



DELIVERABLE



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

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Project Title: *New innovative solutions to adapt governance and management of public infrastructure and services to demographic change in shrinking regions and cities of CE*

O 2.1.1 Communication Strategy

Authors:

Klaus Bongartz (Thuringian Ministry of Construction, Regional Development and Traffic)
 Vlasta Vodeb (Urban Planning Institute of the Republic of Slovenia)
 Franc Zakrajsek (Urban Planning Institute of the Republic of Slovenia)

Contributors

All project partners

Project co-funded by the European Commission within the Central Europe

Dissemination Level

PU Public





O2.1.1 Communication Strategy



Revision History

Revision	Date	Author	Organisation	Description
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v.2.0	11.6.2012	Vlasta Vodeb	Urban Planning Institute of the Republic of Slovenia	Complementing the version 1.0.
v.3.0	12.6.2012	Franc Zakrajsek	Urban Planning Institute of the Republic of Slovenia	Review the version 2.0

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Content

EXECUTIVE SUMMARY	5
1. COMMUNICATION STRATEGY	6
1.2. Internal Communication	6
1.2 External Communication	7
2. COMMUNICATION PLAN	8
2.1 Objective	8
2.2 Target audience	8
2.3 Common message	9
2.4 Corporate Design	12
2.5 Communication tools	13
2.6 Evaluation and Feedback	16
2.7 Communication according to workplan	16
3. PUBLIC RELATION	22
3.1 List of media	22
3.2 PR tools	22
4. PUBLICATIONS	25
5. NON MEDIA TACTICS	26
6. PRESENTATIONS	28
7. EXTERNAL SOURCES	30
9. PROJECT DISSEMINATION TEAM GUIDELINES	32
9.1 PDT body and ADAPT2DC	32
9.2 Members of the PDT	32
9.3. Tasks and activities	33
9.4 Meetings	33
Physical Meetings	33
Conference Calls	33
ANNEXES	35
Annex 1: Partner contact list	
Annex 2: Colours and typography	





O2.1.1 Communication Strategy



- Annex 3: Deliverable template
- Annex 4: Presentation template
- Annex 5: Progress report template
- Annex 6: Activity report template
- Annex 7: General document template
- Annex 8: Dissemination contact database
- Annex 9: Media contact database





O2.1.1 Communication Strategy



Executive Summary

This deliverable presents ADAPT2DC internal and external communication strategy. The strategy is needed to ensure that all project partners communicate internally and externally in the same way and that the project in total is presented in a common way.

First chapter describes common internal and external communication behaviour. The second chapter explains the communication plan in order to give all project partners directions for common internal and external communication. Further chapter give descriptions about public relations, publications, non-media tactics, presentations, external sources and some directions for common presentation of the ADAPT2DC project on meetings. Last chapter presents the Project Dissemination Team Guidelines.

Further information for partners is given in annexes. Annex 1 lists partners contact information. Annexes 2-7 contain corporate design issues (Colours and typography, Deliverable template, Presentation template, Progress report template, Activity report template, General document template). Dissemination contact and Media contact database are listed in separate annexes.





O2.1.1 Communication Strategy

1. Communication strategy

Why does ADAPT2DC need a communication strategy?

This handbook should help all project partners to create common communication behaviour internally as well as to the outside world and to guarantee that the project in total is presented in a common way. Partner always should be sure that they send the right message to the right audience when talking about the project and that everybody understands what they are talking about.

Communication needs to be goal-driven. We do not communicate for its own sake: we communicate to achieve or change something.

1.2. Internal Communication

Well functioning internal communication is the basis for a successful external communication and facilitates day to day work between the project partners. To avoid involving too many people in one single activity and to make sure that the responsible person gets the right information, please keep to the following procedure (the preferable communication besides e-mail contact is telephone):

Please see a partner list including responsibilities in the Annex 1: *Partners contact list*.

Sending information:

- At first only address the responsible person / keep the LP informed
- If necessary send the information to other interested persons only in CC
- Appoint deadlines if responses are necessary

Answering requests:

- Send your answer only to the sender of the request
- Only urgent / very important information should be send to the CC addresses as well
- **If you can not keep to the deadline, inform the sender in time!**

Bilateral communication:





O2.1.1 Communication Strategy

- It is one aim of the project to settle a network from the project partners to make them also work bilaterally and to discuss questions / problems and successes directly.

The communication flow among partnership is guaranteed in different ways. In the mail correspondence always the LP is included in CC as well as interested partners. Working material, instructions/guidelines for work are also listed in Reserved area of the web page, where partners can download interested documents. Additionally the LP regularly will inform the partner team on the project progress. This will be done in a form of a report. Therefore the Lead Partner will contact the workpackage leaders and asks information about the work progress according to the workplan in the Application Forms. From the workpackage reports the Lead Partner will create an information report which will be distributed to the whole partner team.

1.2 External Communication

External communication means public relation which includes ongoing activities to ensure that the project has a strong and common public image. Public relations activities include helping the public to understand the background, the structure and the goal of the project. This should include:

- description of what you want to convey to whom,
- how you plan to convey it,
- who is responsible for various activities and by when,
- and how much money is budgeted to fund these activities.

Similar to advertising and promotions, a media plan and calendar can be very useful, which specifies what media methods are used and when.





02.1.1 Communication Strategy

2. Communication Plan

2.1 Objective

The Communication Plan should help all project partners to communicate internally and externally in the same way and to guarantee that the project in total is presented in a common way. It describes a variety of communication tools for disseminating information to the ADAPT2DC target audience.

The basis for all external communication should be the definition of the communication objectives by asking: What do we want to happen as a result?

The answer is: ADAP2DC aims to develop transferable strategies for the provision of innovative solutions to restructure the management of services and infrastructure in shrinking cities and regions. By adapting integrated measures and strategies for regional problems ADAPT2DC will support the sustainable development at transnational level.

2.2 Target audience

To achieve our communication goals it is important to define the target audience which is interested and relevant in the issue of demographic change. The identified target audience for the ADAPT2DC Project is:

Regional and local level:

- Regional and local authorities
- City authorities
- Economic and social partners
- Regional development agencies, Universities, Research institutes,
- Chambers of Commerce, NGOs, etc.
- Regional communities
- Public equivalent bodies
- General public
- Regional development agencies,





O2.1.1 Communication Strategy

National Level:

- Relevant national ministries
- Other relevant national bodies
- Universities, Research institutes

European Level:

- European Commission
- Committee of the Regions
- EU institutions
- Member States
- Specialised EU networks

You need to think about the audience every time you communicate. Different aspects of the project will be relevant and interesting for different audience. Therefore it is helpful to list and review all of the audiences that should be reached out through the communication activities.

Always promote the benefits of ADAPT2DC and the Central Europe Programme on a targeted local and regional level.

List of relevant stakeholders is available on project web page (<http://www.adapt2dc.eu>) and in Annex 8: *Dissemination contact database*.

2.3 Common message

The overall goal is to identify and disseminate messages that are consistent, relevant and realistic. We want to make sure that all of us send the right messages when talking about the project with both internal and external audiences and that everybody understands what we are talking about.

Message should be distinctive, concise, clear, simple, and consistent regarding the target audience aiming to reach.





O2.1.1 Communication Strategy



The main goal of ADAPT2DC is:

Innovative solutions for smart governance in shrinking regions and cities of Central Europe

This overall goal of ADAPT2DC should be disseminated by using the following key messages. For questions which will occur we listed hard facts to highlight and strengthen our key messages.

ADAPT2DC Key messages (long version):

ADAPT2DC is assisting cities and regions in applying sustainable public service solutions

- ADAPT2DC will initiate and exchange innovative governance and management solutions central European regions and cities by showcase promising approaches for sustaining public services or regional infrastructure management.
- ADAPT2DC will further develop the competences of the partner regions to adapt their administration and management to demographic change.
- ADAPT2DC will improve competitiveness and attractiveness of shrinking regions and cities through sustainable integrated concepts





O2.1.1 Communication Strategy



ADAPT2DC is bringing together Demographic Change experts, public partners and investors for knowledge exchange

- On network level, the partners meet to exchange experiences, discuss challenges and work on solutions. External experts are joining the meetings and provide further knowledge on specific aspects.
- This discussions and exchange are supplemented by concrete pilot activities on local level. By this the partners can directly contribute best practices and after the discussions and adaptation the gained know-how can be tested in their pilot activities.

ADAPT2DC helps cities and regions to prepare for demographic change

- Development of an integrated approach combining aspects of social- and technical infrastructure provision with economical or respective cost – benefit aspects
- Establishment of a transnational indicator system as a benchmark to examine the effectiveness of policy, governance and management measures in shrinking region of Central Europe

ADAPT2DC Key messages (short version):

ADAPT2DC is assisting cities and regions in applying sustainable public service solutions

ADAPT2DC is bringing together Demographic Change experts, public partners and investors for knowledge exchange

ADAPT2DC helps cities and regions to prepare for demographic change





O2.1.1 Communication Strategy



These messages should transport the simple and clear idea of ADAPT2DC that acts as a guiding principle for all kinds of communication, from the content of leaflets, brochures and websites to the agenda for a media interview, to conversations with stakeholders. So please deploy the same messages through all of your communication efforts.

Adapt them for different target audiences and occasions, but don't change them fundamentally. For messages to have impact, they have to be repeated over and over again.

We also created an **ADAPT2DC slogan** which all partners can use for promotion materials.

ADAPTATION to Demographic Change





O2.1.1 Communication Strategy



2.4 Corporate Design

The ADAPT2DC partnership decided on the following corporate design for the project. Colours and typography were chosen and implemented on web page as well as should be on all project documents. The templates were created and are also available at restricted area on the project web page (<http://www.adapt2dc.eu>).

Templates are provided in the annexes:

- Annex 2: Colours and typography
- Annex 3: Deliverable template
- Annex 4: Presentation template
- Annex 5: Progress report template
- Annex 6: Activity report template
- Annex 7: General document template

The ADAPT2DC Corporate Design should be used together with the following logo.





O2.1.1 Communication Strategy



The ADAPT2DC logo without the title of the project should be used for presentations and any kind of promotion material.



2.5 Communication tools

All of the listed communication tools are useful, but it is important that you consider whether the coverage they generate would merit the cost. Be sure that the result is sufficiently valuable to you. Also consider carefully the eligibility criteria for this kind of expenditure.

Media tools

See chapter III.

NON- Media tools

Project Events

Organise your own pilot project events such as workshops, round-tables, or discussions. Invite people who you consider as interested and important for your pilot action and the media. Keep your presentation or workshop concise and allow plenty of time for questions and discussion.





O2.1.1 Communication Strategy

Non project Events

Take part in events such as conferences, trade shows or round-table discussions. This could be either as a speaker or even a delegate. This gives you an opportunity to come face-to-face with your target audiences and tell them about ADAPT2DC and your pilot project. Always go to events with your information pack to give to people who might want more information about you.

Promotion materials

Develop promotional material for your pilot project that is easy to read and understand. It doesn't have to be done by a professional company; what is more important is that it contains the right information about ADAPT2DC.

If you don't have budget for bulk printing, you can opt for online marketing materials that can be downloaded from your website in a PDF format.

Interviews

Organise Interviews with journalists you have something newsworthy or different to tell them about your project.

Press release

Send a press release about something new, interesting or different that would interest regional, national or international media. Always carefully target your press release and ensure that it has news value. Try to keep the press release to one page. If you have more information, you can always direct journalists to the ADAPT2DC project website.

Newsletter

Newsletters are a good medium to inform about ADAPT2DC and the planned pilot actions, let readers know about interesting news. Use the ADAPT2DC newsletter or your own one to promote ADAPT2DC and your pilot action.

Project homepage

Send upcoming events or other important project information which should be published on www.ADAPT2DC.eu to the Lead Partner and WP2 leader. Also use your institutional homepage to disseminate project news and results if available.

All of your information and publicity measures shall include the CENTRAL EUROPE, the EU and the ADAPT2DC logo in the form made available as download for project partners on





O2.1.1 Communication Strategy



the website www.ADAPT2DC.eu. Please always include the phrase “This project is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF.”

2.6 Evaluation and Feedback

It is important to evaluate the success of PR activities, in order to learn which activities worked well and which should be improved in future. Evaluation also creates useful feedback to share with others in the project, so that all can learn from your experience.

2.7 Communication according to workplan

Define the activities that you will undertake in order to achieve your objectives (See the list below).





O2.1.1 Communication Strategy



	Responsible Partner	Period 1 11/11 – 04/12	Period 2 05/12 – 10/12	Period 3 11/12 – 04/13	Period 4 05/13 – 10/13	Period 5 11/13 – 04/14	Period 6 04/14 – 10/14
ADAPT2DC Communication							
Media tools							
Press Conference	all PP	01.2012 Erfurt	06.2012 Ostana	11.12 Prague	05.13 Malopolska	11.13 Budapest	05.14 Maribor
Press Release	all PP	01.2012 Erfurt	06.2012 Ostana				
Regional Dissemination event	Germany Italy Poland Hungary Slovenia Czech Republic		06.2012				
International Press Conference	All PP						10.14 Erfurt/Brussels
Non Media Tools							
Kick-off meeting	LP	01.2012 Erfurt					
Homepage	PP13		04.2012				





O2.1.1 Communication Strategy



Communication Strategy	all PP		06.2012				
Dissemination contact database	all PP		05.2012				
Media Contact Database	all PP						10.2014
Project Information Brochure (start)	LP		07.2012				
Project Information Brochure (end)	LP						10.2014
Project Newsletter	all PP		Newsletter 1 07.2012	Newsletter 2 04.2013		Newsletter 3 01.2014	Newsletter 4 10.2014
News management	LP		07.2012				
Knowledge Management Database for all ADAPT2DC documents	LP		07.2012				





O2.1.1 Communication Strategy



Publications							
Publication of socio-economic background report	PP4			01.2013			
Publication of the cross analysis results	PP4				08.2013		
Publication of a transnational Position Paper for shrinking regions in CE	PP4					12.2013	
Regional Guidebook: Methods to adapt to or counterbalance shrinking	PP9			11.2012			
Transnational Guidebook for pilot action				01.2014			





O2.1.1 Communication Strategy



implementation							
Final Report pilot actions	PP9			03.2013			
European strategy paper	PP11					04.2014	
E-book for tackling infrastructure costs in shrinking regions					10.2013		
CD rom – final results	LP, PP13						10.2012





O2.1.1 Communication Strategy



	Responsible Partner	Period 1 05/11 – 10/11	Period 2 11/11 – 04/12	Period 3 05/12 – 10/12	Period 4 11/12 – 04/13	Period 1 05/13 – 10/13	Period 1 11/13 – 04/14
ADAPT2DC Design/Identity							
Corporate Design	PP13		04.2012				
Merchandising material	LP		05.2012				
Communication tools	PP13, LP		06.2012				
Project roll-up			06.2012				





O2.1.1 Communication Strategy



3. Public relation

Taking advantage of the opportunities by editorial coverage in the press, or on TV and radio, brings a number of benefits – these media reach very large audiences. Moreover, the credibility of the message is enhanced by a public perception of editors' impartiality.

3.1 List of media

This list should include all national and transnational media contacts by all partners regarding the following media target groups:

- Local / regional papers
- National daily media
- PPP specific press
- Business publications
- EU publications
- Online Publications

Annex 9: *Media contact database* contains a list of media provided by partners until 31.5.2012. All partners shall continuously maintain and update the list until the end of the project. The list of media will be updated via project web page / restricted area.

3.2 PR tools

Below a number of communication tools are listed which you can use to generate interest and awareness within ADAPT2DC's target audience.

Meet your local media and organize interviews

Get to know your local media and find out what kinds of stories interest them. Try to develop personal relationships to the media by eye to eye contact. When you do have news, try to organize interviews for them with key people from your project.

Press release

Send a press release about interesting news, results or events from ADAPT2DC your pilot region or your pilot action to raise awareness and interest to regional or national media. Always carefully target your press

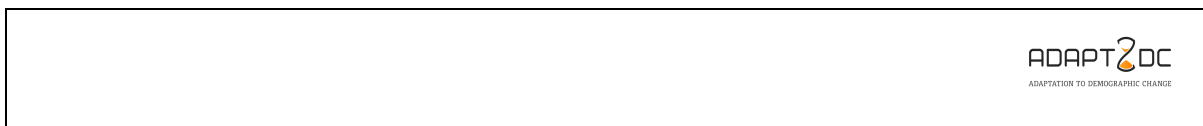


O 2.1.1 Communication Strategy



release and ensure that it has news value. Try to keep the press release to one page. If you have more information, you can always send the information to the Lead Partner to put it on the ADAPT2DC homepage and then direct journalists to our project website.

Example for a press release template



HEADLINES SHOULD HAVE ACTIVE VERBS AND FEWER THAN 10 WORDS

Date

CITY, Country – The dateline should contain the name of the city and country from which the press release is being issued.

At the end of the text of the press release, write –ENDS- to denote the end. If you need to continue onto a second page, write –MORE- at the end of the first page to denote that another page follows, and number the second page at the top. Three pages are too long for a press release.

In the For More Information section, name a contact person and ensure that the named person will be available at the time of publication of the press release.

Finally, the Notes for Editors section can be used to supply background information and should also contain boilerplate paragraphs about ADAPT2DC and CENTRAL EUROPE. -ENDS-

FOR MORE INFORMATION

Contact Name, and their job title

T: +123 123 123456

F: +123 123 123456

M: +123 1234 567890

Email: email@address.eu



O 2.1.1 Communication Strategy



Use the following boilerplate to describe the ADAPT2DC project:

ADAPT2DC gathers a partner team of 16 institutions from 6 central European countries addressing problems of demographic change and a cost effective provision of infrastructure and public services in areas with specific demand. The Thuringian Ministry of Construction Regional Development and Traffic developed the idea of ADAPT2DC – Adaptation to Demographic Change: Demographic Change in regions and cities with shrinking population shall be actively framed by the international expert teams. For this regions and cities new innovative approaches to adapt governance and management of public infrastructure and services will be tested and transnational developed. Small and medium towns and cities will be enabled to implement a broad range of regional balanced services and infrastructural opportunities, generating long term perspectives for the population to hold and attract inhabitants, entrepreneurs and investors and serve as anchor points for regional development.

ADAPT2DC is co-funded by the European transnational cooperation programme CENTRAL Europe. The results are not only limited to participating partners, in contrary, the outcomes and solutions of this transnational collaboration will be as well of great value for other regions in Central Europe.



4. Publications

Why prepare print items?

Media coverage can have a high impact, but its effect is transitory and its content is to some extent beyond your control. Printed publications play a complementary role, giving a more permanent record of the message, precisely as you wish to present them and in a form than can be filed for future reference. Another advantage is that they can be distributed to audiences of your own choice.

1. ADAPT2DC publications

- Project Flyer informing about the essentials of ADAPT2DC
- Information brochure (early stage)
- Information brochure (results)
- Project newsletters

2. Which publications are advisable for the single pilot projects?

- Pilot project survey
- Case study
- Results of research (if part of the pilot project)



5. Non media tactics

Your public relations strategy should not only be about trying to get press coverage with the media but also about how you can inform and educate your target audiences about the good work of your project.

Consider who, apart from the media, your target audiences listen to and trust. These can be sources of information such as community leaders, political and business figures, academics, cultural personalities etc. There is a wide variety of ways to reach your audiences through non-media tactics.

TAKE PART IN EVENTS such as exhibitions, conferences, trade shows or round-table discussions. This could be either as an exhibitor (although sometimes there might be a charge for this), speaker or even a delegate.

This gives you an opportunity to come face-to-face with your target audiences and tell them about your operations. Always go to events with an project information pack and press kit to give to people who might want more information about you. There might also be journalists at the event. If so, use this as an opportunity to develop relationships and tell them about ADAPT2DC.

FIND SPEAKING OPPORTUNITIES which allow you to reach out to target audiences. This could mean giving talks at schools, universities, business groups or other organisations. This helps to raise the profile of ADAPT2DC and to share information about your good work. Make it interesting for your audience, provide lots of examples and always speak about the importance of European cooperation.

BUILD RELATIONSHIPS WITH ASSOCIATIONS relevant to ADAPT2DC and participate regularly in their activities. This will provide an opportunity to raise your profile and any publicity that the association gets may also be publicity for you.

BUILD RELATIONSHIPS WITH NGOs (non-government organisations) that have synergies or common values with ADAPT2DC. This could boost your image and expand your range of contacts. But remember to choose carefully and make sure that your involvement is genuine and not seen as a publicity stunt.



O 2.1.1 Communication Strategy



LOBBY PEOPLE OF INFLUENCE who can help you to achieve ADAPT2DC 's goals. This could include local government, regional governments, national government, the European Union (Parliament & Commission), business leaders, NGOs, academics, etc.

DEVELOP PROMOTIONAL MATERIALS for your project that is easy to read and understand. It doesn't have to be done by a professional company; what is more important is that they contain the right information about ADAPT2DC. Cut the jargon, keep it simple, get to the point and ensure each item emphasises the same consistent core messages.

If you don't have budget for bulk printing, you can opt for online marketing materials that can be downloaded from your website in a PDF format. Whatever language you are printing in, remember to have it checked by a native speaker, preferably someone with editing experience. It is worth getting it right first time.



6. Presentations

1. The spoken word needs to correspond with the visual support.

Good visual aids can enhance a presentation to the extent that studies have found increases in information retention of up to 50 percent. Bad visual aids can make a presentation unbearably tedious. One major risk is that the presenter becomes secondary to the slides.

- Do not narrate your PowerPoint. It should not duplicate your verbal presentation.
- Do not use it as a prompt or script for your own presentation: Speak to the audience, not the screen: the visuals should support the speaker.
- Do not use too many slides.

2. Language is the essence of thought

Words are not just for communicating, they are fundamental to thinking – so when preparing a presentation, don't just throw language in at the end. First, know exactly what you want to convey and avoid information overload.

Second, decide how that will be most clearly conveyed to your audience.

- Use language that is both clear and vivid.
- Be precise in word selection and careful with unfamiliar vocabulary, **especially** if speaking in a language that is not your native tongue.
- Use specific and concrete language; minimise abstract words.
- Be economical with language. Use the fewest, most straight forward words that still effectively convey meaning. Make every word count.
- Avoid clichés and mixed metaphors
- Use repetitive language or structure.

3. Diagrams and tables

For the general project structure this handbook will provide you diagrams and tables to integrate in our presentation. Please build up your pilot project in a similar clear structure (*will be handed in later*).



O 2.1.1 Communication Strategy



4. Presenting the project

For presentations, invitations always should be used the ADAPT2DC. The templates are provided in annexes 2-7.



7. External sources

This section should provide a list of helpful links to thematic input for the project:

Central Europe	www.central2013.eu
DG Info Regio	http://ec.europa.eu/regional_policy/index_en.cfm
DG Employment, Social Affairs and Inclusion	http://ec.europa.eu/social/main.jsp?catId=502&langId=en
European Urban Knowledge Network	www.eukn.org
Thüringer Netzwerk Demografie	www.netzwerk-demografie.de
Serviceagentur Demografischer Wandel	www.serviceagentur-demografie.de
Green Paper "Confronting demographic change: a new solidarity between the generations"	http://europa.eu/legislation_summaries/employment_and_social_policy/situation_in_europe/c10128_en.htm
Assembly of European Regions	http://www.aer.eu/main-issues/social-affairs/demographic-change.html



8. Meetings / Events

1. Meetings and events in general

- Accompany your meetings etc. with public relation activities
- When you are holding an event, setting up an EU flag
- Mention and demonstrate that the project is developed and partly financed by the program Central Europe
- When you hold an event, report it only on the project webpage

Consortium Meeting	Date	Host / Location
Kick off	Jan 2012	Thuringian Ministry / Erfurt, DE
CM 2	Jun 2012	UNCEM Piedmont
CM 3	Nov /Dec 2012	CAS Prague
CM 4	May 2013	Malopolska
CM 5	Nov 2013	Vati Budapest
CM 6	May 2014	Maribor
Final symposium	Oct 2014	Thuringian Ministry / Erfurt, Brussels

Holding an Event:

Don't forget your EU-FLAG and the ADAPT2DC templates for presentations.



9. Project dissemination team Guidelines

This chapter outlines the guidelines for all partners involved in the Project Dissemination Team (PDT) of the ADAPT2DC Project and defines procedures, roles, responsibilities, aims and objectives.

9.1 PDT body and ADAPT2DC

The PDT is the technical decision-making body established under the WP2. PDT team is established to facilitate communication and dissemination among the project. The project dissemination team is responsible for providing inputs for the communication material in order to ensure that individual partners' dissemination initiatives are mutually reinforcing. Each partner will be responsible for disseminating project results in its region and translating from English into national language texts which ought to be provided in the national language.

9.2 Members of the PDT

The PDT members were nominated by each project partner. Each partner nominated a person to be responsible for internal communication and communicate WP2 related tasks.

Project Partner	Institution	Responsible Person	e-mail Contact
LP	TMBLV	Klaus Bongartz	klaus.bongartz@tmblv.thuringen.de
PP2	IFL	Kornelia Ehrlich	k_ehrlich@ifl-leipzig.de
PP4	IOSCAS	Martin Šimon	tomas.kostecky@soc.cas.cz martin.simon@soc.cas.cz
PP5	Usti Region	Mr. Dalibor Špoták	spotak.d@kr-ustecky.cz ; ivanapolakova@upcmil.cz
PP7	Vati	Gergő Szankó	gszanko@vati.hu
PP8	EARUFU	Eszter Balazsy	eszter.balazsy@eszakalfold.hu
PP9	UNCHEM	Nuria Mignone	nuria.mignone@libero.it ; Uncem.eu@gmail.com
PP10	UEK	Marcin Baron	marcin.baron@ue.katowice.pl
PP11	Malopolska	Katarzyna Opoczka	kopo@malopolska.mw.gov.pl



O 2.1.1 Communication Strategy



PP13	UIRS	Vlasta Vodeb	vlasta.vodeb@guest.arnes.si
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9.3. Tasks and activities

The project dissemination team is responsible for providing inputs for the communication material. WP2 leader and LP shall address the team when the input is needed.

The team is expected to provide inputs at least on the topics:

- providing materials for the web page,
- providing materials for the newsletter, articles and publications,
- providing inputs for communication material,
- providing inputs for databases and mailing lists,
- providing description work for external communications,
- providing general info and institutional logo of PP,
- providing meetings agendas, minutes, presentations, ... for web page

The PDT is responsible for local press releases, updating the project website in English and partly into the respective languages (each partner will link their own regional website).

Each partner will be responsible for disseminating project results in its region and translating from English into national language texts which ought to be provided in the national language (e.g. press releases etc.).

9.4 Meetings

The PDT meetings can be either conference calls or physical meeting.

Physical Meetings

The PDT physical meetings might be scheduled during Project meetings if any actualities are to be discussed.

Conference Calls

The PDT updates and discussions will usually take place through e-mail contact, or alternatively by landline telephone conference calls, skype or according to the best technical solution available.



O 2.1.1 Communication Strategy



Contact:

Leadpartner
Thuringian Ministry of Construction, Regional Development and Traffic
Dr. Klaus Bongartz
Werner-Seelenbinder Straße 6

D 99096 Erfurt

Tel. +49.361.3791321

klaus.bongartz@tmblv.thueringen.de



O 2.1.1 Communication Strategy



Annexes

- Annex 1: Partner contact list
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