



Communication Strategy

for the period 2014 to 2020

version 2

presented to the Monitoring Committee on 14 June 2016

edited by the Managing Authority/Joint Secretariat

Rostock, Germany, 2016



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About this document

The Communication Strategy describes how the transnational cooperation Programme Interreg Baltic Sea Region will approach communication during the EU funding period 2014 to 2020.

This document will assist the Monitoring Committee (MC), the Managing Authority/ Joint Secretariat (MA/JS) and, specifically, the project owners in taking a coherent approach towards communication.

Interreg in general, and the project achievements in particular, need to be communicated in a consistent manner. The Communication Strategy describes the main aims of communication and assigns responsibilities for achieving these aims. It explains how the different stakeholders of Interreg Baltic Sea Region can connect activities towards common communication objectives.

In Chapter 1, the general understanding of communication in Interreg Baltic Sea Region is addressed. Chapter 2 provides information about communication aims, target audiences, key messages, communication tactics as well as indicative activities at Programme level. The main responsibilities and resources for communication of the MA/JS, the MC and the projects are listed in chapter 3. Chapter 4 sets out how this communication strategy will help adapt communication activities to changing needs and evolving technical possibilities.

Managing Authority/ Joint Secretariat

1. Introduction

Communication has gained a vital role in transnational cooperation programmes throughout the past years. Effective communication is the basis of cooperation. In addition, it is a prerequisite for the Programme to deliver meaningful results not only to project partners but also to audiences outside the project communities. Communication is thus an integral part of the working procedures at all levels throughout the project and Programme cycles. Communication takes place, for example, between project partners, between project partners and their audiences outside the project community, between projects and the Programme, between the different Programme bodies.

Interreg Baltic Sea Region is designed to bring forward change by increasing institutional capacities to tackle challenges in the region jointly. Thereby, the Programme shall push for progress in implementing the joint macro-regional EU Strategy for the Baltic Sea Region and to succeed in achieving the Europe 2020 goals. This communication strategy is designed to support the delivery of tangible results to audiences beyond the project communities and to demonstrate the benefits of the European Union for its citizens. To this end, all those involved in Programme or project work need to communicate in a strategic manner, i.e. there is a need to target communication towards specific aims.

Legal background

According to article 115 of the Regulation 1303/2013 of the European Parliament and of the Council, the Managing Authority is responsible for drawing up a communication strategy covering a number of activities specified in annex XII of the same document. Article 116 requires that the communication strategy shall be submitted to the Monitoring Committee for approval no later than six months after the adoption of the Cooperation Programme. In addition, the European Commission has issued Implementing Regulation (EU) No 821/2014 laying down rules for the technical characteristics of information and communication measures of the Programme in article 3 and 4 as well as annex II.

Communication strategy development

The communication strategy was drafted in several steps by the MA/JS based on experience gathered during two preceding periods (table 1). The Baltic Sea Region Programme (ongoing at the time of drafting) was evaluated and needs for changes in the approach to communication assessed. The results were discussed with members of the Joint Programming Committee for Interreg Baltic Sea Region as well as MA/JS staff and other Programme stakeholders. Major principles of the communication strategy development were discussed and elaborated jointly in the INTERACT group of transnational Interreg Programmes' communication officers since end of 2012.

As a result of the assessments, four fields of Programme implementation were identified where communication plays a major role. During spring 2016 the strategy was developed to also include updated overarching messaging for the Programme as well as for the communication fields.

Communication fields identified:

- A. Attracting relevant partners
- B. Supporting projects
- C. Making achievements visible
- D. Facilitating cooperation in administration

table 1: Steps of Communication Strategy development

Development step	Time
Evaluation of MA/JS communication & support measures in 2007-2013 among project partners in ongoing projects (online survey)	December 2012 - February 2013
Evaluation of projects in 2007-2013 in terms of size, partner types and geographical coverage & Programme communication with applicants/projects presented to and discussed with the Programming Task Force	July 2013 – August 2013
Assessment of needs concerning Programme/project communication (targeted interviews) selected members of the Monitoring Committee and project partners of the Baltic Sea Region Programme 2007-2013	September 2013
Definition of aims & target groups (MA/JS internal workshop) presented to and discussed with Joint Programming Committee	September 2013
Definition of tactics and indicative activities (MA/JS internal workshops)	May – September 2014
First draft of the Communication Strategy presented to and discussed with Joint Programming Committee	February 2015

<p>Approval of the Communication Strategy by the Monitoring Committee</p>	<p>28 April 2015</p>
<p>Revision of the Communication Strategy with emphasis on messaging</p>	<p>January-May 2016</p>
<p>Presentation of the Communication Strategy, version 2 to the Monitoring Committee</p>	<p>14 June 2016</p>

Communication strategy methodology

In order to target programme communication, and to frame the communication strategy, a systematic approach was followed for each communication field (figure 1).

In total, 12 **communication aims** were identified („What does the Programme want to achieve with communication?“). For each aim, those **target audiences** that are relevant for achieving the respective aim were derived („Whom does the Programme have to communicate with in order to achieve the aim?“). Each target group is reached with specific **messages**. These are based on the messages developed for the different communication fields.

For each target audience, **tactics** for communication were selected („How does the Programme want to interact with the different target audiences in order to achieve the aim?“). Tactics refer to different types of interaction between those active in Programme communication and the target audiences. They are an important element of communication strategy planning, as they allow the planner to verify if certain activities are likely to achieve the aim or not.

And finally, a number of **indicative activities** for each tactics were listed. The activities are deliberately indicative, because recent periods have taught us to be flexible in developing new communication activities. Flexibility may be needed in order to achieve the aims, e.g. as a result of an intermediary evaluation, in response to changing political objectives outside the Programme’s scope, or due to technical advances (e.g. social media, mobile devices etc.).

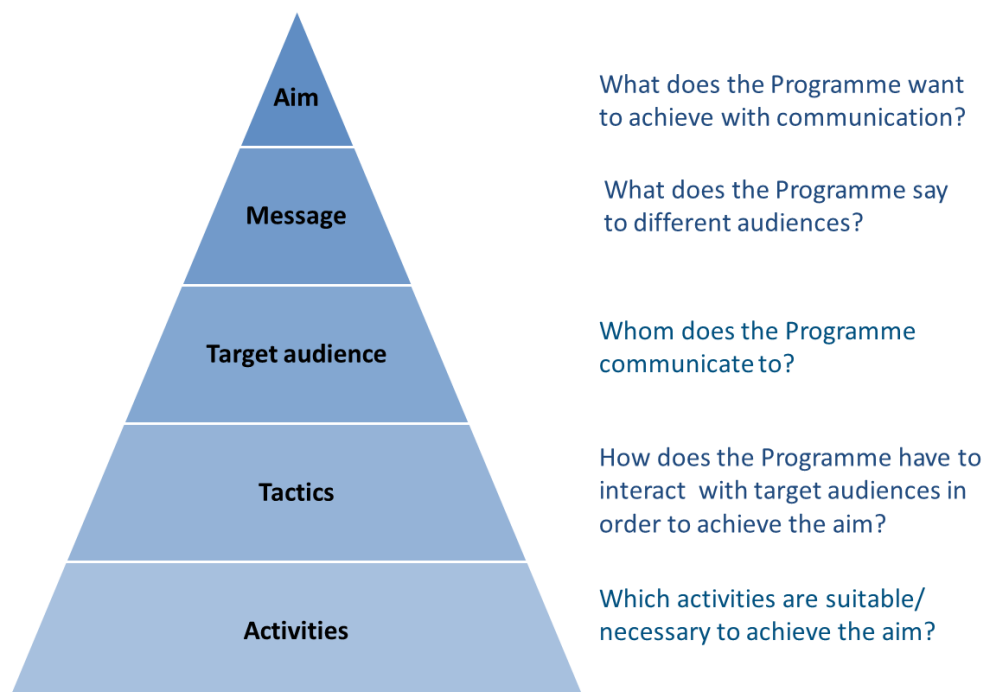


figure 1: Joint approach to framing a communication strategy.

2. Communication fields

The communication strategy was framed for each of the four fields in which communication plays a major role (see chapter 1.2). The strategy comprises aims, target audiences relevant to achieving these aims and tactics, specifying the types of interaction between the MA/JS and the target audiences. In chapter 3.1 to 3.4 a summary description is provided. The complete communication field overviews can be found in annexes 2-5.

Attracting relevant partners (field A)

In communication field A, one aim is to enable **EU, pan-Baltic & national** multipliers to inform their audiences about the Programme (A1). In order to achieve this aim, the MA/JS will target different multipliers - in particular strategic partners (annex 1). Three consecutive aims were set towards **potential applicants**: The MA/JS strive to raise awareness among potential applicants about the Programme as a funding source (A2), to engage them into project development (A3) and to make them aware of rules and requirements for projects (A4). The MA/JS will target potential applicants on the one hand through **one-way information in easy language**, and on the other by **providing contact opportunities**. Annex 2 provides an overview of the strategy for communication field A.

Supporting projects (field B)

Communication field B prepares the grounds for good project management and communication, taking into account the lead partner principle and the projects' management structures. The MA/JS's aim is to make project applicants aware that they have to **identify and communicate with decision makers** in their fields (B1). This shall be achieved by pro-actively contributing to project development and implementation. The MA/JS aim at making sure that **lead partners and project partners** have the **capacity to communicate with their projects' target audiences** (B2). Capacities cover human resources as well as know-how. Next to pro-active contributions to project development and implementation, the MA/JS will establish close relations with communication managers of projects. Making lead partners understand and apply the **rules and requirements** of the Programme (B3) shall be pursued by providing information to lead partners which is easy to understand and by providing opportunities for dialogue. Such easy to understand information shall be prepared in a way so that it can be readily passed on to project partners. Furthermore, the MA/JS aim at making not only lead partners but also project partners aware of **the role of the MA/JS** (B4), i.e. aware of the services the MA/JS do and do not provide to project applicants and partners and the functions they do and do not carry out within the Programme structure. To this end, the MA/JS will enable and encourage lead partners to inform their project partners about the MA/JS role. Furthermore, existing opportunities shall be used when possible to get into direct contact with project partners. Annex 3 provides an overview of the strategy for communication field B.

Making achievements visible (field C)

Communication field C was drawn up to assure that the Programme's results and impact will efficiently be taken up within the cooperation area and beyond.

One aim is to make **thematic experts** in the region **aware of the Programme results and achievements** (C1). This can primarily be achieved by projects communicating with their respective thematic target audiences. To this end, the MA/JS will support to project communication including technical infrastructure and corporate branding items. Another aim is directed towards **national, pan-Baltic and EU decision makers**. It is the Programme's aim to make these target groups **aware of Programme results and achievements** (C2). When carrying out communication activities in this field, cooperation with designated stakeholders of macro-regional cooperation will be important. For example the Monitoring Committee and national sub-committees, the Priority Area Coordinators and Horizontal Action Leaders of the EU Strategy for the Baltic Sea Region as well as other transnational Interreg Programmes can serve as partners when planning and implementing specific measures. In this communication field, creating project stories will play a crucial role to highlight the achievements of the Programme as part of the EU cohesion policy. Annex 4 provides an overview of the strategy for communication field C.

Facilitating cooperation in administration (field D)

As a number of bodies are directly or indirectly involved in the Programme's administration, the MA/JS have set four specific aims to facilitate efficient cooperation among them. One aim is to make **auditors and controllers** aware of the Programme scope and rules as well as their roles (D1). The MA/JS will target auditors and controllers both through providing key information in writing, and through creating opportunities for dialogue. As **EUSBSR stakeholders** will play an important role in the Programme's funding priority 4, the MA/JS aim at making them aware of the scope of priority 4, their roles and relevant Programme rules (D2). The MA/JS will target auditors and controllers by providing easy to understand information, engaging closely with them as well as informing them about Programme activities. In order to achieve more harmonisation among programmes, the MA/JS strive to inform **other Interreg programmes and INTERACT** about the Programme's approaches towards Programme implementation (D3). To this end, the MA/JS will participate in networking and get engaged in joint activities. Furthermore, **organisations/authorities hosting the Programme's managing bodies** are to be made aware of the Programme and the usefulness of its achievements (D4). This will be pursued by providing face-to-face information and by frequent dialogue on the management level of the organisations involved.

Annex 5 provides an overview of the strategy for communication field D.

3. Responsibilities & budgets

Programme communication is a shared responsibility of the MA/JS, the MC, and the projects. The Programme provides the administrative structures and support measures for successful projects and establishes favourable conditions for good project communication. In particular, the Programme supports communication activities of the projects at transnational level. The MC serves as the steering and decision making body, not only for the decision on project approval, but also for the communication strategy. The projects - dealing with specific thematic issues and target audiences – carry out communication activities within thematic expert communities.

Managing Authority/ Joint Secretariat

The MA/JS will coordinate the implementation of the communication strategy. MA/JS will make sure that requirements for information and communication activities, as defined by the EU legal framework will be met¹. The MA/JS will report annually to the Monitoring Committee on the status of implementation.

Key activities of the MA/JS:

- establish and maintain a website operated in English language under the domain www.interreg-baltic.eu.
- frequently provide news on transnational Programme topics in English language
- participate regularly in conferences, workshops and other relevant events at international level
- run seminars and provide advisory services for project applicants;
- provide targeted seminars to support project implementation at different stages (e.g. lead partner seminar, financial seminar, communication seminar, finalising project seminar)
- provide communication training, templates and technical tools to projects including guidance on the use of EU visibility requirements and on media work.

MA/JS human resources and budget for communication

Communication activities of the MA/JS will be financed by the Technical Assistance (TA) budget of the Programme. TA includes a budget line for marketing and events as well as two staff positions (communication officers). The TA budget is subject to annual reviews.

¹ Commission Implementing Regulation EU No 821/2014

Monitoring Committee, sub-committees and contact points

The Monitoring Committee will oversee communication activities. Its responsibility is to assess and approve the communication strategy within the first six months after approval of the Programme. Annually, the Monitoring Committee will assess and approve the annual activity work plan including communication activities. Additionally, the Monitoring Committee will contribute to achieving the communication aims. The Programme countries have established national sub-committees, some have in addition set up regional/ national contact points. Resources and responsibilities are divided differently in each Programme country.

Monitoring Committee and sub-committee members as well as contact points can contribute to all communication aims, in particular:

- A1: Multipliers know the Programme and have tools to inform their audiences
- A2: Raise awareness: potential applicants know the Programme as funding source
- A3: Increase knowledge & engage: potential applicants know how, when, where and with whom to apply for what.
- C2: Relevant decision makers are aware of and know Programme results and achievements and consider the Programme as useful and efficient.
- D4: Organisations hosting the managing bodies are aware of the Programme and the usefulness of its achievements.

Details concerning the communication aims can be found in annexes 2 to 5.

Projects

Communication plays a key role for projects in achieving their defined objectives, e.g. in relation to identifying end-users and decision makers, to involving them in the development of outputs and to implementing outcomes in working routines or organisational structures. Projects are expected to contribute in particular to communication aims C1 (“Thematic experts in the region are aware of the Programme results and achievements”) and C2 (“Relevant decision makers are aware of and know Programme results and achievements”). To this end, the MA/JS expect projects to follow the rules and regulations related to communication as explained in the Programme Manual², to make use of guidance and support measures offered by the MA/JS, as well as to provide content to the MA/JS in a pro-active manner.

Human resources and budgets of projects

Every project will define the human resources and the budget for communication activities individually as part of the project application. Every project is expected to employ one communication manager. The communication manager will be the primary contact for the MA/JS in communication related matters.

² In particular chapters D.1.5, F.1.10 and G.2.2 of the Interreg Baltic Sea Region Programme Manual for priorities 1-3, for download at www.interreg-baltic.eu/about-the-programme/main-documents.html

4. Implementation

The MA/JS will use the communication strategy to prioritise communication aims according to project and programme cycles, to plan and implement MA/JS communication activities, and to evaluate in how far the MA/JS have reached the communication aims of the Programme, and to report to the Monitoring Committee.

4.1 Activity planning

When planning communication activities throughout the Programme implementation, the MA/JS will prioritise communication aims according to the respective phase of the Programme cycle. The different phases, require the MA/JS to implement the various communication activities at different levels of intensity.

The **project cycle** consists of several phases (see Programme Manual, chapter F2) including project generation, contracting and project implementation. During the second half of the project implementation phase, the projects will start to deliver outputs. The **Programme cycle** (see figure 2) consists of a starting phase (no projects running yet), a build-up phase (an increasing number of projects running in parallel, but no outputs yet) and an achievement phase (increasing number of project outputs, decreasing number of projects running in parallel). The Programme cycle results from a number of overlapping project cycles.

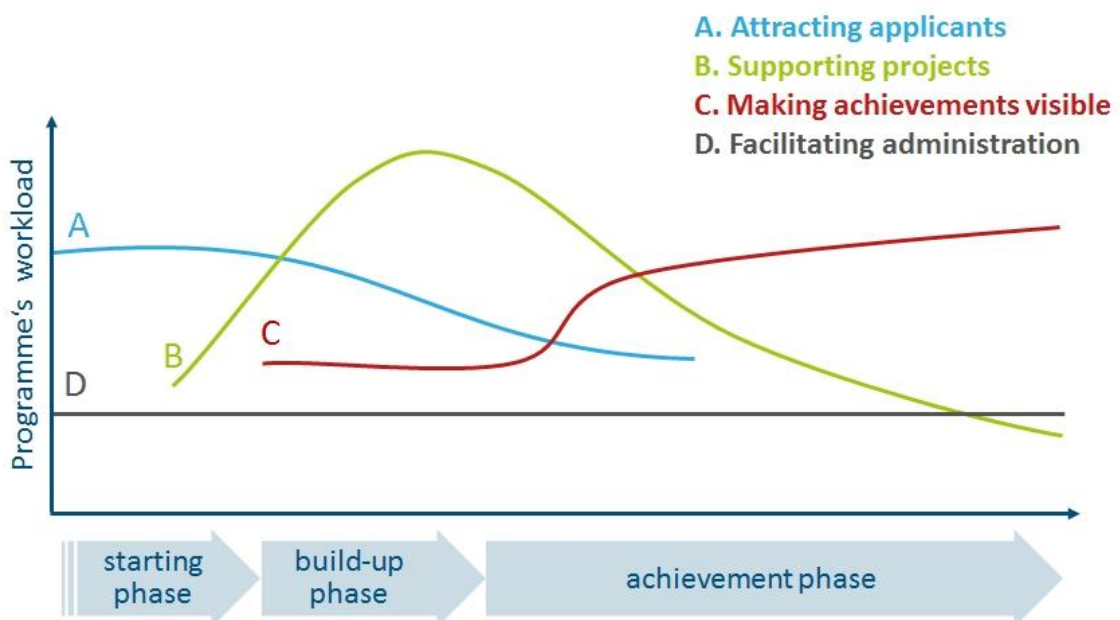


figure 2: Expected workload related to communication activities throughout the Programme cycle – schematic representation. A) During the Programme starting phase, the activity level to attract applicants will be high, It will continue with decreasing intensity until the last call for projects. B) Activities to support projects will commence towards the end of the Programme's starting phase. They will increase until the end of the build-up phase, when the majority of funds will have been allocated to projects, and a large number of projects will be running in

parallel. Afterwards, support activities will continuously decrease, when more and more projects will be ending. C) Activities to make achievements visible will start as soon as the first projects will enter the implementation phase. They will increase once projects will have produced the first outputs, communicated this to the MA/JS. At this point the MA/JS will be able to use the content input from projects for communication activities (achievement phase). D) Activities to facilitate cooperation on project administration will be continuous.

The MA/JS will use the communication strategy to plan and implement individual activities. Based on the communication strategy, the MA/JS will present an annual activity work plan to the MC, including the planned communication activities. Depending on the Programme and project phases, the MA/JS will prioritise the implementation fields and communication aims and propose a suitable set of communication activities for each annual work plan to the MC.

4.2 Evaluating and reporting

The MA/JS will evaluate the communication measures in terms of visibility and awareness of policy, Programme and operations on different levels. The procedures for the evaluations of the success of communication measures will be elaborated in detail in the evaluation plan.

Communication measures will be assessed annually as part of the internal operational evaluation. Key elements of communication will be evaluated as part of the Annual Implementation Report (see table 2). Results of this evaluation will be presented to the Monitoring Committee. Furthermore, selected communication aspects will be evaluated as part of the external Programme evaluations to be carried out. Infrequent feedback surveys and needs assessments among target audiences are part of the day-to-day implementation of the communication strategy.

table 2: List of output indicators for Technical Assistance relevant to evaluating communication activities (from the Cooperation Programme document, <http://www.interreg-baltic.eu/about-the-programme.html>)

Indicator		Unit	Target value (2023)
TA01	Number of (potential) applicants advised	Number	260
TA02	Number of applications received and assessed	Number	630
TA04	Number of news items to be published on the Programme's website	Number	168
TA05	Number of own events carried out	Number	14
TA06	Number of participants at Programme events	Number	1580
TA07	Number of other events attended by MA/JS staff	Number	700

4.3 Messages of the Baltic Sea Region Programme

Messaging describes how we talk about who we are and why we exist as an organization. It communicates key points we consistently make when we reach out to your audience. And they always tie back to our brand. Different messages have been developed for the different communication fields, as well as overarching Programme messages. As we reach out to specific audiences we have standard language ready to tailor to our purpose. The messages connect the dots between what we do and how it relates to our audience. The messages developed are intended to be used in both oral and written communications, on- and off line, in front of audiences and in smaller meetings.

Programme messages

- What is the Programme?

Interreg Baltic Sea Region is an EU funding Programme that stimulates cooperation around the Baltic Sea. *Developing the Baltic Sea Region is at the core of the Programme.*

- What does the Programme do?

Interreg Baltic Sea Region funds cooperation to create change for a better region.

- Where is it based (Programme area)?

Countries around the Baltic Sea work together to find joint solutions to common challenges.

- What does the Programme hope to achieve?

Developing the region through a culture of cooperation is at the heart of Interreg Baltic Sea Region.

- What does the Programme contribute to?

Common needs and common solutions drive Interreg Baltic Sea Region.

- Extra:

Interreg Baltic Sea Region believes in an integrated and prosperous Europe for all.

List of field messages

A: Attracting relevant partners

Interreg Baltic Sea Region funds cooperation to support you in finding solutions that meet your needs

B: Supporting projects

Interreg Baltic Sea Region is your counterpart in developing your project and reaching your goals

C: Making achievements visible

Interreg Baltic Sea Region opens your eyes to common solutions

D: Facilitating cooperation in administration

Interreg Baltic Sea Region works in a supportive, cooperative and reliable manner

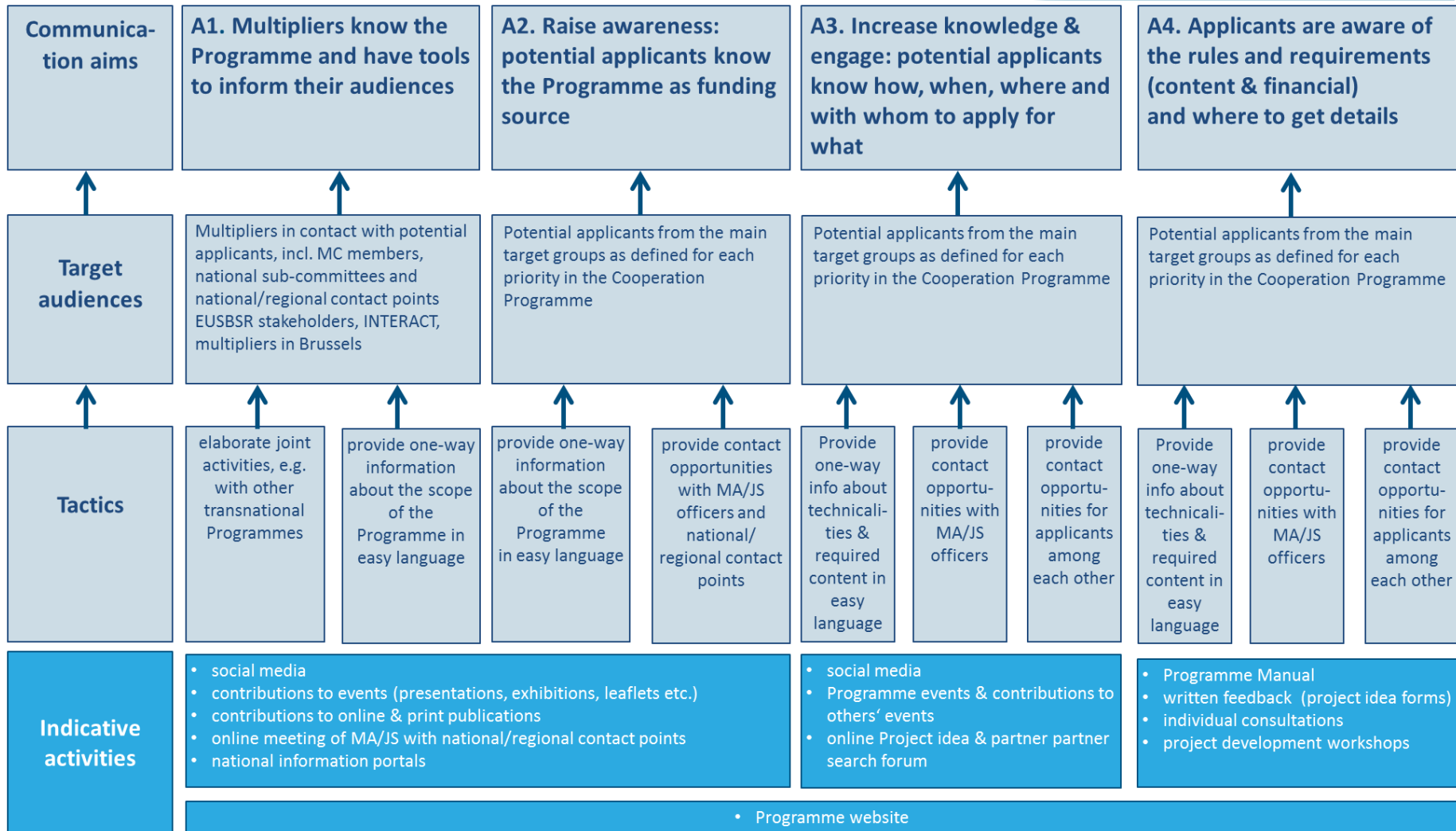
Annex 1: Strategic partners (running list)

Name	Type	Description	Website
CBSS - Council of Baltic Sea States	transnational political body	Inter-governmental organisation of the Ministries of foreign Affairs of the BSR	www.cbss.org
HELCOM - Helsinki Commission	transnational political body	HELCOM is the governing body of the Convention on the Protection of the Marine Environment of the Baltic Sea Area. HELCOM protects the marine environment through intergovernmental cooperation.	helcom.fi
Nordic Council and Council of Ministers	transnational political body	The Nordic Council is the official inter-parliamentary body in the Nordic Region. The members of the Council are members of the national parliaments, who are nominated by the party groups.	www.norden.org
VASAB 2010 - Vision and Strategies around the Baltic Sea	transnational political body	VASAB is an intergovernmental multilateral co-operation of the BSR in spatial planning and development. VASAB prepares policy options and provides a forum for exchange (part of CBSS): e.g. Promote co-operation projects; Co-operate with other cross-BSR initiatives; Promote a dialogue with sector institutions.	www.vasab.org
East West Transport Corridor Association	Thematic network, pot. Applicant	The goal of EWTC is to develop the cooperation between transport and logistics companies, intermodal transport operators, consignors and consignees, authorities and academic institutions to establish multifaceted trade flows	www.ewtcassociation.net
Submariner Network - Sustainable Use of Baltic Marine Resources	Thematic Network, pot. Applicant	SUBMARINER Network brings together public and private actors from the BSR in order to further promote and realise activities necessary for using marine resources innovatively and sustainably. organised as non-profit EEIG.	www.submariner-network.eu
ManagEnergy Initiative	Thematic Network, EU-wide	Aims to assist actors from the public sector, and their advisers, working on energy efficiency and renewable energy actions at the local and regional levels, e.g. through its targeted capacity building and networking events, and online resources and promotion.	www.managenergy.net
ESFRI - European Strategy Forum on Research Infrastructures	Thematic network	This site is designed to help you find out about European Research & Innovation. Whether you are a researcher or a teacher, in business or in politics, there is something for you here. You can read about the latest political decisions, or the latest advances in research. Funding information is provided as well.	ec.europa.eu/research/infrastructures
European Cluster Observatory	Thematic network	The Observatory is primarily aimed at policy makers, government officials, cluster management staff, academics and researchers. However, everyone is welcome to register, for example journalists, consultants, business sector representatives, and students.	www.clusterobservatory.eu
S3 - Smart Specialisation Platform S3	Thematic network	The S3 Platform assists EU countries and regions to develop, implement and review their Research and Innovation Strategies for Smart Specialisation (RIS3) by providing information, methodologies, expertise and advice to national and regional policy makers, as well as promote mutual learning, trans-national co-operation.	s3platform.jrc.ec.europa.eu
BSPC – Baltic Sea Parliamentary Conference	Stakeholder network	The Baltic Sea Parliamentary Conference (BSPC) is a forum for political dialogue between parliamentarians from the Baltic Sea Region. BSPC gathers parliamentarians from 11 national parliaments, 11 regional parliaments and 5 parliamentary organizations around the Baltic Sea. BSPC	www.bspsc.net

		aims at raising awareness and opinion on issues of current political interest and relevance for the Baltic Sea Region. It promotes and drives various initiatives and efforts to support a sustainable environmental, social and economic development of the Baltic Sea Region.	
UBC - Union of the Baltic cities	Stakeholder network, pot. Applicant	UBC is a voluntary, proactive network mobilizing the shared potential of its member cities for democratic, economic, social, cultural and environmentally sustainable development of the Baltic Sea Region.	www.ubc.net
BSSSC - Baltic Sea States Subregional Co-operation	Stakeholder network, interest group	BSSSC is a political network for decentralised authorities (subregions) in the Baltic Sea Region. The BSSSC co-operates closely with other key Baltic Sea Region and European organisations and institutions. It is the interest representation of the regions.	www.bsssc.com
BSC-CPMR - Baltic Sea Commission	Stakeholder network, interest group	The Baltic Sea Commission (BSC) is one of the six Geographical Commissions that make up the backbone of the Conference of Peripheral Maritime Regions of Europe (CPMR). BSC brings together around 25 Regions from six States from the European Union and beyond. The BSR actively contributes to the the preparation of the CPMR policy positions, whilst at the same time acting as a think tank and as a lobby for the regions around the Baltic Sea.	www.balticseacommission.eu/
Covenant of Mayors	Stakeholder Network, EU-wide	The Covenant of Mayors is the mainstream European movement involving local and regional authorities, voluntarily committing to increasing energy efficiency and use of renewable energy sources on their territories. It was launched by COM.	www.covenantofmayors.eu
BDF - Baltic Development Forum	Network (thematic & stakeholder), pot. Applicant	BDF is the leading think-tank and network for high level decision-makers from business, politics, academia and media in the Baltic Sea Region. It brings together actors from diverse sectors and from across the BSR, ensuring better cooperation, coordination and coherence.	www.bdforum.org
BCCA - Baltic Sea Chamber of Commerce Association	Interest group, stakeholder Network	The BCCA promotes trade and business relationships across the Baltic Sea Region through action such as trade faires and conferences, through networks but also through information and analysis.	www.bcca.eu
Northern Dimension Partnership on Transport and Logistics	Funding Programme; political body	Trans-governmental structure within Northern Dimension Policy, established in 2011	www.ndptl.org
BONUS EEIG - Science for a better future of the Baltic Sea Region	Funding Programme	Funding Programme for science in the BSR	www.bonusportal.org
NDEP - Northern Dimension Environmental Partnership	Funding Programme	The NDEP framework enables the creation of financing structures that combine loans, grants and local budget funding which can be used for priority environmental investments.	ndep.org
“Strategic Planning in the Regions and Cities of Russia”	Event	Organised annually in October. To enhance balanced and sustainable development of the regions and cities of Russia by improving the system of territorial strategic planning, supporting coordination and public dialog, creating and promoting standards of planning.	
GABBS - Greener agriculture for a bluer Baltic Sea	Event	annual international agri-environmental conference for networking and exchange of knowledge concerning clear water and agriculture; attracts science, business and public authorities; organised by different organisations, since 2009	

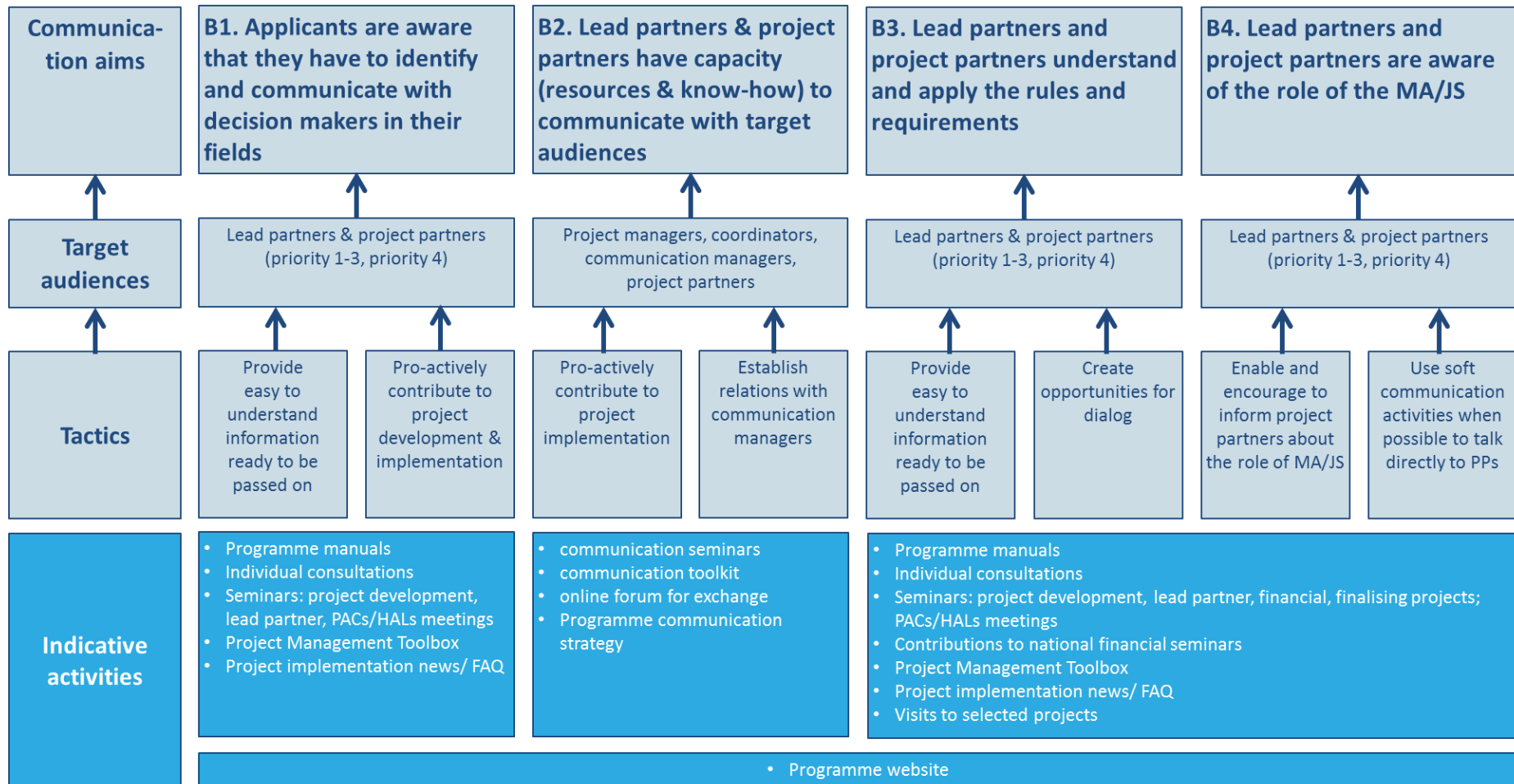
“Interreg Baltic Sea Region funds cooperation to support you in finding solutions that meet your needs”

Annex 2: flowchart for “Attracting applicants” (field A)



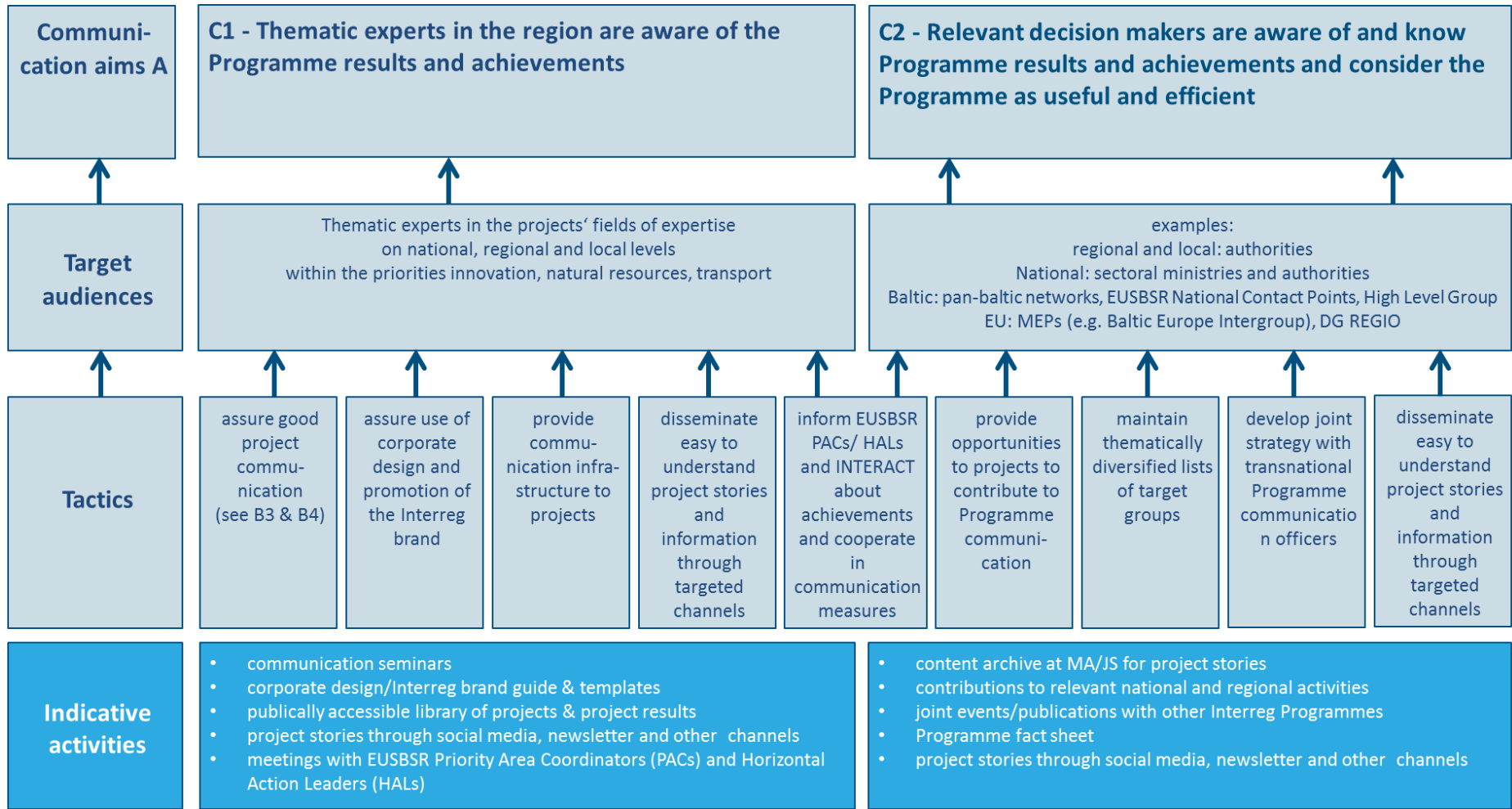
“Interreg Baltic Sea Region is your counterpart in developing your project and reaching your goals”

Annex 3: flowchart for “Supporting projects” (field B)



Annex 4: flowchart for “Making achievements visible” (field C)

“Interreg Baltic Sea Region opens your eyes to common solutions”



Annex 5: flowchart for “Facilitating cooperation in administration” (field D)

“Interreg Baltic Sea Region works in a supportive, cooperative and reliable manner”

