o 500 folders,
  - o 500 bags,
  - o 100 memory sticks; and
- 2 rollups (in English and Hungarian).

The PP will also use promotional materials, distributed during the organized events – their exact type and number will almost certainly follow the list above.

All communication materials developed under the project are strongly advised to have the approval of the Joint Secretariat (JS) in case of the Romanian beneficiary or by the Info Point (IP) in case of the Hungarian beneficiary, at least 15 working days prior to their release or use.

## 5.5 Digital activities

Social media marketing, digital promotion and the transfer of information online are becoming more and more relevant and useful these days. Exploiting the positive aspects of social media and using the proper ways of communication online means that the dissemination process can be even more successful and reach a higher number of people within the specified target groups. Information about the project will be provided through websites; other digital activities include the development of an e-marketplace where the two partners can promote and sell their locally made products.

In general, all Interreg projects have their own **subpage**, hence information on specific Interreg V-A Romania-Hungary projects is available on the official website. However, these entries are only about the basic characteristics of the project; the partners will create a **separate website**, including the following content:

- An event calendar, marking the most relevant milestones of the project (public events and forums, conferences, etc.);
- News about the project's progress, implementation and achievements;
- A photo and video gallery; and
- Digital project outputs.

According to the Visual Identity Manual, the project website must remain active after the closure of the project for sustainability purposes.

Since the Lead Partner is a local government, information about the INTERLOGISTICS project will be regularly uploaded on **Ajak's official website**. The presented information should include the description of the project, any project news and the specific results. Digital activities on the Romanian side will include the creation of a subpage for the INTERLOGISTICS project on **Halmeu's official website**.

Other than providing information about the project on the webpages mentioned above, the digital activities include the following:

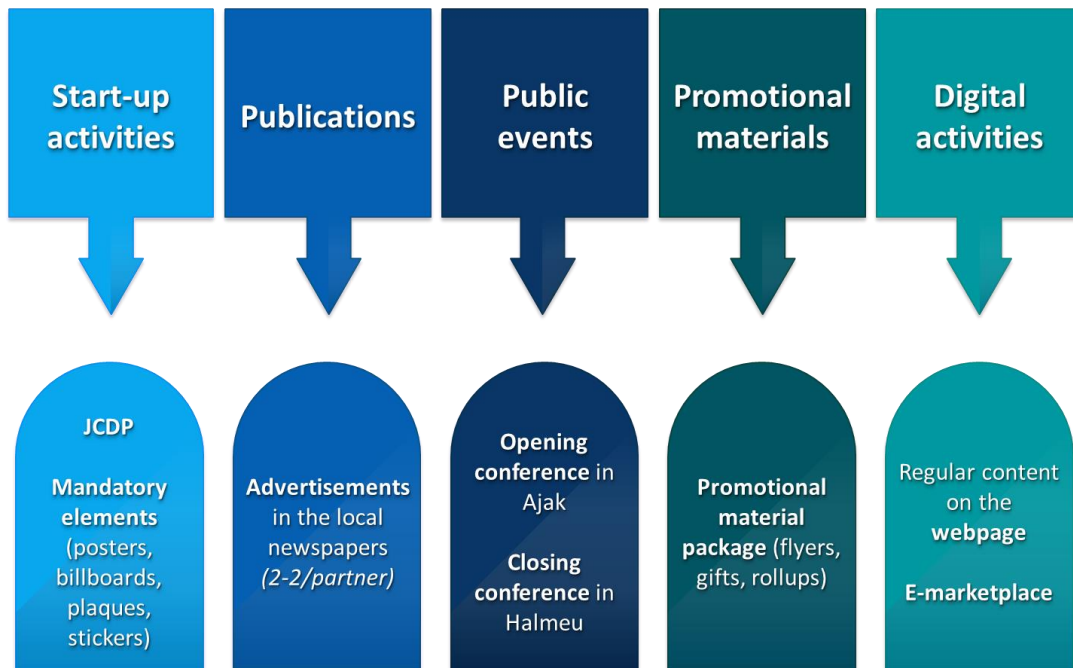
- **Established Joint Brand**

Branding is important because (1) it makes a memorable impression on people and (2) it serves as a value proposition, allowing buyers to know what to expect and what are the distinguishing features of a product which make it a better choice than others. In this case developing a shared branding for the local products of Ajak and Halmeu include the design of a logo, a brand identity, promotional materials and a webpage.

- **E-marketplace**

The elaboration of an online e-marketplace opens up opportunities for sales, the distribution of local products from both Halmeu and Ajak and networking. Current and future entrepreneurs will be able to easily promote their products on this joint market online.

*8 Communication tools and specific communication activities*



*Source: own editing*

## 6 Action plan

### 6.1 Communication budget

Both project partners aim to fulfil the already mentioned cooperation criteria – joint development, joint implementation, joint staffing, and joint financing –, however, some communication activities differ based on the partner responsible for their implementation. The LP has the higher communication budget and the more complex tasks, while the PP will execute fewer, but similar activities on their side.

*9 Communication budget of the project partners*

Activity group	Deliverables	LP	PP
		Ajak	Halmeu
<b>Start-up activities</b>	Joint Communication and Dissemination Plan	6 500 EUR	-
<b>Start-up activities</b>	Mandatory communication tools	600 EUR	500 EUR
<b>Publications</b>	Adds in local newspapers	500 EUR	500 EUR
<b>Public events</b>	Opening conference	5 000 EUR	-
<b>Public events</b>	Closing conference	-	3 000 EUR
<b>Promotional materials</b>	Promotional material package	6 400 EUR	3 000 EUR
<b>Digital activities</b>	Information about the project on the webpage	500 EUR	500 EUR
<b>Digital activities</b>	Shared branding for local products	3 000 EUR	-
<b>Digital activities</b>	Established joint brand and e-marketplace	14 000 EUR	-
<b>TOTAL</b>		<b>36 500 EUR</b>	<b>7 500 EUR</b>

*Source: own editing*

## 6.2 Communication schedule

The planned duration of the INTERLOGISTICS project is **24 months** from **February 1, 2020**, until **January 31, 2022**. Communication activities start with the delivery of this Joint Communication and Dissemination Plan, followed by providing information about the project on the webpage and in local newspapers before implementation starts. Due to the changing external circumstances (i.e. the effects of COVID-19), the schedule can be modified; the deadlines and dates contained herein which are not included in the AF are internal and flexible.

*10 Detailed communication budget (in EUR) and schedule – own editing*

Activity group	Deliverables	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
<b>Start-up activities</b>	Joint Communication and Dissemination Plan	-	6 500				
<b>Start-up activities</b>	Mandatory communication tools 1	-	-	600			
<b>Start-up activities</b>	Mandatory communication tools 2	-	-	500			
<b>Publications</b>	Adds in local newspapers 1	-	250	-	-	-	250
<b>Publications</b>	Adds in local newspapers 2	-	250	-	-	-	250
<b>Public events</b>	Opening conference	-	-	5 000			
<b>Public events</b>	Closing conference	-	-	-	-	-	3 000
<b>Promotional materials</b>	Promotional material package 1	-	-	6 400			
<b>Promotional materials</b>	Promotional material package 2	-	-	3 000			
<b>Digital activities</b>	Information about the project on the webpage 1	-	-	-	-	-	500
<b>Digital activities</b>	Information about the project on the webpage 2	-	-	-	-	-	500
<b>Digital activities</b>	Shared branding for local products	-	-	3 000			
<b>Digital activities</b>	E-marketplace	-	-	-	14 000		
<b>TOTAL</b>		-	<b>7 000</b>	<b>15 000</b>	<b>14 000</b>	-	<b>500</b>

## 7 Monitoring

### 7.1 Progress reports

There are many factors to be considered; each project communication activity works on a different level, creating a complex field in which each partner aims for maximum success. In order to know whether the steps of the communication strategy are necessary and successful, an ongoing evaluation is required. There are a few key principles that we need to keep in mind:

- It is important to avoid giving only a 'snapshot' of the implementation at one point in time.
- Periodical updates are necessary to show where the project is in relation to where it is supposed to be at the time of reporting.
- Using quantitative and qualitative indicators are both crucial.
- The usual shortcomings of monitoring papers should be avoided (e.g. not predetermining concrete, measurable targets; managing monitoring activities only as an 'execution of duty' and not an activity-related improvement).

After launching the INTERLOGISTICS project, a **Steering Committee** is set up as the senior decision-making body of the partnership. It consists of the **two legal representatives of the partners** (the mayors) and works in close relation with the Project Manager who is not a member. The Committee is a fundamental part of a well-functioning project. Its roles and decision-making responsibilities are the following:

- Organize project Steering Committee meetings on a regular basis;
- Remove obstacles to ensure the successful implementation of the project;
- Provide proper and continuous overview of the project's progress;
- Adopt key decisions related to implementation, including on financial issues, based on the recommendations of the Project Manager; and
- Actively support the Project Manager.

Other than the Steering Committee's work, the timing of the monitoring process is based on **periodic, mandatory reporting** about the project **in every four months**. Although the internal project management team will contribute and supervise, **the external project managers will take the leading role** in facilitating both the evaluation and the monitoring process, performing risk analyses and making proposals for corrective actions.

## 7.2 Internal communication

Regular and transparent communication is key between the partners and the project team. The exchange of relevant documents and information supports transparency and the completion of all activities. It also helps to avoid misunderstandings and unexpected setbacks. Project management activities cover financial, administrative, legal and coordination issues, therefore, it is important to make a clear distinction between necessary and irrelevant communication and be specific on how much information is needed and how it should be presented to the relevant parties.

**The language of internal communication** (between partners) **is English**. All project level publications, databases and other materials will be issued in English as well, however, the partners can communicate in their respective languages at *their* level for the purpose of local, regional and national dissemination. Some ground rules should be kept in mind:

- Using **simple, clear language** that is easy to understand for both the Romanian and Hungarian partners;
- Avoiding imprecise messages that can be misunderstood or lead to conflict;
- Sticking to the **terminology** used in the AF in terms of the outputs, activities and deliverables to prevent misinterpretations;
- When using technology, assuring that all partners have the **technical access/capacity** and the skills to use these tools without creating extra work;
- Updating the **contact list** regularly;
- **Standardizing** the front page of the documents, as well as the whole structure of the project outputs (i.e. header, table of contents, fonts, spacing) based on common guidelines provided by the WP C leader;
- Naming the documents produced by the partners consistently – for easier recognition, always start with the ‘INTERLOGISTICS’ acronym, and after that, include the subject and the date of the document, e.g. INTERLOGISTICS\_CommunicationPlan\_10082020.

In order to guarantee clear and regular internal communication and obvious task-sharing between the project team members, proper communication methods and tools must be planned.

11 Internal project team

JOB TITLE	Main task(s)	Salary (/month)	Partner
<b>PROJECT MANAGEMENT</b>			
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>- Organization and optimisation of the necessary resources for the productive and effective implementation of the project activities</li> <li>- Management and control of the preparation and implementation processes on project and partner level</li> <li>- Coordinating the cooperation of the project partner and the external contributors</li> </ul>	1 000 EUR	Municipality of Ajak
<b>Project Coordinator</b>	<ul style="list-style-type: none"> <li>- Organization, management and coordination of the preparation and implementation processes on partner level</li> <li>- Coordinating the cooperation of the project partner and the external contributors</li> </ul>	400 EUR	Halmeu Commune
<b>Financial Manager</b>	<ul style="list-style-type: none"> <li>- Overall financial administration of the project</li> <li>- Providing administrative support for the Project Manager and coordinating with the Project Assistant</li> </ul>	800 EUR	Municipality of Ajak
<b>Financial Coordinator</b>	<ul style="list-style-type: none"> <li>- Financial administration of the project on the Romanian side</li> <li>- Providing administrative support for the Project Manager/Coordinator and coordinating with the Financial Manager</li> </ul>	400 EUR	Halmeu Commune
<b>Project Assistant</b>	<ul style="list-style-type: none"> <li>- Overall administration of the project</li> <li>- Providing administrative support for the Project Manager and coordinating with the Financial Manager</li> </ul>	500 EUR	Municipality of Ajak
<b>Public Procurement Assistant</b>	Supporting the public procurement proceedings foreseen in the AF and the project budget on partner level	250 EUR	Halmeu Commune
<b>PROFESSIONAL IMPLEMENTATION</b>			
<b>Local Coordinator</b>	Organizing the events, workshops and trainings	1 000 EUR	Municipality of Ajak
<b>Labour Market Consultant</b>	Providing consultancy for jobseekers and students, similarly to a mentor, free of charge	1 200 EUR	Municipality of Ajak

Source: own editing



The main communication tool for the partners' internal communication will be **e-mails**. The ground rules and guidelines listed above should be respected. An INTERLOGISTICS partnership mailing list will be prepared and regularly updated, serving as a basis for the internal flow of communication. The subject of the e-mails must be short and specific. Always start them with the 'INTERLOGISTICS' acronym and include the key topic of the message. Respond as soon as possible, but at least within 2 working days. In case of absence (sick leave, out of office engagements, etc.), set up an auto-reply notice naming another person who can be contacted in urgent cases.

To avoid sending large files and always have the latest versions, a free file hosting service offering cloud storage, file synchronization, personal cloud and client software should be selected for the project: the partners can use it as a tool for the **internal sharing of documents**, drafts, agendas, etc. It should be kept organized by both partners – editorial rights can be sent via e-mail.

Frequent **virtual meetings** will be held, defined by the workload; Skype or Zoom are good communication tools that can be used for this purpose. These meetings will be initiated, moderated and followed-up by the LP, who is also responsible for the dissemination of the suggested date of the meeting in due time, giving the possibility to all relevant actors to participate. The agenda should be sent via e-mail and uploaded to the intranet at least 24 hours before the meeting. Minutes, meeting reports and follow-up documents should also be uploaded there within 5 days after the meeting. The minutes should clearly include the main tasks, responsibilities and deadlines which should be monitored by the LP. Regular **project team meetings** will be organized to ensure smooth implementation, coordinate the joint activities, and overcome any difficulties experienced during the project. The joint project management team will have at least one meeting per period (ad hoc meetings can be organized if necessary) – depending on the COVID-19 situation, these meetings will either be personal or online.

#### Technical information

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