

**Interreg NEXT
Poland-Ukraine 2021-2027**

Communication strategy

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1. Introduction

The goal of this document is to set a framework for communication and visibility activities which shall support the implementation of the Interreg NEXT Poland–Ukraine Programme 2021-2027. The document describes the processes and rules for information and promotional activities designed for all relevant target groups.

The Communication Strategy represents a joint effort of the Managing Authority (MA), Ukrainian National Authority (UA NA), the Joint Secretariat (JS), which, along with the Branch Office in Lviv (LBO) as well as network of Regional Contact Points (RCPs) and the Ukrainian National Contact Point are responsible for its implementation. The document shall serve as a basis and reference for annual information and promotion action plans (A template of the plan is presented in Annex 1.) to define specific information and promotion measures to be undertaken during different stages of the Programme implementation every year.

This document is based on relevant EU regulations, as well as on communication experiences that proved to be effective during the past three Programme editions. The overall objective of the Programme remains to support development processes of the borderland and to enhance relations between communities from both sides of the EU border. Furthermore, the main actors (public, non-profit institutions, civil society, actors operating in various thematic fields) and target groups for the Programme communication remain relevant for the Programme since its 1st edition, which started in 2003. Therefore, we will use the tools that worked well in previous editions of the Programme as well as implement new communication activities, where necessary. Operations of Strategic Importance (Large Infrastructure Projects) will be the flagship projects used for the promotion of the Programme.

1.1. Implementation phases of the Programme and information and promotional activities

Initiation phase

The information and promotional activities shall be appropriately adapted to the subsequent phases of the program implementation. In the initial phase of Programme implementation, along with announcing calls for proposals, the communication activities will be concentrated on increasing awareness about the Programme and on popularization of opportunities it provides (opening conferences, attention of the media). This is also the time, when Programme shall provide a platform for building cross-border contacts and partnerships for future projects (partners search forums, partners database, thematic meetings etc.). In addition potential applicants shall be duly informed about crucial aspects of cross-border projects' implementation (trainings across the Programme area, consultations, open days, cross-border academies of development, capacity building seminars, instructions, guidelines, etc. We will modify our trainings, they will be available online.

Implementation phase

In the next phase, once projects are selected for financing and during their whole lifecycle, Project Partners shall be taught how to implement their activities in the most effective way, achieving the most with money granted (training on particular aspects of implementation, individual consultations

etc.). That relates also to the projects' communication goals, as such communication thematic training are also organized for Project Partners to improve their skills and potential in this topic.

Results phase

When first projects results start to appear in the Programme area, the greatest accent in information and promotional activities shall be put on sharing them and showing them to the world. Firstly, other Project Partners need to know how these results were achieved and how they can collaborate with each other and build on them in their actions (thematic and capitalization meetings, thematic groups on Programme FB etc.). Communities addressed by the projects' activities shall be informed about possibilities they can benefit from (Programme communication events, contests open for public/kids/youth, local media) and, most widely, information on the Programme and projects' achievements will be shown on the regional and upper levels (participation in crucial regional, national and international events such as Economic Forums, Europe (Poland)-Ukraine Forums, Cross-border Cooperation Congresses and similar), cooperation with regional/local media, involving various stakeholders and policy makers in promotion of the Programme results, study tours for journalists, bloggers, but also across whole Europe (cooperation with European Commission, Interact, Tesim on promoting projects funded by the Programme, participation in Europe-wide competitions for projects, etc.). Whenever possible, we will organize events open for the public to maximize the impact of the Programme communication.

1.2. Targeted communication activities and channels

For almost ten years now, a separate group of the Programme communication activities have been dedicated to youth to familiarize them with the European Union and its values, with benefits of cross-border cooperation and the Programme. This part of the Programme communication (educational campaigns for youth/schools, European Cooperation Day celebrations, contests for youth etc.) has been extremely popular since its very beginning. Involving youth in Programme activities is an investment in the future of Polish-Ukrainian cross-border relations as well as the preparation of the accession of Ukraine into the EU. The youth, who participated in first editions of educational campaign for schools is now ready to get involved in projects and work of the Programme institutions.

The key channel for everyday communication of the Programme with the general public is its website and Facebook fan page. Both instruments have always been highly appreciated by their recipients as well as evaluators, including EC ROM monitors.¹ The website and Facebook fan page will continue to be the main electronic sources of information about the Programme. However, we will keep an eye on trends in social media and, if necessary, we will include other channels.

¹ „[The Programme] has outstanding communication and visibility practices which target not only programme stakeholders and project partners, but the general public as well. The Programme is very popular in the border region and well covered by the media.” EC ROM report for the ENI CBC Programme Poland-Belarus-Ukraine 2014-2020 (2019).

2. Mission and vision of the Programme

2.1. Mission

We support cooperation and common solutions in the Polish-Ukrainian borderland to create better life for the future.

2.2. Vision

In line with our values, we strive to strengthen the existing links between Poland and Ukraine and build new ones in the field of: environment, health, tourism, public administration efficiency, people-to-people actions and borders to make the Polish-Ukrainian borderland safer, more attractive to its citizens and tourists as well as active in cooperation and caring for the environment.

We promote the results of cross-border projects in the Programme support area. An important element supplementing this message is also the use and reference to projects implemented in 2007-2013 and 2014-2020 Programme's editions. However, when new challenges for cross-border cooperation between Poland and Ukraine arise, the Programme will be more tailor-made to maximise its impact on the Programme area.

2.3. Values

The values of the Programme rest on the European Union values such as:

- freedom,
- human dignity,
- democracy,
- equality,
- rule of law,
- human rights.

The values of the Programme are based also on values of Interreg community and programmes:

- **Cooperation** – we value cooperation at every level, in every field, and see it as key to organized the EU's vision for peace and prosperity across the European Union.
- **Problem-solving** – we value innovative solutions and learning from each other. We believe that thanks to cooperation we can face challenges.
- **Inclusion** not exclusion – we want people to feel welcome, respected and appreciated. We treat differences as opportunities, not problems.
- **Solidarity** - we can rely on each other and help each other. Being part of this community means that we put the common good before the individual.
- **Sustainability** – we aim at long-term solutions rather than short-term benefits for common safety and prosperity for future generations.

Taking into consideration the values of the EU, Interreg and characteristic of the Programme we establish the values of the Programme:

- **Natural environment preservation** – we act to protect the environment and reduce the adverse effects of climate change. We support access to water and sustainable water management, protect biodiversity, raise environmental awareness, develop green infrastructure and reduce all types of pollution.
- **Health protection** – we act to ensure equal access to health care and support the transition from institutional care to family and community care.
- **Tourism development** – we care about strengthening the role of culture and sustainable tourism in development of Polish and Ukrainian borderland. We support the development of tourism without negative impact on the environment.
- **Cooperation** – we build mutual trust, facilitate cooperation between institutions and inhabitants of the borderland. We focus on solving problems together and overcoming the challenges that await us on both sides of the border.
- **Borders protection** – within all our activities we make sure that Europe is safer and better protected.

These values are included in the support programmed under the five priorities of the Programme:

PRIORITY	OBJECTIVE
PRIORITY 1 – ENVIRONMENT	1.1 Promoting climate change adaptation, and disaster risk prevention and resilience, taking into account eco-system based approaches
	1.2 Promoting access to water and sustainable water management
	1.3 Enhancing protection and preservation of nature, biodiversity and green infrastructure, including in urban areas, and reducing all forms of pollution
PRIORITY 2 – HEALTH	2.1 Ensuring equal access to health care and fostering resilience of health systems, including primary care, and promoting the transition from institutional to family-based and community-based care
PRIORITY 3 – TOURISM	3.1 Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation
PRIORITY 4 – COOPERATION	4.1 Enhance efficient public administration by promoting legal and administrative cooperation and cooperation between citizens, civil society actors and institutions, in particular with a view to resolving legal and other obstacles in border regions

PRIORITY	OBJECTIVE
	4.2 Build up mutual trust, in particular by encouraging people-to-people actions
PRIORITY 5 – BORDERS	5.1 A safer and more secured Europe

3. Communication objectives

3.1. Main communication objective

Promotion of opportunities and positive changes in the Programme area caused by cooperation between local and regional actors as well as societies in Poland and Ukraine supported from the Programme’s funding. The above-mentioned groups are: public institutions and inhabitants of Polish-Ukrainian borderland.

3.2. Specific objectives

1. enhancing awareness about EU funding and support in neighbouring border regions of Poland and Ukraine;
2. demonstration that the Programme creates stronger links and relations between borderland societies and that their common goals can be achieved thanks to the Programme support;
3. promotion of integrated regional development in the Programme area;
4. support for Project Partners in implementing and promoting their projects;
5. informing target groups about the results of the Programme;
6. to promote the benefits of cooperation and increase Programme’s visibility among target groups.

4. Target groups

The information and promotional activities should be conducted at two levels of communication: external and internal. We will adapt information and promotional activities both to the stage of Programme implementation and the type of target group. Different needs of recipients determine the message, used channels and communication tools.

External:

- (potential) Project Partners

On different stages of the Programme’s implementation it will be potential Project Partners or Project Partners. Important group of the Programme – institutions (e.g. public authorities and their units, NGOs, business support organisations, higher education and research institutions) that may be

interested in implementing projects, applying for such support or who already use the Programme funds and implement projects.

- general public

The broadest group is the general public. We reach the inhabitants of Poland and Ukraine who use or may benefit from the results of projects implemented thanks to the Programme funds. Our communication activities are aimed at inhabitants of Polish-Ukrainian borderland, tourists, visitors, youth, journalists.

Internal:

- institutions involved in the Programme's implementation e.g., Monitoring Committee (MC), Managing Authority, National Authority, European Commission (EC), other Interreg programmes and initiatives including the process of embedding relevant EU strategies and the national strategies of participating states into the Programme, other relevant institutions.

We actively cooperate with the institutions involved in the Programme implementation, informing them about the current status of the Programme implementation and final projects' results.

5. Key message

We work for the Polish-Ukrainian borderland, implementing projects in the areas of: environment, health, tourism, public administration efficiency, people-to-people cooperation and borders, so that the region develops in terms of environment protection and tourism and becomes a healthy, safe and friendly place to live for its inhabitants.

We will emphasize the role of Polish-Ukrainian cross-border cooperation and the EU's financial contribution.

The message will be adapted to different target groups, their needs, age, specialties, and will be communicated in plain language.

We respect the horizontal principles of the European Union – we ensure equal opportunities for women and men, access to information and projects results for persons with disabilities, and we prevent any form of discrimination.

6. Communication channels

The Programme, considering all target groups, will use the following communication channels:

- website of the Programme (meeting criteria for accessibility), and websites of relevant institutions involved in the implementation of the Programme and EU funds in each Member State participating in the Programme (e.g. interreg.gov.pl, Portal Funduszy Europejskich, Center of European Projects);

- social media (e.g. Facebook, YouTube – selection can be adjusted). As online communication tools develop dynamically, the Programme Communication Manager(s) will monitor, follow and introduce the online communication trends accordingly.
- traditional and internet media (local and regional – TV commercials, radio broadcasts);
- information and promotion events (online/hybrid/in-person) organized by the Programme or third parties (e.g. annual event, opening and closing conferences, project events);
- publications (including on-line publications and audio-visual products);
- consultations, training events, workshops addressed to (potential) Project Partners;
- relevant networks (Regional Contact Points in Poland, National Contact Point and Regional Contact Points in Ukraine, Branch Office of JS (BO) in Ukraine, Information Points on European Funds in Poland, EuropeDirect network).

The communication potential and abilities of the Project Partners will be used through:

- building and maintaining relations with the Project Partners;
- involving the Project Partners in various initiatives organized and supported by the institutions implementing the Programme.

6.1. Communication languages

Information and promotional actions shall be conducted primarily in Polish and Ukrainian languages. If necessary, for the purposes of ensuring wider impact, English, i.e. the official language of the Programme, shall be used.

The Programme website shall function in English, Polish and Ukrainian. All documents relevant for project preparation, implementation and settlement will be published in the language of the Programme, i.e. English with translations into Polish and Ukrainian. The day to day news about Programme and projects events shall be published in Polish and Ukrainian.

7. Assessment of the Communication Strategy's objectives and indicators

The level of implementation of the assumed specific objectives and the effectiveness of the information and promotional activities will be assessed as part of the Programme's evaluation. Evaluation is an important part of planning and implementing communication. Activities are constantly analyzed and monitored. This gives us the basis to modify plans in such a way as to achieve the goals we set in the Strategy.

Communication and visibility actions will be regularly placed under external or internal evaluation and discussed and approved by the MC. Data for evaluation will come from surveys, internal statistics or website analytics.

JS will continuously monitor:

- performance and popularity of the Programme website and social media,

- distribution of information materials, e.g. audiovisuals, guides,
- attending events.

Indicators will measure whether the specific communication objectives of the Programme were achieved.

Table 1. Indicators measuring the specific communication objectives of the Programme

SPECIFIC OBJECTIVE	OUTPUT INDICATOR (Unit of measurement)	OUTPUT INDICATOR TARGET VALUE 2030	WAY OF MEASURING	RESULTS INDICATOR (Expected results)	RESULT INDICATOR TARGET VALUE 2030	WAY OF MEASURING
1. Enhancing awareness about EU funding and support in neighboring border regions of Poland and Ukraine	Number of training sessions for potential Project Partners	10	JS statistics	Value of submitted applications (in EUR) It will measure the interest of potential Project Partners in taking advantage of the Programme opportunities	> 200% of the call budget	Based on submitted applications for funding
	Number of consultations provided to potential Project Partners	500	JS, BO, RCP statistics			
	Number of users who saw the call for a proposal announcement on the Programme website	1000	website statistics			
	Number of users who saw the call for proposal posts in social media	1000	social media statistics			

2. Demonstration that the Programme creates stronger links and relations between borderland societies and that their common goals can be achieved thanks to the Programme support	Number of partner search forums organized	4	JS statistics	Number of news in national/regional media about positive results of the projects' implementation	20	JS statistics based on number of news about positive results of the projects' implementation published in national/regional media
	Number of successful projects (which achieved main objectives, improved addressed problem/challenge)	50% of all implemented projects	JS statistics			
3. Promotion of integrated regional development in the Programme area	Number of local external events during which Programme was presented	80	RCP/BO statistics	Number of news in regional traditional and online media in which Programme was mentioned	20	RCP/BO statistics
4. Support for Project Partners in implementing and promoting their projects	Number of training sessions for Project Partners	30	JS statistics	Project Partner satisfaction with information and support provided by the Programme and positive attitude towards the Programme	80%	Surveys among Project Partners
	Number of Project Partners that used the documents section on the Programme website	200	Website statistics			

5. Informing target groups about the results of the Programme	Number of publications on Programme website	1000	Website statistics	Number of visits to the Programme website with publications	100 000	Website traffic analysis
	Number of social media posts	2000	Social media statistics	Number of positive reactions to social media posts	4 000	Social media statistics
6. To promote the benefits of cooperation and increase Programme's visibility among target groups	Number of Programme events opened for public involving Project Partners	5	JS statistics	Number of events participants Number of quizzes (e.g. the wheel of fortune) participants	500 50	JS statistics
	Number of events supporting the promotion of the Programme organized by the Project Partners	50	Project Partners statistics	Number of events participants	2000	Project Partners statistics
	Number of project stories and information on the projects	700	JS statistics	Number of visits to the Programme	20 000	Website statistics (project tab on website)

presented on the Programme website			website – information on projects		
Number of networking groups in social media	5	JS statistics	Number of posts within groups starting from 2025) Networking engagement	100	social media statistics

8. Division of responsibilities between institutions involved in the Programme communication

The information and implementation network of the Programme is as follows:

Decision level	Execution Programme level	Execution regional level
Monitoring Committee		
Managing Authority	Joint Secretariat	Regional Contact Points in Poland (Białystok, Siedlce, Lublin, Rzeszów)
		Branch Office of the Joint Secretariat in Ukraine (Lviv)
National Authority	National Contact Point	Regional Contact Points in Ukraine (Rivne, Lutsk, Ternopil, Lviv, Ivano-Frankivsk, Uzhhorod)

Managing Authority

- supervises and coordinates the Programme's overall communication activities in line with the Interreg and Common Provisions Regulations and European Commission's recommendations;
- is responsible for preparation and implementation of the Programme's Communication Strategy;
- engages in annual planning and monitors implementation of annual information and promotion action plans;
- ensures availability of the Programme's website;
- fulfils other requirements for the Programme in accordance with the Interreg and Common Provisions Regulations.

National Authority/Ukrainian National Contact Point

- assists the MA in management of the Communication strategy in accordance with Article 54 of the Interreg Regulation;
- participates in drafting annual information and promotion action plans and their approval;
- maintains and updates a website where information on the Programme is available, covering the Programme's objectives, activities, available funding opportunities and achievements;
- provides information on the Programme to multiple audiences, including the media and the public;

- informs the MA and the JS on changes and developments in the Ukrainian legal framework relevant for the Programme implementation and prepares corresponding information for publication on the Programme website;
- informs other relevant institutions and authorities in Ukraine about the Programme and the projects approved for financing to ensure compliance with the national law and to maximize effectiveness of Programme funds on the Ukrainian side;
- organizes trainings for Programme institutions on issues specific for Ukraine if necessary;
- coordinates the work of Regional Contact Points in Ukraine.

Joint Secretariat

- cooperates with MA communication officer for the Programme²;
- prepares the Programme Communication Strategy;
- prepares the annual information and promotion action plans;
- conducts information and promotion activities in accordance with the Strategy and annual plans;
- contacts Project Partners on daily basis on issues relevant for projects implementation and communication;
- implements other activities, such as preparation of publications, promotional materials, promotional and training videos;
- develops and administers the Programme website;
- coordinates the work of BO in Ukraine and RCPs in Poland;
- cooperates with Interreg representative(s) in the INFORM EU network.

JS activities are supported by BO (in Ukraine) and RCPs (in Poland). In JS the Programme Communication Manager(s) are responsible for conducting information and promotional activities within the Programme.

Branch Office of the Joint Secretariat

- supports the Joint Secretariat in implementation of its tasks in Ukraine;
- provides materials to update the Programme website and social media/FB accounts;
- prepares presentations to train applicants and Project Partners;
- conducts consultations for Project Partners (e.g. in the field of information and promotion activities);

² Regulation (EU) 2021/1059 of the European Parliament and of the Council of 24 June 2021, art. 36.1

- monitors fulfilment of visibility requirements by projects, including on-the-spot visits to the projects;
- provides necessary organizational assistance for events planned by the JS and/or approved by NCP (delivers necessary services through public procurements);
- may represent the Programme during external events;
- provides trainings for the NCP and Ukrainian regional contact points if necessary;
- deliver promotional materials and produces publications;
- may contact regional and local media in order to promote the Programme;
- organizes meetings within capitalization processes;
- provides complete and accessible information about the Programme, its goals, tasks and projects.

Regional Contact Points in Ukraine

As a rule, the RCPs are responsible for communication activities at the regional level. Their tasks include:

- implementing activities specified in the annual information and promotion action plan and/or assigned by the National Authority/NCP;
- conducting consultations for applicants in agreement with JS and NCP;
- assisting in partner search processes (cooperation with Regional Contact Points in Poland);
- contacting regional and local media in order to promote the Programme;
- supporting organisation of events planned by NA/NCP and/or BO and may represent the NCP during events in the Ukrainian regions;
- supporting communications at regional level that engage small project fund(s) and micro-projects (if applicable);
- providing complete and accessible information about the Programme, its goals, tasks and projects including regional websites.

Regional Contact Points in Poland

As a rule, the RCPs are responsible for communication activities at the regional level. Their tasks include:

- implementing activities specified in the annual information and promotion action plan and/or assigned by JS;
- conducting consultations for applicants in agreement with JS;
- assisting in partner search processes (cooperation with Regional Contact Points in Ukraine);
- contacting regional and local media in order to promote the Programme;

- supporting organisation of events planned by JS in the Polish regions and may represent the Programme during external events;
- delivering promotional materials specific for the regions;
- supporting communication at regional level that engage small project fund(s) and micro-projects (if applicable);
- monitoring fulfilment of visibility requirements by projects, including on-the-spot visits to the projects;
- providing materials to update the Programme website and social media/FB accounts;
- organizing meetings within capitalization processes;
- providing complete and accessible information about the Programme, its goals, tasks and projects including regional websites.

To take advantage of the experience of the Rzeszów Branch Office team (operated under PBU 2014-2020) and its specializations, the RCP in Rzeszów shall continue some of the specific tasks (in cooperation with other RCPs), including:

- organization of the final event of the European Cooperation Day competition when held in Poland and responsible for the Polish activities when held in Ukraine;
- maintaining and updating the Programme's FB profile;
- publishing of the Programme annual magazine ("The CROSSBORDERER");
- participation in events and tasks within the planned Carpathian macroregional strategy, that correspond with the Programme goals.

Polish RCPs will be set up in coordination with respective marshal offices.

9. Support system for potential Project Partners and Project Partners

During the organization of the calls for proposals, the applicants receive a package of comprehensive information that allows them effectively participate in the call. They are trained and prepared for the Programme rules and requirements. Moreover, they are assisted in building successful partnerships for their future projects.

During the implementation of the projects, the Project Partners receive a package of comprehensive information that allows for the correct and effective implementation of the project. Partners are kept informed about changes in the Programme, new opportunities and initiatives of the European Commission, JS and other institutions involved in the implementation of the Programme and the promotion of EU funds.

Educational activities

Applicants and Project Partners have the opportunity to benefit from substantive support:

- we provide training, consultations, seminars, and networking meetings to support Project Partners and potential Project Partners. The aims of these events are to connect, educate and provide advice on the communication activities.
- we define the basic obligations of the Project Partners, create instructions and relevant documents.
- we prepare materials, e.g. guides, audiovisual materials, a collection of frequently asked questions and answers.
- each approved project has its dedicated project manager in the JS.

Information and promotional activities

The JS communication managers will help Project Partners run information and promotional activities providing information on the Programme requirements and practical advice. They will provide ongoing support for Project Partners, in particular on:

- information and visibility requirements to which the Project Partners are subject during and after the project implementation,
- rules for planning information and promotional activities, which are important from the point of view of project implementation requirements at the stage of applying for co-financing,
- graphic patterns created by JS and Interact,
- the possibility of publishing news about projects on the websites and social media profiles of the Programme institutions and the possibility of participating in events organized by JS.

Important information on how to run promotional activities will be provided in the Communication Guide for the Project Partners and communication chapter of the Programme Manual.

10. Visual identification

The Programme logo consists of: the term Interreg NEXT, the name of the Programme, the EU flag, and a sentence informing about the EU co-funding. NEXT means neighbourhood external.



All information and promotion activities of the Programme institutions and Project Partners must bear this logotype.

The new visual identity for the Programme is described in detail in the Programme Manual and in the Communication Guide for the Project Partners.

11. Budget

The estimated Programme budget for the implementation of information and promotional activities is approximately 1 850 000 EUR. The amounts allocated to individual activities will be presented in the annual information and promotion action plans. The activities of the Programme will be financed from the Technical Assistance budget.

Based on the experience of the previous editions of the Programme, a significant part of the funds will be allocated to communication addressed to the general public and (potential) Project Partners. At the beginning of the Programme implementation the activities will concern the promotion of the Programme among potential Project Partners and training them in order to prepare for effective application in calls for proposals. When the results of the projects emerge, most of the promotion will be aimed at the general public.

Table 2. Indicative financial plan for implementation of the Programme’s Communication Strategy for years 2024–2030 (in EUR)

2024	2025	2026	2027	2028	2029	2030	Total
265 000,00	268 600,00	268 600,00	260 000,00	260 000,00	260 000,00	260 000,00	1 842 200,00

Annex 1. Annual Information and Promotion Action Plan template

TEMPLATE

Annual Information and Promotion Action Plan for the Programme ... for the year ...

Introduction (a brief introduction to the action plan, e.g. what actions will be the most important in a given year, what the Programme will focus on).

SPECIFIC OBJECTIVE	TARGET GROUP	TOOL	ACTIVITY (DESCRIPTION)	OUTPUT INDICATOR	RESULT INDICATOR	START DATE	END DATE	RESPONSIBLE BODY	BUDGET
TOTAL (BUDGET FOR THE WHOLE YEAR)									