Project Title:
"CREATING EMPLOYMENT OPPORTUNITIES OF YOUNG GRADUATES IN THE CB AREA"

Project Acronym:
EMPLOYOUTH

Deliverable:
D2.3.1 Communication Plan

Developed by RESEARCH AND DEVELOPMENT SOCIETY OF KILKIS CHAMBER OF COMMERCE AND INDUSTRY (PB3) and approved by all partners

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Disclaimer:

"The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority".

0. Background of the project and its objectives

The present economic and business situation in the cross border area bears the marks of the global financial and economic crisis of 2008. Smes play an important role in the economy of both countries, but their development is hampered by their low access to finance. Due to these difficulties in obtaining financial assistance, economic and social recovery is undermined. Under the pressures of the deep economic and social crisis, both countries are in a process of fostering entrepreneurship as a key lever for growth and job creation by creating a simpler business entrepreneurial ecosystem. It becomes obvious that Greece and the Republic of North Macedonia would largely benefit from an intervention to the societal system of values, and the enhancement of a culture of creativity, innovation, risk-taking and entrepreneurship, based on new ideas. In view of the problems associated with the present economic and business situation, the proposed project plays an important role in this direction as it primarily aims to build on the human capital of the cross border area, and on supporting the new ventures emerging in the absence of career alternatives by improving their access to non-financial support. Moreover business development services are important because they can assist entrepreneurs to run their business more effectively and, if appropriately applied, can act as an enhancer of access to finance.

The project will include a holistic package of measures which will utilize the valuable young scientific capital of the two countries in the labor market with ultimate objective of improving the competitiveness of the two economies, contributing to a sustainable and viable business environment and strengthening regional cohesion in the border region. Therefore, the project creates employment opportunities for young graduates in the cross border area by exploiting the local scientific potential. The benefit is twofold: On the one hand local economy will draw knowledge and innovation of existing human resources in both sides of the border and on the other hand young graduates from the cross border area will benefit through programs to upgrade skills and abilities, to maximize the possibility of entering the labor market, avoiding the brain drain the countries are facing lately.

Overall Objective

The main objective of the project is to implement an integrated package of deliverables that will have as final result the access to employment of highly educated people and the emergence of prospects based on competitiveness, productivity and innovation. The intervention will include a holistic package of measures which will utilize the valuable scientific capital of the two countries in the labor market with ultimate objective of exchanging qualified personnel and improving the competitiveness of the two economies.

In specific, the project objectives are:
- To create a dynamic entrepreneurship culture

- To qualify young graduates to find and to manage a company on their own
- To invest on human capital as one of the most valuable resources of the cross border area for promoting economic activities
- To develop entrepreneurship and conditions which facilitate job creation
- To enhance skills and boost human potential

Partners consider that cross border collaboration will improve the quality of results as compared to those achieved by individual, on-off efforts and highlight the need for creating the necessary conditions for such cross border cooperation among stakeholders, giving added value to the project. In this way participating project partners and young graduates- being the main target group - will create a culture of cross border cooperation among them and try to jointly overcome the obstacles they face when operating independently in a highly competitive environment. The new and innovative feature of the project is that young graduates / potential entrepreneurs can already test their business idea during their accommodation in pre incubators and gain business experience without having an own company.

The total budget of the project is 850.200,00 € of which 541.460,00 € corresponding to Greek partners and 308.740 € to partners from the Republic of North Macedonia.

The project has duration of 18 months.

This project is co-funded by the European Union and by the National Funds of the participating countries.

This document forms the Deliverable 2.3.1 of the EMPLOYOUTH project implemented under the Subsidy Contract No. EMPLOYOUTH – CN1 – SO1.1 – SC018 in the framework of the 1st Call for proposals within the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009.

EMPLOYOUTH is implemented by a partnership consisted of six partners from both participating countries

PARTNER No.	PARTNER TITLE	COUNTRY
LB (PP1)	CHAMBER OF COMMERCE AND INDUSTRY OF SERRES	Greece
PP2	RESEARCH COMMITTEE - UNIVERSITY OF WESTERN MACEDONIA - DEPARTMENT OF MECHANICAL ENGINEERING	Greece
PP3	RESEARCH AND DEVELOPMENT SOCIETY OF KILKIS CHAMBER OF COMMERCE AND INDUSTRY	Greece
PP4	CHAMBER OF PELLA	Greece

PP5	St. KLIMENT OHRIDSKI UNIVERSITY – BITOLA, FACULTY OF INFORMATION AND COMMUNICATION TECHNOLOGIES – BITOLA	Republic of North Macedonia
PP6	FOUNDATION FOR SUSTAINABLE ECONOMIC DEVELOPMENT PREDA PLUS	Republic of North Macedonia

I.   General communication strategy

The nature of the communication plan

Communication Strategy is a key aspect, as it serves as an essential element in supporting the main and overall objective of the EMPLOYOUTH project to raise awareness about the highly educated human potential of the cross border area as driver for sustainable regional development and economic growth.

The Communication strategy, which is guided by and fully aligned with the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 programme guidelines, includes communication activities ensuring that all possible channels and opportunities will be used for the project's outcomes to reach as many beneficiaries, target groups and potential final users as possible. It is significant to realise that longevity and sustainability of the project will be achieved only by raising awareness and providing benefits to a wider audience of beneficiaries. Project Partners will also ensure that all information and/or publicity actions are regularly reported to Communication & Technical Assistance Officer from the Joint Secretariat in Thessaloniki.

Contact person for EMPLOYOUTH communication activities:

Eleftheria Votsari

Communication and Technical Assistance Officer

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Dissemination and awareness activities are a core part of the EMPLOYOUTH project and will ensure that the tools and results developed within the project are communicated and exploited by relevant target audiences. In the longer term, communication and dissemination activities will increase project impact by maximizing the opportunities for EMPLOYOUTH results and tools to be used and exploited at a wider cross border area after the project's end.

Communication is important not only to ensure transparency and knowledge sharing but also to raise awareness amongst citizens of the benefits accrued through cross-border projects.

All partners are required to disseminate their generated results and are all requested to contribute to communication and awareness raising activities, by proactively looking for dissemination opportunities and making their own dissemination channels available, in order to reach a European-wide audience.

Effective communication is the basis of cross-border cooperation and has vital role for the successful implementation of EMPLOYOUTH project. In addition, it is a prerequisite for the project to deliver meaningful results not only to project partners but also to audiences and communities within the targeted cross-border area.

Communication takes place between project partners, between project partnership and its audience outside the project community, between the project itself and Joint Secretariat, Managing Authority and different national bodies.

The overall purpose of this Communication Plan is to establish how the project will communicate internally, i.e. between partners, and to ensure the communication with organizations and persons outside the project (national, regional and local authorities, associations and organizations, local citizens, businesses etc.) It is vital to work with stakeholders, general public and mass media in order to raise awareness for the project and the development opportunities it brings.

Thus, the communication strategy will focus on increasing the awareness about EMPLOYOUTH project, its objectives, activities and goals, giving full visibility and promotion of INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009.

The communication strategy will outline the global aim and specific objectives of the communication measures, the key target groups, the key messages to be conveyed and the strategic approach, together with the roles and responsibilities of each project partner regarding the information and publicity activities, the evaluation criteria, indicators and measures, the timeframe and the necessary financial and human resources.

Therefore, the Communication Strategy is channeled on two main directions:

1) Internal communication (communication between partners)

EMPLOYOUTH Communication Plan shall ensure that all partners are fully informed about the project, its development and implementation.

Due to the cross-border character of EMPLOYOUTH project, effective internal communication has to be ensured in order that successful management and coordination of all project activities is built up. Although the representatives of implementation teams of each partner are responsible for the communication between them on a daily basis, the project management team bares the responsibility to monitor and evaluate the internal communication during entire project implementation.

2) External communication (communication with EMPLOYOUTH stakeholders & target groups)

EMPLOYOUTH communication aims to provide two key elements regarding the communication between the project and other stakeholders and target groups:

- Awareness raising among communities in the cross-border targeted areas through proper and timely dissemination of key information about the project;
- Absorption of capacities which will enable active participation of target groups in project activities and fulfillment of project goals and results.

The Communication & Dissemination is a dynamic component engaging all dissemination activities of EMPLOYOUTH project partners. Moreover, this document includes information and description of the communication activities-initiatives planned in order to reach as many stakeholders as possible, target groups in detail, communication tools to be used and reporting-evaluation mechanisms. These activities will be specifically described and better targeted throughout the project duration. Towards this direction, the Communication Plan will continuously be updated throughout the project and the updated versions and results will be included in the corresponding progress reports.

II. Objectives

1. Overall communication objectives

Overall Objective:

The Communication Strategy aims at raising awareness on the importance of youth entrepreneurship as a route to regional sustainable development at both, public and private level, highlighting specially the impact on the improvement of the highly educated human potential in the cross border area.

EMPLOYOUTH project communication strategy targets to use as many effectively and efficiently communication tools as possible in order to achieve the following objectives:

- **Disseminate the main message of the project**

Dissemination Strategy mainly aims to widespread the importance of youth entrepreneurship to all possible target groups and stakeholders. Transfer of knowledge, methodologies and results among public and private bodies are understood as a set of instruments aimed at improving access to financing in support of entrepreneurship, promoting an innovation friendly regulatory environment and demand for innovation as well as at reinforcing the activities of institutions relevant for innovation, including the links between research institutions and industry.

- **Reach and motivate all important target groups**

Widespread dissemination addressing target groups with different levels of awareness: Communication strategy guarantees that all potential target groups will have access to the project results, so that awareness is flourished about the importance of youth entrepreneurship and economic growth.

Regional and local economic development actors and public authorities need to be reached so that mutual learning, synergies and cooperation is achieved. Furthermore, knowledge and ideas exchanged among crucial actors will have a more substantial impact driving them to reform regional or national start up policies in the cross border area.

- **Select the most efficient communication tools and make optimal use of resources**

Using the right resources will optimize the involvement of the targeted groups (appropriate allocation of financial and human resources). Each target group has its special interest and can be reached through a wide range of communication tools. Today a wide range of communication tools are at our disposal starting with TV, events, conferences, printed material (brochures, leaflets, posters, etc.), e-mails and e-newsletters and so on. Through the communication strategy each target group will be reached with the most suitable and effective communication tools in order to promote the project and its results.

Of course budget availability will influence our possibilities and choices.

- **Sustainable results through targeted and well organised dissemination activities**

Through dissemination activities all possible stakeholders will be conceived that the culture towards youth entrepreneurship issues and policies is a crucial and necessary prerequisite in order to have well targeted innovation policies being based to the main actors' synergies and proposals (bottom-up approach), targeting the real needs and setting the correct priorities.

- **Keep a close interaction among partners, stakeholders, public authorities and beneficiaries**

Through a wide range of dissemination tools, especially via events and conferences EMPLOYOUTH partners will have all key players and possible beneficiaries discussing, exchanging ideas and making efforts for enforcing start up and entrepreneurship policies. This interaction needs to be adopted by all main actors not only as a project based attitude, but as a systematic attitude producing benefits for all.

- **Promote that the project is funded by EU funds**

In all our dissemination activities project partners will promote that the project financing is being provided from the EU funds in the framework of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009.

2. Target groups

Within the country (ies) of the programme where the action is implemented

Communication activities primarily should be directed to:

Group A: Internal public

- Representatives of EMPLOYOUTH partnership;
- Subcontractors
- The staff of the management bodies of INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 (Managing Authority of European Territorial Cooperation Programmes, Joint Secretariat INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 in Thessaloniki, National Authority: Hellenic Republic Ministry of Economy and Development, Ministry of Local Self-Government in Skopje, Department for European Union, Antenna Office in Bitola, Audit Authority, First Level Control Unit).

Group B: External public

    i.   General public & the local population

The first group, general public, is the group with the highest heterogeneity. The more heterogeneous the group is, the same heterogeneity will have to be used in the strategies or

ways of dissemination and of communication in general. The common characteristics are that the information has to be clearly defined, easy to understand, in an attractive way and containing only general topics. Another point, which has to be taken into account, is the country's specific info and the spoken language. There is a different need for information in each country. Although the official language of the Programme is English, it is recommended that all or part of the information has to be presented in the country's official language as well.

Results of the project have to reach the public in a broad sense on a regional and national level. According to the budget available, partners will decide on tools to use in order to support wide dissemination effect. In case it is not affordable to use expensive media tools (television, radio), all other tools are going to be used to support dissemination.

ii.   People looking for employment (graduates, students as potential entrepreneurs)

Students need better career advice that will help them define their skills and attributes – and understand how these match different career options. At the same time, graduates from courses with poor overall full-time employment rates also have relatively low rates of professional and managerial employment and relatively high rates of reporting their job does not fully use their skills. This group will be involved at the very beginning of the project as they form the core target group of the project and they will be supported to develop a viable business plan based on their own innovative idea.

iii.   Existing SMEs and entrepreneurs

The business sector will be reached through partners' networks. Existing entrepreneurs are will be reached to participate in networking activities by presenting their company, highlighting success stories and difficulties encountered in their entrepreneurial route. It is essential to get the innovative SMEs of the region involved in the project.

iv.   Regional & local authorities and policy makers

Policy makers are one of the most important target groups as they influence innovation policies. Policy makers who make decisions about defining strategies and policies relevant to and financing of innovative initiatives and organisations will be targeted. Partners should involve them right at the beginning of the project and keep them informed about results during the whole period. A list of the potential policy makers should be created by all partners.

v.   Media

All media on regional and national level will be reached by EMPLOYOUTH partners either by telephone or by personal contact and emails in order to ensure that they will act as multipliers for the project. Newspapers, Journals relevant to innovation issues, websites, etc. are going to be targeted for a wide dissemination effect.

Furthermore, in a wider aspect at the whole EU territory targeted dissemination activities should be made in order to increase the impact of EMPLOYOUTH project and the dissemination of results. Policy makers and public bodies at European level, European institutions and related Public bodies at European level should be targeted like the European Commission itself (Directorate-General for Employment, Social Affairs and Inclusion, Youth Employment Initiative, the European Parliament (particularly members in the following committees: Regional Development, Employment and Social Affairs), Committee of the regions, European Economic and Social Committee, and other related entities that will be identified through the implementation of the project.

3. Specific objectives for each target group, related to the action's objectives and the phases of the project's timetable

Group A: Internal public

- To ensure a clear understanding of EMPLOYOUTH project;
- To ensure foreseen objectives, considering human and financial resources available;
- To ensure an integrated approach of all communication tools and thus enable transparent flow of information among the partners;
- To ensure effective knowledge transfer among all participating partners;
- To stimulate partners' commitment to project mission through the involvement of all partners in the same time encouraging increased partner teamwork;
- To support the successful implementation of EMPLOYOUTH project by ensuring an effective and on time communication system.
- To facilitate the flow of relevant information
- To simplify work
- To increase participants' understanding of project activities
- To support and motivate the people involved

Group B: External public

- To ensure that communication is designed in a way to promote the main idea of EMPLOYOUTH project and to reach relevant stakeholders and target groups;
- To ensure an integrated approach of all communication tools available thus enabling proper dissemination of key information about the project to the relevant stakeholders & target groups;
- To create visual identity of EMPLOYOUTH project and make sure all information and publicity activities comply to the Information and Publicity Guide for Final Beneficiaries;
- To ensure visibility for EMPLOYOUTH project and the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 at local and national level;
- To raise awareness among stakeholders and target groups about the benefits that EMPLOYOUTH project can provide to them and to the communities as well;

- To encourage active participation of project target groups in project activities.
- To ensure that actors & potential stakeholders are equally involved
- To ensure the cooperation and full support of the media;
- To inform relevant regional and national decision makers about the project itself, its goals and results, thus ensuring their cooperation and support to project successful implementation.

III. Communication activities

The project has foreseen implementation of different types of activities, in order wider publicity of the project to be accomplished. It includes activities that are designed to disseminate information about the project, promote the action and actions designed to attract stakeholders' involvement and share experiences.

Type of activity	Who delivers	Type	Target value
Communication Plan	PB3	Document	1 (regular updates)
Folders, blocks, pens	PB3 and PB6	Dissemination Material	3600
Project Leaflet	PB3 and PB6	Informative brochure	3600
Printed guides with projects results	PB3	Publication	2400
Banners	All partners	Dissemination Material	6
Stickers, posters, plates	PB5	Dissemination Material	100, 25, 2
Entries in local press or electronic media	All partners	Dissemination Material	30
Usb flash disks	PB3 and PB6	Dissemination Material	1000
Setting up and updating of the Project Website	PB1 (inputs and content update by all partners)	Website	1
Closing Conference	PB1 and all partners	Event	1
Promotional events	All partners	Event	7
Networking events	All partners	Event	15
Competitions	All partners	Event	1
Startups entrepreneurship IT platform	PB1 (inputs and content update by all partners)	Platform	1

Monitoring

Even when the communication plan is completed and implemented successfully, it does not mean that the work is ready and we can file our strategy away. Besides of that kind of monitoring partners also have to prove that all of the planned and arranged material was published. Therefore all partners must collect the following documents related to the project:

- Minutes, agendas, photos, list of participants after meetings, seminars and other events

In case of media presence the following documents have to be collected:

- Copy of the published article (press release)
- Link to the published article on the internet
- Interview in the radio and on TV: memo of the content of the interview and the exact date and time of the interview
- Every other record or file constituting proof for the dissemination activity

All dissemination activities have to be monitored, so all partners should keep records of their activities.

Evaluation

Every communication strategy requires continual evaluation and up-dates. It is a dynamic document that needs to be updated throughout the project duration.

To start with, partners must monitor the implementation of EMPLOYOUTH strategy. This means making sure that all tactics are being implemented on time and as planned, and making any adjustments necessary to achieve this. Secondly, partners must regularly evaluate whether their tactics are actually helping them achieve their objectives and their overall goal. The results of the previous 6-month- period will be evaluated. They have to get the feedback from the target groups, to see if all spending was completed in a cost effective way and also to study the risk analysis. If it is needed they have to make modifications in the communication plan and work accordingly in the forthcoming period.

Towards this direction, a report table is going to be used so that all partners can track down their dissemination activities and collect all required monitoring documents.

IV. Communication tools chosen

OVERALL COMMUNICATION OBJECTIVES OF THE INTERNAL COMMUNICATION

Partners are requested to review, reply to and follow up on project correspondence as soon as possible. If partners are unable to respond in full at any given time, a brief acknowledgement should be returned, until a more considered response can be made. This is especially vital in avoiding confusion and any need for repetition, thereby maintaining overall efficiency of the project processes, and all partners undertake to respect this guideline.

Language

English is the working language. In order to facilitate ease of understanding, to avoid misinterpretation and to encourage project progress, every effort should be made to use clear, concise and simple language in project communication. Information overload should also be avoided.

Transparency

Project communication should be open and shared across partners as far as possible. This is necessary to ensure that all partners are equally clear about project development and because no partner is at a disadvantage regarding project processes. Partners are required to provide regular updates on project activities and progress, and to highlight any problems. CHAMBER OF COMMERCE AND INDUSTRY OF SERRES, as Lead Partner, has undertaken to consult with partners to the greatest extent possible on any significant decisions to be made on the project and to keep partners informed of project coordination processes.

Partner Profiles

Partner Profiles are a short piece of text describing the partner organization and activities, which can be used on shared project materials and at project events. Each partner should prepare it in English.

Support

Project meetings and teleconferences will be used to speed up the process and strengthen the relationship between partners.

The identification of different instruments and deliverables for publicity and communication will be used for the assessment of the following activities to be developed throughout the project:

Internal Communication tools

Internal communication between partners is ensured through:

- **Electronic connections: e-mails, chat on-line**

Exchange of e-mails and chat on-line is a very simple and usual way of every day communication among partners, but mostly used for simple issues and typical procedures. When it comes to more complicated issues telephone contact might be more suitable and effective.

- **Google documents storage**

Common project documents will be saved in EMPLOYOUTH folder in Google Drive. It is easier to save on cloud documents such as meeting reports, templates, and any other tasks that have to be completed as planned. This would be the best internal communication tool.

- **Project Meetings**

The Steering Committee is the main decision making, monitoring and supervisory body of the programme. Each participant shall delegate one member into the Steering Committee. Each member will have one vote in the Committee. In that way quality and efficiency is ensured for all project activities, within time and budget availability.

Main tasks of the Steering Committee:

- Approval of the reports of the Work Package Responsible Partners, all the results and outputs prepared during the implementation of EMPLOYOUTH
- Evaluation of progress based on the Reports and agree on follow-up actions decision
- Approval of the modification of budget or the project
- Approval of any other changes which has an effect on the implementation of the project (modification of timing, outputs, results, composition of the Partnership etc).

Five Steering Committee (SC) Meetings are going to be organised:

- Kick-off meeting in Serres
- 2nd meeting in Bitola
- 3rd meeting in Kilkis
- 4th meeting in Edessa
- and 5th meeting in Bitola.

According to the project proposal and timetable relevant project topics are going to be discussed and planned during the SC meetings.

- **Telephone contact**

Although the most effective way of communication is to meet actors in person, partners cannot afford that too often and sometimes decisions cannot wait to be done until the forthcoming meeting.

The Lead Partner will organise with all the consortium multi-conference calls when needed. In addition, when an issue or problem emerges that needs immediate reaction and decision telephone calls between partners is suggested.

OVERALL COMMUNICATION OBJECTIVES OF THE EXTERNAL COMMUNICATION

External Communication tools

- **Events**

Promotional Events (7)

Closing Conference (1)

Organisation of events planned according to EMPLOYOUTH proposal is a very effective way to communicate the project results to selected target groups of different levels. Each partner will carry out 1 promotional event (LB will organise two) in each region involved with a focus

group of 50 people involved. The scope of these events is to attract interest for the project and promote project's results.

Finally, one closing conference will be held mainly targeting public authorities, policy makers, experts on start-up entrepreneurship, innovation centres and SMEs. The results achieved in the frame of the project will be presented and key players, policy makers and technical experts will be invited to discuss the most relevant conclusions of the project. Exact place and date will be decided during the project lifetime.

ETEAK being responsible for developing the Communication Strategy will also provide partners with some useful guidelines for successful organisation of events on a later stage of the project (can be found annexed), as events is a basic illumination of the project results giving direct access to many target groups.

- **Website**

EMPLOYOUTH website will be developed by the Lead Partner (CHAMBER OF COMMERCE AND INDUSTRY OF SERRES) with the support of all partners. The project's website will be developed to serve both as a meeting point among partners, stakeholders involved and beneficiaries and as a channel for interacting, exchanging knowledge and creating awareness. It will contain, among others, relevant information, partners involved, useful links, related events and publishable results. The website will be continuously updated including all necessary information and outcomes of the project. This tool could be reached by all target groups and will be rather effective. The Project's website shall use at least the Programme's official language and shall provide information about the Project, its progress, deliverables and results:

- Home page
- The Project
- Partners
- News and Announcements
- Events – Activities
- Useful Links
- FAQs
- Search
- Contacts

The website shall include also a short description of the Programme. The following text is suggested:

The Interreg IPA CBC Programme CCI 2014 TC 16 I5CB 009 is a cross-border cooperation Programme co-financed by the European Union under the Instrument for Pre-Accession Assistance (IPA II). The strategy statement of the Programme is "to enhance territorial cohesion by improving living standards and employment opportunities holding respect to the

environment and by using the natural resources for upgrading of the tourism product". The total budget of the Programme for the period 2014-2020 is 45.470.066,00 €.

The Interreg project logo, together with the textual reference to the sources of financing shall appear on the homepage (front page) of the project's website.

There is also a need for a disclaimer on the bottom of the homepage that the material on the website does not necessarily reflect the official position of the EU, the Managing Authority and the participating countries. This disclaimer should include the following:

"This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are the sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries and the Managing Authority".

The beneficiaries need to make available at least the links to the following websites:

- the Programme's website: http://www.ipa-cbc-programme.eu
- the website dedicated to EU Regional Policy:
  http://ec.europa.eu/regional_policy/index_en.htm
- the institutional websites of the partners (if applicable)

- **Creation of corporate image –Visual Identity**

The creation of a project's visual identity is required, as this would increase the project's visibility and recognition. The aim of the logo, brand, and image is to get people to recognize the project. If partners use the logo, web site, press releases etc. effectively they will be able to present a coherent and memorable image of the project. A strong brand has to do with every aspect of a projects relationship with its target groups. The logo is a key part of the project's identity and should be included on all communication/dissemination relating to the project.

ETEAK is responsible for developing the visual identity /logo of EMPLOYOUTH project that will be used during the entire project. The logo as well as all other visual elements will be available for all partners and can be downloaded from the website developed also for the project.

It is mandatory for all partners to use visual elements for all dissemination and project materials in accordance with the visual identity guidelines which are available on the official site of Interreg IPA CBC Programme CCI 2014 TC 16 I5CB 009 (http://www.ipa-cbc-programme.eu/com/17_Documents-for-Project-implementation).

- **Leaflets (3600), Folders, Blocks, Pens (3600)**

The leaflets will comprise the general information of the project, remarking specially its main goals and activities. It will be published in English and translated in each partner's official

language to enhance its use. Leaflets can be disseminated in every given opportunity such as meetings with main actors, events, conferences, seminars, to interested visitors, etc. Folders, blocks and pens will bear the programme's logo and will be distributed as promotional material to events, closing conference.

- **Publications (Printed guides with projects results)**

One booklet/brochure with project results shall be published. This publication will be in the Programme's official language. The cover page should contain the Interreg project logo. The fund text shall appear either on the cover page or the back page.

The following disclaimer must be included:

"The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority".

- **Entries in local press or electronic media**

Each partner will issue at least 5 press releases in order to disseminate not only related articles or events but mainly the progress and results achieved in the project for all interested parties. Press releases should be sent to all available media (newspapers, websites, etc) and to important entrepreneurship journals recognised and well-known on a European level.

The partnership will use the main existing communication channels through different media, allowing the accessibility to this information by the different actors, policy makers, stakeholders and SMEs.

- **Social Media**

Social media will be used to inform and stay connected with relevant professionals, policy makers and scientific/technical communities as well as reach out to an interested general public and media. It is an ideal outreach channel(s) to support and amplify all elements of the dissemination strategy and key project milestones.

V. Indicators of achievements

All communication activities will be subject to a regular follow-up, so that the results can be evaluated and improved where necessary.

A set of indicators have already been defined for each type of communication tool as summarized in the table below:

Tool	Outputs indicators	Results indicators
Website	Number of pages published Regular updates	Number of visits (Google analytics)
Programme webpage	Number of messages sent Regular updates	Number of posts
Events	Number of events organized	Number of participants to the events
Publications	Relevant publications Number of media contacted	Number of publications
Project presentations	Number of presentations	Number of external events attended where presentation was made. Number of events organised where presentation was made.

VI.   Human Resources

Project Management team and Communication team

The Project Management team consists of thirteen (13) members, 4 from the Chamber of Commerce and Industry of Serres, 2 from UoWM, 1 from Research and Development Society of Kilkis Chamber of Commerce and Industry, 1 from Chamber of Pella, 2 from St. Kliment Ohridski University – Bitola, Faculty of Information and Communication Technologies and 1 from Foundation for Sustainable Economic Development PREDA PLUS.

The sound management procedures of the project must ensure that information to all PPs is provided in time so that all PPs can participate equally and quickly solve problems that may occur. The project uses simple yet efficient management and coordination procedures on different operational levels:

- 1st level - Procedures for decision-making and coordination: a Project Steering & Monitoring Committee (PSMC) composed of representatives of all PPs (and if necessary of the representatives of the key stakeholders according to the project content). The Committee is responsible for monitoring the project and the quality control and approval of the deliverables on the basis of achieving the output and result indicators. The Committee will meet at regular basis to a) pinpoint problems and adopt corrective measures, b) take decisions on any changes on the deliverables and / or the budget preferably unanimously or by a majority of 2/3 of its members.
- 2nd level - administrative management: The LP will appoint a Project Manager who will have the responsibility for the coordination and proper implementation of the entire project. Each PP will also appoint a contact person as a communication link in the partnership. The communication takes place: a) through regular meetings (in person and/or via skype meetings. In person meetings will take place every 4 months) and b) contact by email. The LP will also appoint a Financial Manager responsible for an adequate and orderly project accounting, for properly financial managing of the budget, for monitoring project financial progress and internal handling of the ERDF funds / national co-financing.

PPs will cooperate in preparing and submitting the project progress reports (project activity and financial reports). The LP performs plausibility checks and submits them, on a 6-month basis, to the JS. JS receives and processes the progress reports; MA approves and gives its consent to the CA to proceed to the payment requests.

Effective communication is often the foundation of successful projects. Good communication can unite team members and stakeholders to a project's strategy, objectives and budget. It can also enable everyone involved in the project to understand his or her roles, which may make them more likely to support the project. Without effective communication, projects can incur more risk and fail to meet desired outcomes.

Partner Details

Partner	Organization	Position	Contact Person	E-mail
LP	CHAMBER OF COMMERCE AND INDUSTRY OF SERRES	Project Manager	Thomai Boziou	boziou@eves.gr
		Financial Manager	Katerina Tzimoula	tzimoula@eves.gr
		Technical / administrative staff	Ioannis Kotzampasidis	ikotz@eves.gr
		Technical / administrative staff	Tsiarea Elisavet	etsiarea@eves.gr
PP2	RESEARCH COMMITTEE - UNIVERSITY OF WESTERN MACEDONIA – DEPARTMENT OF MECHANICAL ENGINEERING	Project Manager	Yiannis Bakouros	ylb@uowm.gr
		Administrative staff	Pavlos Kilintzis	pkilintzis@gmail.com
PP3	RESEARCH AND DEVELOPMENT SOCIETY OF KILKIS CHAMBER OF COMMERCE AND INDUSTRY	Project Manager	Maria Kalogeridou	mkalogeridou@ccikilkis.gr
		Technical / administrative staff	Eleni Tsakalofidou	tselena@ccikilkis.gr
PP4	CHAMBER OF PELLA	Project Manager	Yiorgos Vladikas	gvladikas@pellachamber.gr
PP5	ST. KLIMENT OHRIDSKI UNIVERSITY – BITOLA, FACULTY OF INFORMATION AND COMMUNICATION TECHNOLOGIES - BITOLA	Project Manager	Igor Nedelkovski	igor.nedelkovski@fikt.edu.mk
		Technical / administrative staff	Zoran Kotevski	zoran.kotevski@fikt.edu.mk
PP6	FOUNDATION FOR SUSTAINABLE ECONOMIC DEVELOPMENT PREDA PLUS	Project Manager	Marijana Milevska	marijana.milevska@predaplus.eu
		Technical / administrative staff	Lidija Angelkova	lidija.angelkova@predaplus.eu

VII.   Financial Resources

Particular attention should be paid on detailed budgeting of communication tools and actions per partner/ activity/ year of project's implementation and type of cost. The project proposal has established a balanced budget which allows every local partner to produce their planned information tools & actions.

The total budget of the project that will be used to address the information and publicity measures is 92.015,00 €. In more detail, 18.824,00 € of the total budget of LB, 7.388,00 of the budget of PB2, 39.168,00 € of the budget of PB3, 6.535,00 € of the budget of PB4, 7.300,00 € of the budget of PB5 and 12.800,00 € of the budget of PB5 are allocated for the implementation of the communication activities. The budget includes expenditures on preparation of publicity and information materials; promotional, information and training events including rent of hall and equipment, catering and consumables; support materials; publications in mass media, etc.

Allocation of Budget LB for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.1.2	External Expertise and Services	1 banner (roll ups, dimension 1x2)	1		450,00 €	450,00 €
WP2	D2.1.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		350,00 €	1.750,00 €
WP2	D2.1.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	100,00	10,40 €	1.040,00 €
WP2	D2.1.3	External Expertise and Services	Development of project website (requirement analysis, web design, CMS portal, s/w development and customisation, hosting), man-months	1,5		2.000,00 €	3.000,00 €
WP2	D2.1.3	External Expertise and Services	Translation of project website content in english, 1 person for 12 months	1		1.200,00 €	1.200,00 €
WP2	D2.1.4	Staff Costs	Organisational issues before during and after the closing conference (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	80,00	10,40 €	832,00 €
WP2	D2.1.4	External Expertise and Services	Cost of External Expert for the organisation of the closing conference at Serres, Greece (max. 100 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, translations, travel and accommodation costs of invited	1		5.600,00 €	5.600,00 €

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
			partners, experts if applicable etc.)				
WP2	D2.1.4	External Expertise and Services	Purchase of 100 promotional bags with the INTERREG - project logo printed	100		8,00 €	800,00 €
WP2	D2.1.4	Office and Administration	Postal, courier services	1		320,00 €	320,00 €
WP2	D2.1.4	External Expertise and Services	Cost of External Expert for the organisation of two promotional events at Serres, Greece (max. 100 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, translations, travel and accommodation costs of invited partners, experts if applicable etc.)	2		1.500,00 €	3.000,00 €
WP2	D2.1.4	Staff Costs	Organisational issues before during and after the promotional events (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	80,00	10,40 €	832,00 €

Allocation of Budget PB2 for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.2.2	External Expertise and Services	1 banner (roll ups, dimension 1x2)	1		450,00 €	450,00 €
WP2	D2.2.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		350,00 €	1.750,00 €
WP2	D2.2.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	80,00	14,30 €	1.144,00 €
WP2	D2.2.3	External Expertise and Services	Translation of project website content in english	0,2		2.500,00 €	500,00 €
WP2	D2.2.4	External Expertise and Services	Cost of External Expert for the organisation of one promotional event (max. 50 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, travel and accommodation costs of invited partners, experts if applicable etc.)	1		1.500,00 €	1.500,00 €
WP2	D2.2.4	Office and Administration	Administrative costs for Special Account for Research (ELKE)	1		450,00 €	450,00 €
WP2	D2.2.3	Office and Administration	Administrative costs for Special Account for Research (ELKE)	1		450,00 €	450,00 €

WP2	D2.2.4	Staff Costs	Organisational issues before during and after the promotional event (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	80,00	14,30 €	1.144,00 €

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Allocation of Budget PB3 for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.3.1	External Expertise and Services	Elaboration of Communication Plan. The Communication Plan will continuously be updated throughout all project execution and the updated versions and results will be included in the corresponding progress reports.	1,5		2.000,00 €	3.000,00 €
WP2	D2.3.2	External Expertise and Services	Folders (dimensions: 43x71, 350gr VELVET, colored) Blocks (A5 size, 20sheets), Pens (4 colored, blue or black ink).200 folders, 200 blocks, 200 pens per partner i.e. 600*4 Greek partners in total 2400 folders, blocks and pens	2400		1,00 €	2.400,00 €
WP2	D2.3.2	External Expertise and Services	Leaflets (4-colored, 170gr illustration, 3-fold, A4 size- design and printing in Greek language). 600 copies per partner i.e. 600*4 Greek partners in total 2400 leaflets (1200 in Greek and 1200 in english) to inform about the project, its objectives, expected results, partners and activities. It will be distributed in project's events	2400		1,00 €	2.400,00 €
WP2	D2.3.2	External Expertise and Services	Printed guides with projects results in english for all partners, in total 2400 Guides to communicate the outcome of the project with other relevant stakeholders (Universities, Chambers, BIOs, Investment Funds both in participating countries and abroad)	2400		8,00 €	19.200,00 €
WP2	D2.3.2	External Expertise and Services	1 banner (roll ups, dimension 1x2)	1		450,00 €	450,00 €
WP2	D2.3.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		350,00 €	1.750,00 €
WP2	D2.3.2	External Expertise and Services	Usb flash disks will be used by the project beneficiaries and participants in project events. 100 usb flash disks will be distributed in the closing conference while Greek partners will get around 175 Usb flash disks each to distribute in projects events.	800		6,50 €	5.200,00 €

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WP2	D2.3.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	80,00	12,30 €	984,00 €
WP2	D2.3.3	External Expertise and Services	Translation of project website content in english	0,5		2.000,00 €	1.000,00 €
WP2	D2.3.4	External Expertise and Services	Cost of External Expert for the organisation of one promotional event (max. 50 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, translations, travel and accommodation costs of invited partners, experts if applicable etc.)	1		1.800,00 €	1.800,00 €
WP2	D2.3.4	Staff Costs	Organisational issues before during and after the promotional event (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	80,00	12,30 €	984,00 €

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Allocation of Budget PB4 for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.4.2	External Expertise and Services	1 banner (roll up, dimension 1x2)	1		450,00 €	450,00 €
WP2	D2.4.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		350,00 €	1.750,00 €
WP2	D2.4.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	120,00	15,75 €	1.890,00 €
WP2	D2.4.4	External Expertise and Services	Cost of External Expert for the organisation of one promotional event (max. 50 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, travel and accommodation costs of invited partners, experts if applicable etc.)	1		1.500,00 €	1.500,00 €
WP2	D2.4.4	Staff Costs	Organisational issues before during and after the promotional event (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	60,00	15,75 €	945,00 €

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Allocation of Budget PB5 for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.5.2	External Expertise and Services	2 banners x 100€ = 200€ (roll ups, 1m x 2m, 1 in english 1 in local language), 100 stickers x 0, 5€ = 50€ (for the equipment), 25posters x 2€ = 50€ (as promotion of the project and call for participation, for students, at each faculty per one). 2 plate x 100€ = 200 €, one for the outdoor, and one for indoor, at the premises	1		500,00 €	500,00 €
WP2	D2.5.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		200,00 €	1.000,00 €
WP2	D2.5.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	180,00	10,00 €	1.800,00 €
WP2	D2.5.3	Staff Costs	Translation of project website content in english	1	300,00	5,00 €	1.500,00 €
WP2	D2.5.4	External Expertise and Services	Cost of External Expert for the organisation of one promotional event (max. 50 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, travel and accommodation costs of invited partners, experts if applicable etc.)	1		2.000,00 €	2.000,00 €
WP2	D2.5.4	Staff Costs	Organisational issues before during and after the promotional event (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	100,00	5,00 €	500,00 €

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Allocation of Budget PB6 for WP2

WP	Del.	Budget line	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.6.2	External Expertise and Services	Folders (dimensions: 43x71, 350gr VELVET, colored) Blocks (A5 size, 20sheets), Pens (4 colored, blue or black ink).200 folders, 200 blocks, 200 pens per partner i.e. 600*2 partners in FYROM, in total 1200 folders, blocks and pens	1200		1,00 €	1.200,00 €
WP2	D2.6.2	External Expertise and Services	Leaflets (4-colored, 170gr illustration, 3-fold, A4 size- design and printing in Greek language). 600 copies per partner i.e. 600*2 partners in total 1200 leaflets (600 in national language and 600 in english) to inform about the project, its objectives, expected results, partners and activates. It will be distributed in project's events	1200		1,00 €	1.200,00 €
WP2	D2.6.2	External Expertise and Services	1 banner (roll ups, dimension 1x2)	1		500,00 €	500,00 €
WP2	D2.6.2	External Expertise and Services	Entries in local press (black and white, 1/4page) or electronic media	5		500,00 €	2.500,00 €
WP2	D2.6.2	External Expertise and Services	Partners from FYROM will get around 100 Usb flash disks each to distribute in projects events.	200		7,00 €	1.400,00 €
WP2	D2.6.3	Staff Costs	Administration and project website texts inputs and content update, man-hours. Provide input and update the content of the project web site	1	300,00	10,00 €	3.000,00 €
WP2	D2.6.4	External Expertise and Services	Cost of External Expert for the organisation of one promotional event (max. 50 people). It includes all the necessary organisation costs (catering, press releases, secretarial support, photos, reporting of the event, translations, travel and accommodation costs of invited partners, experts if applicable etc.)	1		2.000,00 €	2.000,00 €

WP2	D2.6.4	Staff Costs	Organisational issues before during and after the promotional event (facilitating and support the implementation, invitations, support to participants, reminders to participants, facilitate the open discussion, disseminate information about the conclusions reached), man-hours	1	100,00	10,00 €	1.000,00 €

VIII. Timeline

WP	Title	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	Partners responsible	Comments
					2018						2019										
1	Project management & Coordination																				
1.1	Deliverable 1.X.1: Preparation Activities																				
1.2	Deliverable 1.X.2: Project Management & Progress Reports				PR#1						PR#2						PR#3			All partners	The Final Report of the project will be submitted to the JS/MA for approval, two months after the issuance of all certificates of verified expenditure. In any case, the Final Report must be submitted no later than six months after the official end date of the project.
1.3	Deliverable 1.X.3: Project Meetings	KOM							PMB											All partners	KOM:Kick off meeting, held at Serres in June 2018 PBB: Project meeting in Bitola, held in Bitola in October 2018 Pending: Project meeting in Kilkis Project meeting in Edessa Project meeting in Prilep
1.4	Deliverable 1.X.4: Audit Costs																				
2	Project Communication and Dissemination																				
2.1	Deliverable 2.X.1: Communication Plan												x		x					PB3	1st version of CP in April. CP will continuously be updated throughout all project execution and the updated versions and results will be included in the corresponding progress reports.
2.2	Deliverable 2.X.2: Development of dissemination material														*				*	PB3, PB6	The activity requires the award of a contract to external experts. *Estimations: Leaflets, folders etc by 6/2019 (PB3, PB6). Banners and entries (throughout the project) by all partners. Printed guides by September 2019 (PB3)
2.3	Deliverable 2.X.3: Development of project website and content update																			PB1	The activity requires the award of a contract to external experts. Estimated date of contract granting: 6/2019. Project Website ready 2 months after contract signing (PB1). **Content update throughout the project duration by all partners**
2.4	Deliverable 2.X.4: Publicity events and conferences										PROMO EVENT PB5, PB6								CCS	All Partners	**CCS: Closing Conference in Serres (PB1)** **Promo events:** For Greek partners, the activity requires the award of a contract to external experts.
3	Nurture of innovative ideas																				
3.1	Deliverable 3.X.1: Selection and evaluation of candidates											x								All partners	
3.2	Deliverable 3.X.2: Mentoring the mentors' seminar									x										PB2	Mentors Handbook and organisation of mentors seminar. The activity requires the award of a contract to external experts. Estimated date of contract granting: 5/2019.
3.3	Deliverable 3.X.3: Operation of start up accelerators										Republic of North Macedonia		PB3							PB1, PB3, PB4, PB5,PB6	For rest of Greek partners the activity requires the award of a contract to external experts
4	Preicubation of innovative ideas																				
4.1	Deliverable 4.X.1: Operation of a coworking (preincubation) programme																			PB2, PB5, PB6	Training, coaching, preparation of Business Model Canvas, study visits etc. Wait for Greek partners as the activity requires the award of a contract to external experts
4.2	Deliverable 4.X.2: Startups entrepreneurship IT platform																			PB1	The activity requires the award of a contract to external experts. Estimated date of contract granting: 6/2019. Project Website ready 2 months after contract signing (PB1). Content update throughout the project duration
4.3	Deliverable 4.X.3: Organisation of networking activities																			PB2, PB5, PB6	Organisation of two networking events Wait for Greek partners as the activity requires the award of a contract to external experts
4.4	Deliverable 4.X.4: Organisation of competition of best innovative idea																			PB1	Organisation of competition. All partners participate Wait for Greek partners as the activity requires the award of a contract to external experts

N.B. Urgent need to ask for a project extension with the JS/MA.

IX. Annexes

Annex A: Event Checklist

BEFORE

- Decide on the venue and the caterer
- Choose and invite your speakers
- Programme:
    - Adapt the content according to the target audience
    - Include Q&A time
    - Plan enough time for coffee breaks and lunch
- Send an invitation, a reminder and as an option a second reminder
- Reminder: all documents must include the project logo and funding reference
- Brief the speakers and the moderator
- Allocate specific tasks and responsibilities to the organizing team
-
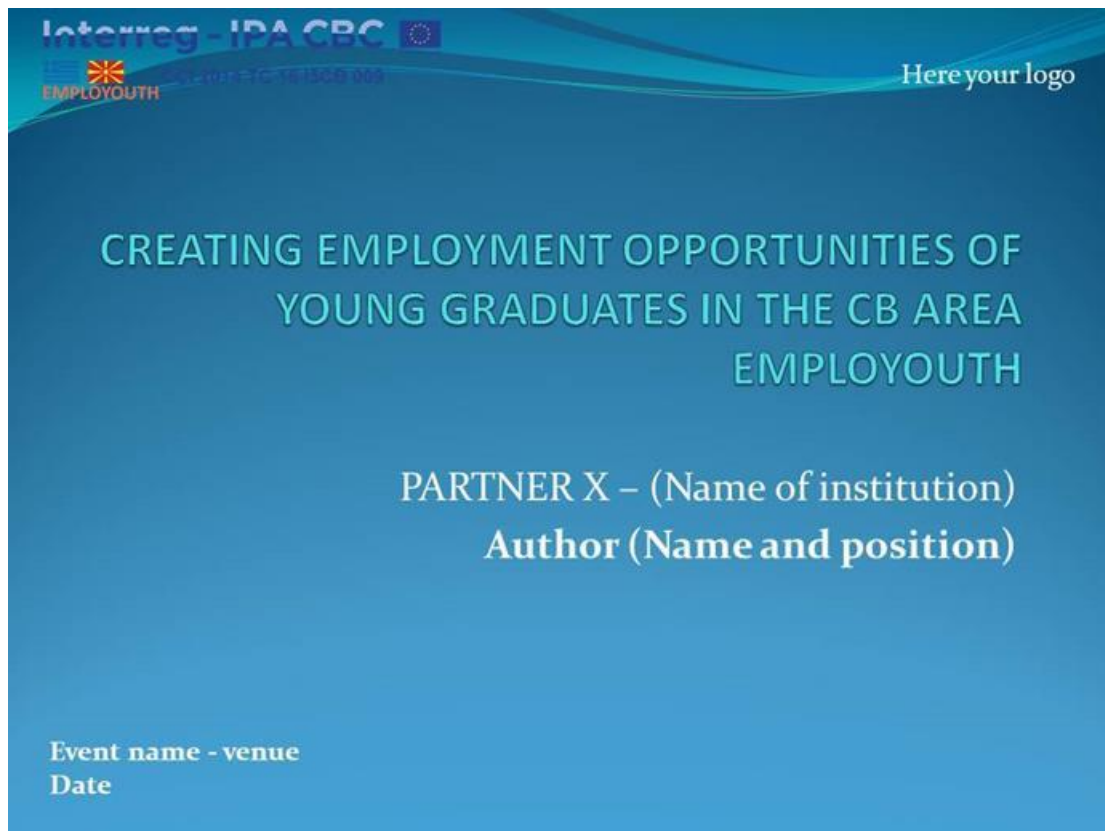
DURING

- Set up a registration desk:
    - Registration sheets
- Keep a USB with a copy of all presentations
- Place labels and water are available for speakers
- Equipment:
    - Laptop with presentations
    - Microphones & sound system
    - Screen & projectors

AFTER

- Follow-up: upload presentation online, provide a summary of the event
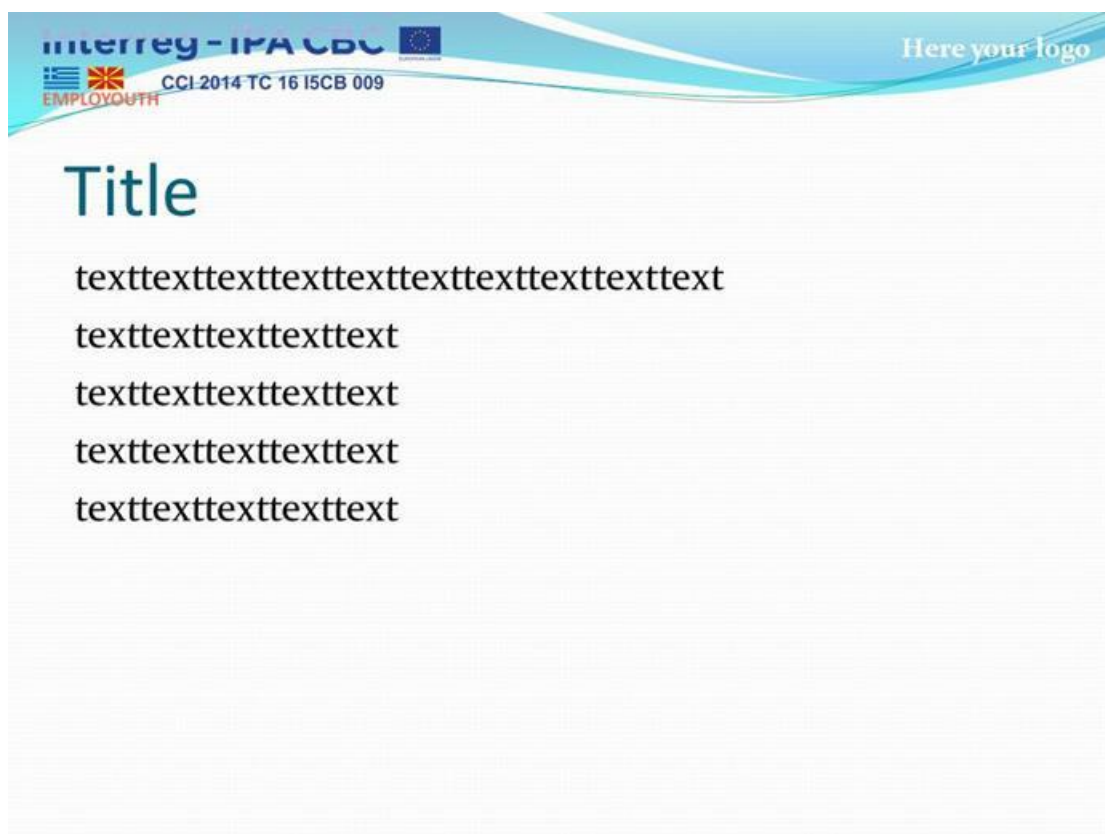- Ask for feedback on the event

Annex B: Presentation Templates

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Annex C: Agenda template for all the events organized under the Project

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HERE YOUR LOGO

NAME OF EVENT

CREATING EMPLOYMENT OPPORTUNITIES OF

YOUNG GRADUATES IN THE CB AREA

Date…………

Venue………………

Start time – End time	Title of Presentation / Speaker / Position