



## ESPON 2013 Programme

### COMMUNICATION PLAN ON INFORMATION AND PUBLICITY MEASURES

Programming period 2007-2013

**in compliance with the requirements of  
Chapter II of the Commission Regulation (EC) No 1828/2006**

#### **NOTE FOR REFERENCES**

This communication plan has been drafted in compliance with the requirements set by Article 69 of Council Regulation (EC) No 1083/2006 and Chapter II, Section 1 “*Information and publicity*” of the Commission Regulation (EC) No 1828/2006 provide for the programming period 2007-2013.

The Communication plan has been approved by the Monitoring Committee of this Programme on 13th November 2007.

#### **1. Strategic objectives of the communication plan**

The scope of this document is double: it explains the added value of the Community assistance to the general public, thus highlighting the role of the Community and it describes the procedures for accessing the ESPON 2013 funds to the potential beneficiaries, thus ensuring that the assistance from the Programme is transparent.

This plan provides the details of the financial contribution from the Programme, and also ensures that the information on the financing opportunities offered through the Programme is disseminated as widely as possible.

#### **2. Responsibility**

This plan has been drafted by the Managing Authority of this Programme: the Managing Authority is responsible for implementing the communication plan.

The Coordination Unit (CU) and the ESPON national contact points (ECP) will be in charge of the regular handling of information and publicity activities under the supervision of the MA and of the Monitoring Committee of the Programme.

#### **Managing Authority**

MINISTÈRE DE L'INTÉRIEUR ET DE L'AMENAGEMENT DU TERRITOIRE

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**Contacts at national level who can provide information on the Operational Programme**

According to Article 5(d) the Managing Authority shall provide the list of contact information at national, regional or local level that can provide information on the Operational Programme. The list is provided in Annex 1 and will be made available on the programme's website.

**3. Target groups**

The target group of the programme is compound and manifold. This implies that the information communicated to different stakeholders has to be adjusted to various needs.

Primarily information should be directed to potential as well as final beneficiaries becoming or being involved in actions taken within the programme. The potential beneficiaries that can apply for funding are described in the Programme Manual: these are public or public-equivalent bodies.

The target group of the results of the Programme is identified as follows:

- Policy makers and practitioners involved in carrying through programme and project activities outside and within Structural Funds' funded programmes dealing with territorial development and cooperation;
- Research institutes and universities carrying through the analysis.

The stakeholders (users) of the Programme results can be European authorities, national authorities, Structural Funds Programmes (Objectives 1, 2 and 3) as well as groups of regional/local administrative entities (regions, cities). A more detailed list is provided in Programme Manual <sup>(2)</sup>.

The Communication Plan, according to its aim, will not limit its action to the Programme target groups indicated above, but will address as well the general public, in particular to underline the central role that the European Union plays in the ESPON 2013 Programme in cooperation with the Member and Partner States. This objective will be achieved by marketing the programme through different kinds of media.

**4. Coordination and synergies between Communication Plan and Capitalization Strategy**

While the Communication Plan will exclusively be aiming at ensuring that the operational programme is disseminated widely, with details of the financial contributions from the ERDF, and that this information is made available to all interest parties, the priority 4 of the ESPON 2013 Operation Programme related to the implementation of the Capitalization Strategy includes a series of actions aiming at capitalising on project results by addressing at least two groups of stakeholders:

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<sup>1</sup> Responsible person for information and publicity according to Article 10(1) of Commission Regulation (EC) No 1828/2006.

<sup>2</sup> The programme manual can be downloaded from the ESPON website [www.espon.eu](http://www.espon.eu)

- The European level involving policy makers in European Institutions and programmes, representatives of Member States dealing with territorial development and relevant sector policies;
- Transnational, regional and local policy makers and practitioners involved in the development of territories.

The scientific community related to territorial research will empower the capitalisation of results and be a target by itself in awareness raising activities.

Three main types of actions are foreseen to implement the Capitalisation Strategy:

- Media and Publications
- European seminars and workshops
- Transnational networking activities

Action under Media and Publications will involve the further development of the ESPON web site and a flow of stories on key results targeting the different target groups presented in different media. In addition to this, some compact and easy readable ESPON synthesis report and other publications will be developed to provide written and long lasting evidence of the territorial knowledge in an easily understandable language. Publications might as well take the form of fact sheets, text books or similar. A newsletter is as well foreseen, focusing on ESPON results and general programme development.

Several seminars and workshops open to the participation of the stakeholders will be organised, with the aim to widen and consolidate the ownership of ESPON evidence and knowledge, also through the exchange of the experiences acquired with the participation in the targeted analysis financed under Priority 2.

Finally, transnational activities led by the ECP network will contribute profoundly to the capitalisation of results by raising the awareness on ESPON findings, in particular by involving national and regional policy makers, practitioners and scientists in transnational dialogue on the position of their area in the European territorial reality.

It is clear that a certain common ground exists between the Capitalisation Strategy and the Communication Plan, although differences exist both in terms of aims and objectives and of target groups.

To further strengthen the Communication Plan and in order to avoid the duplication of tools and measures, the key messages of the Communication Plan will be as well channelled through media and action belonging to the Capitalisation Strategy and, in particular:

- The ESPON website will be of course a key information source, not only in relation to ESPON results but as well on the Programme in general;
- Through newsletters, information on new calls, approved projects, seminars for potential and contracted beneficiaries will be made available to the main programme target groups and stakeholders;
- The Media bureau will as well provide information to general public on the ESPON Programme and its achievement
- Information on the implementing actions of the Communication Plan will be as well provided at seminars and workshops targeting the programme stakeholders.

##### **5. Action plan for communication: information sources and means of communication**

Information about the programme will be spread through a variety of channels in order to reach the different stakeholders and raise general awareness. A number of basic sources of

information as well as some essential means of communicating this information serve as a basis for a constantly broad and a deep communication of programme-related information.

The measures described below, making the communication action plan, will be implemented throughout the whole duration of the operational programme: 1<sup>st</sup> January 2007 or approval of the Operational Programme to 31<sup>st</sup> December 2013. <sup>(3)</sup>

All actions will be implemented in the full respect of the information and publicity requirements as stated in Articles 8 and 9 of Commission Regulation 1828/2006.

## 5.1 Information sources

### a) Core documents

- **Operational programme** contains all relevant background information about the programme, as well as its priorities, measures and means of implementation. It is available on the programme web site [www.espon.eu](http://www.espon.eu)
- **Programme Manual** gives a detailed picture of the priorities, their background and objectives, as well as expected outputs, results and impacts. In addition to this, the principles for applying, assessing, evaluating, approving, monitoring of the projects are depicted. The Programme Manual is to be seen as a beneficiaries' handbook, which will be regularly updated and completed with relevant information. The Programme Manual contains e.g. information about project eligibility criteria, application procedure, project management and administration, project monitoring and publicity and information activities.

Target groups: potential beneficiaries, beneficiaries, general public, stakeholders, programme owners/authorities.

Output indicators: number of downloads, number of documents requested.

Result indicator: broader and better awareness of the framework of the programme.

### b) Applicants' package

The applicants' packages for the priorities are published on the programme's website. The applicants' packages include, apart from the application form and a practical guide for filling in the form, a version of the Operational Programme and the Programme Manual, Regulations providing the legal framework. The Programme Manual takes in detailed information about the planning, management and reporting of a project. The entire applicant's packages are published on the programme's website.

Target group: potential beneficiaries.

Output indicator: number of application packs requested and downloaded, number of visits to the relevant website pages.

Result indicator: better quality of project applications, well prepared monitoring and final reports, positive image of the programme's implementation and administration procedures, high cost-effectiveness between implementation and administration costs in relation to programme work and produced outputs.

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<sup>3</sup> The measures, tools and timetable here described are all required by the Articles 5-7 of the Commission Regulation (EC) No 1828/2006 and thus are mandatory for the Programme.

### **e) Specific publications**

In connection to e.g. seminars, conferences, speeches, exhibitions and fairs a wide range of information material will be produced and distributed in the framework of the Capitalisation Strategy. Information materials and project reports produced by the final beneficiaries in the framework of the project work will also be collected and distributed at appropriate occasions.

<u>Target groups:</u>	potential beneficiaries, beneficiaries, stakeholders, wider public.
<u>Output indicator:</u>	number of copies distributed on average at each occasion.
<u>Result indicator:</u>	well informed potential and final beneficiaries related to specific sectors, synergy and networking of final beneficiaries.

### **d) The programme database**

The CU has developed a project management database for processing and storing information about the projects and subsequently also information about the various priorities and measures on the programme level. The database will serve as the main source for both quantitative and qualitative data on projects and projects' achievement.

<u>Target groups:</u>	stakeholders and programme owners.
<u>Output indicator:</u>	number and type of enhancement of the database.
<u>Result indicator:</u>	efficiency in performing tasks.

### **e) The Coordination Unit**

The CU and the ECP provide continuously information about the programme. They can be contacted by telephone, fax, e-mail, via web sites as well as visits.

<u>Target groups:</u>	potential beneficiaries, beneficiaries, general public, stakeholders, programme owners/authorities.
<u>Output indicator:</u>	number of contacts/year.
<u>Result indicator:</u>	awareness and better knowledge of the programme framework.

## **5.2 Means of communications**

### **f) Newsletter**

Regular newsletters, developed in the framework of the capitalisation strategy give a direct and up to date overview of the latest news on issues connected to the programme and its implementation. The newsletters are distributed via e-mail to project partners and other parties interested in the work and progress of the programme. Stakeholders have the opportunity to write contributions to the newsletter. It will be possible to subscribe to the newsletter on the programme's web site or by e-mail.

<u>Target groups:</u>	mainly the programme stakeholders but as well potential beneficiaries, beneficiaries and the general public.
<u>Output indicator:</u>	number of subscriptions per year.
<u>Result indicators:</u>	up-to-date level of information on new directions of the programme, better quality of project applications, better co-operation and synergy among project partners.

#### **g) The ESPON 2013 homepage at [www.espon.eu](http://www.espon.eu)**

The programme's homepage serves as the immediate source for a direct outflow of information. The website is constantly updated and filled with all kinds of relevant information and data on e.g. ongoing activities and calls for proposals, as well as facts and figures about the programme and its implementation. Project results, such as interim and final reports, tools, data will be as well accessible through the website. Hyperlinks to other INTERREG programmes are also presented, as well as to applicable sites of the EC and to relevant institutions and organisations acting in the partner and member states.

Target groups: potential beneficiaries, beneficiaries, general public, stakeholders, programme owners/authorities.

Output indicator: number of visits to the website.

Result indicator: awareness and better knowledge of the programme framework.

#### **h) Intranet**

In order to enable the flow of information from the authorities of the programme to the beneficiaries and between the different members of a group, an intranet will be established.

Target group: beneficiaries and members of the MC and ECP network

Output indicator: number of communication distributed/year.

Result indicator: improved beneficiaries' efficiency in implementing the project activities; more efficient flow of information among programme actors

#### **i) Media**

Press releases and other kind of information to the media will be provided for when issues of interest to the general public or to experts so arise. This task will be realised in the framework of the Capitalisation Strategy and implemented by the Media Bureau that will be contracted.

Target group: press directed at regional and transnational issues, sector specific media.

Output indicator: number of articles published and of press communications released.

Result indicator: better knowledge and awareness of the programme, the achieved results, and of the role played by the European Union's ERDF programmes.

#### **j) Participation in external events**

The programme is marketed at several occasions like conferences, seminars, exhibitions and fairs organised by organisations or networks active in the area. At these occasions information is given on e.g. project and programme results, funding opportunities. On occasions of national relevance, information is provided mainly by national stakeholders. At transnational events, the MA and CU meet promotion tasks depending on staff resources and travel limitations.

Target group: potential beneficiaries, wider public, beneficiaries, stakeholders.

Output indicator: number of events MA/CU has participated in.

Result indicator: well informed potential beneficiaries and beneficiaries, level of knowledge in the public on the programme, level of awareness of the general framework of the programme.

### 5.3 Targeted activities and actions

#### k) Major Information Activities

Information- and partners-search forums marketing the programme to applicants and future project holders are taking place.

Among others:

- **Launching event:** A major information activity publicising the launch of the Programme in early 2008.
- **Yearly information event:** From 2008 to 2013 (or until commitments of all available funding) each year, the Programme will organize a major information activity to present the achievements of the operational programme, the new funding opportunities and the conditions for applying.

Target group: potential beneficiaries, wider public, beneficiaries, stakeholders.

Output indicator: number of participants.

Result indicators: well informed potential beneficiaries and beneficiaries, level of knowledge in the public on the programme, level of awareness of the general framework of the programme.

#### l) Lead partner management seminars

Seminars on management and administration of projects will be organised for Lead Partners of approved projects. Information about e.g. eligibility rules, programme manual, subsidy contract, reporting and monitoring procedures will be given, as well as information about administrative, legal and practical matters of relevance concerning project co-ordination and management. Additionally the CU will organize financial seminars for the financial managers and first level controllers every six months on financial and control issues. The attendance of the seminars will be compulsory for the staff of the beneficiaries involved in financial management.

Target group: beneficiaries, first level controllers.

Output indicator: number of project representatives participating.

Result indicator: well prepared monitoring and financial reports, positive image of the programme's implementation and administration procedures, high cost-effectiveness between implementation and administration costs in relation to programme work and produced outputs at project and programme level.

#### m) Seminars for Priority 2 Call for Interest potential beneficiaries

A new type of cooperation projects is foreseen under the ESPON 2013 Programme which will see the direct involvement and cooperation between stakeholders and in particular users of ESPON results and the research community. Some seminars, following the open of the calls for expression of interests might be needed. The frequency of these seminars will be decided according to the needs.

Target group: potential beneficiaries (in particular of P2 actions)

Output indicator: number of stakeholders' representative participating

Result indicator: well informed potential beneficiaries; good quality of expression of interest submitted

**n) Flying the EU flag**

Each year, for one week, starting 9<sup>th</sup> May, the Managing Authority and the ESPON CU will fly the flag of the European Union in front of its premises.

Target group: wider public.

Result indicator: visibility of the Programme.

**o) List of beneficiaries**

The list of the beneficiaries will be published on the web site of the Programme, together with the names of the operations and the amount of public funding allocated to each single operation. The list will be updated periodically after each binding decision of the Monitoring Committee and will be free for download.

Target group: potential beneficiaries, beneficiaries, general public, stakeholders, programme owners/authorities.

Output indicator: number of downloads.

Result indicator: visibility and transparency of the funds awarded.

**p) Promotional material**

Promotional material such as flyers and general brochures, memory keys, exhibition stands, CD ROMs, posters, and similar aiming at providing general information about the programme and its objectives, implementation, activities and results, will be as well produced in order to market the programme to the public and strengthen the interest and participation in the programme. The production of promotional material will be limited by the technical assistance budget available.

Target groups: potential beneficiaries, beneficiaries, stakeholders, general public.

Output indicators: type and number of promotional material produced, numbers of copies requested and distributed by CU, number of stakeholders and other interested parties.

Result indicator: broader and better awareness of the general framework of the programme.

**5.4 Internal information flow**

In order to enable the flow of information between the various management units of the programme, i.e. between the CU, MA, CA, AA, MC regular reports on progress of programme implementation will be produced and disseminated. Regular meetings and contacts between the different units and actors will moreover complete these reports.

Target group: programme owners and authorities.

Output indicator: number of reports distributed/year, number of meetings held/year.

Result indicator: efficiency in performing the tasks.

**5.5 Contents**

The basic contents that will be delivered, at different details level, through the measures a) to o) are the following.

**Basics about the ESPON 2013 Programme**

In this section of the communication plan some basic information about the funding sources, the functioning of the application and selection procedure are given (<sup>4</sup>). This information is here just highlighted, the details being extensively given in the Programme Manual available on the Programme web site.

### **Eligibility conditions**

The conditions of eligibility to be met in order to qualify for financing under an operational programme are described in the Programme Manual. For each priority the manual reports a details list of the conditions to be met by the potential applicants in order to apply for funding. The Programme Manual details which organizations can be eligible for funding.

### **Selection procedure**

The selection procedure is based on a two steps approach: technical check and relevance check. A procedure for the selection has been established for each priority.

The description is provided in the Programme Manual: steps, time frame, actors involved, responsible bodies, selection criteria are all extensively described in there.

### **Funding**

The ESPON 2013 financing opportunities are offered by the joint financial contribution of the Community, of the Member States and of the Partner States. The Programme provides a 100% financing of the project selected.

### **Programme results**

All actions realised in synergies with the Capitalisation Strategy will as well provide information on projects' and programme' results and achievements.

## **6. Total indicative budget**

There is an indicative budget for information and publicity activities: the total budget amounts to €466.000 for the entire programming period, which represents around the 1% of the total budget of the Programme. However, this budget includes only the costs for the implementation of the strand "Targeted actions and activities". All remaining actions will be financed either by the Technical Assistance budget or by using the existing synergies with the Priority 4 – Capitalisation.

Some of the information sources will be directly elaborated by the ESPON Coordination Unit and will be made available electronically through the website and therefore they will be at no costs for the Communication Plan. This is related in particular to the ESPON core documents and the applicants' pack. Other actions are foreseen and implemented through the Capitalisation Strategy budget under Priority 4. The table below provide an overview of budget funding and sources for the different information sources, means of communications and targeted actions

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<sup>4</sup> As required by Art. 5 of the Commission Regulation (EC) No 1828/2006.

<b>Information sources</b>	<b>EUR</b>	<b>Source of funding</b>
a) Core documents	-	P5- TA staff budget
b) Applicants' Pack	-	P5- TA staff budget
c) Specific publications	€950.000	P4 - Capitalisation
d) Programme database	€149.500	P5 - Ad hoc TA budget line
e) Coordination Unit	-	P5- TA staff budget
<b>TOTAL</b>	<b>€1.099.500</b>	

<b>Means of communications</b>	<b>EUR</b>	<b>Source of funding</b>
f) Newsletter	-	P5- TA staff budget
g) Website	€160.000	P4 – Capitalisation – website
h) Intranet	-	P4 – Capitalisation - website
i) Media	€350.000	P-4 Capitalisation - Media Bureau
j) Participation in events		P5 - TA travel budget
<b>TOTAL</b>	<b>€510.000</b>	

<b>Targeted actions and activities</b>	<b>EUR</b>	<b>Source of funding</b>
k) Major information activities	€240.000	P5 - Communication Plan
l) Lead Partners management seminars	€30.000	P5 - Communication Plan
m) Seminars for potential beneficiaries	€16.000	P5 - Communication Plan
n) Flying of EU flag	-	No cost
o) List of beneficiaries	-	P5- TA staff budget P4 – Capitalisation – website
p) Promotional materials	€180.000	P5 - Communication Plan
<b>TOTAL</b>	<b>€466.000</b>	

## 7. Activities and target groups

The table is providing a match tool/target group. The information and publicity measures differentiate between the target groups. Different media/channels/tools are provided for.

Type of actions	Wider public	Potential beneficiaries	Beneficiaries	Stakeholders	Programme owners/authorities
a)	x	x	x	X	x
b)		x	x		
c)	x	x	x	X	x
d)				X	x
e)	x	x	x	X	x
f)	x	x	x	X	
g)	x	x	x	X	x
h)			x		x
i)	x	x		X	
j)	x	x	x	X	
k)	x	x	x	X	
l)			x		x
m)		x			
n)	x				
o)	x	x	x	X	x
p)	x	x	x	X	

## 8. Time schedule of the communication activities

The Communication Plan will be implemented throughout the Programme implementing period. Every year, the ESPON MA and CU will submit for the approval of the MC a yearly action plan detailing the number and type of actions that will be concretely implemented. The detail action plan for 2008, approved by the MC on 13-14 November 2007 is annexed to the Communication Plan. The European Commission will be informed on the results of the implementation of the Communication Plan regularly, in the Annual Implementation report which is due every year. The European Commission will as well receive, for information purposes, the yearly action plans for the year following 2008, as soon as they will have been approved by the ESPON 2013 Monitoring Committee.

### Annexes

**Annex 1: list of national authority**

**Annex 2: Action Plan for 2008**

## Annex 1: List of National Authority

EU Member States					
State	Contact person	Institution	Address	Contact details	
Austria	Ernst HOLZINGER	Republic of Austria Federal Chancellery Division IV/4, Coordination Spatial Planning and Regional Policy	Ballhausplatz 2 A-1014 Vienna AUSTRIA	☎ +43 1 53115 2907 Fax +43 1 53115 2180	<a href="mailto:Ernst.holzinger@bka.gv.at">Ernst.holzinger@bka.gv.at</a>
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## **Annex 2: Action Plan for 2008**

### **ESPON 2013 - Communication Action Plan 2008**

For the year 2008, the ESPON 2013 Managing Authority, with the support of the ESPON Coordination Unit, intends to implement the following actions, presented according to the different typologies as defined in the Communication Plan:

#### **1. Information sources**

##### **1.1 Programme Manual**

During the first months of 2008 the Programme Manual, providing a detailed picture of the priorities, their background and objectives, and as well detailing all the principles for applying, assessing, approving and monitoring projects will be finalised. The Programme Manual is to be seen as a beneficiaries' handbook which will be regularly updated and completed with the relevant information.

This task will be mainly implemented by the ESPON Coordination Unit. A formal approval of the final complete version of the Programme Manual is foreseen for the MC meeting in [April – May 2008]. However, the relevant sections related to the calls for proposals for Priority 1 and Priority 2 that will be launched in January 2008 will be finalised and submitted for the approval of the MC prior the opening of the above mentioned calls.

##### **1.2 Applicants' package**

The applicants' package will be as well completed during the first months of 2008 and, as for the Programme Manual, the relevant sections will be finalised and made available prior the opening of the calls. The Applicants' package includes, a part from the application form, copy of the Operational Programme, of the Programme Manual and of the Regulation providing the legal framework for the ESPON 2013 funded operations.

##### **1.3 Programme database**

The programme database needed for the management of the ESPON 2013 programme and the monitoring of the funded operations will be as well completed during the first half 2008.

The computerised management system will serve to processing and storing information about the projects and subsequently also information about the various priorities and measures on the programme level. The database will serve as the main source for both quantitative and qualitative data on projects and projects' achievement.

#### **2. Means of Communications**

##### **2.1 Newsletter**

For each of the newsletter that will be elaborated and disseminated in the framework of the capitalisation strategy during 2008, the ESPON CU will elaborate a short article targeting the launch of the call for proposals and expressions for interests. In addition, information on the timetable of the Lead Partners Management seminars and on the Seminars for potential beneficiaries of Priority 2 actions will be as well provided. It is foreseen to have at least three Newsletters during 2008 and therefore the elaboration of three short articles.

## **2.2 ESPON Website**

Between December 2007 and January 2008 the ESPON CU will elaborate the first simple version of the relevant sections of the website pages targeting potential beneficiaries. This test phase should be made available online prior the launch of the call for proposals and expression of interest in January 2008. Potential beneficiaries will be able to get additional information on the opened calls and download all relevant documents needed for the application.

A more ambitious phase will be implemented at a later stage, in coordination with the further development of the website foreseen under Priority 4 dealing with Capitalisation. At this stage additional information will be included on the website, such as the list of beneficiaries that have to be published according to the requirements of the regulation (together with the name of the operation and the amount of public funding allocated).

## **2.3 Media**

For the first time at the occasion of the official launch of the programme and first calls in January 2008 and for the second time for the launch of the second wave of call in July 2008, two press releases will be elaborated and channelled to the relevant media. The press released will be elaborated by the ESPON CU and will be mainly targeting the general public and the potential beneficiaries.

## **2.4 Media**

In order to market the programme and as well the role played in the programme by the European Commission, the ESPON CU and Managing Authority will select during 2008 at least 4 key occasions, such as conferences, seminars, exhibitions and fair organised by different institutions and/or organisation to present the ESPON 2013 Programme and the available funding opportunities. These interventions can as well be coordinated with interventions focusing mainly on programme' and projects' results planned in the framework of the Priority 4 – Capitalisation.

# **3. Targeted activities and actions**

## **3.1 Major information activities**

In January 2008 a major event launching the Operational Programme and the first call for proposals and call for expression of interests will be realised. The event will be organised in Brussels, will target programme' stakeholders, potential beneficiaries and the programme authorities. Detailed information on the ESPON 2013 Operational Programme, the opened calls, the conditions to access the funding and any other relevant information will be provided. The event will aim at involving around 300 participants and will be publicised widely to ensure a fair participation of actors from all participating Member and Partners States.

## **3.2 Lead Partners management seminars**

Taking into account that two calls are foreseen in 2008, the ESPON CU will organise two seminars targeting the Lead Partners of the approved operations. The seminars will take place straight after the decision of the MC and prior the signature of the Subsidy Contract. This will allow for an extensive clarification of the role of the Lead Partner in an ERDF funded operation. An additional seminar will be organised targeting only ECPs after the selection of the transnational activities by the MC.

### **3.3 Financial workshops**

After the closure of each call and the formal approval of the operations to be funded, the ESPON CU will call for a financial seminar which participation is considered compulsory for all financial managers and officers of Lead and Project partners of selected operations. Three of these meetings will be organised during 2008, one targeting exclusively the ECPs.

### **3.4 Q&A sessions for potential beneficiaries**

Following the launch of the call, the ESPON CU will verify the need for ad hoc consultations and events. There is no a target number of events foreseen as it is not sure that they will be needed. Should this need arise, the CU will make the information available on the website and inform the potential beneficiaries.

### **3.5 Promotional material**

During the last months of 2008, the ESPON CU will make to the MC a proposal on promotional material to be realised during 2009.