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Joint Employment-Driven Initiative

Project Communication Plan

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1 INTRODUCTION

The Szeged Centre of Vocational Training with its partners, namely:

-   the DKMT Danube-Kris-Mures-Tisa Euroregional Development Agency;

-   the Roman Catholic Diocese of Szeged-Csanád;

-   the Homokhát Euroinregration Regional Development Agency;

-   the Timis County Council; and

-   the Timis Chamber of Commerce, Industry and Agriculture

submitted a project proposal on 15 January 2018 for getting support from the European Regional Development Fund in the framework of the Interreg V-A Romania-Hungary Programme. The project **"Joint Employment-Driven Initiative"** (ROHU355 – JEDI) aims at the implementation of a flagship project under the Investment Priority 8/b *"Supporting employment-friendly growth through the development of endogenous potential as part of a territorial strategy for specific areas, including the conversion of declining industrial regions and enhancement of accessibility to, and development of, specific natural and cultural resources"*.

In the first phase, a Concept Note (CN) had to be elaborated until the given deadline. After the eligibility check and quality assessment, the project proposal was approved and selected for financing. The implementation of the Concept Note started on 1 October 2018. **The tasks of the Concept Note phase** have focused on activities related to the elaboration of the so-called **Full Application (FA) and the related supporting documentation**. The Full Application has to be submitted no later than one month after the end of the implementation period of the Concept Note – in this case, **31 July 2019**.

One other task in the Concept Note phase is the elaboration of the **Project Communication Plan** with the aim of:

-   harmonizing the communication tasks in order to contribute to the cross border and also transnational visibility of the project; and

-   precising also the internal communication procedures, tools and mechanisms to facilitate the knowledge transfer among partners

both during the project development (Concept Note phase) and during the implementation (Full Application phase).

The Project Communication Plan consists of **five main chapters**. Chapter 2 defines the communication objectives that are in close connection with the project-level objectives. Chapter 3 gives a detailed description of the communication tools of both the CN and the FA phases. Chapter 4 identifies the target groups to be reached with the

communication tools. Chapter 5 is about the financial and time frame of the communication activities. The main rules of the internal communication between the partners are detailed in the Chapter 6.

1 Structure of the Project Communication Plan

Communication objectives of the JEDI project

Communication tools

Main target groups

Communication budget and schedule

Internal communication
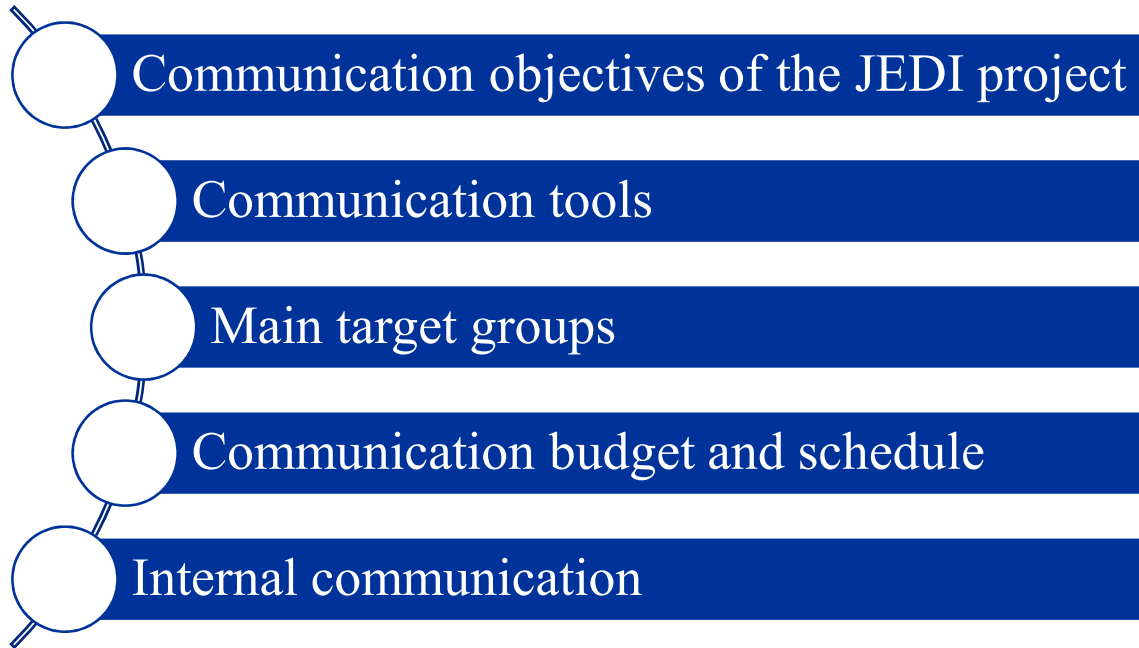
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2 COMMUNICATION OBJECTIVES OF THE JEDI PROJECT

In this chapter, first of all, the most important communication and dissemination principles have to be identified that serve as starting points for compiling the communication objectives of the JEDI project.

2.1 Key documents in connection with the communication requirements

The following programme documents have to be considered during the implementation of the communication activities as they provide the legal and professional framework to the visibility requirements:

- Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006
- Application Form of the Concept Note and the Full Application phase,
- Project Implementation Manual (PIM),
- Visual Identity Manual (VIM),
- Hints and tips (5) on responsibilities of the beneficiaries regarding information and communication activities.

2.2 Basic communication principles

To execute communication and dissemination activities successfully, some fundamental criteria and principles must be adhered to, both in identifying the objectives and in formulating key messages.

2 Main principle of the effective project communication
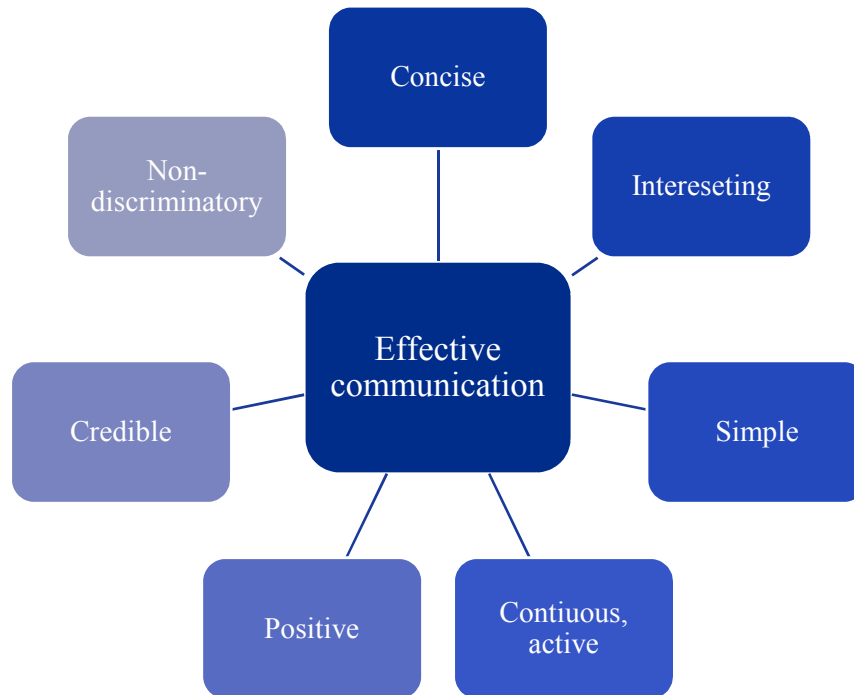
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To reach the target audience, it is very important to induce personal feelings and involvement, which can be achieved by using the storytelling narratives. This collective, coordinated and dynamic approach:

- create a sense of belonging to a community;

- inspire and network the target groups;

- convert followers into promoters;

- and enthuse by showing the creative process and inviting the audience to be creative as well.

When disseminating the project's objectives and results, it is crucial to tell stories which are easy-to-understand for all affected people and groups: win-win stories with empathy, humor and passion. Rigid statistics and sober facts are important, but they are primarily raw data and information, while stories and their indirect messages remain on people's minds easier.

This principle can be realized by providing as much information as possible about the partners and stakeholders, with emotion: showing what makes the project and the partnership remarkable and what achievements make them proud in the different reporting periods. There are numerous advantages of this technique:

- new perspectives can arise by exploring the connection between the project's key idea and the methods to the studied challenges offered by the main stakeholders;

- it generates an atmosphere of trust and collaboration which leads to deeper engagement to achieve the project's objectives effectively;

- it stimulates new project ideas and collaboration between the partners and the professional target groups;

- it creates a sense of 'ownership' among the partners, stakeholders and the general public.

However, it is important, to draw a clear distinction between communication and dissemination as they overlap sometimes, and their boundaries can be blurry.

3 Communication vs. dissemination
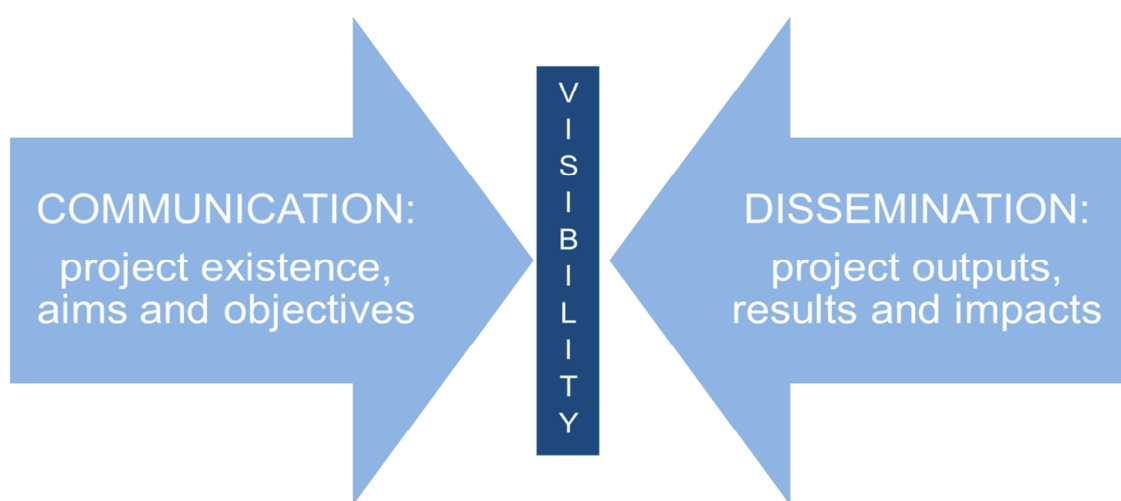
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Both aim to help maximize the impact of the project activities, but their focus and target groups differentiate them from each other. On the one hand, communication activities inform about and promote the project and its results among a wide range of the target groups; on the other hand, dissemination is rather about transfer of knowledge and results with the aim to enable others to use and adapt them.

2.3 Communication objectives and their connection to the project-level objectives

Communication and dissemination activities are not carried out for their own sake – they must clearly link and contribute to the project objectives which provide the logical framework for the communication targets, too.

4 Overall and specific objective of the project

Overall objective
To enhance employment of the Romanian-Hungarian cross-border region by creating favourable conditions for a balanced labour market on the long term

Specific objective 1
To foster the balance of the supply and demand side of the Romanian-Hungarian cross-border labour market

Specific objective 2
To improve the conditions of vocational trainings in the Romanian-Hungarian cross-border area

Specific objective 3
To enhance the mobility of the workforce between Csongrád and Timis counties by increasing the connectivity of institutions and stakeholders that support the employment

Source: own editing

Based on these project-level objectives and the general expectations of the Interreg V-A Romania-Hungary Programme, **the overall communication objective is to increase visibility of the project and its results** among the main target groups not only in the Romanian-Hungarian border area but also at European level. It can be achieved by the communication of the project objectives and the dissemination of project results – complementing each other effectively.

General communication objectives have to be considered during the whole implementation process:

- contributing to the achievement of project objectives,

- raising awareness about the project issue – ensuring the relevant people understand what the partners do,

- informing the target group and the public in general about the objectives, activities and results – demonstrating the success of the partnership's work,

- knowledge sharing within and outside the partnership,

- engaging effectively with stakeholders,

- ensuring maximum benefit from the project by multiplying the effects of EU funding.

In addition to these general goals, **project-specific communication objectives** must be defined which indirectly influence the achievement of the project objectives:

1) **Promotion of the advantages and benefits of common labour market and cross-border workforce mobility:** both professional stakeholders and the general public have to be aware of the positive aspects and prospects derived from the creation of cross-border employment.

2) **Raising awareness of vocational training opportunities and labour market services in Csongrad and Timis counties:** having up-to-date information and a real picture of the available education and service offers is a crucial factor for mobility of employers, students and unemployed people.

5 Overall and specific objective of the project

Overall communication objective
Increasing the visibility of the project and its results

Specific communication objective 1
Raising awareness of vocational training opportunities and labour market services in Csongrad and Timis counties

Specific communication objective 2
Promotion of the advantages and benefits of common labour market and cross-border workforce mobility
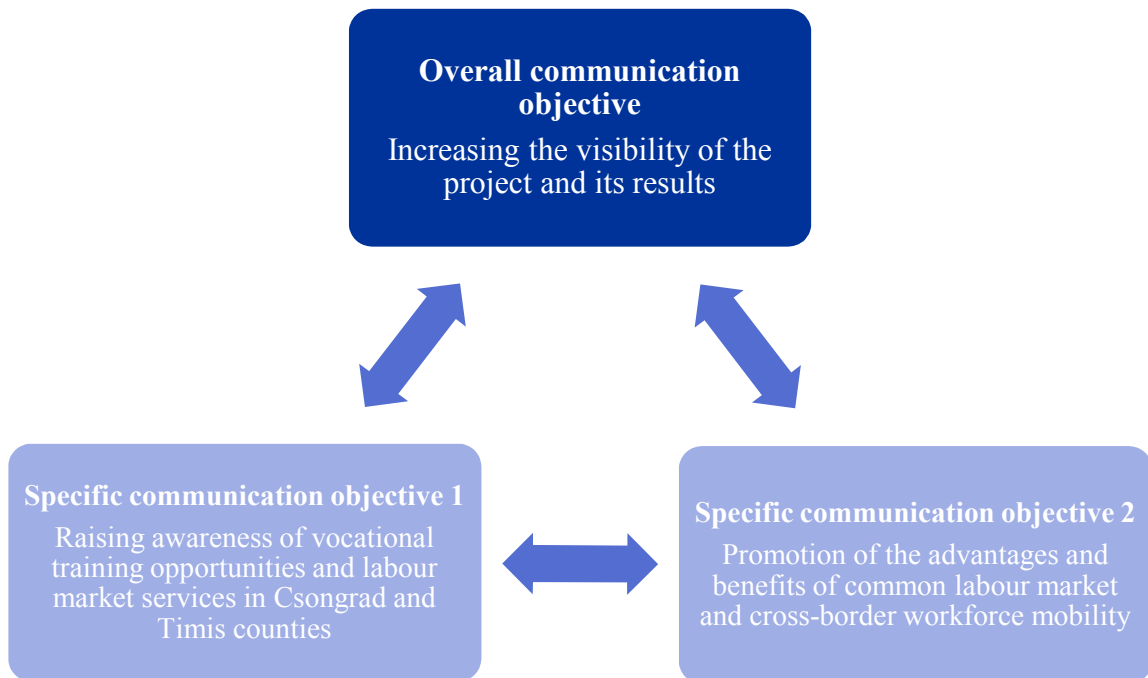
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3 COMMUNICATION TOOLS

Project partners will use their existing network both inside and outside their counties and countries to disseminate experiences, approach and all the relevant results of the project that are transferable to any extend. Communication tools are designed to support the promotion and dissemination of outputs and results to the highest possible extent. The most successful and most transferable elements of the project will be identified as best practices and they will be presented both written and online to reach similar organizations inside and outside the programme area which can adapt and use the JEDI project's results.

3.1 Communication tools during the Concept Note phase

In the Concept Note phase, the partners perform two types of start-up activities:

- **Compulsory communication tools** are done according to the programme rules and agreed among the project partners. Their objective is to ensure the highest possible visibility of the project and of the programme during the duration of the Subsidy Contract of the Concept Note as well as to design the activities in detail that will be executed during the implementation. Partners provide the costs of these tasks from own resources.
- The **Project Communication Plan** (PCP) is based upon the Visual Identity Manual of the Programme and defines in detail how to implement the compulsory communication tools defined in the VIM as well as the additional, voluntary tools based on the real needs of the project in order to ensure the highest possible visibility and transferability of project and its results. The PCP is prepared by an external expert contracted by DKMT.

3.2 Communication tools during the implementation

After signing the Subsidy Contract regarding the implementation of the activities detailed in the Full Application, partners will be use different communication tools depending on their budget:

- start-up activities,
- publications,
- promotional materials,
- digital activities,
- public events.

The following table contains all the details regarding each communication tool of the implementation period.

6 Communication tools and responsible partners of the planned interventions

Main category	Tools	Partners involved
Start-up activities	Communication and dissemination strategy Project image guideline (logo, brand image, templates, promotion material design, online design)	PP3 – SZCSE PP4 – HE
Publications	Brochure, 6 pages, trilingual (RO-HU-EN) professional presentation (1,000 copies/partner) Project-level media publication package: complex marketing campaign linked to the events organized within the project (press releases, newspaper publications, radio and television spots, social media campaign, newsletters)	PP4 – HE PP6 – CCIAT
Promotional material	Flyer, 2 sided, leporello format, trilingual (RO-HU-EN) promotional material (2,000 copies/partner) Rollups, 210*90 cm (6 pieces) Posters, A3 size with frame (6 pieces) Temporary billboards (4 pieces) Permanent billboards (4 pieces) Plaques (10 pieces/partner) Stickers, 50*90 mm, containing program logo and information (1,000 pieces/partner) Gifts max. € 50/piece (2,050 pieces), average price € 6/piece	LP – SZSZC PP4 – HE PP5 – CJT PP6 – CCIAT
Digital activities	Common project website Web subpages on the website of each partner with a direct link to the project website	LP – SZSZC PP3 – SZCSE PP4 – HE PP5 – CJT PP6 – CCIAT
Public events	Opening conference in Szeged (50 persons, catering, interpretation, venue fee, press conference) Press conferences (10 events) Closing conference in Timisoara (50 persons, catering, interpretation, venue fee, press conference)	LP – SZSZC PP2 – DKMT PP3 – SZCSE PP4 – HE PP5 – CJT PP6 – CCIAT

Source: own editing

3.3 Use of mandatory communication tools

The Visual Identity Manual of the Programme regulates the mandatory communication tools in detail. It is important to have one complex document that includes all the requirements to be considered during the implementation – this is the reason for summarizing the main instructions within the Project Communication Plan. In addition to these regulations, the Project Implementation Manual define the process of endorsement of releasing and/or using information and communication materials. In this subchapter, all of these requirements are detailed.

3.3.1 Posters

Within six months after the approval of the project, each project beneficiary has to place at least one poster with information about the project (minimum size A3), containing the financial support from the EU, at a location visible to the public, such as the entrance area of a building. The poster needs to stay visible for the whole duration of the project.

3.3.2 Temporary billboards

In case of an operation exceeds a total public contribution of € 500.000 and includes the financing of infrastructure or construction activities, a temporary billboard (3,000 x 1,500 mm) has to be installed at a location readily visible to the public with the following elements:

- Name of the operation (project),
- The main objective of the operation,
- Project value (ERDF),
- Lead Beneficiary/Beneficiary,
- Start and end date of the project,
- Programme logo, slogan and webpage,
- Romanian and/or Hungarian Government logo/s, depending on the language used[1].

3.3.3 Plaques or permanent billboards

No later than three months after completion of an operation, the beneficiary shall put up a permanent plaque or billboard of significant size (A4-A1) at a location readily visible to the public for each operation that exceeds a total public contribution of € 500.000 and

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[1] The Romanian Government logo will be used only on materials edited in Romanian language while the Hungarian Government logo will be placed only on materials edited in Hungarian; both logos will be used on materials produced in English language.

includes the financing of infrastructure or construction activities. Plaques made of resistant materials (preferably metal) shall contain:

- Name of the operation (project),
- The main objective of the operation,
- Project value (ERDF),
- Lead Beneficiary/Beneficiary,
- Programme logo, slogan and webpage,
- Romanian and/or Hungarian Government logo/s, depending on the language used[1].

3.3.4 Stickers

Every piece of equipment procured within the project must bear a visible pre-designed small (90 mm x 50 mm) or big (100 mm x 100 mm) sticker provided by the Programme. If one location includes numerous objects, the rooms or the entrance have to be marked with a small plaque or poster (preferably placed at the entrance).

The stickers will contain the following mandatory information:

- Programme logo, slogan and webpage,
- the Romanian and/or Hungarian Government logo/s, depending on the language used.

For rain or sunshine protection, using PVC stickers with UV polishing is recommended.

3.3.5 Approval of communication materials and information by the Programme authorities

All information developed and documents produced during the communication activities have to be approved by the Joint Secretariat (JS) in case of Romanian beneficiaries or by the Info Point (IP) in case of Hungarian beneficiaries. The request for approval, including the templates of the materials shall be sent at least 15 working days prior to their use. Partners shall forward templates and/or visual plans of press releases, leaflets, booklets, billboards, etc. via eMS e-mail section. The JS and the IP check only the formal compliance of the materials, the responsibility for the content of materials belongs exclusively to the beneficiary.

Beneficiaries shall upload basic information about upcoming project events (trainings, conferences, workshops, etc.) to the designated project events calendar of the Programme website in a timely manner, preferably at least 2 weeks before the event. At the same time, invitations shall be sent to the relevant monitoring officer and to joint.secretariat@brecoradea.ro email address.

In order to ensure a better visibility and wide publicity, JS communication officers shall be informed about social media and website posts and printed or online press

appearances about the project, in order to be shared on the official Facebook page and website of the Programme. It is recommended to take photographs on all events organized, in order to properly document the progress of related actions and events.

3.4 Indication of the compulsory elements

Generally, the following mandatory elements have to be displayed on all communication materials and channels:

1) The logo of the Interreg V-A Romania Hungary Programme, that already includes the EU emblem and the reference to the European Regional Development Fund;
2) The logo of the Romanian Government (used on materials edited in Romanian language) or / and the logo of the Hungarian Government (used on materials edited in Hungarian language). In case of materials edited in English language, both logos shall be applied;
3) The slogan of the Programme: "Partnership for a better future";
4) Reference to the Programme and its webpage (www.interreg-rohu.eu);
5) Disclaimer that the communication material does not necessarily reflect the official position of the EU: The content of this …. does not necessarily represent the official position of the European Union.

4 MAIN TARGET GROUPS

The main target groups of the communication activities are more or less the same as the stakeholders of the project. They have to be reached, addressed, informed, influenced and involved with an optimal and tailor-made communication tool-box. During the communication activities, partners concentrate on different people and organizations divided into four main categories.

7 Target groups of the JEDI project
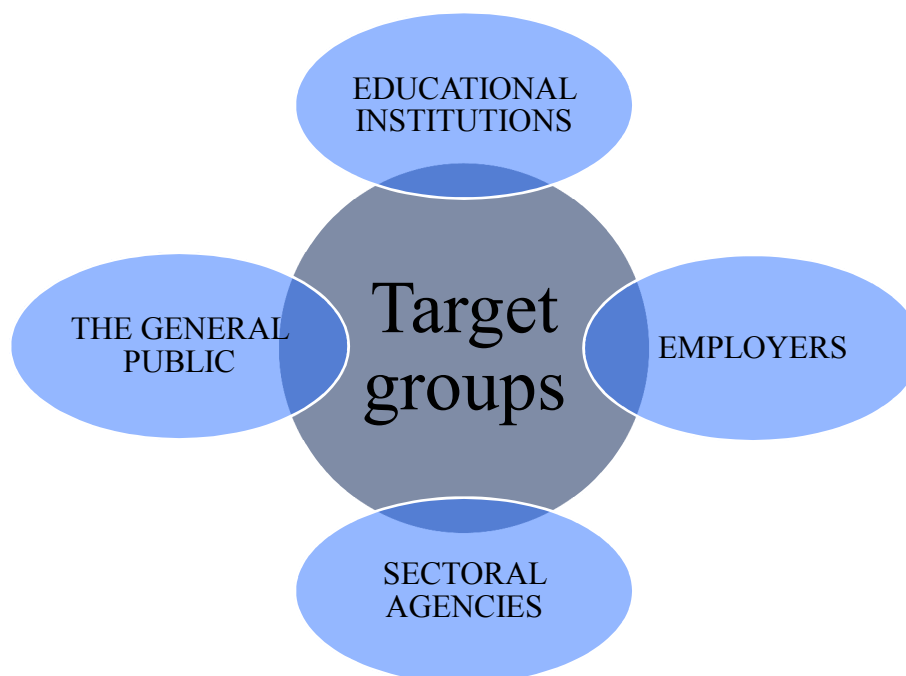
Source: own editing

Educational institutions offering vocational trainings are one of the most important target groups, as key actors that can ease and manage the lack of skilled workforce which was identified as one of the reasons of the local labour market problems. Based on the different benefits, two subgroups should be distinguished:

- **Students** of vocational training institutions or schools providing secondary education (including adult students who attend trainings) will directly benefit from the activities when choosing a profession and/or a job and also through the improved training conditions.
- **Managers and professionals** of vocational training institutions will benefit mainly from the networking and capacity building activities.

According to the plans, at least **10 vocational training institutions** will be involved from the cross-border region.

Employers will gain advantages indirectly from the activities: a bigger supply of skilled workforce meets their demand thus reduces vacancy periods, allowing them a more efficient organization of work and being more productive and competitive. Both SMEs and bigger companies will be able to enhance their productivity and competitiveness by handling labour shortages due to the demand-driven trainings. From a sectoral perspective, **the activities will mainly focus on the construction industry** (as an already important area) **and tourism** (which is on the rise).

- In case of SMEs (approx. 60,000), the share of construction industry in the region's GDP is 6% and the touristic sector's share is 18% - the estimation is that the activities will reach **20% of the thematically relevant SMEs** (approx. 2,800).
- Considering that the share of companies bigger than SMEs is extremely low in all EU countries (approx. 0.1%), the maximal potential number of this subgroup is **60 larger companies**.

As an important result, the activities will bring together all the **relevant institutions in the field of employment and training** of the cross-border area to establish a **common sustainable institutional network**. The professional capacity of tax offices, social service offices, business support organizations, economic development agencies, chambers of commerce, etc. will increase, and they can handle common challenges more effectively. At least **20 organizations** (represented by 2-2 people) will be involved from each side of the border.

As the interventions contribute to the economic growth of the region, they will be beneficial for almost the entire population as the **general public** of the targeted area. The **employability** and the **quality of life** of the local inhabitants will increase; they can buy more products and use more services offered by local enterprises in a more efficient way. The combined population of Csongrád and Timis counties was 1,101,737 persons in 2018. Potentially, they might all benefit from the results depending on their personal – especially their current and future employment – status, but also by the improved economic situation of their families in case the project affects one of their family members. It is realistic to estimate that the activities will reach at least **10% of the population** of the counties, i.e. **110,000 inhabitants**. During the communication activities, partners will lay emphasis on unemployed people as an important part of the general public.

As the target groups play a various role in the project and have different character, they can be reached by a diverse range of communication tools accordingly. Partners have also different relationships and professional networks, consequently, they are able to reach and mobilize different groups of the stakeholders.

8 Target groups of the communication activities and their availability

Target groups	Optimal communication tool-box	Main responsible partners

Target groups	Optimal communication tool-box	Main responsible partners
Educational institutions: students	Social media campaign Common project website Flyer Gifts	LP – SZSZC PP3 – SZCSE
Educational institutions: managers and professionals of vocational training institutions	Newspaper publications Radio and television spots Newsletters Brochure Common project website Public events	LP – SZSZC PP3 – SZCSE
Employers	Newspaper publications Radio and television spots Brochure Common project website Public events	PP4 – HE PP6 – CCIAT
Sectoral agencies	Newspaper publications Radio and television spots Newsletters Brochure Common project website Public events	PP2 – DKMT PP4 – HE PP6 – CCIAT
The general public	Newspaper publications Radio and television spots Social media campaign Common project website Flyer Gifts	LP – SZSZC PP2 – DKMT PP3 – SZCSE PP4 – HE PP5 – CJT PP6 – CCIAT

Source: own editing

The network and institutional cooperation established during the project will be maintained and based on the project partners and target groups' needs. They will be extended with other institutions and further developed to support future employment and vocational training cooperation in the region.

5 COMMUNICATION BUDGET AND SCHEDULE

5.1 Communication budget

Fitting with the principles of the joint implementation and joint financing, partners perform the communication activities and bear the cost of them together; however, some partners undertake more tasks in order to executing them more effectively and efficiently. PP4 has the largest communication budget and the most complex tasks, while PP6 will employ also communication experts to support the execution of the activities.

9 Communication budget

Main category	Tools	LP	PP2	PP3	PP4	PP5	PP6
		SZSZC	DKMT	SZCSE	HE	CJT	CCIAT
Start-up activities	Communication and dissemination strategy				8,425		
Start-up activities	Project image guideline			5,200			
Publications	Brochure				12,000		
Publications	Project-level media publication package				66,406		5,000
Promotional material	Flyer				5,000		
Promotional material	Rollups	600					120
Promotional material	Posters	400					80
Promotional material	Temporary billboards	1,200					400

| Main category | Tools | LP | PP2 | PP3 | PP4 | PP5 | PP6 |
		SZSZC	DKMT	SZCSE	HE	CJT	CCIAT
Promotional material	Permanent billboards	900					300
Promotional material	Plaques	4,000					2,000
Promotional material	Stickers	1,600					300
Promotional material	Gifts	1,200			6,000	5,100	
Digital activities	Common project webpage			5,250			
Digital activities	Web subpages on the webpage of PPs	550		550	550	550	550
Public events	Opening conference		1,800				
Public events	Press conferences	2,250		1,500	2,250	750	750
Public events	Closing conference					1,000	
Staff cost	PR expert (1 hour/day, 20 months) for supporting the promotion of the events and the media campaign						5,000
Staff cost	Design expert (2 hours/day, 5 months) for supporting the elaboration of the PR materials						2,500
TOTAL		**12,700**	**1,800**	**12,500**	**100,631**	**7,400**	**17,000**

Source: own editing

5.2 Communication schedule

The planned duration of the JEDI project is 42 months: 9 months in the Concept Note phase and 33 months during the implementation. In the CN phase, the mandatory communication tasks are performed by the partners from their own resources; the Project Communication Plan is elaborated in the 3rd period. Communication tasks of the implementation period begins with the start-up activities and naturally with the opening conference. Most of the promotional materials and the brochure will be produced in the first half of 2020 (permanent billboards only after finishing the related operations). Media publication and digital activities accompany almost the whole implementation. Press conferences are planned every three months; however, this schedule can be modified flexibly according to the actual milestones of the project. Closing conference will be organized one month before the project closure.

10 Communication schedule

Main category	Communication tools	2018 10	11	12	2019 1	2	3	4	5	6	10	11	12	2020 1	2	3	4	5	6	7	8	9	10	11	12	2021 1	2	3	4	5	6	7	8	9	10	11	12	2022 1	2	3	4	5	6
CN phase	Compulsory communication tools				█	█	█	█	█																																			
CN phase	Project Communication Plan						█																																					
Start-up activities	Communication and dissemination strategy										█	█	█																															
Start-up activities	Project image guideline										█	█	█																															
Publications	Brochure													█	█	█																												
Publications	Media publication package													█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Promotional materials	Flyers, rollups, posters, temporary billboards, plaques, stickers													█	█																													
Promotional materials	Permanent billboards																							█	█																			
Promotional materials	Gifts																█	█																										
Digital activities	Project website													█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Digital activities	Partner's websubpages												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Public events	Opening conference											█																																
Public events	Press conferences															█			█			█			█			█			█			█			█			█				
Public events	Closing conference																																									█	

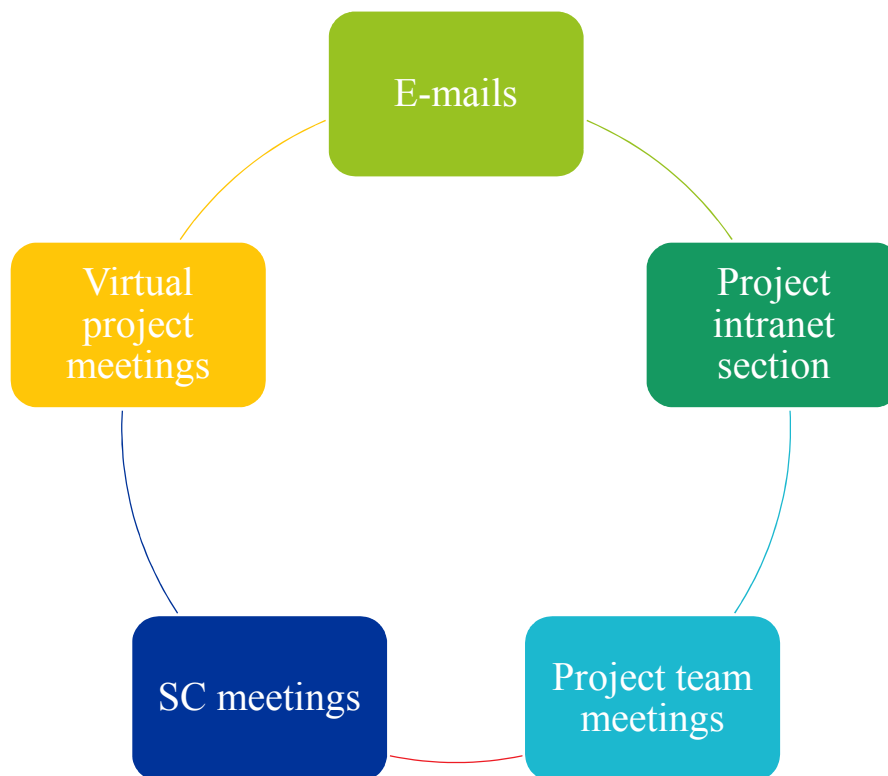*Source: own editing*

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6 INTERNAL COMMUNICATION

Effective and regular communication between partners influence the project's success fundamentally: it includes the exchange of relevant documents and information in order to complete all activities. Inadequate communication can lead to conflicts and problems, on the other hand, too much or irrelevant information may confuse partners and lead to a drop of motivation and interest. Consequently, it is important to be clear about what needs to be communicated and to what level of detail, as well as who and how needs to be informed. The information flow between partners must be efficient to guarantee the accurate execution of the common activities as well as the complementarity and the coherence of the partner-level deliverables. The common language of internal communication is English.

Some basic guidelines should be followed regarding the multi-player and long-term character of the JEDI project:

- using simple, clear language that is easy to understand for both Romanian and Hungarian partners;
- avoiding imprecise messages that can be easily misunderstood and being as accurate as possible;
- sticking to the terminologies used in the Application Form as well as the Guide for Applicants and its annexes in terms of outputs, activities and deliverables to prevent misinterpretation;
- when using ICT, making sure that all partners have technical access and the capacity/skills to use these tools to not create extra work for them;
- updating the contact list regularly, any changes have to be reported as soon as possible;
- the front page and the whole structure of the project output documents should be standardized (table of content, header, font, spacing, etc.) based on the Visual Identity Manual of the Programme;
- the name of the files produced by partners must be consistent and uniform, too – for easier recognition, always start with the 'JEDI' acronym, and after that, include the subject and the date of the document: JEDI_name_date.pdf (i.e. JEDI_Communication_Plan_20190430.pdf). If a document is still a draft version, this fact should be indicated accordingly in the name of the file (e.g. JEDI_Communication_Plan_20190430_draft.pdf or JEDI_Communication_Plan_20190430_v01.pdf).

Proper communication method and tools will be planned that guarantee the regular and clear communication as well as transparent and obvious task sharing between the members of project team.

Source: own editing

The day-to-day communication within the partnership will rely on traditional **e-mail**, Skype or phone. A JEDI partnership mailing list will be prepared and regularly updated, serving as a basis for the internal flow of communication. The subject of the e-mails must be short and exact. Always start it with the 'JEDI' acronym and include the key topic of the message. Respond as soon as possible, but at least within 2 working days. In case of absence (sick leave, out of office engagements, etc.), set up an auto-reply notice naming a respective person who can be contacted in urgent cases.

To avoid sending large files and to always have the latest versions, a **JEDI intranet section** is created (https://drive.google.com/drive/folders/1sRDj123L7Hr0JJomULwwCv6UX2uw_gTA). Partners use it as a tool for the internal sharing of documents, drafts, agendas, memorandums, etc. It should be kept organized by every partner; editorial rights are sent via e-mail.

Although the members of the joint management team are in day-to day contact, regular **project team meetings** will be organized to ensure smooth implementation, to coordinate joint activities and to overcome any difficulties experienced during the implementation. Joint project management team will have at least 1 meeting per period (ad hoc meetings can be organized if necessary).

Partners create a **Steering Committee** (SC) consisting of at least one member of each partner with the capacity of making decisions in the name of the respective organization. The SC will meet at least 2 times a year.

In case of both management team and SC, the LP chairs the meetings, which follow a predefined agenda proposed by the LP and approved by the other partners who can introduce new issues if needed. At every meeting, partners discuss the status of the project activities of each partner regarding the administrative, technical and financial. Any constraints detected that may affect the project's progress or results will be discussed and dealt with. The SC will take decisions by unanimity if possible, and in other cases, by majority. The outcome of each meeting shall be stated in a memorandum to be adapted by all partners.

The frequency of **virtual (online) meetings** will be fit to the workload flexibly. Skype is a good communication tool that can be used for this purpose. Meetings can be initiated by any partners giving the possibility to all relevant actors to participate. The agenda should be sent via e-mail and/or uploaded to the intranet section at least 24 hours before the meeting. LP is responsible for moderating and follow-up of the meeting. Minutes, meeting reports and follow-up documents should also be uploaded to there within 5 working days after the meeting. The minutes should clearly contain the main tasks, responsibilities and deadlines which should be monitored by the LP.