

# The AMICE communication plan

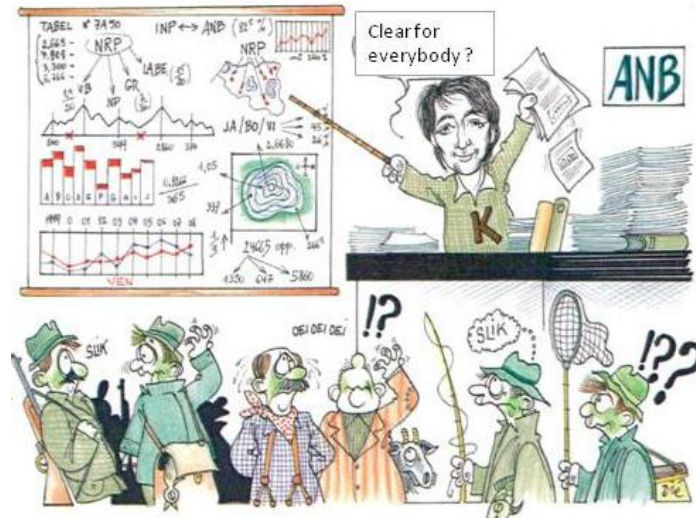
Version January 2011  
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## THE AMICE COMMUNICATION PLAN

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## Communication: what is it about?



Thousands of pages are written about communication; it is not the aim of this text to repeat them or even to summarize them.

For in fact it is very simple: communication is about sending messages and being understood.

Message sent? Same message received!

To achieve this, a number of criteria must be met with: messages should be clear, simple, tailored.

Let's avoid situations like the one depicted above!

## What are the recommendations and commitments from the INTERREG IVB NWE programme?

### EU-rules

Billboards

Joint signature

One colour per priority

To remember

### INTERREG IVB NWE communication strategy

Objectives

Key messages

General

Basic message from projects

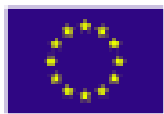
Participating in a transnational project allowed us to ..

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### EU Rules: EC No 1828/2006 of 8 December 2006 (art.8-9)

#### **For Infrastructure investments exceeding € 500,000 EUR :**

*Billboards must be erected on project sites. Once the operation is finished, the billboard shall be replaced by a permanent explanatory plaque.*



**PROJECT PART-FINANCED  
BY THE EUROPEAN UNION**

The section devoted to community contribution shall take up at least **25% of total billboard area**

#### **Joint signature**



This joint signature is to be used on all publications (booklets, leaflets, newsletters, invitations, reports, etc):

The title page shall contain clear indication of EU participation and where appropriate, that of the Fund concerned as well as the Community emblem if the national or regional emblem is also use.

#### **One colour per priority**



### **To remember...**

Failure to comply with the minimum requirements will result in project activities deemed ineligible for EU funding

## **INTERREG IVB NWE communication strategy**

### **Objectives**

- ✓ High quality applications = Accurate & reliable information
- ✓ Improve programme's image & profile = Highlight project results.
- ✓ Promote EU's visibility
- ✓ Get support from professionals and politicians  
= Projects AND Programme's results.
- ✓ Transparency = Information about allocated funds.

### **Key messages**

#### **General**

INTERREG IVB NWE is an efficient instrument of the European Regional Policy which provides funding to organisations to work together in projects at transnational level.

INTERREG IVB NWE promotes projects on topics that are crucial for the citizens of its eligible area.

Territorial cooperation benefits the regions, institutions and citizens involved.

The examples provided by INTERREG B NWE can help politicians in the process of policy making.

Projects financed under INTERREG IIIB were useful for the people living in the related areas. They have tackled relevant issues in an innovative way and they have proved that working at transnational level is beneficial.

#### **Basic message from projects**

This project contributes to a **more cohesive EU society** because it is based on the cooperation of people from different countries to work on topics that touch the lives of EU-citizens.

#### **Participating in a transnational project allowed us to:**

- ✓ Reduce costs, increase efficiency and avoid duplication (regions cannot afford to waste public resources by doing what has already been done).
- ✓
- ✓ Secure financial leverage and attract investment – ERDF funding is a catalyst for massive public investment e.g. WIHCC project
- ✓ Carve out new economic strategies for regional growth – complementarity over competition.

- ✓ Influence the policy agenda- projects can & do provide evidence/ammunition for policy makers.

# COMMUNICATION IN AMICE

Introduction  
The planning  
Evaluation

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## Introduction

### What, who, why, how and when?

Successful communication depends on knowing exactly:

**WHY** you want to communicate: what's the real problem? What do you want your audience to do?

**WHO** you want to communicate with;

**WHAT** you want to communicate: what is the message you are going to give?

It is important to take time to answer these three questions before deciding

**HOW** you can get your message to the people you want to reach

**WHEN** this message should be delivered

Only then you can begin planning a brochure, a public meeting, ....

### Types of communication plans

#### Strategic plans

- ✦ Serve as the guideline for all communication activities
- ✦ Long term (3-5 years)
- ✦ Deal with broad principles and procedures
- ✦ Should be brief
- ✦ Are only periodically reviewed
- ✦ All the communication activities are based on the same principles and form a consistent whole
- ✦ The organisation has one face and speaks with one voice

#### Annual plans

- ✦ Are more detailed
- ✦ Based on the strategic plan
- ✦ Activities planned over the year: they don't collide

#### Project plans

- ✦ There can be many of them
- ✦ Are prepared for every separate communication effort
- ✦ Each communication activity requires a specific plan
- ✦ Everyone knows what the communication activity is about
- ✦ People know who is responsible for the different tasks and when they have to be carried out (checklist)



## The planning - Strategic

I. Why?

II. Who ?

III. What?

IV. How ?

V. When ?

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### I. Why?

I.a. Analysing the problem

I.b. Setting communication objectives

I.a. Analysing the problem

**Why did we set up the AMICE project?**

Recently, climate change and its impact on water management has been high on the agenda in the EU: Green Paper, Communication on Water Scarcity and Droughts, Floods Directive (2007/60/EC), Meeting of the Water Directors, White book, *Commission Staff Working Document* on Climate Change and Water, Coasts and Marine Issues, etc. The goals are clear, and now is the time to start acting at the basin level.

Climate change is a global issue, and NWE will not be spared. Floods are the main hazard, whereas droughts and low-flows are a newer threat, conditioned both by climate change and an increased water demand. Adaptation is necessary if NWE is to maintain its living standards and remain competitive.

Despite many uncertainties on the future climatic context, especially on extreme events, climate models are increasingly robust and the downscaling of climate scenarios has already produced several regional scenarios. According to the precautionary principle, uncertainty about the damage likely to be incurred should not serve as an argument to delay action.

I.b. Setting communication objectives

**Global objectives**

**Objectives for partners**

**Objectives for other target groups**

**Global objectives**

- ✦ To produce a concerted communication in the 4 languages of NWE in the transnational Meuse basin, adapted to the culture of each society
- ✦ To develop ambitious communication tools for the dissemination of AMICE's results
- ✦ The means developed will reach all target publics and present results from all the WP
- ✦ The means will be sufficiently large-scale to disseminate clear concerted messages throughout the entire Meuse basin.
- ✦ The communication tools will also be spread across the 4 year duration of the project.
- ✦ To explain the strategy of adaptation that Partners are going to propose
- ✦ To answer the following questions:
  - ✦ What is the strategy for?
  - ✦ Why should we implement it now?
  - ✦ How is it reliable?

**Objectives for partners**

- ✦ partners will have a better knowledge of the whole basin



- they will freely share experiences in water management
- they will support one another in the development of pilot investments
- they will reinforce existing partnerships and create new ones

### **Objectives for other target groups**

Raise the awareness to the necessity to adapt to climate change.

- The local population will be involved in local developments
- Target groups will have a better knowledge of climate change, sustainable development and the functioning of the catchment basin
- Target groups will have a better knowledge of the Meuse basin, its strengths, the richness of its ecological and man-made heritage (patrimonial heritage);
- Target groups will have a raised consciousness of existing risks;
- Methods and experiences will be shared with neighbouring hydrographic districts
- New partnerships will be reinforced and new ones will be created
- People will have a sense of belonging to a common catchment basin

## II. Who ?

### Identifying target groups:

#### II.a. Internal

#### II.b. External

#### II.c. To think about

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#### II.a. Target groups internal

They consist mainly of project partners and staff involved in the project

As a general rule:

- They will know, accept and support the project's goal and the vision agreed upon about how to reach these goals;
- They will know, accept and support the project's specific actions;
- They will know, accept and support the communication goals

#### II.b. Target groups external in AMICE

- Experts (of the water sector or affected sectors)**
- Public authorities**
- The Meuse population**

##### Experts (of the water sector or affected sectors)

- They will be engaged via the three International Events planned or as outside observers of AMICE
- but also more specifically to perform specific actions within the project (service providers).
- Communication also targets water managers, as they are directly responsible for water-related risks.
- They will be encouraged to communicate on future risks and to better take into account the future costs associated with floods and low-flows.
- Their input on these aspects will also be sought. It is intended to share experiences related to climate change adaptation, share data of climate evolutions and verify whether our strategy is different from others or not.
- All sectors should be involved, be aware of the climate change challenge and of the fact that adaptation is only possible through an integrated approach

##### Public authorities

- Guidance documents will be produced specifically for them.
- Their opinion on the adaptation strategy will be sought
- They will be invited to all AMICE key meetings
- The rationale of the strategy and the necessity to implement it will be explained: climate change is a process characterized by a number of unknowns and risks related to the magnitude, timing and nature of the changes. There will be a need to managing uncertainty.
- They will be encouraged to incorporating long-term climate change risks into actual investments or development plans on a national and a local scale

##### The Meuse population

- They have a certain knowledge about the Meuse basin and the consequences of climate change.

- ✦ Their input will be sought via NGOs but also at a more local scale.
- ✦ Some specific communication tools will be developed for the general public and used during Site Visits.
- ✦ The neighbouring population of local sub-projects will also be involved in their development.
- ✦ The basic notions of climate change, sustainable development and catchment basin will be explained, reinforce
- ✦ The feeling of belonging to a common catchment basin will be reinforced as will be the knowledge of its richness
- ✦ Solidarity will be increased
- ✦ Risk consciousness towards floods and low-flows will be maintained

### **II.c. To think about**

While identifying external target groups, some questions may be important:

- ✦ Who could be your ally?
- ✦ Who are your opponents and how to win them over?
- ✦ Who can make the decisions? Can you reach them directly?  
If not: who can you reach who has influence on them?
- ✦ Which messengers could convince your audience?

### III. WHAT?

The main general message for all target audiences as well as for partners will be that it is necessary to develop a “team spirit”, an attitude of information sharing at a transnational level, between all operators on the Meuse basin in order to cope with the effects of climate evolutions.

The solidarity principle is a key element highlighted in the Floods Directive (2007/60/EC).

When formulating/editing the (main) message the answer to some questions may be important

🔗 **The heart**

What are your audiences' key values and concerns? Which believes of theirs will you have to overcome?

🔗 **The mind**

How much do they know about your topic? How much technical information can they handle?

🔗 What **strategic** approach?

🔗 What are your **points of persuasion**?

🔗 And also important:

🔗 Which **one-sentence message** will move your audience to action?

🔗 What three key points will support it? ([see also the file 'Key messages'](#))

🔗 **And most important:**

Different messages for different target groups! Provide tailored communication!

## IV. HOW ?

### IV.a. Multiple tools, multiple times






### IV.b. AMICE's global communication actions

### IV.c. AMICE's specific communication actions





#### IV.a. Multiple tools multiple times!

How to get your message to your audience using your chosen approach?







#### Communication actions.

-  Meet with local community
-  Meet with small group of policy makers
-  Post material on the Internet
-  Work with individual journalist to write a feature article
-  Offer a training workshop, etc.




#### Written/Audiovisual material to support these actions:

-  Brochures/Literature
-  Display/Exhibition stands
-  Videos, CD-ROMs
-  Press releases, etc.

#### Important channels and instruments (as seen by 2007)

2007		2010		
1	Press and media relations: print media	1	Online communication	
2	Online communication	2	Press and media relations: online media	
3	Personal communication	3	Personal communication	
4	Press and media relations: radio/TV	4	Press and media relations: print media	
5	Press and media relations: online media	5	Press and media relations: radio/TV	
6	Events	6	Social media	

#### And as seen by today (2010)

2010		2013		
1	Press and media relations: print media	1	Online communication	
2	Online communication	2	Press and media relations: online media	
3	Face-to-face communication	3	Social media	

4	Press and media relations: online media	4	Face-to-face communication	↘
5	Press and media relations: radio/TV	5	Press and media relations: print media	↓

Source: Zerfass et al., 2007 (2010) (*European Communication Monitor 2007 (2010)*), n = 1087(1914) PR professionals in 22 (46) countries.

All the existing communication tools have their pro's and contra's

	Advantages	Disadvantages	Points to remember
Reports/ newsletters	Can present information in detail	Can easily be overlooked because of high number of reports published	Develop guidelines for language and lay-out for technical writing
Journals and magazines	Good way to reach specialized audience	Limited circulation: little feedback	Keep lists of specialised journals + addresses of editors, etc
Site visits	Provides opportunity to make participants aware of dimension of the problem	Can be costly	

#### IV.b. AMICE's global communication actions transversal to the 4 WP's

**Action 10: Interactive documentary**

**Action 11: International events**

**Action 12: Site visits**

**Action 28: Return of experience**

#### **Action 10: Interactive documentary**

- It will target the general public of the Meuse basin.
- It will be accessible via Internet and DVD.
- It will be composed of several one-minute filmed sequences of the river, the tributaries, the investments, etc.
- Each sequence will be viewable independently.
- Photos, maps and animations will be added to the production.
- Before shooting sequences, all partners will be interviewed and asked which messages they want to share and which places they want to present.
- The storyline will be agreed by all partners

- ✦ The sequences will all be translated into the 3 languages of the Meuse basin (and English)
- ✦ The film will be linked to all partners' websites and the AMICE website.
- ✦ Each partner will be free to use the sequences and make copies of the DVD for its own communication on the AMICE project.

#### **Action 11: International events**

- ✦ They will be dedicated to experts (within the Meuse basin or neighbours), politicians and the press.
- ✦ 200 participants are foreseen for each event.
- ✦ The conclusions of other WP (both scientific research and investments) will be presented.
- ✦ They will be organised in relation to other major water-related events such as the Meuse Symposium (BE) and the International Hydraulics Symposium (DE).
- ✦ They will be organised in 3 different countries of the Meuse basin with the help of the local partners.
- ✦ International experts will be invited and all speeches will be simultaneously translated.
- ✦ International Events will be announced through the specialised press

#### **Action 12: Site visits**

- ✦ They are focused on WP2 & 3 and the exercise of WP4.
- ✦ Partners will have the opportunity to meet each other on-site and see the different sub-projects being carried out
- ✦ The local population will be associated to these events.
- ✦ Specific communication tools will be developed for this purpose.
- ✦ The tools will be re-usable and easy to share among partners.
- ✦ The Site Visits will be organised in all countries of the Meuse basin, with the joint organisation from RIOU (communication manager), and the host partner that is responsible for the sub-project.
- ✦ All partners will be invited as well as local and foreign representatives.
- ✦ Site Visits will be announced through the local press.

#### **Action 28: Return of experience**

- ✦ For each sub-project carried out in WP2, 3 & 4, an internal reporting system will be organised
- ✦ All other partners not directly involved will be able to know precisely what the others are doing.
- ✦ It will ensure the results are used efficiently for the Adaptation Strategy.
- ✦ The return of experience is a transnational exchange of information between the Partners for the benefit of all and the construction of the Adaptation Strategy.
- ✦ The return of experience of each partner's activities will be published on the AMICE website's section dedicated to the Partnership
- ✦ Summaries will be made for the bi-annual activity reports

### **IV. c. AMICE's specific communication actions**

#### **A specific project WEBSITE**

- ✦ partners may also want to develop or expand their own sites to display some of their actions.
- ✦ A section of the website will be open for internal information sharing between partners
- ✦ Minutes of all meetings (PSG, small workgroups ...) will be available for the whole partnership in this section.
- ✦ Input from every partner is needed



## Publications

- ✚ The AMICE newsletter will twice a year be send to all partners, matchfunders and external target groups
- ✚ Articles be published in newsletters of the partners or other organisations (OIEAU, AFEPTB, MosaNatura, ...); negotiate for special issues on the AMICE project;
- ✚ PRESS ARTICLES will announce all AMICE events
- ✚ SCIENTIFIC ARTICLES will be written by the scientific partners to present their activities within the AMICE framework. negotiate for special issues on the AMICE project;
- ✚ A BOOK, originally in Dutch, will be translated into French.

## Other useful tools that will be developed

- ✚ Logo and corporate style
- ✚ Presentation leaflet
- ✚ Posters
- ✚ Presentation brochure/PPT for general public
- ✚ Letter for observers and match funders
- ✚ A Meuse-land (Meusany?) flag
- ✚ (And a Meuse-land song?)

## V. WHEN ?

**Interactive documentary:** 2009-2010

### Site visits

2009 (1): Hotton	2009 (2) Brabantse delta (reported)
2010 (1): Brabantse delta + Aa en Maas	2010 (2): Riou
2011 (1): Rur-Eifel	2011 (2): De Scheepvaart
2012 (1): Brabantse Delta	2012 (2): Hotton

### International Events

April 22<sup>nd</sup>-23<sup>rd</sup> 2010: Meuse Symposium Liège  
January 2012: IWASA (D)  
January 2013: Final AMICE (F)

### Annual plan 2009

- ✚ April 27<sup>th</sup>: project steering group meeting
- ✚ April 28<sup>th</sup>: official kick-off meeting + 1<sup>st</sup> site visit (City of Hotton)
- ✚ July: decision on the logo
- ✚ Summer: launch of the project website
- ✚ September: film-making starts (interviews)
- ✚ October: first newsletter
- ✚ October 8<sup>th</sup>-9<sup>th</sup> Interreg NWE meeting Rotterdam
- ✚ October 15<sup>th</sup> project steering group meeting

### Annual plan 2010

- ✚ March 18-19: site visit Waterboard Aa en Maas and Waterboard Brabantse Delta
- ✚ April 22-23: International Meuse Symposium Liège
- ✚ Spring -summer: film-making (filming)

- 🌱 October 1<sup>st</sup>: site visit Ardennes with Riou
- 🌱 December 6-8: INTERREG NWE meeting Manchester

### **Annual plan 2011**

March-April: site visit Eifer Rur with WVER  
April: interactive documentary ready  
September: site visit De Scheepvaart  
November: International Flood Crisis Exercise

### **Annual plan 2012**

January: IWASA conference (D)  
March-April: site visit  
September: site visit

## EVALUATION

### Free online services

Google News Archive Search:

Find articles all the way back to the 1920s to present day in real time.

Google Alerts: Up-to-date information about your project via e-mail or RSS feed.

Google Analytics: Detailed web statistics for your website or blog

Technorati: The "Google" of blogs. Great way to track what is said about your project/partners/topic, etc.

Google BlogSearch: Google's answer to Technorati

Survey Monkey: Free for small surveys and affordable for larger ones

### Other online services

Free Polls for Your Website: A list of services that provide free polling and surveys that are embeddable in a Website or Blog :

<http://www.questionpro.com/micropolls/> <http://www.freepoll.com/> <http://www.poll daddy.com/>  
<http://quimble.com/poll/index>

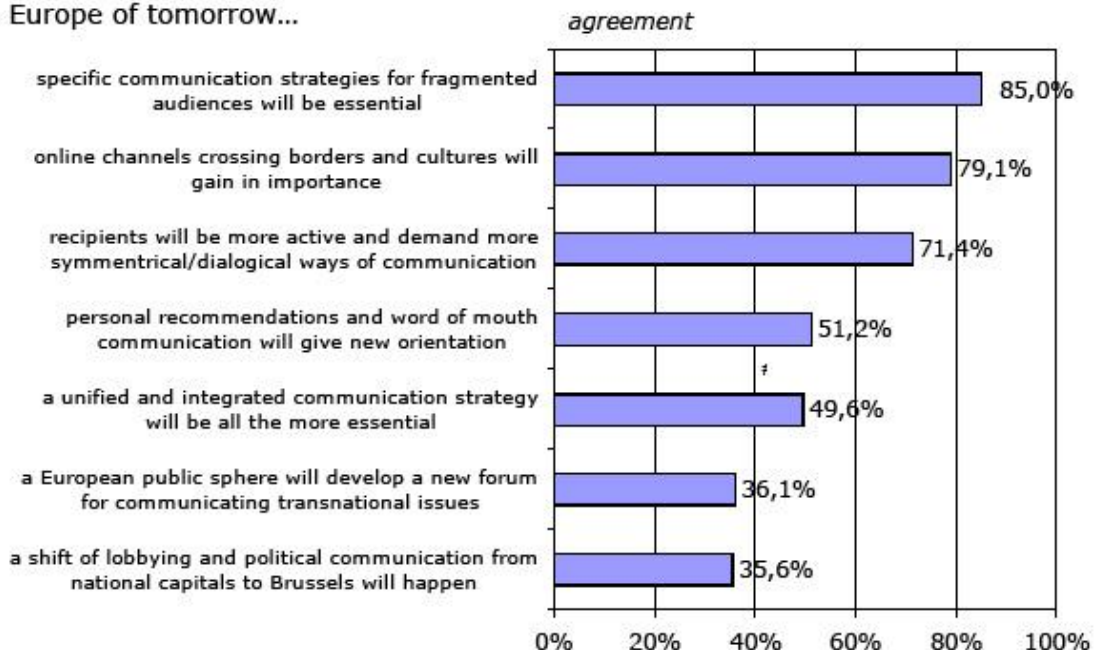
Yahoo Search Marketing: Mostly commonly used in advertising, but you can sign up for a free account and use the tools

Wordtracker: Finds popular keywords to use in web text and press releases

PRWeb: A press release service that allows an organisation to put up a number of search engine optimized press releases for minimal cost

### Challenges

In the Europe of tomorrow...



Question was: Below you will find a number of statements concerning the change of the media landscapes in Europe. Do you agree with these statements?

### Evaluation in AMICE

**Evaluation tools which will be used to sustain the effectiveness and intensity of both external and internal communication.**

- ✦ EPAMA will use the indicators proposed by the INTERREG IV B program
- ✦ Each partner will be asked to report on the achievement of targets twice a year, to be shown in the Activity Report.
- ✦ EPAMA will keep a record of all communication actions related to AMICE and will display them on the website.
- ✦ Numbers of participants (both partners and non-partners) at each event will be recorded; the institution and nationality of participants will also be recorded for the International Events.
- ✦ Via the AMICE website, statistics can be provided on the nationality of visitors, making it possible to follow the transfer of knowledge to neighbour basins and states. It can also display the number of times that a document is downloaded.
- ✦ The number of people involved in the International Consultation Group, as well as the intensity of their participation (number of meetings attended, data provided ...) will be used to evaluate the interest of the AMICE project for other institutions.
- ✦ Complementary indicators for the internal functioning will be chosen and defined with utmost care: compliance with planning, reports of the financial controlers, number of AMICE presentations to the IMC, number of communication tools (all included) mentioning AMICE or the Interreg IVB program, etc.