



# COMMUNICATION PLAN

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Project: Tackling the "Digital Divide" in SEE by using the capacity of DTT networks

Acronym: SEE TV-WEB

Version A-2.0; Date: 8 January 2014

Jointly for our common future

## DOCUMENT HISTORY

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## List of acronyms

AVMS	Audiovisual Media Services
CP	Communication Plan
DTT	Digital terrestrial television
DVB-T	Digital Video Broadcasting — Terrestrial
EB	Executive Board

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EC	European Commission
ERDF	European Regional Development Fund
EU	European Union
ICT	Information and communication technologies
IPA	Instrument for Pre-Accession Assistance
LP	Lead Partner
PP	Project Partner
SC	Steering Committee
SEE	South East Europe
WP	Work Package

# 1 Introduction

## 1.1 Aim & objectives of the Communication Plan

The Communication Plan (CP) has been developed by IVSZ and participating partners and elaborated within the context of the “SEE TV-WEB” project (Contract No: SEE/D/0067/3.2/X) which is carried out under the South East Europe Transnational Cooperation Programme Improvement of the accessibility Priority Axis and is co-funded by the EC.

The main objectives of the Communication Plan (CP) are:

- to outline the dissemination and publicity campaign for the whole duration of the project
- to provide an indicative timetable / work planning of promotion activities
- to describe the various types of activities to be implemented and the required actions and resources
- to define responsibilities and allocate them to project partners
- to summarise the internal monitoring, evaluation and reporting of publicity
- to be the basis for project partners to develop national publicity plans
- to tackle the internal communication issues beside the external one

The main objective of the dissemination and publicity campaign is to create and enhance wide awareness on the SEE TV-WEB activities, services and results targeting the involved SEE countries thus helping to guarantee the success of the project, in line with the contractual obligations that the consortium has undertaken against the EC.

Compliance with the CP is mandatory for all project partners.

## 1.2 Structure of the Communication Plan

The CP is divided into 3 main working documents: CP – 1 and CP – 2 and CP – 3. The first main document (CP-1, word document) describes the objectives of the CP and outlines the dissemination and publicity campaign of the project. The second main document (CP-2, excel document) outlines an indicative timetable / work planning of the communication campaign. It should be stressed that these documents are interdependent. The third main document (CP-3, excel document) lists the regional, national and EU level stakeholders to be involved and informed on the project’s activities.

It is important to note that the Communication Plan is developed at the very beginning of the project but due to its nature it is a live document that needs and will be updated regularly by each partner according to the evolution of the project.

The present CP-1 is divided into 5 main chapters.

The 1<sup>st</sup> chapter informs on the aim and objectives of the CP, structure of the CP and management of the CP while the 2<sup>nd</sup> chapter provides an overview on the project itself in order to be able to see the whole CP in the right context.

In the 3<sup>rd</sup> chapter the SEE TV-WEB communication campaign is presented, together with the analysis of the roles and responsibilities of the partners.

The control of the communication campaign (monitoring, reporting and evaluation issues) is outlined in the 4<sup>th</sup> chapter, whereas the 5<sup>th</sup> chapter provides basic information about the communication budget.

### **1.3 Management of the CP**

The Communication Plan (CP) is produced by the Transnational PR Manager (IVSZ) under work package 2 (WP2; leader IVSZ), together with all participating partners and approved by the Project Executive Board and Project Technical Manager. IVSZ is responsible for updating or changing the CP. IVSZ is also responsible for reviewing periodically the CP and recommending relevant changes. Changes may concern any section of the CP. In any case, changes are marked appropriately (briefly in the cover page of the CP, while the new or modified text will also be highlighted accordingly). After each change a new version of the CP will be distributed to all partners.

Before the new version is put into force, it is sent (by IVSZ) for comments to the Project Executive Board and Project Technical Manager. IVSZ takes into account the comments received, finalises the new version of the CP and sends it to all partners (in electronic form).

Based on the CP national partners of the SEE TV-WEB project are expected to develop and implement national publicity plans (incl. detailed planning and analysis of the communication campaign per country for the whole duration of the project). The national plans will be updated on a regular basis (own-initiative & CP driven).

## **2 Background**

### **2.1 Short project presentation**

The SEE TV-WEB project aims 'to tackle the Digital Divide by developing a joint, coordinated and viable initiative which will increase the accessibility and availability of new services, offering at least minimal internet experience to the vulnerable groups such as elderly, persons with disabilities, economically weak and all those who have a limited access to internet services due to lack of access (rural) or limited computer/internet literacy.

Participating countries in SEE TV-WEB project (by partnership type) are:

#### **ERDF and IPA-I project partners:**

- Slovenia

- Hungary
- Austria
- Croatia
- Bosnia and Herzegovina
- Montenegro

#### 10% PROJECT PARTNERS

- Serbia
- Montenegro

#### OBSERVERS:

- Slovenia
- Serbia
- Montenegro

The partnership is joining different stakeholders like regulatory authorities, academic organisations (universities), public foundations, trade associations and private non-profit entities that have been involved in technical developments or regulatory activities in connection with topic of the SEE TV-WEB project or their activities and/or its membership's activities have strong correlation with the IT developments and tackling the digital divide.

**Table 1: ERDF and IPA-I project partners**

Organisation	Abbreviation	Country	Website
University of Ljubljana	UNILJ	Slovenia	<a href="http://www.uni-lj.si">www.uni-lj.si</a>
Institute Openlab - Innovative Tech. and Services	OPENLAB	Slovenia	<a href="http://www.openlab.si">www.openlab.si</a>
INTK Murska Sobota	INTK	Slovenia	<a href="http://www.intk-institute.org">www.intk-institute.org</a>
ICT Association of Hungary	IVSZ	Hungary	<a href="http://www.ivsz.hu">www.ivsz.hu</a>
National Information Infrastructure Institute	NIIF	Hungary	<a href="http://www.niif.hu">www.niif.hu</a>
Institute of Microwaves and Photonics, Graz Univ. of Tech.	IHF	Austria	<a href="http://www.ihf.tugraz.at">www.ihf.tugraz.at</a>
IITR Institute for Innovation and Trend Research	IITR	Austria	<a href="http://www.iitf.at">www.iitf.at</a>
Croatian Information Technology Association	CITA	Croatia	<a href="http://www.hiz.hr">www.hiz.hr</a>
Agency for Electronic Media	AEM	Montenegro	<a href="http://www.ardcg.org">www.ardcg.org</a>
Faculty of Electrical Engineering, University of Sarajevo	ETF-SA	Bosnia and Herzegovina	<a href="http://www.etf.unsa.ba">www.etf.unsa.ba</a>

**Table 2: 10% PROJECT PARTNERS**

Organisation	Abbreviation	Country	Website
Institute Mihajlo Pupin	IMP	Serbia	<a href="http://www.pupin.rs">www.pupin.rs</a>

Document name / version:

**Communication plan / A-2.0**

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Faculty of Electrical Engineering, University of Montenegro	UMFEE	Montenegro	<a href="http://www.etf.ac.me">www.etf.ac.me</a>
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**Table 3: OBSERVERS**

Organisation	Abbreviation	Country	Website
Ministry of Education, Science, Culture and Sport	MESCS (MVZT)	Slovenia	<a href="http://www.mizks.gov.si/en/">http://www.mizks.gov.si/en/</a>
Ministry of Foreign and Domestic Trade and Telecommunications	DIGITALAGENDA	Serbia	<a href="http://razvoj.mtt.gov.rs/en/">http://razvoj.mtt.gov.rs/en/</a>
Ministry for Information Society and Telecommunications	MID	Montenegro	<a href="http://www.mid.gov.me/en/ministry">http://www.mid.gov.me/en/ministry</a>
The Communications Regulatory Agency of Bosnia and Herzegovina	CRA	Bosnia and Herzegovina	<a href="http://www.rak.ba">www.rak.ba</a>

## 2.2 Project objectives

The SEE TV-WEB is introducing activities in the target SEE region, which will:

1. increase the Accessibility of services by utilizing free capacity of Digital Terrestrial Television (DTT) networks,
2. increase Availability of services by introducing "push" based internet services such as e-government, e-health, e-learning, e-entertainment, e-media and others which will be accessed through commonly used TV sets, Set-Top-Boxes or USB receivers and navigated through a simple TV remote,
3. enable Utilization of new and prosperous business concepts by adapting the regulatory framework,
4. increase Awareness by promoting the solution(s) and services on the basis of concrete actions, such as pilot presentations and other supporting activities,
5. assure Sustainability by preparing the guidelines, studies, tools and concrete business case modelling and present those to stakeholders on a national, regional and European level.

## 2.3 Project structure

The SEE TV-WEB project consists of six (+one preparatory work package) work packages of which the first two work packages are horizontal activities implemented during the whole life-time of the project as well as four more thematic work packages. According to the analysis conducted so far, the main objective will be achieved by dealing with Accessibility, Availability, Awareness creation and Sustainability.



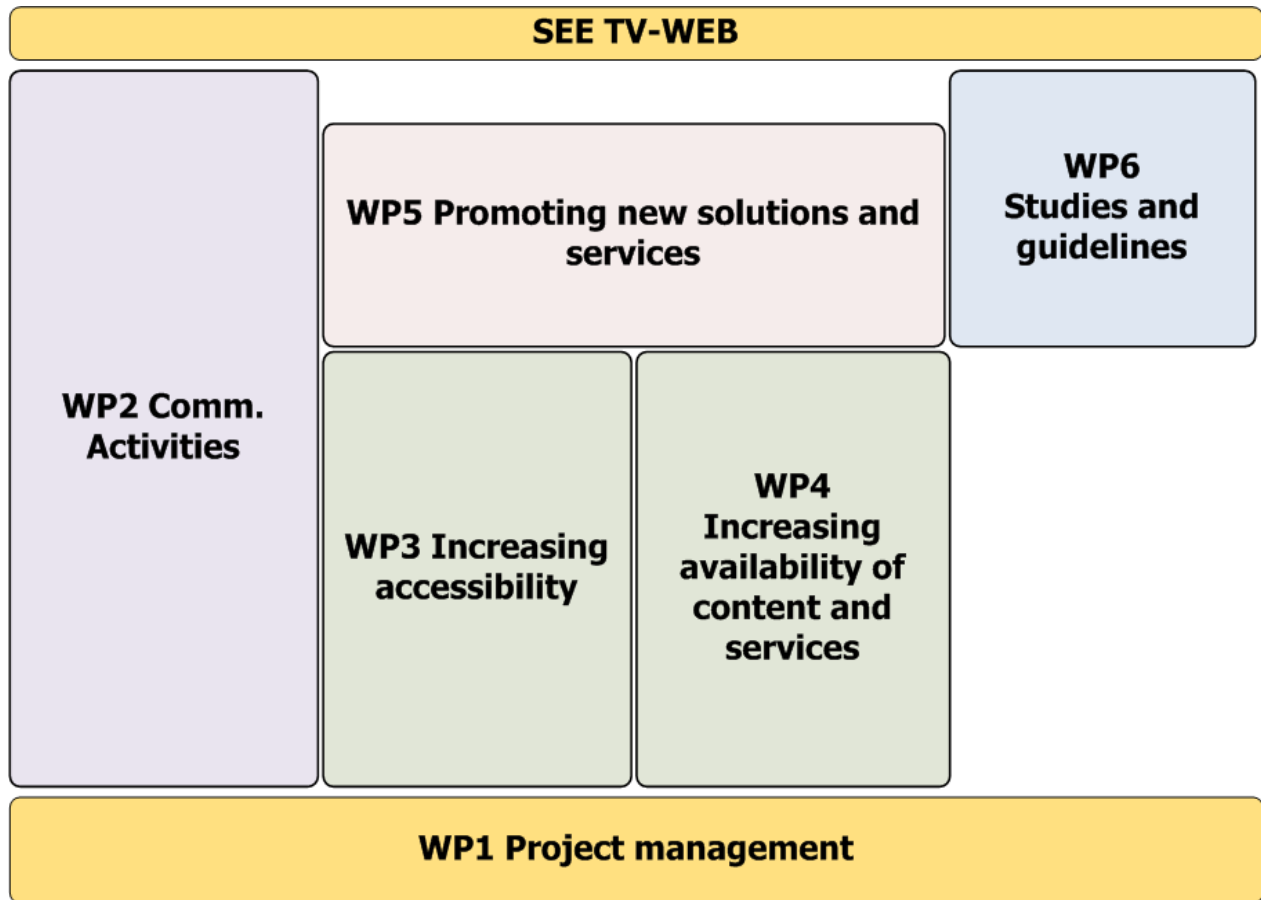


Figure 1: SEE TV-WEB activity structure

SEE TV-WEB project execution is based on series of Work Packages:

### **WP1: Transnational project and financial management**

Cooperation projects such as this one are complex organisations in which entities with different cultural background, markets, operational processes and approaches join their forces and know-how in order to achieve common objectives. To be successful, they therefore need to put in place a solid organisational structure to ensure efficient, results-driven management. The main objective of this WP is to provide overall management of the financial, administrative, technological and operational aspects of the project. It provides liaison with the Programme officers for reporting and observers as well as external stakeholders for quality assurance.

### **WP2: Communication activities**

The project consortium will execute coordinated communication activities which will arouse stakeholders and target groups. Communication activities are based on a Communication plan, and include activities such as organisation of transnational conferences and local events, distribution of project specific information in the form of newsletters, leaflets and brochures in local languages.

### **WP3: Increasing accessibility**

The WP addresses both aspects of accessibility (access to IT networks and access to computers). In order to increase the accessibility the project foresees different activities like a regional comparative analysis covering availability of frequencies, penetration of internet in rural areas, use of technologies and equipment (network and user), legal framework, social demography. Based on the results of the analysis a technical study will be elaborated determining potential solutions. The partnership will also develop the necessary legal and economic framework and finally an end-to-end network adaptation proposal and implementation of the pilot solution for increasing accessibility in rural areas is foreseen.

#### **WP4: Increasing of availability of content and services**

The main task in increasing availability of the content and services is to analyse on the content to be offered to the viewers and develop it for promotional activities. The capacity of the carousel is namely limited and the appropriate ratio between the content volume and the capacity of the DTT networks should be estimated. In the frame of the WP special attention will be paid to the analysis of user behaviour/experience and specific needs in rural areas and people with disabilities and economically weak as well as to the analysis of the content which would best fit to the user needs (e-government, e-health, e-learning, e-entertainment, e-media, ). The editor responsibility background will be handled according to the new AVMS directive. Finally the adaptation of proposed internet services for "push" services will be worked out on the basis of analysis being performed regarding the content in WP4.

#### **WP5: Promoting new solutions and services**

Building upon the results of WP4, the awareness rising and promotion activities will be organised and delivered to familiarise with and mobilise the stakeholders toward the available new solutions and content and services opportunities. The public awareness and promotion program, which will focus on content providers, network operators, consumers/end-users focus groups and governments, will be carefully planned and executed in order to promote the new business models.

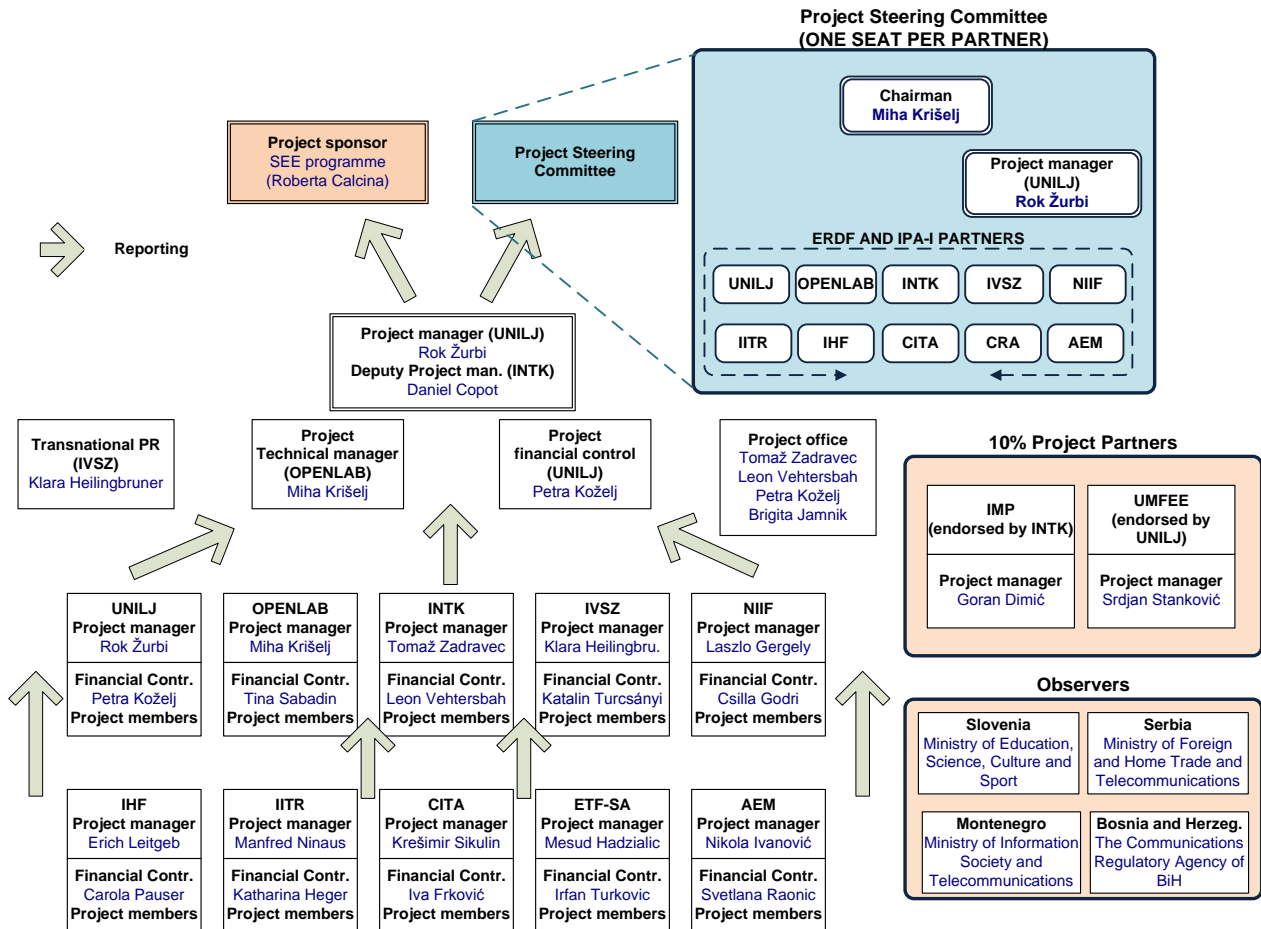
#### **WP6: Studies and guidelines**

Work will focus on the elaboration of the tools (business case model and guidelines for its implementation) to enable decision-makers to take and informed choice about a proposed solution for overcoming the digital divide faced by the target group members.

## **2.4 Project organization structure**

International cooperation projects such as SEE TV-WEB are highly complex, where organizations with different cultures, markets, operational processes and approaches join their forces and know-how to achieve common objectives. To be successful, consortium needs to put in place solid organisational structure. Efficient project management and practices shall be followed in order to guarantee the performance of the work and timely execution of different tasks. The SEE TV-WEB organizational structure is as follows:

- **Project Steering Committee**, composed of a set of consortium partner representatives with the responsibility for making strategic decisions and major choices for general orientation;
- **Project Executive Board**, composed of project managers with the responsibility for executing the project;
- **Project Manager** is responsible for the communications with SEE Programme officials, for coordinating the consortium's activities and for overall management of the consortium with a goal to achieve on-time, within budget and quality execution of projects commitments. With regards to communication activities PM is responsible to prepare and follow up a communication strategy within the project and to ensure a good communication within the project;
- **Project Financial Controller** is responsible for supporting other partners regarding financial execution of the project and financial reporting;
- **Transnational PR** is responsible for external communication activities (apart from communication as defined in WP2) on a transnational level. Communication specific responsibilities are to perform following tasks:
  - Responsible for external communication with media and stakeholders at a transnational level;
  - Quality control of the communication material prepared under WP2;
  - Provide support to Project partners when communicating on a national level;
  - Evaluate communication activities with the objective to obtain useful data to assess the impact and the efficiency of the communication activities.
- **Project Office** is supporting Project manager with daily management, reporting, quality assurance and other activities necessary for project execution. The responsibility of the Project office is also to ensure efficient communication between the project teams and ensuring that administrative tasks are efficiently and timely fulfilled;
- **Project Managers** (at each partner) are responsible for scheduling, planning and executing all tasks within their work package and ensure quality and timely delivery of deliverables and milestones under their responsibility. Moreover Project managers are responsible for reporting to the overall Project manager. With regards to communication they are also responsible for communication between project management and the organization, internal communication in organization, preparing and following up a communication strategy related to the organization and external communication activities at a national level;
- **Project Financial Controllers** (at each partner) are responsible for financial management and financial reporting at particular partner.



**Figure 2: Project organisation structure in SEE TV-WEB**

As previously described the project has 6 work packages which are led by the WP leaders, who are responsible for the overall fulfilment and management of the activities within their WPs. The following table summarises the responsible partners per WP:

**Table 4: Responsible partners per WP**

WP number and title	Responsible organisation	Responsible person	E-mail
WP1 TRANSNATIONAL PROJECT MANAGEMENT	UNILJ	Rok Zurbi	<a href="mailto:rok.zurbi@lfe.org">rok.zurbi@lfe.org</a>
WP2 COMMUNICATION ACTIVITIES	IVSZ	Klara Heilingbrunner	<a href="mailto:hklara@ivsz.hu">hklara@ivsz.hu</a>
WP3 INCREASING ACCESSIBILITY	INTK	Tomaž Zadavec	<a href="mailto:tomaz.zadavec@intk-institute.org">tomaz.zadavec@intk-institute.org</a>
WP4 INCREASING AVAILABILITY OF	UNILJ	Matevž Pogačnik	<a href="mailto:matevz.pogacnik@fe.uni-lj.si">matevz.pogacnik@fe.uni-lj.si</a>

CONT. & SERVICES			
WP5 PROMOTING NEW SOLUTIONS AND SERVICES	UNILJ	Matevž Pogačnik	<a href="mailto:matevz.pogacnik@fe.uni-lj.si">matevz.pogacnik@fe.uni-lj.si</a>
WP6 STUDIES & GUIDELINES	IITR	Manfred Ninaus	<a href="mailto:manfred.ninaus@innovation.at">manfred.ninaus@innovation.at</a>

## 2.5 Documents outlining information and publicity goals

The information and publicity provisions of the project, including the preparation of a Communication Plan, are laid down in Commission Regulation (EC) No 1828/2006:

“Experience has shown that citizens of the European Union are insufficiently aware of the role played by the Community in funding programmes aimed at reinforcing economic competitiveness, creating jobs and strengthening internal cohesion. It is therefore appropriate to provide for the preparation of a communication plan which identifies in detail the information and publicity measures necessary to bridge this communication and information gap. For the same purpose, it is also necessary to identify the responsibilities and the roles that should be played by each of the actors involved”.

In addition to the above regulation, information and publicity goals are outlined by following documents:

- Council Regulation (EC) No 1083/2006 – laying down general provisions on the European Regional Development Fund;
- SEE Operational Programme C (2007) 6590;
- SEE Communication Plan (general and annual).

## 3 Communication strategy

### 3.1 External communication

#### 3.1.1 The strategic role of communication

Communication is a management function that is vital for the implementation of the SEE TV-WEB project. The communication plan forms an integral part of the project and aims to ensure that project communications are well co-ordinated, effectively managed and responsive to the information needs of the public. Targeted communication shall stimulate project development, demonstrate its added value and ensure its visibility. In the same time, all communication actions and tools developed shall increase transparency and raise awareness of positive contributions of the South East Europe Transnational Cooperation Programme and the European Union. Last but not least all communications must fulfil the minimum requirements set by the programme and

which are laid down in the Visual Identity Guidelines (accessible at [http://www.southeast-europe.net/en/downloads\\_section/communication\\_tools/](http://www.southeast-europe.net/en/downloads_section/communication_tools/)).

### 3.1.2 Aim and objectives

The communication plan aims to promote the SEE TV-WEB project, its activities and results in the region, while reflecting the role of the South East Europe Transnational Cooperation Programme and public funds of the European Union. The communication objectives are as follows:

- Raise general awareness about the SEE TV-WEB project, its activities, deliverables and potential impact in the region. In this context, the most important for the project is raise of specific attention of all partners and stakeholders as well as of public awareness of the results and benefits achieved by the project.
- Demonstrate the role of the South East Europe Transnational Cooperation Programme and the European Union and ensure transparency about the use of European funding by showing the concrete achievements of the project and how the European money is spent.

### 3.1.3 Strategic approach

#### 3.1.3.1 Evolution of communication throughout the project

To fulfil the objectives, the communication plan is structured around three key phases which may overlap somewhat:

- The launch phase (2012 Q4)
- The implementation phase (2013 Q1-2014 Q2)
- The capitalisation phase (2014 Q2– the end of the project)

Each phase has its own series of priority objectives which govern the activities and tools to be deployed.

The number of crosses symbolizes the importance of the effort of communication which may vary according to the objective and phase.

**Table 5: Objectives within the three key phases**

Objectives	Launch phase	Implementation phase	Capitalisation phase
Raising awareness of the opportunities provided by the project.	XXX	X	X
Encouraging the emergence of high-quality products.	XX	XXX	XX



Informing partners of their obligations in terms of publicity and information.	X	XXX	XXX
Highlighting the positive role of SEE Programme and EU.	X	XX	XXX
Capitalising tools and methods.	X	X	XXX
Enabling stakeholders to become aware of and apprehend the results of the project.	X	XX	XXX

The communication plan will maintain high degree of flexibility and will allow necessary adjustments. During the first phase the accent is on planning the communication and launching the SEE TV-WEB project. Therefore, a more general approach that shall promote the project is needed. The next phase will be characterised by the consolidation of communication, orientation towards the project activities and priorities and intensification of communication activities at each partner. The last phase will be dedicated to disseminating the deliverables and results of the project.

### 3.1.3.2 Challenges with respect to communication

In order to respond to the communication objectives, communication of the SEE TV-WEB has to take up several challenges:

- **Communicating at a transnational level:** The transnational nature of the SEE TV-WEB project means that it is addressed to a wide variety of audiences in a number of different countries. This particularity gives rise to an additional difficulty in providing efficient distribution of information and ensuring proper impact of communication initiatives and implies to work closely with all partners;
- **Addressing targets with very different levels of awareness of the subject:** The SEE TV-WEB project has to address variety of audiences (stakeholders, relevant civil servants, media and general public) whose familiarity with the project and its main topic varies widely. The terms may sometimes appear complicated to some non-specialist audiences. This aspect may constitute an obstacle to understanding the objectives and contributions of the project for some audiences, such as the general public.

### 3.1.3.3 Strategic orientations

To respond to these challenges, the following orientations will be adopted:

- **Segmented communication addressed to specific targets:** To optimise understanding of the SEE TV-WEB project by all the targets concerned, communication will be tailored to the knowledge of each specific audience (register, messages, type of initiative). Over-technical terms will be avoided in communication with general public. Communication will rely on the promotion of project and its benefit for the target groups. Particular emphasis will be placed on this aspect during the capitalisation phase.
- **Network approach:** Quality communication with as many of the target groups as possible will require a network approach, which aims to include and involve in communication all project partners and stimulate the exchange of good communication practices between the partners. To ensure dissemination of the information and the impact of communication activities at the local (national) level, all partners will be encouraged to communicate within their country. Specific approach and related initiatives will be proposed to the partners: participative approach, provision of communication tools for dissemination, collaboration on communication activities when necessary and possible.

### 3.1.4 The aim and scope of the communication campaign

SEE TV-WEB communication campaign will be implemented to create awareness on the project activities, to **keep the SEE TV-WEB stakeholders and any interested organisation and person informed about the project activities in a consistent way**. Actions will be designed and executed at European – International level (to EU level stakeholders, technology platforms, networks, forums, events, similar projects, etc.) and national level (partners activities such as direct mailing, interviews, participation in national / local events, press releases and releases in partners newsletters, etc.).

The main project's awareness activities are:

- maintaining the project's central website,
- advertising and publicity of project's activities and results,
- publications in press releases,
- development of project's publicity materials: newsletters, brochure and leaflets
- dissemination of project's publicity materials,
- organisation of two transnational conferences
- participation and presentations in other related workshops and conferences,

### 3.1.5 Roles and responsibilities

IVSZ and UNILJ are responsible for designing and scheduling the communication at international/European level while national partners are responsible for the elaboration and implementation of the national plans. IVSZ is also responsible for the overall coordination, monitoring and review of the communication campaign.

Each partner is responsible for detailed planning, execution and quality of its national communication campaign. In case there are 2 partners from one country, then communication activities will be performed by both of them.



### 3.1.6 Target groups and key messages

Target audiences of the project's communication activities have been broken down to different groups. Furthermore, information for the different target groups will be adjusted to their specific needs.

**Table 6: The main target groups and key messages**

Target group	Key message
Partners: <ul style="list-style-type: none"> <li>• Project partners;</li> <li>• JTS;</li> <li>• National contact points.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear information on the SEE TV-WEB project: its background, objectives, procedures, benefits, results;</li> <li>• Progress of the project implementation;</li> <li>• Project results: make the most of results by coordinating with all partners.</li> </ul>
Stakeholders: <ul style="list-style-type: none"> <li>• Broadcasters;</li> <li>• ICT industry;</li> <li>• Decision-makers in participating countries dealing with national policies in the ICT field;</li> <li>• Representatives of regional and local authorities from participating countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear information on the SEE TV-WEB project: its background, objectives, procedures, benefits and results;</li> <li>• How to benefit from the results of the project or how to use project outputs;</li> <li>• Benefits of transnational cooperation: results, achievements;</li> <li>• How to harmonise national or regional policies, where transnational approach provides added value;</li> <li>• The role played by the SEE and the EU.</li> </ul>
General public: <ul style="list-style-type: none"> <li>• Citizens from the participating countries.</li> </ul>	<ul style="list-style-type: none"> <li>• SEE TV-WEB exists: when, how, why and who?</li> <li>• What is project about?</li> <li>• Results of the project and its impact on the life of citizens</li> <li>• Benefits of transnational cooperation: results, achievements;</li> <li>• The role played by the SEE and the EU.</li> </ul>
Media: <ul style="list-style-type: none"> <li>• National, regional, local and specialised media (print, broadcast and online) in participating countries.</li> </ul>	<ul style="list-style-type: none"> <li>• SEE TV-WEB exists: when, how, why and who?</li> <li>• What is project about?</li> <li>• Results of the project and its impact on the life of citizens</li> <li>• Benefits of transnational cooperation: results, achievements;</li> <li>• The role played by the SEE and the EU.</li> </ul>

### 3.1.7 Communication tools

For the implementation of the communication plan various tools will be used. Communication tools that shall inform and raise awareness about the SEE TV-WEB project, disseminate its results, create and maintain visual identity and establish media relations are the following:

- Logos
- Website
- Public events (transnational conferences)
- Leaflets, brochure and electronic newsletters
- Media tools
- Pool of experts
- Stakeholder communication plan and Pilot presentations

#### 3.1.7.1 Logos

Logos are the most important visual identity tools. Their main purpose is enhancing the visibility and recognition of the SEE TV-WEB project.

A new logo will serve to identify all SEE TV-WEB project activities in order to project a single, homogenous image and to create the conditions necessary for each action implemented to be linked with this initiative.



**Figure 3: Project logo**

In compliance with the South East Europe Programme Communication Strategy, the project logo will be used together with one of the logos of the South East Europe Transnational Cooperation Programme, as well as the logo of the European Union.



Figure 4: Logo of the South East Europe Transnational Cooperation Programme



Figure 5: Logo of the South East Europe Transnational Cooperation Programme



Programme co-funded by the  
**EUROPEAN UNION**

**Figure 6: Logo of the EU**

Jointly for our common future

**Figure 7: Slogan of the programme**

The detailed rules for using the Programme Logo, the EU flag with the subtitle as well as the Slogan of the Programme are laid down in the Visual Identity Guide which is available at the following. Website: [http://www.southeast-](http://www.southeast-europe.net/en/downloads_section/communication_tools/)

[europe.net/en/downloads\\_section/communication\\_tools/](http://www.southeast-europe.net/en/downloads_section/communication_tools/)

It is strongly advised for each partner to contact the national programme managing authorities in order to double check if beside the centrally defined rules any additional documents, descriptions or graphic elements are requested to be published on the different communication materials in their countries.

The vector based versions of the logos, as well as colour codes and other useful material are available for downloading at the above website

### 3.1.7.2 Website of the project and references at partner websites

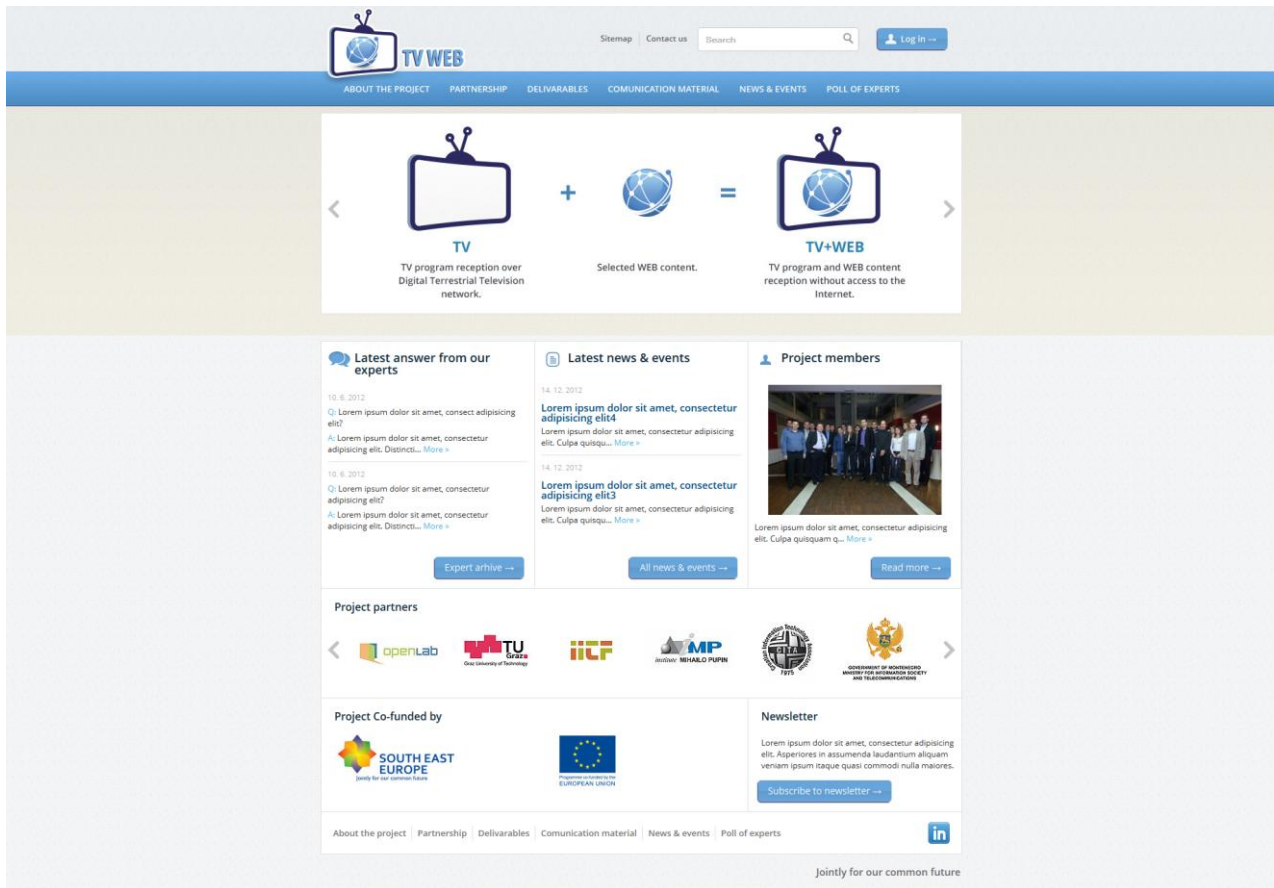
The website will be the main source of information about the SEE TV-WEB project and the first and most immediate point of reference for all target audiences. The aim of the website is to provide adequate and up to date information for all target groups, raise the profile of the project, events, etc. and communicate the project's progress, ongoing activities, deliverables and achievements throughout the duration of the project.

In order to achieve its objectives, the website will be constantly updated with relevant information, news and events. To this, its domain name <http://www.see-tvweb.eu/> has been selected to be easy to recall and write, and each visit should result for the user in a pleasant, complete and user-friendly experience.

The website has a clear and accessible design and structure, an intuitive system of links in order to get a simple and quick navigation. The website is currently under construction but will be available from M3.

To keep track on number of website visitors, the project will use Google Analytics which offers tracking of visitors from all referrers, including search engines, display advertising, pay-per-click networks, e-mail marketing and digital collateral such as links within PDF documents. Real-Time option of Google analytics will monitor visitor activity as it will happen on the project website. The reports are updated continuously and each page view is reported seconds after it occurs on site. For example, we will be able to see:

- how many visitors are on the website right now,
- their geographic locations,
- the traffic sources that referred them, and
- which pages they're viewing.



**Figure 8: Website**

Website <http://www.see-tvweb.eu> will provide links to the websites of all partners and the other way around. To promote the project, banners that shall be published on websites of project partners will be also created.





**Figure 9: Web banner 1 (160\*428)**



**Figure 10: Web banner 2 (690\*110)**

### 3.1.7.3 Public events

Two Transnational conferences are to be organised. They are very important communication activities, since all partners shall join their forces and present results of the project directly to target groups as well as exchange information and best practice. Transnational conferences will be organised by two ERDF partners (University of Ljubljana in Slovenia and IVSZ in Hungary) in Period 4 and 5, but all project partners shall contribute according to their responsibilities in the project.

#### **3.1.7.4 Leaflets, brochure and electronic newsletters**

Leaflets, brochure and electronic newsletters will be designed and filled in with relevant information on the project, its activities and especially its results. The planned publications include both more specialised publications (targeted to the partners and stakeholders) and general publications (targeted to general public and media).

Leaflets will serve for presentation of the SEE TV-WEB project and for its popularisation. Leaflets are printed publications of a shorter form. They comprise all important data on the project (like objectives, partners, funding details) and provides also short insight into the achieved results. The SEE TV-WEB project will publish two leaflets during the lifetime of the project.

Brochure with project summary and results will appear at the end of the project.

Six electronic newsletters will be issued (roughly every 4 months) and sent to relevant stakeholders in the target countries. The newsletters aim to summarize the achieved, at the time of publication available, results of the project as well as the activities of the partners (of the consortium. The newsletters will be also available for downloading at the website of the project where under the news section visitors will be able to brows between all news items (the newsletter contains a selection of the most important news that are published on the project website).

The localisation of the different communication materials is the responsibility of each national partner. This includes the translation of the materials into the local languages, the designing and the printing of the materials. IVSZ is responsible for providing the English version of the documents to the partners.

Printed materials will also be available for downloading in electronic format. All materials will be structured in compliance with the SEE Visual Identity Guidelines.

#### **3.1.7.5 Media tools**

Media tools shall focus on providing the means for building a strong relation with the media from across the SEE TV-WEB project region as well as with the European media, if necessary.

As already said, external communication on a national level is the responsibility of Project Managers at each partner. In order to attract media interest towards the project, all Project Managers shall work closely with media representatives in their country, supply the media with high-quality news and other materials and establish links with regional and local media in each country.

The envisaged media tools might include:

- The use of “classic” press materials, such as press releases, press kits, announcements. Distribution of press releases will occur via email and fax. All materials shall be published on project webpage, where an archive of those documents shall be established;



- On special occasions, identified by the project SC, a press conference may be required. When a press conference is called, journalists shall receive the press releases together with other relevant documentation;
- Production of publications targeted to media and general public which are simple, concise, illustrated and show the practical implications of the project for the citizens and participating countries;
- Briefing breakfast for journalists that could provide the opportunity of establishing informal contacts with journalists;
- The set up of a database of journalists which will be constantly updated.

### **3.1.7.6 Pool of experts**

The initial analysis performed by the consortium has shown a lack of expert mobilization and their organized approach for supporting all relevant actors and stakeholders when fostering implementation of wider scale initiatives such as this one, which are legally, technically, economically and socially challenging and sensitive.

In order to raise awareness about project results and share knowledge, experience and practice a pool of internal and external experts will be made available for all stakeholders and interested public. This international expert capacity will considerably support project visibility and sustainability on a long term.

Activities foreseen are following:

- establishing the international pool of experts, which will be able to support stakeholders and interested parties in tackling legal, technical, economic and social issues related to the topic addressed by the project,
- developing tools, methods and communication channels which will allow utilization of the expert capacity by the pool of experts. Proposed channels are predominantly based on internet feature included in the project WEB site: contact points, open hours, establishing a LinkedIn specialized group and live consulting (live streaming).

### **3.1.7.7 Stakeholders communication plan and Pilot presentations**

Beside planning and carrying out regular communication activities aiming at promoting the project and its results as well as ensuring wide visibility of the European contribution an additional, well defined and focused communication activity is also foreseen in the SEE TV-WEB project (as part of WP5). During the execution of the SEE TV-WEB project at least one pilot presentation will be organized by each partner on a national level in order to discuss the most critical issues with target group and stakeholders. Depending on the needs and experiences assessment, regional presentations might be delivered in order to better reach the stakeholders representatives in the rural areas.

Majority of pilot presentations will be aimed at further promoting the new set of solution, content and services to be delivered over DVB-T networks and its contribution for narrowing the digital divide or discussing possibilities of utilizing digital dividend in particular country.

After the events, partners will prepare conclusions and recommendations to be distributed among the project partners.

Prior to the implementation of the pilot actions and presentations a stakeholder communication plan will be developed by each partner which will focus on content providers, network operators, consumers/end-users, focus groups and governments.

IPA-I and ERDF partners will share the experience and best practice in defining & introducing tailored solutions, content and services, and based on the mutual experience, they will jointly develop a set of effective promotion tools. Those will be organised around, but not limited to, planning and delivering pilot presentations in each of the partner country.

### **3.2 Internal communication**

In order to enhance the project workflow, some rules and tools of communication between partners has been established. E-mail, teleconferences and website shall be used to increase efficiency and reduce the cost of management and communication. Internal communication tools are as follows:

- A common virtual workplace, a web – accessed intranet site or Document Management System, has been established. The intranet <http://www.see-tvweb.eu/dms> is for partners only. General information and news about the project are published on a public website <http://www.see-tvweb.eu/>, that will be up and running from M3.
- A telephone and e-mail shall be used for daily person to person communication; different mailing list have been established in order not to “spam” partners
- SC, EB, and project meetings will be organised regularly,
- A subscription-free Skype voice conference software will be used for remote conferences when more partners are involved in particular communication (e.g. regular monthly meeting of WP leaders every first Friday).

Due to the fact, that the number of e-mails and telephone calls during the project will be enormous, the partners should reply on e-mails and on telephone calls as soon as possible, answering only to the necessary partners and avoiding “Reply All” messages.

The official language for internal communication (including meetings) and for deliverables is English. All partners should provide a certain level of quality.

The use of project templates is obligatory during the project. All templates are prepared in compliance with the SEE Visual Identity Guidelines and are available on the intranet site.

Different project roles have been defined in order to appoint responsible partners for leading activities, work packages or pre-defined groups of partners. These roles are listed in the 2.4 chapter of the present document.

In order to ease the communication over the e-mails, mailing lists have been formed. It is the responsibility of every partner to regularly report on changes in responsible persons or e-mail addresses, in order to keep the recipients up-to-date. The table below shows the mailing list which is to be used by project members:

**Table 7: Mailing lists**

e-mail address	recipients
admin@see-tvweb.eu	Project manager and Project officers
info@see-tvweb.eu	Project manager, Project Technical manager, Transnational PR and Project officers
all@see-tvweb.eu	All project members except SC members
sc@see-tvweb.eu	SC members
pm@see-tvweb.eu	Project Manager, Project Technical manager, Project officers, Partner Project managers
fc@see-tvweb.eu	Project manager, Project Financial controller, Project officers, Partner Financial controllers
observer@see-tvweb.eu	Observers
wpl@see-tvweb.eu	Work package leaders
communication@see-tvweb.eu	Persons responsible for communication in project per project partners

## 4 Monitoring and Evaluation

The main purpose of the monitoring and the evaluation is to indicate how effective the communication tools are. All communication activities will be subject of a regular follow-up, so that the results can be evaluated and integrated within the communication strategy and that adjustments can be made if necessary.

With this intention, outputs and results indicators have been defined for each type of communication tools as summarised in the table below.

**Table 8: Realisation and results indicators**

Tool	Outputs indicators	Results indicators
<ul style="list-style-type: none"> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Number of pages published;</li> <li>Regularity of updates.</li> </ul>	<ul style="list-style-type: none"> <li>Number of visits;</li> <li>Number of hits per page;</li> <li>Reference of the website.</li> </ul>
<ul style="list-style-type: none"> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Number of events organised.</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants at the events.</li> </ul>
<ul style="list-style-type: none"> <li>Leaflets, brochure, electronic newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Number of materials created.</li> </ul>	<ul style="list-style-type: none"> <li>Number of materials disseminated.</li> </ul>
<ul style="list-style-type: none"> <li>Media tools</li> </ul>	<ul style="list-style-type: none"> <li>Number of press releases issued;</li> <li>Number of press kits sent;</li> <li>Number of announcements</li> </ul>	<ul style="list-style-type: none"> <li>Number of press articles;</li> <li>Number of participants to press conferences.</li> </ul>

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	sent.	
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In addition to this, indicators for project deliverables are defined. Since all deliverables are public and shall be published on the website, indicators are available in Annex1.

## 5 Estimated budget

The total estimate budget for communication activities during the duration of SEE TV-WEB project is 227 037,30 EUR. The provisional budget includes all activities planned in communication plan, the design and execution the communication plan itself as well as the activities in connection with the planned pool of experts.

## Annex 1: Indicators for project deliverables

**Table 9: Indicators for project deliverables (outputs)**

Outputs	Indicators	Total
1	No of articles/appearances published in the press and in other media (including online media, TV, radio)	20
3	Average of hits per month on the operation's website	500
4	No of publications produced (editions, specify: e.g. folder, newsletter, brochure, report, guideline, handbook), No of copies disseminated	9
5	No of transnational events implemented, no of participants involved	2
9	No of studies realised	6
10	No of guidelines produced	8
11	No of management plans developed	1
12	No of joint action plans produced	2
17	No of promotion concepts	2
18	No of promotion actions	7
19	No of services developed	1
22	No of project meetings held	6

**Table 10: Indicators for project deliverables (results)**

Results	Indicators	Total
1	No of permanent information sources / channels in operation (e.g. websites, regular publications)	3
2	No of individuals reached directly through dissemination outputs in the co-operation area	2000
3	No of administrative actors reached directly through dissemination outputs in the co-operation area	14
10	No of innovative products developed	1
11	No of regional/local policies and instruments improved or developed	4
15	No of pilot actions prepared (first application)	2
16	No of pilot actions implemented (first application)	7
18	No of staff members with increased capacity (awareness / knowledge / skills)	16
19	No of advanced tools and methodologies adopted to improve knowledge management within the partnership (additionally description necessary)	1
21	No of common management structures / systems established	2
23	No of investment proposals developed (if possible specify volume of investment)	1
1s	No of reports prepared	5

**Table 11: Table of indicators per project partner**

		UNILJ	OPENLAB	INTK	IVSZ	PTA	IHF	IITR	CITA	ETF-SA	AEM
4.1. Outputs	Indicators	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value
1	No of articles/appearances published in the press and in other	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00
3	Average of hits per month on the operation's website				500,00						
4	No of publications produced (editions, specify: e.g. folder,				9,00						
5	No of transnational events implemented, no of participants involved	1,00			1,00						
9	No of studies realised	5,00	2,00	3,00	4,00	6,00	3,00	4,00	6,00	3,00	6,00
10	No of guidelines produced	4,00	4,00	6,00	2,00	3,00	4,00	4,00	2,00	4,00	6,00
11	No of management plans developed	1,00									
12	No of joint action plans produced	1,00	2,00	1,00	2,00	2,00	1,00	1,00	1,00		1,00
17	No of promotion concepts	2,00	1,00	2,00	1,00		1,00			1,00	1,00
18	No of promotion actions	2,00		2,00	1,00	1,00		1,00	1,00	1,00	1,00
19	No of services developed	1,00		1,00			1,00				
22	No of project meetings held	1,00			1,00			1,00	1,00	1,00	1,00
4.2 Results	Indicators	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value	Target value
1	No of permanent information sources / channels in operation (e.g.			1,00	2,00						
2	No of individuals reached directly through dissemination outputs in	238,00	95,00	380,00	143,00	143,00	143,00	143,00	286,00	286,00	143,00
3	No of administrative actors reached directly through dissemination	1,00	1,00	2,00	1,00	1,00		2,00	2,00	2,00	2,00
10	No of innovative products developed	1,00		1,00			1,00				
11	No of regional/local policies and instruments improved or developed		2,00		2,00	1,00		2,00	2,00	2,00	2,00
15	No of pilot actions prepared (first application)	1,00		1,00			1,00				
16	No of pilot actions implemented (first application)	1,00		2,00	1,00	1,00		1,00	1,00	1,00	1,00
18	No of staff members with increased capacity (awareness /	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,00	1,00	1,00
19	No of advanced tools and methodologies adopted to improve	1,00	1,00	1,00	1,00					1,00	1,00
21	No of common management structures / systems established	2,00									
23	No of investment proposals developed (if possible specify volume of		1,00	1,00		1,00		1,00		1,00	1,00
1s	No of reports prepared	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

Wp	Activity	Name	Outputs																			Results										Specific
			1	3	4	5	9	10	11	12	17	18	19	22	1	2	3	10	11	15	16	18	19	21	23	1						
		TOTAL:	20	500	9	2	6	8	1	2	2	7	1	6	3	2000	14	1	4	2	7	16	1	2	1	5						
1	A1	Project plan							1																	4						
1	A1	Project interim reports																								1						
1	A1	Project final report																														
1	A2	Kick-off meeting												1																		
1	A2	PSC/PEB meeting												2																		
1	A2	PEB meeting/technical meeting												3																		
2	A1	Communication plan								1																						
2	A2	WEB site													1																	
2	A3	Articles and announcements	20												1																	
2	A3	Leaflet		2																												
2	A3	Brochure		1																												
2	A3	Newsletters		6											1																	
2	A4	Transnational conference			2																											
2	A5	Pool of experts									1										1											
3	A1	Regional comparative analysis					1																									
3	A2	Technical guidelines for adopting the internet content to be broadcasted						1																								
3	A2	Technical guidelines of the middleware interoperability							1																							
3	A3	Guidelines for adopting the legal and economic framework							1								2															
3	A4	Technical guidelines for End-to-end network							1																							
3	A4	Implementation of the pilot - accessibility part																														
4	A1	Analysis of behaviour and experience in rural areas and of people with disabilities and economically weak social groups					1																									
4	A2	Analysis of what services can be of interest to the targeted audience					1																									
4	A3	Guidelines on how establish an editorial responsibility mechanism						1									2															
4	A4	Technical guidelines of adaptation of internet services to be consumed on the TV media							1																							
4	A4	Implementation of the pilot - Content & Services part											1																			
5	A1	Stakeholder's communication plan								1																						
5	A2	2 Pilots (end-to-end technical solution)									1						1		2													
5	A3	Pilot presentations - according to the plan										7								7												
5	A3	Pilot presentations - consolidated report					1																									
6	A1	Study on user experience - based upon results from pilot presentations					1																									
6	A2	Overall analysis of solutions, content and services					1																									
6	A3	Business case modeling report								1															1							
6	A3	Guidelines for further development							1																							
NA	NA	Average hits per month	500																													
NA	NA	No of individuals reached directly through dissemination outputs in the co-operation area														2000																
NA	NA	No of administrative actors reached directly through dissemination outputs in the co-operation area															14															
NA	NA	No of common management structures / systems established																					2									
NA	NA	No of staff members with increased capacity																			16											



**Figure 11: List of indicators**

## **Annex 2: List of planned communication activities per partner**

The Annex 2 is a separate document (Excel sheet) that contains the planned communication activities of the SEE TV-WEB partners. The document is a live document meaning it is continuously revised by the partners and adapted to the local circumstances and developments.

## **Annex 3: List of stakeholders per partner**

The Annex 3 is a separate document (Excel sheet) that contains the list of key stakeholders for each country involved in the implementation of the SEE TV-WEB project.

The document is a live document meaning that partners will revise the document continuously and update it at local level.