AQUARES COMMUNICATION PLAN

The Regional Development Agency of the Pardubice Region - RRAPK

DECEMBER 2018

Table of Contents

1 About this Communication Plan

The Communication Plan will help the AQUARES partnership to standardize and coordinate communication efforts more effectively in achieving the project's goals. To this end, it defines:

- The communication objectives both with external addressees (project target groups) and within the partnership, in terms of achieving the project's overall policy objectives.
- The target groups that the project aims to reach throughout its duration, and specifies the key communication messages to be used for each group.
- Guidelines on how project results should be communicated and disseminated to target groups.
- The communication tools that the partnership has to develop and use to establish communication with the relevant target groups.
- A detailed communication work plan which includes all the relevant activities that project partners should carry out each semester of the project.
- Key Performance Indicators and a continuous monitoring/reporting system to assess the overall progress of communication activities and ensure compliance with Interreg Europe rules.

2 Overview of the project AQUARES

Issue addressed

"AQUARES – Water reuse policies advancement for resource efficient European regions" is a project under the INTERREG Europe programme[1] that aims to improve the implementation of regional development policies and programmes in the partnership regions, to increase resource efficiency, green growth, and environmental performance management in the water reuse sector. Accordingly, the project will accelerate policy work to lift water reuse barriers and boost technological, administrative and policy eco-innovations that have the capacity to further green growth in EU territories. AQUARES will assist the participating EU regions to:

- Achieve considerable water savings through improved policies and better planning;
- Promote new business models that involve revenue streams from reusable water resources;
- Attract investments in more innovative and efficient water management technologies;
- Mitigate the risks associated with the volatile global economy and resource depletion.

Water reuse requires policy exchanges among EU regions and countries because public authorities have introduced different (in scope and pace) water management practices in issues such as planning, infrastructures, and licensing. For this reason, AQUARES brings together 10 partners from 9 countries to cooperate, exchange best practices, and address territorial problems such as inefficient surface and groundwater protection, adaptation to climate change, flood protection, and high WEI.

AQUARES contributes to EU 2020 strategy targets, for which water reuse is an essential part; it is one of the 5 priority areas of work of the European Innovation Partnership on Water which aims to increase the uptake of innovative water solutions by 2020. Additionally, water reuse will be a key aspect of the EU Water Framework Directive (to be reviewed in 2019) and the Drinking Water Directive (under revision).

Expected results & outputs

AQUARES will employ a transnational cooperation approach involving public authorities, water reuse businesses, water agencies, and relevant stakeholders with the aim to:

---

[1] For more information, visit https://www.interregeurope.eu/.

- Increase the capacity of public administrations to plan and implement policies that promote innovative technologies and business models for water reuse, to strengthen efficient water management and green growth.
- Promote knowledge and raise awareness on the benefits of water reuse and water efficiency solutions for environmental sustainability and the agricultural and industrial businesses of EU territories.
- Facilitate the integration of water reuse techniques and processes in businesses when producing goods and/or providing supplies, services, and works.
- Unlock regional investments that can lead to the incentivisation and advancement of water reuse projects.
- Improve coordination and collaboration among public administrations to promote and support the harmonisation of their policies and quality standards about water reuse.

In the framework of AQUARES, the outputs will be:

- An online free toolkit designed to help territorial authorities evaluate aspects of water reuse, such as best management practices, investments, financing, and technologies, business models, and monitoring practices.
- 200 partners' staff members with increased capacity (knowledge/skills).
- 80 regional and local authorities considering the integration of AQUARES policy recommendations.
- 9 improved policy instruments in terms of management, especially for evaluating the implementation of measures and projects and streamlining selection processes
- New funding opportunities for projects relevant to water reuse, e.g. water filtration, water reuse awareness, setting up of water reuse markets.

The consortium

AQUARES brings together 10 partners from 9 countries (Table 1):

Table 1

N°	Country	Partner
1)	🇪🇸	Regional Government of Murcia, Ministry of Water, Agriculture, Livestock and Fisheries – General Direction of Water (MURCIA-GDW)

2)	Ministry of Environment and Energy, Special Secretariat for Water (SSW)
3)	Lodzkie Region (LODZKIE)
4)	The Regional Development Agency of the Pardubice Region (RRAPK)
5)	Energy and Water Agency (EWA)
6)	Lombardy Foundation for the Environment (FLA)
7)	Water Board of Oldenburg and East Frisia (OOWV)
8)	Euro-mediterranean Water Institute Foundation (FIEA)
9)	Association "Baltic Coasts" (Baltic Coasts)
10)	The Municipality of Trebnje (TREBNJE)

3 External project communications

3.1 Main Goals and Objectives

External communication refers to **communications with project stakeholders and the general public**. Effective external communication will contribute to the promotion of cooperation between public authorities and territorial stakeholders to address challenges associated with water reuse, raise public awareness, and facilitate the integration of water reuse techniques and processes in businesses and consumer practices.

The **external communication objectives** of the AQUARES project, derived from the Application Form, are presented in the following table:

Table 2

EXTERNAL COMMUNICATION OBJECTIVES		
	1	Inform members of the regional stakeholder groups about project activities and results, their expected participation and contribution.
	2	Inform the public about project activities, and results and raise awareness about the problem of biological invasions.
	3	Inform public authorities at national and EU level about the lessons learned derived from the partners' exchange of experience.
	4	Exchange information between partners and regional stakeholders, public authorities of the partners' regions about the implementation of action plans.
	5	Raise public awareness, strengthening local communities' willingness to engage in action plans' implementation.
	6	Inform policy makers from EU member states about the experience gained from the implementation of action plans.

	7	Inform potential beneficiaries of the policy instruments about results derived from the action plans.

External communication objectives can be categorised into **Phase I and II** objectives:

- **Phase I**: During the first phase (semesters 1-6), the external communication strategy will focus on **informing and involving** the public and all the relevant stakeholders who can provide input in the way of improving the selected policy instruments and programmes.
- **Phase II**: During the second phase (semesters 7-10), external project communications will be oriented towards the **implementation** of the action plans, informing key regional stakeholders and target groups about the progress made and the relevant measures adopted.

The following table allocates, in terms of Phase I and II, the external communication objectives of the project:

Table 3

PHASE I external communication objectives	1	Inform members of the regional stakeholder groups about project activities and results, their expected participation and contribution.
	2	Inform the public about project activities, and results and raise awareness about the problem of biological invasions.
	3	Inform public authorities at national and EU level about the lessons learned derived from the partners' exchange of experience.
PHASE II external communication objectives	4	Exchange information between partners and regional stakeholders, public authorities of the partners' regions about the implementation of action plans.
	5	Raise public awareness, strengthening local communities' willingness to engage in action plans' implementation.

	6	Inform policy makers from EU member states about the experience gained from the implementation of action plans.
	7	Inform potential beneficiaries of the policy instruments about results derived from the action plans.

3.2 Target groups

A crucial step for effective communication is the identification of the relevant **target groups**, which, for the AQUARES project, includes all the individuals, bodies and organisations that:

- Are directly or indirectly **involved** in the process of implement policies that promote water reuse;
- Can be **impacted** by the project outcomes, and;
- Are **interested** in utilising project outputs for their own purposes and needs.

The following table (Table 4) shows the target groups that have been identified as potential beneficiaries of the project:

Table 4

EXTERNAL COMMUNICATIONS TARGET GROUPS	T1	Public authorities responsible for water reuse, resource efficiency and sustainable development
	T2	Regional development and/or innovation agencies
	T3	Environmental NGOs

T4	Chambers of commerce	
T5	Universities, research centres and institutes supporting water reuse	
T6	Businesses with a strong dependence on water reuse sector	
T7	Potential beneficiaries of the policy instrument in partners' regions	
T8	Policy stakeholders outside the partners' regions.	
T9	Active EU projects and networks in the field of water reuse	
T10	Communities affected by water reuse projects and infrastructure	

The target groups **are further specified in Annex A**. The Annex includes only an indicative pool of regional stakeholders, which have been identified at the project development phase. The list of AQUARES target groups will be expanded for the final version of the communication plan. Stakeholders listed in the Annex A include executive bodies, public authorities and ministries, regional and national authorities, research institutions, as well as associations, cluster organisations, chambers of commerce and regional development agencies in the partner countries. The list is not exhaustive, and project **partners are advised to update the list** by adding their respective stakeholders and target-groups.

For a more targeted communications to target groups, it is important to identify the level of engagement with each target group. The following figure (Figure 1) presents a visual indication of which target groups will have a low or high involvement in, impact from, and interest to the AQUARES project. This figure is indicative and may change as the project progresses; however, it can act as a guide for initial contact with target groups.[2]

---

[2] To map the degree of involvement, impact, and interest of the various target groups, a scale from 1 to 10 was used, with 1 being low, 5 being medium, and 10 being high).

Figure 1

Target groups' engagement to the project
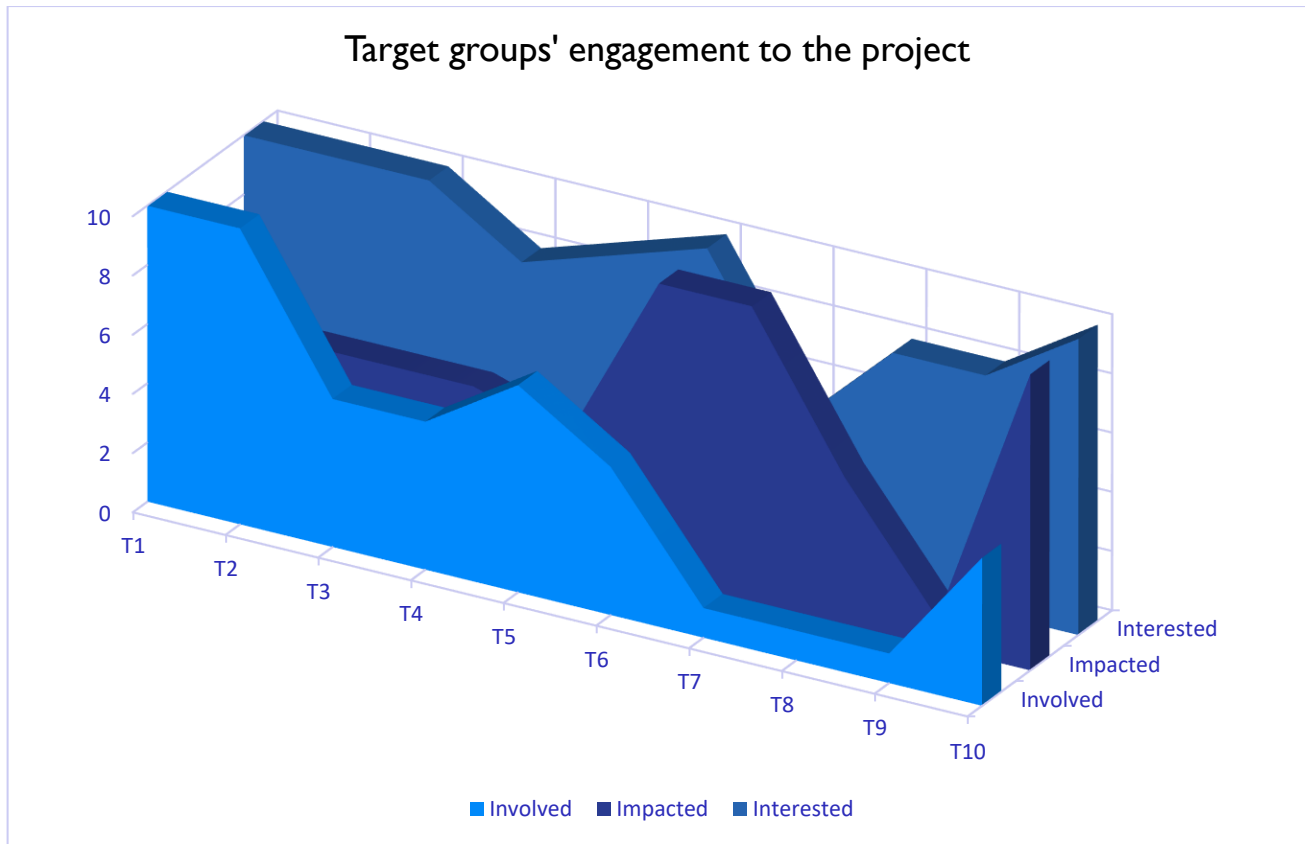
3.3 Key messages

Specific messages are vital for the communication and dissemination strategy because they are the initial 'bridge' between communication objectives and the target audience. Messages are used to simplify the communication objectives (they act like 'slogans') and to serve as guiding communication threads in reaching out to the final beneficiaries of the project (policy makers/public authorities, the general public, stakeholders).

According to the Interreg Europe Manual, to convey a message that will be received and understood by the target population in exactly the way the communication strategy intends to, it should:

- ✓ Be a short sentence (up to 12-15 words); wording should be simple, clear, credible, memorable, positive, active, jargon-free, easily identifiable, and suitable for emission through a plurality of communication tools.
- ✓ Include keywords that reflect the scope and key objectives of the AQUARES project

- ✓ Be easy to remember, guaranteeing that the core idea is getting across.
- ✓ Avoid technical vocabulary.

The INTERREG Europe Programme recommends no more than three messages at any time; 'Information overload' must be avoided; instead, in order to multiply the effect, it is better to emit a few messages from plural sources and on selected occasions.

The Application Form suggests the following three communication messages to attract public interest and mobilise local communities.

Table 5

INDICATIVE COMMUNICATION MESSAGES	Policy makers	'Water reuse helps manage efficiently the source of life'
	Private stakeholders	'Water reuse stimulates eco-innovation and efficiency across sectors'
	General public	'Water reuse can tackle water scarcity in the EU'

Communication messages should be informational and serve as incentive statements. To achieve communication and dissemination targets, these messages should be further worked through for specific target groups in specific communication instances.

⇒ For the successful and final specification of AQUARES project messages, a **consultation process** will be initiated to facilitate the exchange of information and ideas between project partners. All project partners will be involved in collective brainstorming and are expected to provide input on core messages and slogans. This approach builds on partners' communicative experience and knowledge and synthesizes upon it. After the consultation period (to be coordinated by RRAPK or two weeks after the first circulation of this document), the final messages and slogans will be selected through mutual consent on the part of project partners.

3.4 Communicating project results

The communication content to be disseminated to the target groups consists of the project outputs of the AQUARES project. The following table (Table 6) presents in detail what project outputs to disseminate, to which target groups, and the reasons to do so, for each policy activity of the project.

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

Table 6

COMMUNICATING POLICY RESULTS

A1: Studying activities

Activity code	Type of activity	Activity output	What to disseminate?	Dissemination purpose & target group
A1.1	Studying	1 x 'Comparative policy analysis report on water reuse territorial policies'	Key comparative results from the analysis	To discuss findings with stakeholders in meetings, workshops, site visits.
A1.2	Studying	1 x 'AQUARES regions' needs and opportunities in water reuse analysis report'	Needs and opportunities results from the report	To discuss findings with stakeholders in meetings, workshops, site visits.
A1.3	Studying	1 x 'Water reuse technology application guide'	Key technologies and results from the report	To discuss findings with stakeholders in meetings, workshops, site visits.
A1.4	Studying	1 x 'Evaluation report of best practices for monitoring, assessing and ensuring compliance with water reuse standards'	Good practices and key findings from the report	To discuss findings with stakeholders in meetings, workshops, site visits.

A2: Engaging regional stakeholders and promoting public dialogue

Activity code	Type of activity	Activity output	What to disseminate?	Dissemination purpose & target group

A2.1	Stakeholder meeting	1 x input paper	The input paper within the partnership	To facilitate the organisation of the meetings by project partners
		54 x regional stakeholder meetings	The meetings themselves to relevant stakeholders	To engage stakeholders in policy improvement
		54 x summary reports	The results of the meetings to own organisation	To disseminate to own staff lessons learned
		54 x internal debriefing meetings		
A2.2	Public consultation meetings	1 x input paper	The input paper within the partnership	To facilitate the organisation of the meetings by project partners
		18 x public dialogue events	The events themselves to the general public	To engage and consult the public on controversial issues that require consensus building
		18 x summary reports	The results of the events to own organisations	To provide input to project partners for the development of policy measures to be designed in each region
		1 x synthesis report	The results of all meetings to the partnership & own organisations	To provide input to project partners for the development of policy measures to be designed in each region

A3. Interregional learning and capacity building

Activity code	Type of activity	Activity output	What to disseminate?	Dissemination purpose & target group
A3.1	Interregional workshop on how to plan and unlock public and private investments	1 x input paper	The input paper within the partnership	To facilitate the organisation of the workshop by project partners
		1 x interregional workshop	The workshop itself to relevant stakeholders	To engage project partners and stakeholders in a process of interregional learning
		1 x summary report	The results of the events to own organisations	To disseminate to own staff interregional lessons learned and develop project storytelling
		10 x internal debriefing meetings		
A3.2	Interregional workshop on water reuse technology and standards	1 x input paper	The input paper within the partnership	To facilitate the organisation of the workshop by project partners
		1 x interregional workshop	The workshop itself to relevant stakeholders	To engage project partners and stakeholders in a process of interregional learning
		6 x internal debriefing meetings	The results of the events to own organisations	To disseminate to own staff interregional lessons learned and develop project storytelling

A3.3	Site visits exchange to match make desired water reuse initiatives with appropriate technologies and business models	1 x input study	The input study within the partnership	To facilitate the organisation of the site visits by project partners
		5 x site visits	The site visits themselves within the partnership	To share successful policy measures and practices with project partners
		5 x summary reports	The results of the site visits to own organisations	To diffuse lessons learned to own staff
		10 x internal debriefing meetings		
A3.4	Study visits to transfer experiences on AQUARES success stories	1 x input study	The input study within the partnership	To facilitate the organisation of the site visits by project partners
		1 x site visit	The site visits themselves within the partnership	To share successful policy measures and practices with project partners
		1 x summary report	The results of the site visits to own organisations	To diffuse lessons learned to own staff
		10 x internal debriefing meetings		
A3.5	Interregional EU-level workshop for public authorities on water reuse policy and	1 x input study	The input study within the partnership	To facilitate the organisation of the event by project partners
		1 x policy learning workshop	The workshop itself to public authorities and stakeholders	To promote interregional learning and co-shape a

		practices transfer			coordinated policy approach

	1 x summary report	The results of the events within own organisations	To diffuse lessons learned to own staff
	10 x internal debriefing meetings		

A4. Policy improvement resources

Activity code	Type of activity	Activity output	What to disseminate?	Dissemination purpose & target group
A4.1	Water reuse policies development toolkit	1 x 'Water reuse policies development toolkit'	The online toolkit to stakeholders and the public	To disseminate the online toolkit to stakeholders and the public
A4.2	AQUARES sustainability plan	1 x 'Sustainability plan'	The sustainability plan within the partnership	To disseminate lessons learned to own staff and communicate the development of policy measures to be designed in each region

A5. Policy instruments' impact

Activity code	Type of activity	Activity output	What to disseminate?	Dissemination purpose & target group
A5.1	Action plan	1 x 'Common methodology and peer reviewing tools for the preparation of action plans'	The common methodology to the partnership	To inform project partners about lessons learnt from the project, for the development of action plans

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

1 x 'Roadmap for the preparation of action plans'	The roadmap within the partnership	To inform project partners about lessons learnt from the project, for the development of action plans
9 x action plans	The action plans within the partnership and to stakeholders, territorial authorities & policy makers (wide dissemination)	To engage project partners and stakeholders in generating input for the improvement of the action plans

As the table above shows, there is a need to define the communication means through which the communication with the relevant target groups (external) or within the partnership (internal) will take place. The next section presents the tools to be used for establishing external and internal communications.

3.5 Tools & methods

This section outlines the communication tools that RRAPK and project partners will use to achieve the communication objectives and disseminate the project's policy results (see section 5). For analytic clarity, the following definition applies within the framework of the AQUARES communication plan:

Communication tools and methods are the means that project partners use to transmit and receive information between themselves and the target audiences; an example of a communication tool is the e-mail. Depending on the manner the sender of the information and the receiver establish communication, a tool can be **online**, **print**, or an **event**.

Depending on the level of ability or possibility of the two parts to engage with each other, it can be **one-way** (the addressee cannot provide feedback) or **two-way** (the addressee can provide feedback). For example, social media platforms are an online two-way tool, while a brochure is a print one-way tool.

Within the framework of the Interreg Europe programme, communication tools are used for relaying information (relevant to the AQUARES project) to target groups regarding a) project activities, b)

project activities' results and outcomes, c) project results, and d) any other information relevant to the objectives of the project.

To establish **external communications** (to policy makers, public authorities, stakeholders, the public), the AQUARES communication strategy employs a combination of online, printed, event, one-way, and two-way tools. The following table provides an overview of those tools:

Table 7

OVERVIEW OF AQUARES COMMUNICATION TOOLS

Tool	Online	Print	Event	One-way	Two-way	Use
Project website	✓			✓		Main source of information on the project.
E-mail campaigns	✓			✓		Dissemination of information regarding project updates, invitations to events.
E-newsletters	✓			✓		Dissemination of information regarding project updates, invitations to events; distribution via e-mail and uploaded on project and organisations' websites.

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

Press releases	✓		✓		Dissemination of information regarding project updates, invitations to events; to be distributed extensively via e-mail.
Social media pages	✓			✓	• Attract page friends and diffuse news about AQUARES (Facebook). • Exploiting instant messaging facility as a major communication instrument (Twitter). • Connect with business stakeholders and other relevant audiences (LinkedIn).
Poster	✓	✓	✓		To be displayed in events, partners' premises, online websites.
Brochure	✓	✓	✓		For wider dissemination purposes (printed and pdf versions).
Dissemination events		✓		✓	Raise awareness; face-to-face communication; direct networking; increase the pool of stakeholders.
Participation in 3rd party events		✓		✓	

⇒ **Translations of materials**

It is important to clarify that AQUARES partners will **translate** the content of the communication tools (e.g. e-newsletters, brochure) in their own language, to reach the maximum number of relevant stakeholders and target-groups.

The following sections provide more details on each communication tool and method.

3.5.1 Online one-way communication

AQUARES WEBSITE   **https://www.interregeurope.eu/aquares/**

Interreg Europe utilises project websites as the main communication tool for all projects. The website is hosted by Interreg Europe and it has a predefined structure. Therefore, there is not a need from project partners to create a new website from scratch.

However, the website provided by the programme needs **to be regularly updated** with content designed to attract visitors during the whole course of the project (both phases) (e.g. news, events announcement, documents uploaded on the library section, updated contact details). AQUARES partners should bear in mind that **the average number of sessions at the project pages per reporting period is one of the key performance indicators predefined by the Programme** (for more information, see section 7).

Figure 2: AQUARES website (snapshot)

The Communication Manager (see section 7.2) will be responsible for editing and updating the AQUARES project website. However, more than one users can have administrator rights for the website, if considered necessary. In this case potential users need to contact the Communication Manager to request access and editing rights. Websites **should be updated at least once every six months**, however much more frequent updates of content are advised to maintain a constant stream of visitors.

Project websites feature a mix of information transferred directly from the programme's database, such as project description, partnership, information about financing, and other information as requested in the EU Regulations (EU) No 1303/2013 Annex XII, Article 2; sections to be customised by each project, such as extra pages or sub-pages, buttons and links to integrate external tools etc.

More precisely, the AQUARES website:

- Serves successfully as the main source of up-to-date information about the project (updated at least once every six months);
- Includes a summary of the AQUARES project and describe all policy instruments at the homepage;
- Will be regularly updated with news about the project's implementation and achievements;
- Will contain information about main project events (no later than two weeks before the event);
- Will be hosting pictures, videos, documents/ publications about the project's work;
- Will feature a library of digital project outputs, including project outputs to be widely disseminated and the project newsletters;
- Will provide links and have a social media section;
- Will keep records of the media appearances of AQUARES partnership members.

To help project partners deal with potential website management problems, Interreg Europe provides support in the form of:

- Full guidelines on how to edit content (use of the project administrator interface);
- Details about the Interreg Europe style guide & how to write for the web;
- A special FAQ page and a designated contact person for project administrators;
- Periodic suggestions for the websites improvement sent by email to the Lead partner and the Communication Manager.

Furthermore, once the project website goes live, the Interreg Europe JS will send to the Lead Partner and the Communication Manager a Google Analytics report with online traffic highlights, on a monthly basis. It will be up to the lead partner and the communication manager to keep track of and analyse these reports and adjust accordingly the communication activities.

Finally, project partners are advised to communicate with the PM regarding content that they judge worthwhile to be featured on the website.

In this case, partners are advised to send to the lead partner and the communication manager:

(i)   The short title of the item to be disseminated
(ii)   The category (i.e., news, or events, or outputs etc)
(iii)   A short description of the item to be disseminated
(iv)   The full text, including all necessary information (for e.g. in the case of an event it is necessary to share the date, the organiser, the place, information on the attendants, among other)
(v)   A cover image related to the item to be disseminated.

The sections of the website that should be most frequently updated are the following three:

- The 'News' section, which typically includes the following information:
  - News about the progress of AQUARES activities
  - News about the outputs and action plans of AQUARES
  - News relevant to the topic addressed by AQUARES
  - News about 3rd party events, new legislation, other projects etc.
- The 'Events' section aims to provide information about main project events (no later than two weeks before the event).
- The 'Library/gallery' section provides AQUARES partners the means to create folders and galleries with AQUARES related documents (preferably in PDF format), images (preferably in JPEG format) and videos (for example, in the form of hyperlinks to YouTube content).[3] Tangible AQUARES outputs such as studies, reports and tools, as well as the project newsletters and media appearances, will be accessible in this section.[4]

The content of the 'Extra page' can be decided by RRAPK in consultation with project partners. It has been designed to give partners the opportunity to include sections of their choosing to the AQUARES website.

The overall structure of the AQUARES website is the following (Table 8).

Table 8

Website menu
○ Home / About the project
■ Project summary
■ Budget and duration
■ Partnership & map
■ Financing information
○ **News**
○ **Events**
○ **Library / Gallery**
■ e-Newsletters
■ Project Outputs
■ Media Appearances
■ Videos

---

[3] https://docs.google.com/document/d/17HOMVZMT8hF_FKiBI7Z2hyx4tl1_oEwLclUYT92mLgU/edit#heading=h.klt7e8repamu

[4] http://www.interregeurope.eu/fileadmin/user_upload/documents/Call_related_documents/Interreg_Europe_Programme_manual.pdf

> o **Contact us**
> o **Extra page**
> o **Links to social media**

Institutional website(s)

Beyond the project website, all partners will have to promote AQUARES in their institutional websites. AQUARES partners will have to follow the requirements laid down in the Programme rules and publish information about the project on their institutional website. Project partners should provide a short description of the project, its aims and results, partnership, and highlight the financial support from the European Union (Interreg Europe/ ERDF). Information related to the project has to include the programme logo set in a visible place, satisfying the general visibility and publicity requirements of the Programme. A link to the project website should be added for more information about the project's activities.

Online (e-mail) campaigns

One of the key external communication activities of AQUARES is the online dissemination campaign (launch of e-mail campaigns every semester for semesters 1-6; activity B3.1).

E-mail distribution lists will be developed to secure that the e-mails will be addressed to the appropriate receivers. E-mails should always contain the AQUARES and Interreg Europe logos, links to their websites, and information about the project, consortium, and Programme. They should provide information on the objectives and their achievement and announcements about major events or activities.

GDPR regulations must be observed at all times, particularly, in communications between the project and individuals (see section 8). **Consent should be obtained** in order to contact individuals by means of an 'intelligible and easily accessible form'.[5]

---

[5] https://eugdpr.org/the-regulation/.

Electronic newsletters

The e-newsletters, developed by RRAPK and translated each time by the rest of the consortium in their languages, will be distributed by all partners every six months (semesters 1-6). It is expected that six issues of e-newsletters will be disseminated throughout the project lifecycle. Newsletters will present the basic AQUARES messages, key outputs, and activities, and events. It is obligatory that e-newsletters should contain the AQUARES and Interreg Europe logos.

Below there is a draft version of the e-newsletter template (Figure 4):

Figure 3

Press releases (media relations)

Press releases will be developed and issued every six months (semesters 1-6) by project partners, to communicate project advancements, notably after project events and meetings. Press releases will be subject to the same rules regarding visual identity that apply for all communication materials (see section 6).

The press release template/guidelines will be drafted by RRAPK and will be delivered to all projects partners in the first semester.

Using the guidelines, AQUARES partners will draft and issues the press-releases in their own language, in their region and country. Drafting and preparation will take place according to the following guidelines:

1. Press releases should present in a clear, concise, and accessible manner themes related to the progress of the project's activities.
2. If a press release presents the results of a dissemination/networking event or of a consultation process, the press release should include the names of key speakers in the events and/or consultation processes.
3. All press releases should be dated at the top and indicate when the information is to be released. Generally, journalists prefer to be able to use the release immediately; hence 'For immediate release' will be written at the top of the document, unless otherwise specified by the communications plan. In this case, a simple expression such as 'Not to be used before dd/mm/yyyy' will be included at the top of the document.
4. All press releases should incorporate the logos of the partner issuing the release, Interreg Europe Programme, and AQUARES project.
5. All press releases, to be newsworthy, should contain the following elements/components:
   - A heading
   - A strong leading paragraph summarising the essential facts
   - The main body of the story
   - Quotes
   - Some background information
   - Contact details for further information
6. All press releases should utilise a font of size 10-12, and be kept to the size of an A4 page unless it is absolutely necessary to use more space. If it is longer, 'more follows' should be written at the bottom of every subsequent page.
7. At the end of all press releases 'End' should be written. After 'End', the press release should provide the name of at least one contact person for further information to be reached via email or cell phone.

3.5.2 Online two-way communication

Social media

Interreg Europe encourages the use of social media to promote the results of its projects and to maximise the programme's wider impact. However, the use of social media in the context of the project should be moderated and be subject to specific rules. Project partners are encouraged to follow the instructions below:

- Partners have to make sure to use the social medium that is the most suitable for communicating with each target group.
- Each message sent via social media accounts should be customised to the characteristics of each target group. The digital engagement of the latter should be assessed before sending any message.
- Partners are meant to use social media to build, grow, and manage an online community around AQUARES. It is necessary to pay attention to the feedback received and adapt project messages to the expectations and needs of target groups.

Taking into account the aforementioned, AQUARES seeks to establish a productive digital presence on social media and yield the associated visibility benefits. To this end, the project will set up project accounts in the following platforms: Facebook, Twitter and LinkedIn. The AQUARES social media pages should abide by the following principles:

- _Efficiency_: Communication by means of social networks must be efficient, namely, yield a maximum of positive results with the least resources possible.
- _Transparency_: The project and its outputs and results must be presented in a professional, objective and non-prejudiced manner.
- _Quality_: The content of social media pages must be adequate in terms of quality, i.e. relevance, form, style, meaningfulness.
- _Responsibility_: Social norms, as well as the terms of use of each social network, must be respected at all times.
- _Open knowledge_: Social media outlets for the project must be used in a way that promotes and facilitates the access of the public to the project's resources (i.e. links to project library, updates with research outputs etc.)
- _Politeness_: In their use of social media, project partners are free to engage with members of the public or organisations in the context of dissemination activities (for instance, by adding connections or visiting other projects and organisations social media pages) refraining, however, from intrusive (e.g. spamming) practices which could be detrimental to the project's public visibility.

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

Facebook page   URL: https://www.facebook.com/projectAQUARES/

The Facebook page will feature the AQUARES and Interreg Europe logos, information about AQUARES and the Consortium, events and conferences, a link to the AQUARES website and to all other social media accounts of the project and the Programme, accompanied by brief descriptions of the above mentioned. The purpose of the Facebook page is:

- To attract new connections ('Friends');
- To create a channel of communication between the project and interested parties (individuals & organisations);
- To facilitate the dissemination of brochures, press-releases, events and conferences.

The Facebook page has initially been created as a category "**Cause or community**" page. However, the Page category and name can change in a later time should the partnership decide to do so during the consultation period. The same holds for all sections, namely, all information can be edited at any time. NOTE: this does not hold for content posted on other Facebook pages.

The initial setup included filling-in the sections listed below:

- **About your page** – A brief description of the page, i.e. information about the project in 155 characters. This description appears prominently near the top of the main page. The section is purely descriptive containing only minimal information for all interested parties, i.e. project identity, rationale, purpose, funding etc.
- **URL** – The AQUARES website address. This section provides for space to list relevant URLs on the basis of the abovementioned requirements regarding ERDF, Interreg and project visibility.
- **Facebook URL / username** – A custom vanity URL for the AQUARES page, (i.e. *facebook.com/yourbrandname*) can be created. The custom URL for the Facebook AQUARES page is proposed to be '*facebook.com/AQUARESInterreg'*.
- **Profile picture** – The main profile picture has been uploaded for the page. This photo appears as the page's icon every time a comment or a post is published. Photo selection is necessarily subject to certain constraints regarding size (square dimensions are best since Facebook will force rectangular photos to be cropped to squares). In case the partnership decides during the consultation period to change the profile picture, it should be clear that **profile picture has to be at least 180 pixels wide by 180 pixels tall.**
- *Cover image* – The cover photo appears across the top of the AQUARES page and provides a great opportunity to deliver a visual element that supports the branding of AQUARES, draw

attention, or elicit support from visitors. The cover photo was selected at 851 pixels wide and 315 pixels tall on the desktop; still, Facebook crops out some of each cover photo on mobile devices specifically 144 pixels off the right and left sides of the image. Facebook cover photo dimensions are 851 x 315px, <u>but only the center 563 x 315px portion of the picture appears on mobile</u>.

- **Page Info** – This section enables page administrators to add (and edit at all times) further information. To access this section, it is necessary to click on Settings in the top menu bar on the page and then click Page Info. Items included are listed below:
    a. **Start Info** –Basic information about when the project was launched, partnership composition, funding etc. This information appears on the timeline to the right of the page's feed and as an update at the very bottom of the main feed.
    b. **Address** – RRAPK can enter a geographical address for users to check in via Facebook when they're near the AQUARES project's main address.
    c. **Long description & Mission** – In this section the AQUARES project is extensively described, providing a more thick explanation than the start info on the main page.
    d. **Phone number / Email address** – Additional contact information can be added at any time. All these details appear on the 'About' tab of the Facebook page.

To successfully achieve Facebook marketing targets, RRAPK will have the option to create a team (to consist of project partners' staff) that will be engaged with the management of the account. In such a case, each of its members should have one of the following roles:

- **Admin** – Complete and total access to everything (creators are admins by default)
- **Editor** – Can edit the Page, send messages and post as the Page, create Facebook ads, see which admin created a post or comment, and view insights.
- **Moderator** – Can respond to and delete comments on the Page, send messages as the Page, see which admin created a post or comment, create ads, and view insights.
- **Advertiser** – Can see which admin created a post or comment, create ads and view insights.
- **Analyst** – Can see which admin created a post or comment and view insights.

To add collaborators, go to the page settings and the "Page Roles" section. It is then possible to type in the name of any Facebook friend or person who has liked the page. Alternately, one can type in an email address associated with a Facebook account.

After completing the setup, project partners can add content to the AQUARES Facebook page by publishing a post—a status update, a link, a photo, a video, an event, or a milestone. Partners are advised to follow the principles listed above in terms of content posted. In terms of post-penetration potential,

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

a combination of carefully selected text and visual content is generally more desirable than mere text, as visual cues contribute to catching the reader's attention.

Twitter account   https://twitter.com/projectAQUARES

Twitter is a micro-blogging service for publishing short text messages (up to 140 characters). The Twitter account aims to attract followers, facilitate communication between the project and its followers, and disseminate information about brochures, e-newsletters, press-releases, events and conferences. Contribution from all partners is essential.

The AQUARES Twitter account is developed, according to the following specifications (Figure 5):

- The name of the AQUARES Twitter account is @projectAQUARES.
- The account's avatar conforms to the directives of the Interreg Europe visual identification guidelines and uses the AQUARES logo provided by the Interreg Europe Programme.
- The Twitter account will include links to the project website.
- A brief description is included in the Bio section of the Twitter account providing information regarding the aims, activities, outputs and expected results of the project. It does not exceed 500 characters.
- The design colours of the Twitter account are based on the colouring of the AQUARES logo, as provided by the Interreg Europe Programme.

Figure 4
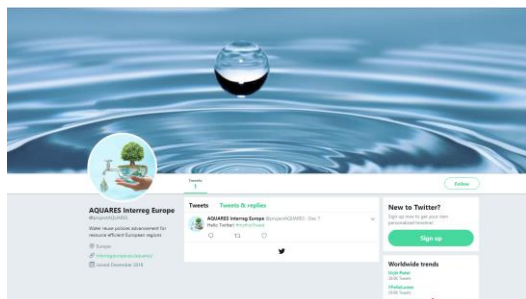
Regarding the appropriate use of the Twitter account, project partners are advised to consider the following:

- The project's Twitter account should be updated regularly since all Twitter accounts that have not been updated for six months are considered inactive and can be removed automatically.

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

- Tweets should be written mostly in English. They can also be written in the other languages of the AQUARES partnership, as long as the partner posting them also provides an English translation. As for retweets, they should be kept in the original language of the tweet.
- The text information in tweets should be synthetic, rigorous and concise. It is important to add a link whenever possible so that page visitors can easily navigate across project platforms.
- Those in charge of managing the Twitter account will be responsible for the contents posted on the account, the moderation of conversations and retweeting relevant contents.
- To maintain Twitter's social network, content needs to be published regularly but not excessively.
- Contents, comments, and responses should be managed manually, which also allows identifying spam and/or spammers.

LinkedIn page   linkedin.com/in/projectAQUARES

LinkedIn is a platform for professional interaction in which users can exchange experiences, knowledge, and information to improve their business profile and networking capacities. The LinkedIn page contains the AQUARES logo, information about AQUARES project and the consortium, updates regarding events and conferences, links to the AQUARES website and other social media pages, and a reference to the Interreg Europe Programme. The purpose is to attract followers and connections, facilitate communication among members and disseminate brochures, e-newsletters, events, and conferences.

The AQUARES LinkedIn page features the following options:

- Creation of groups to share information about events and outputs.
- A summary of the aims, activities, outputs, and results of the AQUARES project.
- Links to the AQUARES website and the Twitter account.
- The posting of contents partially automated posts by means of feeds (via RSS) of the contents published in Twitter.

Regular posts should be uploaded on the AQUARES Twitter and LinkedIn pages during semesters 1-6, based on the conduction and results of AQUARES activities. During semesters 7-10, the posts to be uploaded on the AQUARES Twitter and LinkedIn pages should be based on the implementation of AQUARES action plans, as they appear on the AQUARES website.

Posts in social media

Partners are invited to send relevant content to the Lead Partner and the Communication Manager on a regular basis. The minimum requirements include:

- A short indicative title
- A short description including the main elements (e.g. date, place, subject, organiser)
- A representative cover image.

3.5.3 Print materials

Poster

At the beginning of AQUARES, each project partner has to place at least one poster with information about the project (minimum size A3), including the financial support from the ERDF, at own premise location readily visible to the public, such as the entrance area of the building (Regulation (EU) No 1303/2013, Annex XII Article 2.2 paragraph 2.a) for the whole duration of the project. The Interreg Europe programme will provide a downloadable template for the production of the poster. Furthermore, the project budget provides for the production of 150 posters that AQUARES partners should utilise in the events they organise and/or participate to promote the objectives of AQUARES. The poster can be seen in the following figure (Figure 7):

Figure 5
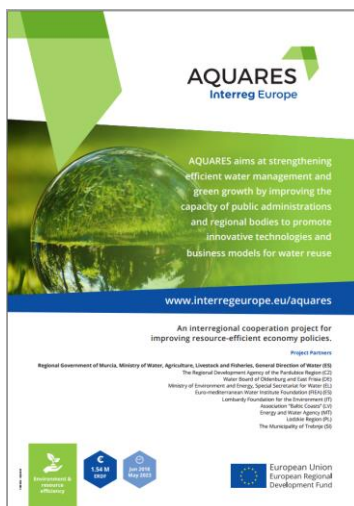
AQUARES partners should be aware that Interreg Europe does not allow for the substitution of the poster with a roll-up banner or digital screen.

Brochure

The AQUARES brochure (Figure 8) is intended for circulation in the web and in printed format throughout the course of project events, 3rd party events, and partners' networking activities. The colours and overall brochure design are in accordance with the AQUARES logo. The brochure, as shown further down, features the AQUARES logo, the consortium, the AQUARES website URL and the Programme logo set. **5000 copies** of the brochure will be developed and issued by partners in all countries of the partnership.

Figure 6

3.5.4 Events

Organisation of dissemination events

AQUARES foresees the organization of **dissemination events** during project implementation. The Application Form foresees that 14 information days will take place in partners' territories during Phase I of the project (activity B3.2), including a high-level political dissemination event in Phase II (upon completion of the project). The following table (Table 9) describes dissemination events in detail.

Table 9

Dissemination events

Activity	Description	Target groups	Communication target	Responsible partners	Semester
B3.2	Organisation of 'Saving water' info-days	Public authorities, stakeholders, experts, community representatives	To communicate project results and encourage diverse stakeholders to participate in project activities	All partners	4, 6
Phase II	Final dissemination event of the project, high-level	Media representatives, public authorities, stakeholders	To promote project achievements and to disseminate the results of the action plans implementation to a larger audience; to seek the continuous support of relevant stakeholders and increasing the project's overall visibility	MURCIA-GDW	9

Participation and involvement of stakeholders in both types of events presuppose sustained communication efforts from project partners. During events, AQUARES partners have to ensure high visibility for the Interreg Europe Programme. The Interreg Europe project logo set has to be used on all event material (e.g. agendas, list of participants, related hand-outs slideshows).

Workshops, stakeholder meetings & public dialogue events vs. dissemination events

Interregional workshops, stakeholder meetings, and public dialogue events are different type of events than dissemination ones, and should not be confused with each other. There is a key difference between the two types of events: the first is concerned with policy, and the second with the

dissemination of the project's results and outputs. Additionally, workshops, meetings, and public dialogue events start with the code A (e.g. A2.1) while dissemination events start with code B (B3.2).

Both events engage with AQUARES' target groups. However, they have different content and aims. Workshops, meetings, and public dialogue events aim to ensure the best policy outcomes to stakeholders and to increase the involvement of stakeholders in project activities. On the other hand, dissemination events are expected to increase target groups' knowledge of the project's results and the awareness of the issues addressed by AQUARES.

For more information on workshops, meetings, and public dialogue events, see section 5.

Note on promotional material and gifts

Promotional material such as bags, pens, notebooks, USB sticks, and other similar promotional material are considered **ineligible** for funding by the Interreg Europe programme unless their need for a very specific communication activity is clearly explained and justified. In addition, it is important to point out that the EU logo/AQUARES logo does not transform a gift into promotional material. It has to serve a very specific communication activity (depending on the content) and the value has to be below EUR 50 per recipient (in accordance with Regulation (EU) No 481/2014 Article 2). Should AQUARES partners wish to produce such material as communication tools, prior approval by the joint secretariat is required. If no approval has been obtained ex-ante, the expenditure cannot be reimbursed by the programme.

Participation in 3rd party events

The project foresees that **each project partner will participate in external, third-party events**, organised by other bodies on similar issues, to build collaborations and disseminate AQUARES outcomes (activity B3.3). In particular, project partners are expected to **participate** in a maximum of **two per partner** regional/national/EU events organised by public authorities involved in relevant areas of policy making.

Participation in 3rd party events offer the opportunity to meet face-to-face with key stakeholders and other target audiences, and (a) inform them about the scope, activities, and outcomes of the project and (b) to disseminate the policy briefs and lessons learned developed by the project. Active participation in such external activities –as a speaker or an exhibitor– can help partners to become visible, promote the AQUARES project and reach out to target groups.

The following table (Table 10) presents in detail activity B3.3.

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA

PARDUBICKÉHO KRAJE

Table 10

Activity	Description	Communication target	Responsible partners	Semesters
B3.3	Partners participate in 3rd party events in regional/national/EU events organised by public authorities or other actors involved in relevant areas of policymaking	(a) To build collaborations and disseminate AQUARES outcomes and developments (b) to disseminate the lessons learned by the project to regional authorities and policy makers (c) promote AQUARES visibility, activities and results	All partners	2-6

Partners are encouraged to participate in order to maximize the outreach of the project, providing additional channels for the successful communication of AQUARES scope and agenda. The list with the events that project partners will eventually participate shall be updated and finalized for the final version of the Communication Plan that will result from consultations and input from project partners. The following table presents an indicative list of relevant events that project partners could participate (Table 11):

Table 11

Title	Location	Date	Link
IWA Water Reuse 2019	Berlin (Germany)	16-20 June 2019	http://iwareuse2019.org/
IWA Conference on Water and Wastewater Technologies	Edinburgh (United Kingdom)	10-14 June 2019	http://iwa-let.org/
IWA World Water Congress & Exhibition	Copenhagen (Denmark)	18-23 October 2020	http://worldwatercongress.org/

4 Internal project communications

Internal communication objectives refer to **communications within the partnership**. Effective internal communication promotes the objective of information exchange among and within partners' organisations.

The **internal communication objectives** of the AQUARES project, derived from the application form, are the following four:

- Facilitate the exchange of experience and information among project partners.
- Support diffusion of information inside partners' organisations.
- Exchange information among partners about the implementation of action plans.
- Diffuse information about the implementation of action plans inside partners' organisations.

As with external communication objectives, internal ones can be categorised into **Phase I and II**; the allocation of internal communication objectives per phase is presented in the following table (Table 12):

Table 12

PHASE I Internal communication objectives	1	Facilitate the exchange of experience and information among project partners.
	2	Support diffusion of information inside partners' organisations.
PHASE II Internal communication objectives	3	Exchange information among partners about the implementation of action plans.
	4	Diffuse information about the implementation of action plans inside partners' organisations.

Regarding the relevant **target groups**, these are a) partners' staff participating in the project, and b) partners' staff and associates not directly participating in project activities.

The communication tools to be used for internal communications are the following:

- An online platform, preferably **FREEDCAMP** (Google Drive or Dropbox or another online platform in case it becomes necessary for technical reasons to replace FREEDCAMP), in order to have a repository of the most recent information about the project's advances, outputs and results, and to be able to exchange information, review deliverables and communicate effectively.

  The Lead Partner is responsible for the creation of the AQUARES FREEDCAMP online account, for the creation of a dedicated "AQUARES" group, and for inviting project partners to join the group. The online platform shall enable partners to do the following:
  - Upload and share documents;
  - Review documents and exchange comments and corrections;
  - Organise conference calls and virtual meetings;
  - Schedule group meetings according to date and time;
  - Easily notify other group members by sending them quick text messages or mail.
- **E-mail, telephone, and Skype calls** will also be used, to share information regarding the organisation of the project operational activities.

5 Timeplan (activities & partners' roles)

Semester	Activity	Action	Responsible partner	Additional info
I	B1.1	Fine-tuning the communication plan	RRAPK	MURCIA-GDW will provide input about structure & guidelines, and other partners about their target groups and goals.
	B2.1	Development of social media pages (in EN)	RRAPK	-
		Updates of social media pages		All partners are welcome to contribute with content
		Update of website content		
	B2.2	Development of the brochure (in EN)	RRAPK	All partners will translate the materials in their language and will disseminate them. All partners will print copies of the brochure and the poster.
		Development of the poster (in EN)		
		Development of the 1st newsletter (in EN)		
		Dissemination of the 1st newsletter (in partnership languages)	All partners	
		Development of the guidelines/template for press releases (in EN)	RRAPK	
		Dissemination of the 1st round of press releases	All partners	

	B3.1	Launch of 1ˢᵗ online dissemination campaign (logs)	All partners	-
2	B2.1	Update of website content	RRAPK (with assistance from all partners)	All partners are required to contribute with content (title, text, cover image).
		Updates of social media pages		
	B2.2	Development & dissemination of the 2ⁿᵈ newsletter (in EN)	RRAPK	All partners will translate the newsletter & press release in their language and will disseminate them.
		Development & dissemination of the 2ⁿᵈ round of press releases	All partners	All partners will use the guidelines provided to issue the press releases in their own language and region.
	B3.1	Launch of 2ⁿᵈ online dissemination campaign	All partners	-
	B3.3	Participation in 3ʳᵈ party event	All partners	Participation in 3ʳᵈ party events is open for semesters 2-6; in this timeframe, each project partner should participate in 2 events.
3	B2.1	Update of website content	RRAPK (with assistance from all partners)	All partners are required to contribute with content (title, text, cover image).
		Updates of social media pages		

	B2.2	Development & dissemination of the 3rd newsletter (in EN)	RRAPK	All partners will translate the materials in their language and will disseminate them.
		Development & dissemination of the 3rd round of press releases	All partners	All partners will use the guidelines provided to issue the press releases in their own language and region.
	B3.1	Launch of 3rd online dissemination campaign	All partners	-
	B3.3	Participation in 3rd party event	All partners	Participation in 3rd party events is open for semesters 2-6; in this timeframe, each project partner should participate in 2 events.
4	B2.1	Update of website content	RRAPK (with assistance from all partners)	All partners are required to contribute with content (title, text, cover image).
		Updates of social media pages		
	B2.2	Development & dissemination of the 4th newsletter (in EN)	RRAPK	All partners will translate the materials newsletter in their language and will disseminate

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

		Development & dissemination of the 4th round of press releases	All partners	them; all partners will use the guidelines provided to issue the press releases in their own language and region.
	B3.1	Launch of 4th online dissemination campaign	All partners	-
	B3.2	Organisation of 'saving water' info-days	All partners (excl. MURCIA-GDW)	-
	B3.3	Participation in 3rd party event	All partners	Participation in 3rd party events is open for semesters 2-6; in this timeframe, each project partner should participate in 2 events.
5	B2.1	Update of website content	RRAPK (with assistance from all partners)	All partners are required to contribute with content (title, text, cover image).
		Updates of social media pages		
	B2.2	Development & dissemination of the 5th newsletter (in EN)	RRAPK	All partners will translate the materials in their language and will disseminate them; all partners will use the guidelines provided to issue the press releases in their own language and region.
		Development & dissemination of the 5th round of press releases	All partners	

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

	B3.1	Launch of 5th online dissemination campaign	All partners	-
	B3.3	Participation in 3rd party event	All partners	Participation in 3rd party events is open for semesters 2-6; in this timeframe, each project partner should participate in 2 events.
6	B2.1	Update of website content	RRAPK (with assistance from all partners)	All partners are required to contribute with content (title, text, cover image).
		Updates of social media pages		
	B2.2	Development & dissemination of the 6th newsletter (in EN)	RRAPK	All partners will translate the materials newsletter in their language and will disseminate them; all partners will use the guidelines provided to issue the press releases in their own language and region.
		Dissemination of the 6th round of press releases	All partners	
	B3.1	Launch of 6th online dissemination campaign	All partners	-
	B3.2	Organisation of 'saving water' info-days	All partners (excl. MURCIA-GDW)	-
	B3.3	Participation in 3rd party event	All partners	Participation in 3rd party events is open for semesters 2-6; in this timeframe, each project partner should participate in 2 events.

	B3.4	Preperation guidelines for the organisation of AQUARES final event	EWA	-
7	-	Update of website content	RRAPK	Supported by the Lead Partner
8	-	Update of website content	RRAPK	Supported by the Lead Partner
	-	Update of website content	RRAPK	Supported by the Lead Partner
9	-	Organisation of high-level dissemination event	MURCIA-GDW	Organisation of 1 high-level political dissemination event, gathering executives and policy makers to promote the project achievements and to disseminate the results of the action plan implementation to a larger audience. The purpose is to achieve efficient dissemination of project outputs and results, in order to contribute to their sustainability.
10	-	Update of website content	RRAPK	Supported by the Lead Partner

6 Visual identity

AQUARES has to abide by Interreg Europe visibility and style rules, which dictate a common visual identity for all projects. Interreg Europe considers common branding to be instrumental to the Programme communication strategy in that it serves the purpose of consolidating the achievements of Interreg Europe projects while increasing the visibility of the Programme in general. The Interreg Europe common visual identity follows the specifications of Regulation (EU) No 1303/2013 (Annex XII, Article 2.2), which requires all beneficiaries to follow a number of rules regarding the use of the logo of the European Union and the respective fund – ERDF in the case of Interreg Europe.

Thus, AQUARES will use the Interreg Europe's communication toolkit which includes:

- Project logo set
- Project poster template
- Suggested PowerPoint template
- Project website
- Project-specific branding guidelines.

Figure 7

The AQUARES logo is provided by the Interreg Europe Joint Secretariat (JS) and is accompanied by the Graphic Book[6] and the Project Branding[7] publications which provide the guidelines for the AQUARES visual branding style. In general, the Interreg Europe programme branding is made up of the programme name, the EU flag (with an ERDF inscription), and an origami representing through colour the four themes that the Programme supports, as can be seen in the following figure:

The programme's common branding guide, including project branding, can be found at the following address: http://www.interregeurope.eu/about-us/logo/.

The AQUARES logo can be seen in the following figure:

---

[6] Acorn Europe, 2015. "Interreg Europe Graphic Book". Paris FR. Available online at:
https://www.interregeurope.eu/fileadmin/user_upload/identity/805-1_INTERREG_Guide_20151028_v17.pdf

[7] Interreg Europe Joint Secretariat, 2016. "Project branding". Available online at:
https://www.interregeurope.eu/fileadmin/user_upload/documents/2016-05-19_Project_branding_guidelines.pdf

Figure 8

As stated previously, the Regulation (EU) No 1303/2013 (Annex XII, Article 2.2) dictates that the AQUARES partnership should follow a number of rules, regarding the use of the logo of the European Union and the respective fund – ERDF in the case of Interreg Europe. These **logos must always be visible** in a prominent place in all communication material, digital and printed alike (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and of a comparable size to other logos used. Project partners are advised to check with national authorities, should there be additional publicity requirements to be fulfilled and whether these conflict with the Programme's requirements.

Please note that if the visibility and publicity requirements are not observed or only partly observed, the related costs incurred may be considered ineligible for ERDF funding.

7 Monitoring & evaluation

It is important to have tools in place to measure the impact of the different communication outputs and results and accordingly improve the effectiveness of the communication strategy. The reasons for communication performance assessment are: a) monitoring the process and taking corrective actions where possible; b) learning from past mistakes and making future communications more effective; c) ensuring the accountability of resources dedicated to communication; and, d) demonstrating, and quantifying the effectiveness of communication.

7.1 KPIs

A certain number of indicators are pre-defined at programme level, to be provided through each progress report. Additionally, AQUARES defines its own measurable result indicators, baselines, and targets for evaluating progress towards achieving communication objectives, to be monitored internally by the communication manager. Evaluation of such internal indicators will allow the consortium to assess whether the selected communication approach and activities yield the intended results and help the project reach its goals.

The following table (Table 13) presents the communication KPIs in detail:

Table 13

Communication KPIs (Internal & External)

Activity	Output	Type of action	Key performance indicator
B1.1	Communication plan	Drafting of the communication plan	1 x Communication plan
	FREEDCAMP	Creation of account / group & inviting project partners to join	40 members (4 members per project partner)
B2.1	Project website	Creation of the project website	450 new website visits per year
		Content updates at least every 6 months	

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

B2.2	Social media pages	Creation of the Facebook page	1800 followers/funs of project's networking pages reached in project's social media pages
		Creation of the Twitter account	
		Creation of the LinkedIn account	
	Newsletters	Issuing of newsletters to be sent via email / uploaded on social media & website	6 issues of e-newsletters (1 newsletter per semester for semesters 1-6); each newsletter translated in 9 languages
	Press releases	Publications on the press and media (e.g. local newspapers, journals, websites, forums, blogs)	6 rounds of press releases (in semesters 1-6) per each partner; 60 press releases in total
	Brochures	Creation of the brochure and translated in 9 languages	5000 print copies will be disseminated in 9 countries
	Posters	Creation of the poster and translation in 9 languages	200 copies to be distributed in all dissemination events and posted on organisations' premises; disseminated in 9 countries
B3.1	Email distribution lists / Online campaign	Development of a list with key regional stakeholders	1 email distribution list per project partner; 10 online dissemination campaigns
B3.2	'Saving water' & 'Water policy' info days	Organisation of dissemination events	2 info-days per project partner (excl. MURCIA-GDW; semesters 4 & 6); 18 info-days in total; 50-80 participants per info-day
B3.3	3rd party events	Participation in relevant 3rd party events	2 participations in 3rd party events per project partner (semesters 2-6); 20 in total

Phase II	High-level dissemination event	Organisation of a final dissemination event	70-100 participants
Total number of media appearances / coverage	Cumulative coverage of the project by the media throughout its duration for all proct partners; includes any kind of coverage for any kind of event (e.g. kick-off meeting, general coverage, info-day)	100 appearances / coverage (ideally 10-15 media appearances per project partners throughout project lifecycle)	
Total number of stakeholders reached	Cumulative reach of stakeholders for all project partners; includes the stakeholders reached through all the possible communication tools of the project (e.g. social media, info days, newsletters)	1000 stakeholders reached in total (around 100-120 stakeholders reached per project partner throughout the project lifecycle).	
Total number of participants in dissemination events &	Cumulative number of participants in all events (info-days & final high-level dissemination event)	1500 participants (50-80 per info day & 70-100 final high-level event)	

In Annex B, project partners can find the evaluation forms to be filled in at the end of each reporting period (semester), to monitor the impact/effectiveness of the different communication outputs and evaluate the achievement of specific communication objectives.

AQUARES partners should bear in mind that the progress of the communication strategy will be one of the topics discussed during a mid-term project review, a meeting with the joint secretariat near the end of Phase I. The AQUARES consortium should be in a position to present to what extent their communication strategy is having an impact on project implementation, and which corrective actions have been taken to improve the strategy (if required). For this reason partners are invited to document the dissemination activities implemented and include detailed information about their activities in their progress report, which is submitted to the Lead Partner every Semester.

7.2 Communication manager

The Communication Manager (CM) will be appointed by the steering group and will have the responsibility to supervise a) the development and fine-tuning of the communication strategy, b) the development of communication tools and materials, and c) day to day communications.

The CM will be responsible for the continuous monitoring of communication objectives' attainment. The CM will gather evidence from partners on the reach and quality of activities through relevant forms (see ANNEX B). In case of shortfalls (missed deadlines, inability to achieve performance targets) the CM will propose remedial actions. The CM shall deploy quality assurance and monitoring methods to identify problems such as missing deadlines, low-quality communication material or inability to reach target groups, and devise strategies to overcome them.

8 Privacy policy guidelines for GDPR

Project partners participating in AQUARES are obliged to comply with GDPR legislation for communications with other businesses and organisations and for use of third-party data, including those initiated in the context of enacting the AQUARES communication strategy. It should be noted that the rules applying in contacting individuals are different from those applying in legal entities as per the most recent EU GDPR legislation. Consent must be obtained by means of an opt-in form.

Interreg Europe has not issued specific guidelines for the projects. However, AQUARES project partners should pay particular attention to their conduct regarding online dissemination campaigns, dissemination of the newsletters, and e-mail invitations for event participation.

The following guidelines are <u>suggestive</u> and provide direction concerning project partners' privacy policy, which should be updated to comply with GDPR. The guidelines, to be incorporated in project partners' communication forms (e.g. forms of consent), are indicative and will be updated regularly according to Interreg Europe programme privacy policy suggestions. The following table (Table 14) presents the suggestions as articles, to be easily transcribed in each project partner's privacy policy document.

<u>Table 14</u>

Privacy policy suggestions (articles)

1. The AQUARES partnership will carefully treat all data collected as confidential and strictly use it under the framework of the AQUARES project activities in compliance with the EU legal regulations and the Interreg Europe Programme.

2. All data collected and managed under the activities of the AQUARES project, namely accounts, public subscribers, event registrations, and other dissemination and communication activities is in strict compliance with the new Regulation (EU) 2016/679, General Data Protection Regulation.

3. The scope of the data collected is the minimum necessary for each purpose, avoiding as much as possible personal information. However, no personal information is collected without the knowledge and consent of the target audience.

4. No data will be shared with third parties, including other project beneficiaries, or used for unintended purposes without the express consent and prior notification of the interested individuals. When personal data is collected, the purpose will be clearly expressed.

For detailed information regarding GDPR legislation, follow the link below:

https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32016R0679&from=EN.

9 ANNEX A: Detailed target groups list

The table shall be updated upon partners' input during the consultation period.

Detailed list of target audiences for AQUARES

EU bodies

1.	European Commission, DG Environment (ENV)
2.	European Commission, DG Climate Action (CLIMA)
3.	European Commission, DG Health and Food Safety (SANTE)
4.	European Commission, DG Regional and urban policy (REGIO)
5.	European Commission, DG Joint Research Centre (JRC)
6.	European Commission, EA for Small and Medium-Sized Enterprises (EASME)
7.	European Parliament, Committee of Environment, Public Health and Food Safety (ENVI)
8.	European Parliament, Committee of Internal Market and Consumer Protection (IMCO)
9.	European Parliament, Committee of Regional Development (REGI)
10.	European Union, Committee of Regions (CoR)

PP1: Regional Government of Murcia, Ministry of Water, Agriculture, Livestock and Fisheries, General Direction of Water

1.	Regional Entity of Sanitation and Wastewater Treatment-ESAMUR
2.	Territorial Information System of the Region of Murcia-SITMURCIA
3.	Municipal Company for Water and Sanitation-EMUASA
4.	Ecological Agriculture Council of the Region of Murcia-CAERM
5.	Murcia Federation of Agricultural Cooperatives-FECOAM
6.	Murcia Federation of Municipalities-FMRM

European Union
European Regional
Development Fund

AQUARES
Interreg Europe

REGIONÁLNÍ
ROZVOJOVÁ
AGENTURA
PARDUBICKÉHO KRAJE

PP2: Ministry of Environment and Energy, Special Secretariat for Water

1.	Ministry of Economy and Development-MED
2.	Athens Water Supply and Sewerage Company-EYDAP
3.	Central Union of Municipalities of Greece-KEDE
4.	Managing Authority of Operational Programme Transport Infrastructure, Environment and Sustainable Development-EPYMEPERAA
5.	University of Crete-UoC

PP3: Lodzkie Region

1.	Technology Transfer Center University of Łódź-UoLTTC
2.	Technology Transfer Center Technical University in Łódź-TUoLTTC
3.	Łódź Regional Development Agency-LRDA
4.	Association of Polish Cities-APC

PP4: The Regional Development Agency of the Pardubice Region

1.	Ministry of the Environment of the Czech Republic-MECZ
2.	Region of Pardubice-RoP
3.	University of Pardubice-UoP
4.	Water and Sewerage Company of Pardubice-WSCP
5.	Agrarian Chamber of the Pardubice Region-ACPR

PP5: Energy and Water Agency

1.	Department for Local Government-DLG
2.	University of Malta – Department of Earth Systems-UMDES
3.	Malta Chamber of Commerce-MCoC
4.	Water Services Corporation-WSC

6. Malta Enterprise-ME

PP6: Lombardy Foundation for the Environment

1. Lombardy Region-RoL

2. Italian Ministry of the Environment-IME

3. Italian Institute for Environmental Protection and Research-ISPRA

4. Interregional Agency for the Po river-AIPO

5. Regional Agency for the Environmental Protection-ARPA

6. Regional Agency for Agricultural and Forest Services-ERSAF

PP7: Water Board of Oldenburg and East Frisia

1. Lower Saxon State Chancellery-LSSC

2. Lower Saxony Ministry for Environment, Energy and Climate Protection-LSMEECP

3. University of Osnabrück-UoO

4. Jade University for Applied Science-JUAS

5. Metropolregion Nordwest-MRNW

6. Weser-Ems Regional Development Agency-WERDA

7. Lower Saxony Chambers of Commerce and Industry-LSCoC

8. Innovation Network Lower Saxony-INLS

PP9: Association "Baltic Coasts"

1. Ministry of Environmental Protection and Regional Development - MEPRD

2. Investment and Development Agency of Latvia - IDAL

3. University of Latvia - UoL

4. Baltic Environmental Forum Group - BEFG

5. Latvian Chamber of Commerce and Industry - LCCI

6. Investment and Development Agency of Latvia Business Incubators - IDALBI

7. Ventspils High Technology Park - VHTP

8. CLEANTECH LATVIA - CTL

9. ALTUM

PP10: The Municipality of Trebnje

1. Ministry of the Environment and Spatial Planning (MESP)

2. Inter-municipal Development Centre of the Municipalities of Grosuplje, Ivančna Gorica and Trebnje (IDC-GIGT)

3. Institute for Water of the Republic of Slovenia (IWRS)

4. National Institute of Chemistry (NIC)

5. Development Centre Novo Mesto - Regional Development Agency for the South East Slovenia Statistical Region (DCNM)

6. Communal Company Trebnje (CCT)

7. Ministry of the Environment and Spatial Planning (MESP)

8. Inter-municipal Development Centre of the Municipalities of Grosuplje, Ivančna Gorica and Trebnje (IDC-GIGT)

9. Institute for Water of the Republic of Slovenia (IWRS)

10 ANNEX B: Evaluation forms

Communication manager communication and dissemination evaluation form

This evaluation form will be completed by the communication manager each semester.

CM communication and dissemination evaluation form		
(to be filled-in only by the Communication Manager)		
A.	General information	
1.	**Date of submission**	(date the evaluation form is submitted)
2.	**Reporting period**	(reporting period of the project)
3.	**Brief description of the communication and dissemination actions**	(Please present a summary of activities and AQUARES outputs that have been disseminated)
B.	Communication & dissemination progress	
1.	**Brochures**	
	Number of copies disseminated	(fill-in area)
2.	**Poster**	
	Number of copies disseminated	(fill-in area)

3.	**Press releases**	
	Number of press release publications	(fill-in area)
	Number of media where press releases have been distributed	(fill-in area)
4.	**E-mailing campaigns**	
	Creation of a contact list (yes/no)	(fill-in area)
	Number of contacts in the e-mail list	(fill-in area)
	Number of e-mails sent so far	(fill-in area)
5.	**E-newsletters**	
	Number of recipients of the newsletter	(fill-in area)
6.	**Project meetings**	
	Number of project meetings that took place	(fill-in area)
7.	**Dissemination events**	
	Number of events that took place	(fill-in area)
	Total number of participants	(fill-in area)
	Brief mention of the event(s) - date, place, etc.	(fill-in area)

8.	**Third party events**	
	Number of third party events project partners participated	(fill-in area)
	Name the project partners that participated	(fill-in area)
	Brief description of the events – date, place, etc.	(fill-in area)
9.	**Website**	
	Indicate when & what content updates were made	(fill-in area)
	Number of unique visitors to the website	(fill-in area)
10.	**Facebook**	
	Number of users that liked the page	(fill-in area)
	Number of posts that were made	(fill-in area)
	Total number of users reached by posts	(fill-in area)
11.	Total number of users engaged with posts	(fill-in area)
12.	**LinkedIn**	
	Number of members that connected with the page	(fill-in area)

	Number of posts made	(fill-in area)
	Total number of users engaged with posts	(fill-in area)
13.	**Twitter**	
	Number of members that followed the page	(fill-in area)
	Number of posts made	(fill-in area)
	Total number of users engaged with posts	(fill-in area)
C.	Additional comments:	

Project partners' evaluation form

This evaluation form will be completed by all other partners.

PP communication and dissemination evaluation form		
(to be filled-in by all project partners)		
A.	General information	
1.	**Date of submission**	(date the evaluation form is submitted)
2.	**Reporting period**	(reporting period of the project)

3.	**Brief description of the communication and dissemination actions**	(Please present a summary of activities and AQUARES outputs that have been disseminated by your organisation)
B.	Communication & dissemination progress	
14.	**Brochures**	
	Number of copies disseminated	(fill-in area)
15.	**Poster**	
	Number of copies disseminated	(fill-in area)
16.	**Press releases**	
	Number of press release publications	(fill-in area)
	Number of media where press releases have been distributed	(fill-in area)
17.	**E-mailing campaigns**	
	Creation of a contact list (yes/no)	(fill-in area)
	Number of contacts in the e-mail list	(fill-in area)

	Number of e-mails sent so far	(fill-in area)
18.	**E-newsletters**	
	Number of recipients of the newsletter	(fill-in area)
19.	**Dissemination events**	
	Number of events that took place	(fill-in area)
	Total number of participants	(fill-in area)
	Brief mention of the event(s) - date, place, etc.	(fill-in area)
20.	**Third party events**	
	Number of third party events project partners participated	(fill-in area)
	Name the project partners that participated	(fill-in area)
	Brief description of the events – date, place, etc.	(fill-in area)
C.	Additional comments:	