

## COMMUNICATION PLAN

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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”.*

## I. INTRODUCTION

This document is a Deliverable No. 2.1 of the project titled as "Symbiotic networks of bio-waste sustainable management", with an acronym "SYMBIOSIS", implemented under the Subsidy Contract No. SYMBIOSIS–CN–SO1.2–SC017 upon the 1<sup>st</sup> Call for proposals within the INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020.

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

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

PARTNER No.	PARTNER TITLE	COUNTRY
LB	Public Enterprise KOMUNALEC Bitola	The former Yugoslav Republic of Macedonia
PP2	Waste Management of Western Macedonia DIADYMA SA	Greece
PP3	Public Enterprise for communal works KOMUNALNA HIGIENA Novaci	The former Yugoslav Republic of Macedonia
PP4	InnoPolis - Centre for Innovation and Culture	Greece
PP5	Movement for Environment MOLIKA DOM Bitola	The former Yugoslav Republic of Macedonia
PP6	National Technical University in Athens	Greece

Industrial Symbiosis (IS) is an innovative approach that brings together companies from all business sectors with the aim of improving cross industry resource efficiency through the commercial trading of materials, energy and water and sharing assets, logistics and expertise.

The project's main objective is to set up an integrated, sustainable, bio-waste management and trading scheme between the partner regions of Western Macedonia in Greece and the municipality areas of Bitola and Novaci in the former Yugoslav Republic of Macedonia, following the Industrial Symbiosis concept.

SYMBIOSIS will develop symbiotic networks bringing together companies and stakeholders from all business sectors, aiming to improve cross industry resource efficiency through material trading and sharing assets in an environmentally sustainable way.

Planning and regional development infrastructures, and matchmaking and retrieval services are key means in SYMBIOSIS to set up cost-effective biomass supply chains.

### **SYMBIOSIS specific objectives:**

- To set-up a cross industry resource efficiency through organic material trading and sharing assets;

- To create industrial sustainable networks especially in the agro-food industry;
- To achieve maximum efficiencies in energy and water use;
- To have a reference point where the demand will meet the offer of bio-waste materials in CBC area;
- To improve the local policies on the management of bio-waste streams and tackle this issue individually following the directions of the EU policy for less bio-waste to the landfills and better utilization for other uses;
- To improve the environmental benefits by reducing the bio-waste streams that were disposed into landfills;
- To generate tangible social benefits to local communities by better use of bio resources from the food industry in favor to social activities;
- To improve the cooperation among sectors and businesses in cross-border area thus improving the local economies and boosting entrepreneurship;
- To support the local economies by safeguarding raw materials or fuel coming from bio-waste;
- To promote job creation in the regions into question by exploring the trade opportunities and using the waste as a resource.

**SYMBIOSIS expected results:**

- Created new jobs in the bio-waste sector;
- Developed implementation strategies at the level of decision-making by the competent authorities;
- Reduced quantity of bio-waste that is deposited on the landfills on a daily bases;
- Enabled economic benefits for local and regional businesses through the use of the platform, which is a powerful tool for networking and trade in bio-waste;
- Reduced load on the environment. For each ton of bio-waste that will not be delayed at the landfill, a reduction of carbon dioxide (CO<sub>2</sub>) and / or methane (CH<sub>4</sub>) will be recorded. 10 000t per year in the cross-border region will result in 300t reduction of methane emissions or 6.300t CO<sub>2</sub> eq.

Total Project budget amounts 898.853, 33 EUR, i.e. 482.086, 00 EUR for project activities that are to be implemented in the former Yugoslav Republic of Macedonia, while the remaining amount of 416.772, 33 EUR is allocated for the implementation of activities in Greece.

The project duration is 24 months.

## **II. GENERAL COMMUNICATION STRATEGY**

Effective communication is the basis of cross-border cooperation and has vital role for the successful implementation of SYMBIOSIS 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.

Communication is thus an integral part of the working procedures at all levels throughout the project cycle.

Thus, the communication strategy will focus on increasing the awareness about SYMBIOSIS project, its objectives, activities and goals, giving full visibility and promotion of INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020.

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 among SYMBIOSIS Partnership)**

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

Due to the cross-border character of SYMBIOSIS Project, effective internal communication has to be ensured in order successful management and coordination of all project activities to be ensured. Although the representatives of Implementation Teams of each partner are responsible for the communication between themselves on a daily bases, the Project Management Team bares the responsibility to monitor and evaluate the internal communication during entire project implementation.

### **2) External communication (communication with SYMBIOSIS stakeholders & target groups)**

SYMBIOSIS Communication aims to provide two key elements regarding the communication between the project and its 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.

## SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Strong SYMBIOSIS partnership with clear roles and responsibilities of all project partners;</li> <li>Mutual understanding and willingness to develop fruitful communication between the project and relevant stakeholders;</li> <li>Common Visual ID and branding;</li> <li>Use of various communication tools including the Social media tools;</li> <li>Funds available for communication actions;</li> <li>Motivated actors/stakeholders;</li> <li>Strong tradition of cooperation in the cross-border region.</li> </ul>	<ul style="list-style-type: none"> <li>Different level of commitment among project partners and/or stakeholders;</li> <li>Strong public resistance to changes in waste management habits;</li> <li>Lack of commitment of relevant decision makers to support the action.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Improve internal communication;</li> <li>Develop SYMBIOSIS webpage and social media to create interest among SYMBIOSIS target groups;</li> <li>Develop and adopt clear key messages to address relevant stakeholders;</li> <li>Follow up on results – transforming to change in policies and practices.</li> </ul>	<ul style="list-style-type: none"> <li>The partners and/or relevant stakeholders show lack of interest in SYMBIOSIS results;</li> <li>Lack of significant input/feedback from stakeholders;</li> <li>Low level of involvement of multipliers that could “open up” the strategy to a wider audience.</li> </ul>

The above SWOT analysis shows that there is a good basis to build upon. There is an outspoken need to focus on the communication, as project results are closely connected with the involvement of relevant stakeholders dealing with bio-waste and the general public as well.

The communication strategy also takes into account the principles regarding discrimination and gender equality. This will be reflected in the composition of speakers at events, imagery used to illustrate communication material, etc.

This document should be considered as a live and dynamic instrument in the hands of SYMBIOSIS partnership aiming to the most effective and wide communication and publicity of the project itself as well as of its main objectives and goals. Partners are always welcomed to make suggestions or comments for the improvement of SYMBIOSIS Communication Plan in order to be more realistic and easy to apply in their day-to-day project implementation.

SYMBIOSIS Partnership will ensure that the implementation of the project will follow the information and publicity requirements according to the INFORMATION AND PUBLICITY GUIDE FOR FINAL BENEFICIARIES and will also ensure that all information and/or publicity actions are regularly reported to Communication & Technical Assistance Officer from the Joint Secretariat in Thessaloniki.

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### **III. OBJECTIVES**

#### **1. OVERALL COMMUNICATION OBJECTIVES**

##### **1.1 OVERALL COMMUNICATION OBJECTIVES OF THE INTERNAL COMMUNICATION (communication among SYMBIOSIS Partnership)**

- To ensure a clear understanding of SYMBIOSIS 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 goal through the involvement of all partners in the same time encouraging increased partner teamwork;
- To support the successful implementation of SYMBIOSIS project by ensuring an effective and on time communication system.

##### **1.2 OVERALL COMMUNICATION OBJECTIVES OF THE EXTERNAL COMMUNICATION (COMMUNICATION WITH SYMBIOSIS STAKEHOLDERS & TARGET GROUPS)**

- To ensure that communication is designed in a way to promote the main idea of SYMBIOSIS 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 SYMBIOSIS project and make sure all information and publicity activities comply to the Information and Publicity Guide for Final Beneficiaries;
- To ensure visibility for SYMBIOSIS project and the INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 at local and national level;
- To raise awareness among stakeholders and target groups about the benefits that SYMBIOSIS project can provide to them and to the communities as well;
- To encourage active participation of project target groups in project activities;
- 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.

## **2. TARGET GROUPS**

### **2.1 WITHIN THE COUNTRY(IES) OF THE PROGRAMME WHERE THE ACTION IS IMPLEMENTED**

Communication activities primarily should be directed to:

#### **2.1.1 Group A: Internal public**

- Representatives of SYMBIOSIS partnership;
- The staff of the management bodies of INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 (Managing Authority of European Territorial Cooperation Programmes, Joint Secretariat Interreg IPA CBC “Greece – The former Yugoslav Republic of Macedonia 2014-2020” in Thessaloniki, National Authority: Ministry of Local Self-Government in Skopje, Department for European Union, Antenna Office in Bitola, Audit Authority, First Level Control Unit).

#### **2.1.2 Group B: External public: Bio-waste producers & users:**

- “Big producers” like food processing facilities and suppliers, tourist operators (hotels, restaurants, etc.);
- Farmers, field crops, fruit & vegetable growers, bio-organic agriculture associations;
- “Bio-waste users” - the industries that use bio-waste as resource;
- Local population.

#### **2.1.3 Group D: External public: Decision makers, waste management and environmental professionals, media:**

- Relevant Ministries: Environment, Economy, Tourism, Agriculture & Rural Development, Education, etc.;
- Local authorities and municipalities;
- Environmental protection organizations and lobbyists;
- Academic institutions of Ecology & Environmental Sciences, Departments of Environmental Management and Sciences in Universities;
- Waste management & environmental experts in general;
- National, regional, local media from both participating countries.

### **2.2 WITHIN THE EU (AS APPLICABLE)**

Each project partner will contribute in development of directory of all possible stakeholders and target groups at transnational and European level, in order to have project database periodically updated to be used for project dissemination and communication activities.

Such European bodies will be targeted as potential multipliers, widening SYMBIOSIS target groups and enabling better visibility of the action.



### **3. SPECIFIC OBJECTIVES FOR EACH TARGET GROUP, RELATED TO THE ACTION'S OBJECTIVES AND THE PHASES OF THE PROJECT'S TIMETABLE.**

*Examples of communication objectives: ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity raise awareness among the host country population or in Europe (roles of the partner and of the EU in delivering aid in a particular context) raise awareness of how the EU and the partner work together to support education, health, environment, etc.*

#### **3.1 SPECIFIC OBJECTIVES FOR Group A: SYMBIOSIS partnership**

- To ensure a clear understanding of SYMBIOSIS 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 SYMBIOSIS project by ensuring an effective and on time communication system.

#### **3.2 SPECIFIC OBJECTIVES FOR Group B: Bio-waste producers & bio-waste users:**

- To ensure that communication is designed in a way to promote the main idea of SYMBIOSIS 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 SYMBIOSIS project and make sure all information and publicity activities comply to the Information and Publicity Guide for Final Beneficiaries;
- To ensure visibility for SYMBIOSIS project and the INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 at local and national level;
- To raise awareness among stakeholders and target groups about the benefits that SYMBIOSIS project can provide to them and to the communities as well;
- To encourage active participation of project target groups in project activities;

#### **3.3 SPECIFIC OBJECTIVES FOR Group C: Decision makers, waste management and environmental professionals, media**

- To ensure that communication is designed in a way to promote the main idea of SYMBIOSIS 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 SYMBIOSIS project and make sure all information and publicity activities comply to the Information and Publicity Guide for Final Beneficiaries;
- To ensure visibility for SYMBIOSIS project and the INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 at local and national level;
- To raise awareness among stakeholders and target groups about the benefits that SYMBIOSIS project can provide to them and to the communities as well;
- To encourage active participation of project target groups in project activities;
- 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.

## IV. COMMUNICATION ACTIVITIES

*Main activities that will take place during the period covered by the communication plan. Include details of: the nature of the activities the responsibilities for delivering the activities*

The project has foreseen implementation of different types of activities, most of them included within WP2, 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 and best practices related to waste management and the possibilities for economic and environmental benefit as well.

#	Del. No.	DELIVERABLE/ACTIVITY	RESPONSIBLE PARTNER	TARGET AUDIENCE
1	2.1	<b>COMMUNICATION PLAN:</b> Development of SYMBIOSIS Communication Plan	PP5	SYMBIOSIS Partnership
2	2.1	<b>COMMUNICATION PLAN :</b> DEVELOPMENT OF SYMBIOSIS STATIONARY SETS Development of stationary sets that include project leatherheads, envelops, data sheets, power point templates (at least 3 samples), project cards, etc.	PP5	All target groups
3	2.1	<b>COMMUNICATION PLAN :</b> PRODUCTION AND DISSEMINATION OF PROJECT INFORMATION & COMMUNICATION MATERIALS: 1) SYMBIOSIS general and targeted leaflets; 2) Roll Ups (banner-stands); 3) Fridge magnets; 4) Bio-waste bin's stickers.	PP5	All target groups
4	2.1	<b>COMMUNICATION PLAN :</b> PRODUCTION & BROADCASTING OF AUDIO & VIDEO COMMUNICATION MATERIALS: 1) Audio material (3 campaign spots) broadcasted on regional radio station in Pelagonija Region	PP5	All target groups

		2) Video material (3 campaign spots) broadcasted on regional TV station & billboard display in Pelagonija Region		
5	2.1	<b>COMMUNICATION PLAN :</b> Organization of 4 TRAINING SESSIONS (12 training events) to local stakeholders from Bitola and Novaci	PP5	SYMBIOSIS Potential beneficiaries
6	2.1	<b>COMMUNICATION PLAN :</b> Organization of 2 TRAININGS to local stakeholders in Greek area	PP2	All target groups
7	2.1	<b>COMMUNICATION PLAN :</b> Organization of 2 SENSITIZATION EVENTS to local stakeholders from the Greek area	PP4	SYMBIOSIS Potential beneficiaries
8	2.2	<b>DATABASE OF DIRECT AND INDIRECT BENEFICIARIES:</b> Development of SYMBIOSIS DATABASE of stakeholders located in the cross-border targeted area	PP4	All target groups
9	2.2	<b>DATABASE OF DIRECT AND INDIRECT BENEFICIARIES:</b> Development & distribution of 8 Electronic newsletters (multilingual) distributed to SYMBIOSIS stakeholders	PP4	All target groups
10	2.3	<b>SYMBIOSIS DISSEMINATION HUB:</b> 4 Periodical Reports (multilingual) distributed to SYMBIOSIS stakeholders	PP2	All target groups
11	2.3	<b>SYMBIOSIS DISSEMINATION HUB:</b> Development & maintenance of SYMBIOSIS Official Website (multilingual)	PP2	All target groups
12	2.3	<b>SYMBIOSIS DISSEMINATION HUB:</b> At least 3 links to social media (ex. FACEBOOK, TWEETER, INSTAGRAM, etc.)	PP2	All target groups

13	2.4	<b>SYMBIOSIS FINAL CONFERENCE:</b>  Organization of SYMBIOSIS Final Conference in Bitola	LB	All target groups
14	2.4	<b>SYMBIOSIS FINAL CONFERENCE:</b>  <b>PRODUCTION &amp; DISSEMINATION OF PROJECT INFORMATION &amp; COMMUNICATION MATERIALS:</b>  1) Final Project Brochure (bilingual);  2) DVD with deliverables (USB in 200 copies)	PP5	All target groups
15	2.4	<b>SYMBIOSIS FINAL CONFERENCE:</b>  <b>PRODUCTION &amp; DISSEMINATION OF PROJECT COMMUNICATION MATERIALS:</b>  Gadgets for the project: T-shirts, jackets, flashlights, multi tools.	PP4	All target groups
16	2.4	<b>SYMBIOSIS FINAL CONFERENCE:</b>  <b>PRODUCTION &amp; DISSEMINATION OF PROJECT COMMUNICATION MATERIALS:</b>  Project Informational Brochure (bilingual)	PP6	All target groups

It should be noted also that almost all project actions (not only those included in WP2) have strong information & promotional character and are expected to have a remarkable impact or influence on most of the target groups described in the previous chapter. A list of these actions as well as the responsible partner for their implementation are presented below:

#	Del. No.	DELIVERABLE/ACTIVITY	RESPONSIBLE PARTNER	TARGET AUDIENCE
#	Del. No.	Deliverable/Activity	Responsible partner	Audience
1	1.2	<b>PROJECT MANAGEMENT</b>  SYMBIOSIS Kick-off Meeting (Bitola)	LB	SYMBIOSIS Partnership

2	1.2	<b>PROJECT MANAGEMENT</b> 2 <sup>nd</sup> Project Meeting (Kozani)	PP2	SYMBIOSIS Partnership
3	1.2	<b>PROJECT MANAGEMENT</b> 3 <sup>rd</sup> Project Meeting (Novaci)	PP3	SYMBIOSIS Partnership
4	1.2	<b>PROJECT MANAGEMENT</b> Final Project Meeting (Bitola)	LB	SYMBIOSIS Partnership
5	4.5	<b>DEVELOP &amp; OPERATE SYMBIOSIS PLATFORM</b> Organization of 5 TRAINING SESSIONS addressed to local stakeholders from Greek targeted area to use SYMBIOSIS Platform	PP2	SYMBIOSIS Potential beneficiaries
6	4.5	<b>DEVELOP &amp; OPERATE SYMBIOSIS PLATFORM</b> Organization of 6 TRAININGS addressed to local stakeholders from Pelagonija Region (Municipalities Bitola & Novaci) to use SYMBIOSIS Platform	LB	SYMBIOSIS Potential beneficiaries
7	4.5	<b>DEVELOP &amp; OPERATE SYMBIOSIS PLATFORM</b> Development of 1 online training material	PP6	SYMBIOSIS Potential beneficiaries
8	4.5	<b>DEVELOP &amp; OPERATE SYMBIOSIS PLATFORM</b> 1) Organization of 2 TRAINING MEETINGS addressed to local stakeholders from Greek targeted area 2) Development of 1 e - learning course addressed to local stakeholders from Greek targeted area	PP4	SYMBIOSIS Potential beneficiaries

## V. COMMUNICATION TOOLS CHOSEN

*Include details of advantages of particular tools (media, advertising, events, etc.) in the local context.*

### 5.1 OVERALL COMMUNICATION OBJECTIVES OF THE INTERNAL COMMUNICATION (communication among SYMBIOSIS Partnership)

The primary goal of communication is to ensure efficient flow of information among all the partners, and to ensure the implementation of SYMBIOSIS Communication Plan and the entire project as well. This category involves communications between the representatives of all project partners.

#### 5.1.1 PROJECT MEETINGS:

The purpose of Project Meetings is:

- To monitor and evaluate project progress, validate project action plan, share information and experiences related to project implementation;
- To make decisions and accomplish the implementation steps defined within the application form and project action plan, and if needed, suggest modifications for the project;
- To make decisions concerning the implementation strategy and final modifications for the project.

The Lead Partner is responsible for producing meeting minutes that will be posted for review to all other project partners by e-mail. The partners will give their feedback, accept it and finally sign the minutes on the next project meeting.

#### 5.1.2 SYMBIOSIS OFFICIAL WEBSITE

SYMBIOSIS website shall be available in three languages and will:

- Obtain domain name [www.symbiosis.eu](http://www.symbiosis.eu) following the instructions given within the Programme's I&P Guide;
- Include all visual identity elements according to the Visual guidelines from Programme's I&P Guide (Programme description, INTERREG project logo, reference to the sources of financing on the homepage, disclaimer, etc.);
- Provide general information of the project: objectives, activities, expected results, etc. including information of project progress: deliverables, official documents, etc.;
- Provide basic information of project partners, including contact data of partners' representatives;
- Provide links to official websites of Managing Authority of INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 and other relevant bodies;
- Include the link to SYMBIOSIS platform;

- Provide information for mass media: press releases, announcements, news, events, awareness campaigns, photo & video gallery, etc.
- Provide communication materials, i.e. all the materials edited in hard copy and materials edited in electronic format (leaflets, brochures, posters, banners, newsletters, periodical reports, e-learning courses, audio & video materials, etc.).

#### 5.1.3 EMAIL COMMUNICATION

Emails will be distributed in a manner to facilitate detailed communication among SYMBIOSIS partnership and Managing Authority as well.

#### 5.1.4 TELECOMMUNICATIONS:

Teleconferences via SKYPE will take place among partners. However, when communication via SKYPE is not possible, phone communications will take place.

#### 5.1.5 DOCUMENTS DISTRIBUTION:

Documents will be shared via internet, using web applications such as DROPBOX or WeTransfer in addition to project website.

#### 5.1.6 SYMBIOSIS COMMUNICATION PLAN:

SYMBIOSIS Communication Plan defines and describes in details the information and publicity activities that will be implemented by all project partners during the entire project implementation. This document organizes the efficient communication among project partners, the project target groups and the general public.

In case there is a need for correction or change during the project implementation, this document can be amended at any time with the full consent of all partners.

### 5.2 OVERALL COMMUNICATION OBJECTIVES OF THE EXTERNAL COMMUNICATION (COMMUNICATION WITH SYMBIOSIS STAKEHOLDERS & TARGET GROUPS)

The primary goal of communication is to ensure the dissemination of information among project target groups as defined above, promote project idea and enable active participation of project target groups within project activities, provide adequate visibility of the Programme itself, thus ensuring successful project implementation.

#### 5.2.1 SYMBIOSIS VISUAL IDENTITY TOOLS: PROJECT LOGO

The project will enable its visual identity by using the logo (2 versions) created according the instructions of JS Thessaloniki.



**SYMBIOSIS logo (version 1) will be consisted of:**

- INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 logo ([http://www.ipa-cbc-programme.eu/com/17\\_Documents-for-Project-implementation](http://www.ipa-cbc-programme.eu/com/17_Documents-for-Project-implementation));
- The acronym of the project “SYMBIOSIS”

Font type: Chillit; Font size: 36; Color data: RGB: 166/ 213/ 23 (hexadecimal: A6D517)



**SYMBIOSIS logo (version 2) will be consisted of:**

- INTERREG IPA Cross-border Cooperation Programme Greece – the former Yugoslav Republic of Macedonia 2014-2020 logo ([http://www.ipa-cbc-programme.eu/com/17\\_Documents-for-Project-implementation](http://www.ipa-cbc-programme.eu/com/17_Documents-for-Project-implementation));
- The acronym of the project “SYMBIOSIS”

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Project logo, enclosed with the textual reference of the sources of financing “The project is co-funded by the European Union and by National Funds of the participating countries” will be used in all outputs and tender notices, thus increasing project’s visibility and recognition among target groups and general public.

**5.2.2 SYMBIOSIS VISUAL IDENTITY TOOLS: LETTERHEADS, ENVELOPES, BUSINESS CARDS, FOLDERS, ETC.**

The project will foster its visual identity through the use of SYMBIOSIS stationary sets during the communication activities within the entire project implementation. It has been foreseen development of stationary sets that include project leatherheads, envelops, data sheets, power point templates (at least 3 samples), project cards, etc.

**5.2.3 SYMBIOSIS OFFICIAL WEBSITE:**

SYMBIOSIS website will support project’s publicity and will be available to the public at least 3 years after the closure of the project. Due to the website, the project becomes open to the public not just from the targeted cross-border area, but much wider, all over the world. The website promotes project’s idea,

activities, objectives and results and disseminates project's results and outcomes to the target groups and general public. The site will publish information and invitations regarding events that will take place during the project.

The website will be updated continuously during the entire project duration. It will be updated frequently not just with information about the project, but also with information that project partners and target groups can take benefit from.

#### 5.2.4 SYMBIOSIS INFORMATIONAL MATERIAL:

LEAFLETS\_BROCHURES\_POSTERS\_ROLL UPS\_BIO-WASTE BINS' STICKERS\_FRIDGE MAGNETS\_ EQUIPMENT STICKERS\_PROJECT GADGETS

The production and distribution of the informational material is addressed to project target groups in order to get their immediate response and wide acceptance of the project by the general public. This way the project enables close cooperation with the target groups and works on the efforts to get positive feedback from relevant stakeholders during the realization of each planned action.

It is important to be noted that every partner will support the dissemination of the produced info material to relevant stakeholders according to project dissemination strategy.

#### 5.2.4 SYMBIOSIS E MATERIALS: NEWSLETTERS\_PERIODICAL REPORTS

The project has foreseen development and distribution of 8 newsletters and 4 periodical reports that are frequent and continuous source of information towards project stakeholders about the project progress, the possibilities that this project offers, the results achieved and other information that can support the achievement of project overall goal.

The newsletters and periodical reports will be sent to project stakeholders electronically (by e-mail) and will be uploaded to project website as well, in order wider accessibility of general public to be ensured. This way the public will be fully informed and aware of all key information and project results, which enables effective and transparent communication and public monitoring of project implementation.

#### 5.2.5 SYMBIOSIS EVENTS: PROJECT MEETINGS\_TRAINING SESSIONS\_SENSITIZATION EVENTS\_CONFERENCE

SYMBIOSIS events provide a personal touch to the overall action, ensure good flow of information, raise public awareness about the issues that are subject of this project and most of all, generate interest among project stakeholders and target groups to take active role within the realization of project activities.

Depending on the objectives, the partner responsible for realization of the event defines methodology that will enable maximum impact on the audience and achievement of the set goals.

Some of the envisaged events, such as trainings, beside dissemination of information, are designed to transfer know-how and experiences to the targeted audience about issues related to bio-waste management and the possibilities for economic benefits for local businesses and communities in the cross-border region as well.

In addition to the above, it is important to note that all foreseen events that will be realized during the implementation of this project aim to strengthen the cooperation between the partners from both participating countries and to open up opportunities for deepening and expanding the business relations after the closure of this project.

#### 5.2.6 SYMBIOSIS DISSEMINATION HUB: SOCIAL MEDIA: FACEBOOK\_TWITTER\_INSTAGRAM...

Apart from the above mentioned methods and techniques of communication, the project foresees modern approach to promote the action using the advantages offered by the so-called social media e.g. Facebook, Twitter, LinkedIn, Google+, Youtube, Pinterest etc.

The partner responsible for this activity will draft an operational plan for implementing the communications through the social media, while the rest of the partnership will support the activity. It has been foreseen at least 3 links with social media to be initiated and maintained during project implementation.

#### 5.2.7 SYMBIOSIS PRESS RELEASES RELATED TO PROJECT KEY EVENTS

Taking into account the importance of media coverage for the successful implementation of the project and the achievement of the foreseen objectives, the project envisages close cooperation with local and regional media. Regular media coverage will be provided through press conferences, regular press releases or statements for the media highlighting project's key events and/or milestones. This way the project will get useful contribution to the communication activities and will enable efficient dissemination of information and adequate promotion of its achievements to a wider audience.

## VI. INDICATORS OF ACHIEVEMENTS

Completion of the communication objectives. Include indicators of achievement for the different tools proposed. Provisions for feedback (when applicable).

Give details of assessment forms or other means used to get feedback on the activity from participants.

The indicators, stated within the table, need to present the progress of the project regarding communication activities e.g. to determine whether the project is on a good way to achieving its objectives and goals.

#	ACTIVITY	INDICATOR	TARGET VALUE
1	SYMBIOSIS Communication Plan	Number of documents	1
		Number of reviews	2
2	SYMBIOSIS VISUAL ELEMENTS SYMBIOSIS leatherheads, envelops, data sheets, power point templates, project cards, etc.	Number of templates	8
3	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS: SYMBIOSIS general and targeted leaflets;	Number of leaflets	17.500
4	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS: Roll Ups (banner-stands)	Number of Roll Ups (banner-stands)	4
5	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS: Fridge magnets	Number of fridge magnets	2.500
6	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS: Bio-waste bin's stickers	Number of bio-waste bin's stickers	2.500
7	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:	Number of distributed copies	3.000

	SYMBIOSIS Final Brochure		
8	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  USB with project deliverables	Number of distributed copies	200
9	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  Gadgets for the project: T-shirts	Number of distributed pieces	100
10	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  Gadgets for the project: Jackets	Number of distributed pieces	50
7	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  SYMBIOSIS Informational Brochure	Number of distributed copies	
11	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  Gadgets for the project: Flashlights	Number of distributed pieces	50
12	SYMBIOSIS INFORMATION & COMMUNICATION MATERIALS:  Gadgets for the project: Multi tools	Number of distributed pieces	50
13	SYMBIOSIS Official Website	Number of websites	1
		Maintenance period	3 years after project closure
14	SYMBIOSIS AUDIO COMMUNICATION MATERIALS:  Audio material (3 campaign spots) broadcasted on regional radio station in Pelagonija Region	Number of audio spots	3
		Number of broadcastings	8.100
		Targeted audience (number of population reached)	232.000

15	PRODUCTION & BROADCASTING OF AUDIO & VIDEO COMMUNICATION MATERIALS:  Video material (3 campaign spots) broadcasted on regional TV station & outdoor broadcasting (billboard display) in Pelagonija Region	Number of video spots	3
		Number of TV broadcastings	2.160
		Number of broadcastings on billboard display	54.000
		Targeted audience (number of population to be reached)	232.000
16	SYMBIOSIS DATABASE of stakeholders from the targeted cross-border region	Number of stakeholders	1.000
17	SYMBIOSIS TRAININGS to local stakeholders from the targeted cross-border region	Number of trainings	14
		Number of training participants	350
		Number of positive feedback on training satisfaction questionnaires	280 (80% of total)
18	SYMBIOSIS SENSITIZATION EVENTS to local stakeholders from the Greek targeted area	Number of sensitization events	2
		Number of event participants	40
		Number of positive feedback on event satisfaction questionnaires	32 (80% of total)
19	ELECTRONIC NEWSLETTERS (multilingual) distributed to SYMBIOSIS stakeholders	Number of produced newsletters	8
		Number of recipients	1.000
20	PERIODICAL REPORTS (multilingual) distributed to SYMBIOSIS stakeholders	Number of produced reports	4
		Number of recipients	1.000

21	SYMBIOSIS on social media (ex. FACEBOOK, TWEETER, INSTAGRAM, etc.)	Number of social media links	3
		Number of followers	300
22	SYMBIOSIS Final Conference in Bitola	Number of participants	200

## VII. HUMAN RESOURCES PERSON/DAYS REQUIRED TO IMPLEMENT THE COMMUNICATION ACTIVITIES MEMBERS OF THE MANAGEMENT TEAM RESPONSIBLE FOR COMMUNICATION ACTIVITIES

PARTNER No.	PARTNER TITLE	Foreseen period of engagement to implement communication activities (in days)
LB	Public Enterprise KOMUNALEC Bitola	
	SYMBIOSIS Management Team members (LB) Bogoevski Pande, Chairperson Dojchinovski Zoran, member	N/A
	SYMBIOSIS Implementation Team (LB) 1) Biljana Lukic Tanchevska, Project Manager (LB) 2) Atanasovska Silvi, Financial Manager (LB) 3) Dojchinovski Zoran, Technical Staff (LB) 4) Josifovska Daniela, Technical Staff (LB)	Total: 89 person/days
	SYMBIOSIS external experts (LB) Not foreseen	N/A
PP2	Waste Management of Western Macedonia DIADYMA SA	
	SYMBIOSIS Management Team members (PP2) Periklis Kafasis, member	N/A
	SYMBIOSIS Implementation Team (PP2) Periklis Kafasis	Total: 25 person/days
	SYMBIOSIS external experts (PP2) External expert to be engaged	Total: 160 person/days
PP3	Public Enterprise for communal works KOMUNALNA HIGIENA Novaci	
	SYMBIOSIS Management Team members (PP3) Jovanovski Borce, member	N/A



	SYMBIOSIS Implementation Team (PP3) 1) Petrovski Dejan, Project Manager (PP3) 2) Talevski Vlatko, Technical Assistant (PP3)	Total: 142 person/days
	SYMBIOSIS external experts (PP3) Not foreseen	N/A
PP4	InnoPolis - Centre for Innovation and Culture	
	SYMBIOSIS Management Team members (PP4) Aikaterini Sotiropoulou, member	N/A
	SYMBIOSIS Implementation Team (PP4) 1) Theodora Tsokou, Project Manager (PP4) 3) George Soulos, Technical Staff (PP4)	Total: 119 person/days
	SYMBIOSIS external experts (PP4) External expert to be engaged	N/A
PP5	Movement for Environment MOLIKA DOM Bitola	
	SYMBIOSIS Management Team members (PP5) Atanasovska Aleksandra, member	N/A
	SYMBIOSIS Implementation Team (PP5) 1) Atanasovska Aleksandra, Project Manager (PP5) 2) Nastevska Bojana, Technical Staff (PP5)	Total: 288 person/days
	SYMBIOSIS external experts (PP5) Not foreseen	N/A
PP6	National Technical University in Athens	
	SYMBIOSIS Management Team members (PP6) Antonis Kokssis, member	N/A

	SYMBIOSIS Implementation Team (PP6) Chris Mihalopoulos	Total: 30 person/days
	SYMBIOSIS external experts (PP6) Not foreseen	N/A

## VIII. FINANCIAL RESOURCES BUDGET REQUIRED FOR IMPLEMENTING THE COMMUNICATION ACTIVITIES

(IN ABSOLUTE FIGURES AND AS A PERCENTAGE OF THE OVERALL BUDGET FOR THE ACTION)

SYMBIOSIS budget, as stated within Justification of the Budget file together with the Application Form that are integral parts of the Subsidy Contract No. SYMBIOSIS – CN1 – SO1.2 – SC017, determines the amount and allocation of funds dedicated for the implementation of the project's communication activities.

The total amount of 131.042, 27 € e.g. 14, 58 % of the overall project budget will be dedicated to the implementation of WP2: COMMUNICATION & DISSEMINATION.

The following table presents the allocation of total WP2 budget per deliverable and as a percentage of the total WP2 budget for the action:

#	ACTION	ACTION BUDGET in €	% OF TOTAL WP2 BUDGET	% OF OVERALL SYMBIOSIS BUDGET
2.1	Project Communication Plan	68.396,07 €	52 %	8%
2.2	Database of direct and indirect beneficiaries	10.955,00 €	8 %	1%
2.3	Symbiosis Dissemination Hub	28.650,00 €	22 %	3%
2.4	Symbiosis Final Conference	23.041,20 €	18 %	3%
TOTAL:		131.042,27 €	100 %	15%

## IX. TIMELINE

[illegible]

[illegible]

[illegible]

## X. ANNEX 1: REFERENCE LIST OF SYMBIOSIS PRIMARY TARGET GROUPS

### Group A: Internal public

#	TITLE	Web site
	Public Enterprise KOMUNALEC Bitola	<a href="http://www.komunalecbt.com.mk">www.komunalecbt.com.mk</a>
	Waste Management of Western Macedonia DIADYMA SA	<a href="http://www.diadyma.gr">www.diadyma.gr</a>
	Public Enterprise for communal works KOMUNALNA HIGIENA Novaci	<a href="http://www.komunalnahigienanovaci.com">www.komunalnahigienanovaci.com</a>
	InnoPolis - Centre for Innovation and Culture	<a href="http://www.innopolis.org">www.innopolis.org</a>
	Movement for Environment MOLIKA DOM Bitola	<a href="http://www.molika.mk">www.molika.mk</a>
	National Technical University in Athens	<a href="http://www.chemeng.ntua.gr">www.chemeng.ntua.gr</a>
	Managing Authority of European Territorial Cooperation Programmes	<a href="http://www.interreg.gr">www.interreg.gr</a>
	Joint Secretariat Interreg IPA CBC "Greece – The former Yugoslav Republic of Macedonia 2014-2020"	<a href="http://www.ipa-cbc-programme.eu">www.ipa-cbc-programme.eu</a>
	National Authority/ Ministry of Local Self-Government/ Department for European Union	<a href="http://mls.gov.mk/en">http://mls.gov.mk/en</a>

Contact details referring Group B: External public: Bio-waste producers & users & Group D: External public: Decision makers, waste management and environmental professionals, media have been included within SYMBIOSIS Data Base of Stakeholders (SYMBIOSIS Delivery No. 2.2) that is for internal use by project partners.

## **XI. ANNEX 2: SYMBIOSIS COMMUNICATION TEMPLATES**

The project foresees development of various communication templates to be used by the partners during its implementation (project leatherheads, envelops, invitation, agenda, list of participants, press release, power point presentations templates, etc.).

This Communication Plan will be updated with the communication templates and all other promotional materials as soon as they will be developed.