Training Materials of the CAPACITY Building Project

English version

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Overview of Training

Objective of the training session:

The aim of the training is to enhance participants' capacity for developing projects. At the end of the training, participants are able to develop a good project. As the national training are planned to be a basic training that aims at newcomers who might also end up in another funding programme.

Length of the training:

Training session is planned as a one-day-training (6 hours - effective training/exercises plus lunch and breaks). It consists of several thematic modules and practical exercises.

Methodology:

Participatory learning method (Action learning): participants have a chance to approach with practical exercises. They are able to practice, bring their knowledge and experience during training time. Trainer should work rather as a moderator after giving some basic introduction into a topic.

Expected outcomes for participants:

- *better understanding of how a project grows from actual needs to a final project application*
- *better understanding of application process*
- *increased ability to reflect how specific parts of the project are interconnected*
- *feeling that developing a good application is in their reach*

Training Structure:

1. Generating Project –Success Factors for Project Development, Problem to be solved and Idea Generation (60 min.)
2. Objective and Result (60 min.)
3. Activity and Outputs (120 min.), Budget (30 min.)
4. Partnership (60 min.)
5. Dissemination (30 min.)
6. Summary (30 min.)

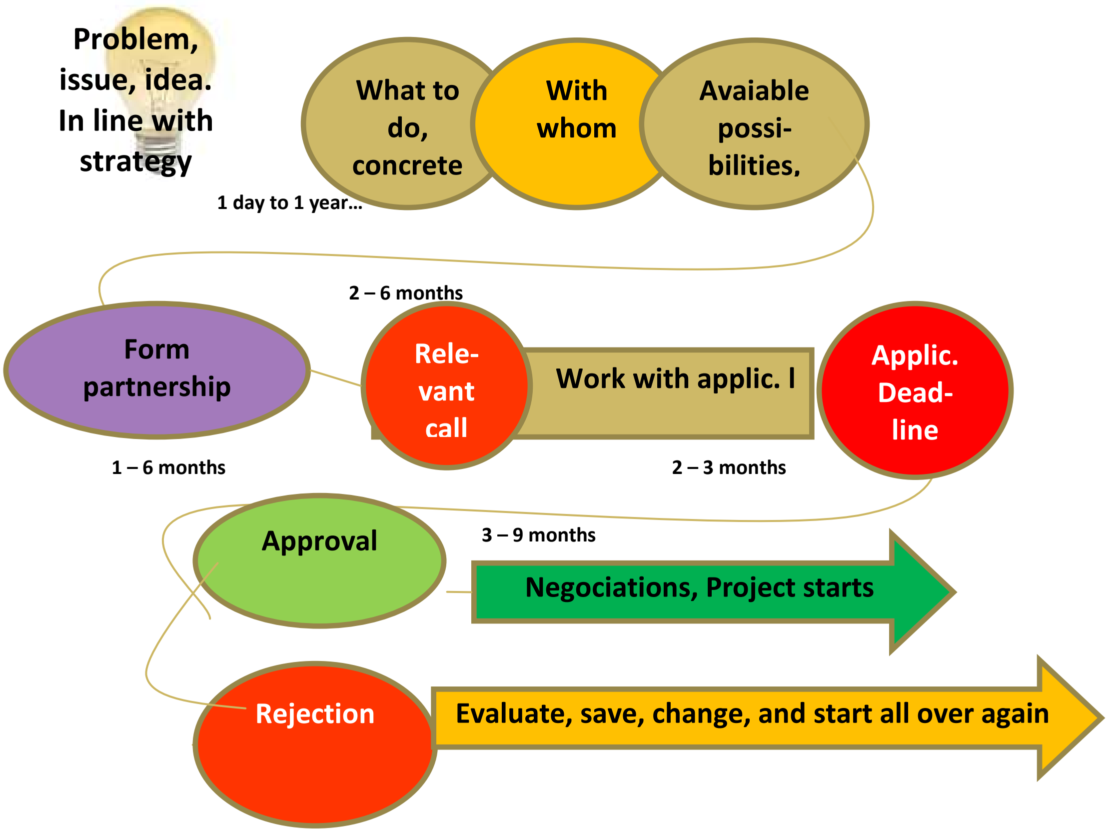
1 Generating Project – Success Factors for Project Development, Problem to be solved and Idea Generation

(60 min.)

1.1 Introduction

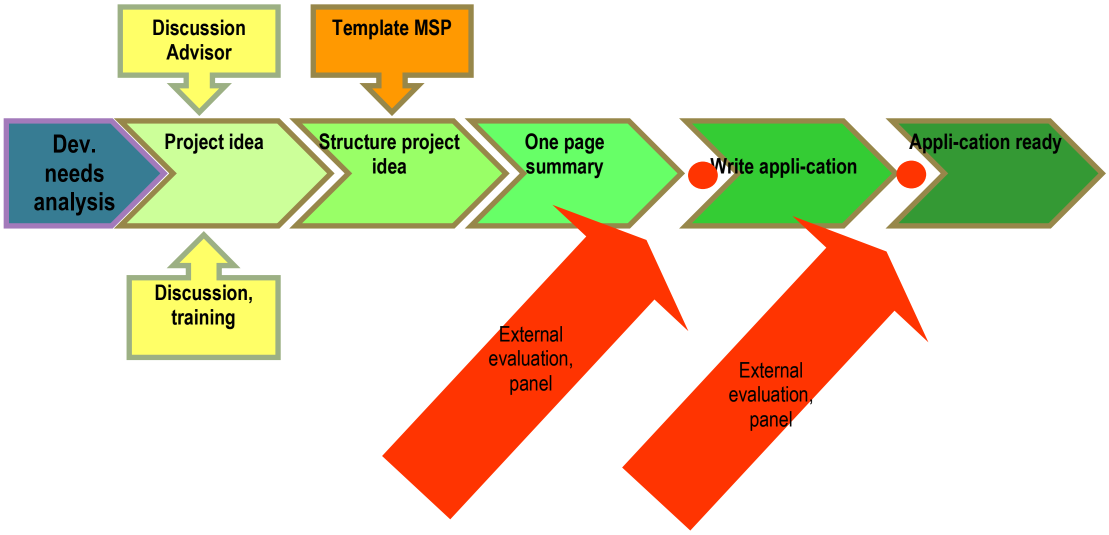
To generate a project that will be approved by the JTS (Join Technical Secretariat) within the framework of the South Baltic Programme some important factors and processes need to be taken into account. In this part, the generic model and application process, and the Model for Strategic Project Planning (MSP) to prepare an application will be explained. The main five parts of a project matrix will be briefly introduced and be explained in detail during the training. The success factors in developing of project in the South Baltic Programme as well as the efficient way to define a problem and to generate project ideas will be discussed.

1.1.1 Generic Model - Application Process



To effectively prepare an application, the Model for Strategic project Planning, MSP is recommended.

Model for Strategic project Planning, MSP



The main five parts of a project matrix

Part A - Educate the evaluator, describe in which context your idea fits

Part B - Results

Part C - Planning of the project; describe how you plan to perform the activities in the project

Part D - Summary, the project description on one page

Part E - Checklist; briefly describe the activities until the deadline for the proposal

During the training, every part of the matrix will be explained in detail.

The first questions one should ask when s/he want to develop a project are described in part A.

Part A **Educate the evaluator, describe in which context your idea fits**	
Describe the area of development	
What facts and figures from official documents are there?	
Why is a development within the area needed?	
Who bothers?	
Is it important at a European Union level? Why not on national or regional level?	
Why have this not been done before?	

1.1.2 Success factors - Specific Profile of the South Baltic Programme (30 min.)

To develop a project successfully, it is critical to take into account the characteristics of the South Baltic Programme. In relation to other trans-national and cross-border programmes in the South Baltic area as well as to its thematic contents, the South Baltic Programme as a multilateral cross-border cooperation programme is characterized by the following specific features:

Promoting both bilateral and multilateral cooperation: Even though multilateral cooperation is the main focus, the South Baltic Programme welcomes also bilateral cooperation. The cooperation between the involved regions cannot be covered by other cross-border cooperation programmes. It means if the problem to be solved requires an involvement of partners from “only” 2 countries do not try to create broader partnership.

Focus on co-operation over sea rather than over land borders: some traditional cross-border activities (like e.g. planning and construction of roads, planning and building of cross-border checking points, etc) are of minor importance under the South Baltic Programme;

Unusual fields of cooperation: The unique thematic profile of the South Baltic Programme allows bilateral and multilateral actions in a number of fields that are not covered by other transnational and cross-border cooperation programmes in the South Baltic area. Examples are social and youth issues, cultural exchange, life-long and e-education, or people-to-people contacts. Activities that support tourism, entrepreneurship and SMEs (Small and Medium Enterprises), integration of labour markets and fostering knowledge based economy at sub-national and local levels are also welcome. So the most promising projects are those that are in line with topics of the SBP. Thus before taking decision about applying for the programme partners should consider if the project idea suits only to the SBP.

Fostering cooperation between regions: In contrast to transnational cooperation, the focus of the South Baltic Programme is on cooperation between regions rather than on cooperation between countries. The common problems to be solved by South Baltic Programme projects do not necessary have to represent issues having significance at a national scale, but can origin from local and regional needs. Especially local and regional authorities as well as NGOs are regarded as important Partners in such projects and are therefore explicitly invited by the Programme. Analysing problem to be solved partners should focus on the existing regional or local problems in the involved regions. Therefore partners should deeply discuss their local or regional situation as a starting point.

Cross-border versus local problems and activities: although SBP focuses on local and regional issues and promotes projects solving specific problems for the regions covered, partners should build up the project idea on

1. problems that are common for all partners or
2. on topics requiring an involvement of organisations from other regions

Being close to beneficiaries: The South Baltic Programme keeps a network of regional Contact Points in all countries and each of the participating regions. They give information on the programme and advice to potential applicants “on the spot” and – as far as possible – in national languages. Therefore, first contact with the programme authorities (Contact Point or JTS) to present project idea is strongly recommended. It can reduce unnecessary effort or avoid many mistakes while project development phase.

Investment added value should be clear and international – the characteristic of the SPB as a cross-border programme requires activities that are implemented on international level. The same requirement affects the investment too. Investments financed by the project have to have a strong international added value.

Welcoming small, but well developed projects: Compared to transnational programmes, the South Baltic programme aims at projects that are smaller in size and less complex in their partnership structure. An eligible project partnership can be constituted by only two Partners from two different countries. The average size of a project is recommended to be between 500.000 and 1.000.000 EUR. In Measure 2.4, even a minimum size of 50.000 EUR may be eligible;

Soft outcomes, exchange and networking as values in itself: Having people's needs in focus, the programme supports explicitly intercultural dialogue, conceptual work, exchange of knowledge and transfer of successful practices between the involved regions as this may bring positive synergy effects. Durable cooperation networks, conceptual documents and direct people-to-people contacts are regarded as important and valuable outputs of the programme. The preparation of investments is an asset. Related project activities are encouraged, but even without a project can demonstrate high quality.

Scientific character of the projects versus applied solutions: one of the most typical threats is too scientific character of the project. It does not mean that project should not include scientific activities but the outcomes have to influence the reality (quality of life) in the regions covered. Thus all scientific outputs should have applied characters and lead to practical solutions of problems being in focus of the project.

Planning top-down or bottom-up: it is strongly recommended to involve all partners in the project preparation phase. Joint project development is one of the programme principles and significantly reduces problems that usually belong to the project implementation phase (e.g. different understanding of project partners' role).

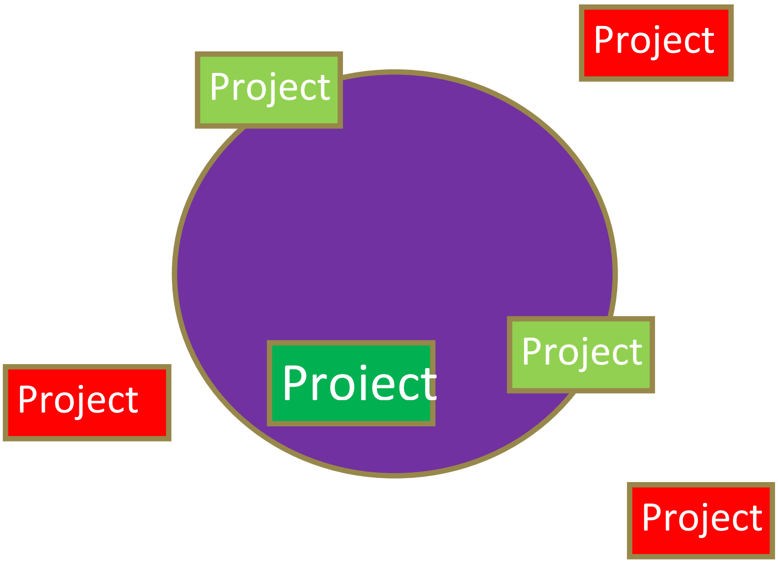
Money for value: to develop project's budget realistic and therefore avoid problems in the implementation phase before starting discussion about the financial issues project partners should agree on the content issues (activities). Clear picture of tasks should be a basis for defining resources (staff, money etc.) needed for the implementation.

1.1.3 Projects as Responses to Challenging Situations (how to define problem to be solved)

The project should be built up on the real need for the programme area. Project should solve one of the socio-economic problems that are typical and relevant at the level of the South Baltic area. Existing challenge(s), problem(s) or areas for improvement and development that the project addresses should be described in the way that sends a clear message. It is important to underline the relevance of the subject addressed to the South Baltic area. It can be done for example by describing how the present circumstances negatively affect the situation in the participating regions, or by outlining future negative effects if the project is not implemented. When describing the initial situation verifiable data, such as for example statistics, reference to previous projects addressing the subject (and how your project follows up), etc. should be presented to support its qualitative description. Problem described should give a clear picture about the current situation based on facts and have to originate from a relevant problem / challenge / opportunity in the SB area. If the problem, challenge or opportunity addressed cannot be considered as typical, common or crucial for the South Baltic area but is rather a local/regional/national singularity, then it does not fulfil cross-border principle of the programme. Therefore, it cannot be scored positively.

1.1.4 Generating Project Ideas

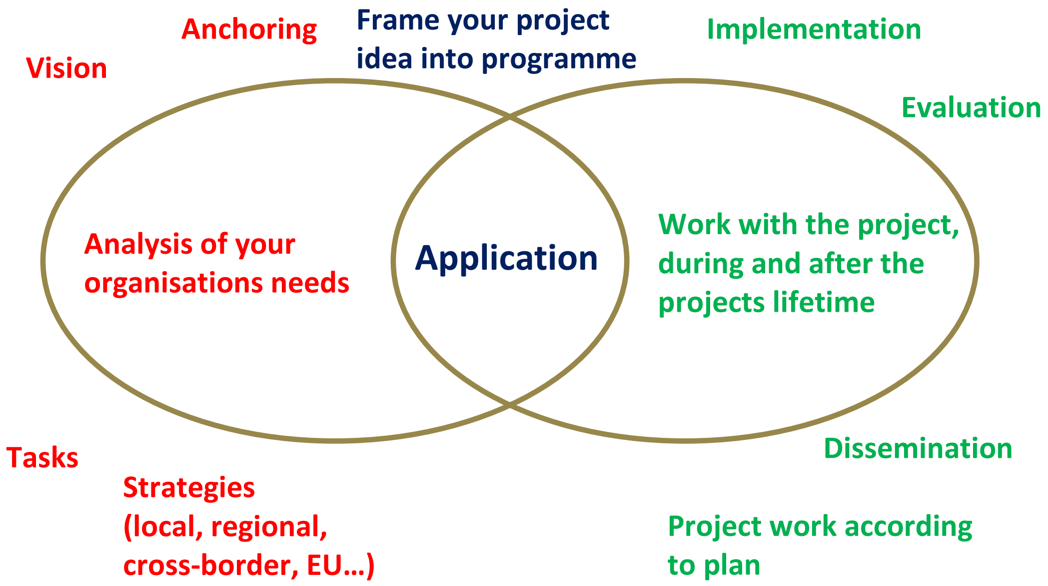
A project idea is good when it is built on **your** developmental needs.



The three main questions should be asked and analyzed to create a good project idea.

1. Regarding to background, problem or issue to address
   - What is our mission and what challenges do we face?
2. Regarding to vision
   - Where do we want to come and what can we do to achieve this, or take steps in the right direction
3. Regarding to preconditions
   - What preconditions and resources do we have, do we need additional resources?

To generate an idea into a project



The application of a project should answers four questions (three W and one H)

- What ? - Vision, results, impact
- Why? - Solve a problem, reach strategic goals
- With whom? - the ideal partnership to perform tasks and implement results
- How? - Frame into programme, focus, define activities, budget according to activities, impact

1.2 Exercise

1.2.1 Exercise 1

1.2.1 a. Objective for exercise 1

Participants after doing this exercise are able to:

- to define a potential problem which can develop to a project idea
- to indentify how to write a good definition of potential problem

1.2.1b Task for participants

Please read carefully problem description of the two cases based on one project idea.
After that compare and describe the differences of problem description in two cases.
Information of the cases will be given by the trainer.

1.2.2 Exercise 2

1.2.2a Objective for exercise 2

Participants after doing this exercise are able:

- to be aware of a success factors in generating projects ideas
- to generate a project idea

1.2.2b Task for participants

From the list of different topic, please generate your own project ideas. Please keep in mind of the success factors that are required by the South Baltic Program and other ones.

1.2.2c List of different topic

a. support for Small and Medium Enterprises (SMEs)
b. linking SMEs, research networks and regional governments
c. cross-border labour market and mobility
d. new forms of education
e. improved and new transport connections
f. passenger transport
g. water management and water quality
h. Integrated Coastal Zone Management
i. waste management
j. response to disasters
k. renewable energy sources
l. energy efficiency
m. use of natural and cultural heritage
n. tourism products and infrastructure

o. environmentally friendly products
p. development of local communities focused on young generation
q. development of local communities focused on rural areas
r. building networks between NGOs
s. cross-border cultural and sports events
t. gender equality and social inclusion

2. Project Objective and Result

(60 min.)

2.1 Introduction – explanation

Projects applying for funds within the South Baltic Programme are expected to address problems, gaps and needs for development that are identified within the Programme area. They have to provide solutions to those, with benefit to the South Baltic area. Following logical interrelation, partners have to define project's objectives that will contribute to solutions of an identified problem.

Project **Objectives** can be defined as a desirable future situation to be accomplished in consequence of project implementation.

All objectives should be developed based on so called SMART principle, i.e. that objectives have to be:

- **Specific** = an objective has to define a single, simple change in a clear and easily understandable way and set out what will change, for whom and where.
- **Measurable** = it must be possible to collect quantitative or qualitative data in order to evaluate if the objective is achieved.
- **Achievable** = there are enough internal financial, human, institutional and physical resources available to achieve the (level of) change.
- **Relevant** = the objective clearly meets the problem it intends to address and is meaningful to key stakeholders and beneficiaries.
- **Time-framed** = there is a deadline by when the objective shall be achieved.

Project **Results** on the other hand have to explain what are going to be the immediate effects after the implementation of the project

The description of results should concentrate on the information why the specific results are necessary and why they are the best means to achieve project objectives. Project results can be described either as means that are developed in course of project implementation (e.g.

“cross-border networks supporting start-ups”, “agreements between transport providers”), or as an outcome of applying such means (e.g. “increased number of start ups in South Baltic area”, “increased quality of transport services”). Results change the initial situation that was present before project implementation. In this way they substantially contribute to the achievement of the project objectives.

These questions will help you to prepare your results better.

Part B **Results**	
Clear description of the projects outcomes, results. (If described visionary also be concrete)	
Who will use the results?	
How shall the results be used?	
What does the user call the results? Transform the description of the results to something familiar and positive for the user. ***Examples of concrete results:*** *Training material/courses* *Digital media: CD ROM/web site etc* *Video* *Workshop* *Meeting/Conference/Seminar* *Network* *IT System* *Software* *Documents: Reports, articles, Fact sheets, Newsletters* *Guidelines, check lists, manuals* *Pilot Site* *Prototype* *Data/Database* *Indicators* *Methodology* *Algorithm* *Patent* *Copyright* *New Platform* *New Tools* *Joint Publications* *Mobility/Exchange* *IT Network* *Knowledge Sharing* *Spreading Excellence*	

2.2 Exercise 1

i. Objectives of the exercise

The aim of the exercise is to prepare participants to be able:

- To formulate good objectives
- To differentiate between objectives and results
- To identify the correlation between objectives and planned results

ii. Task for participants

Please read carefully the two cases below. After that, write down a list of objectives and results from both texts. Please, explain the correlation between both elements. Information of the two cases will be delivered by the trainer.

2.3 Exercise 2: SMART principles

i. Objectives of the exercise

After doing this exercise, participants are able

- To formulate objectives based on SMART principles

ii. Task for participants

Please, develop objectives for the project focusing on the problem identified within the previous training module. Take into consideration the SMART principle. Additionally, you can define the planned results. The exercise should be done in the same groups of participants as before.

iii. Description of the cases

2.2. Objectives and expected results – what does the project want to achieve? (max. 2000 characters)

3. Activities and outputs
(120 min.)

3.1 Introduction – explanation

The South Baltic Programme defines the term **activity** as a group of tasks performed by Partners. Activity is necessary for the proper implementation of a projects and the achievement of its objectives. It is important to list and describe activities in such a way, that the responsibilities and working steps of the Partners become transparent. The Programme, however, does not request to describe a project at the level of particular tasks.

Example 1: A project includes the activity "regular publication of an e-newsletter". It is listed in the "activity and financial timetable" of the application. It requires tasks such as "providing contents", "providing contacts to mailing list", "preparing layout", etc. However, the latter do not have to be given in the application.

Activities to be carried out within a project must be logically organized into components, and hence build a project structure. In other words, **Components** are tools for structuring the project's content. They allow grouping of activities that are similar in character and purpose, and that aim to achieve a specific set of goals. It is not the location, the type of expenditure or the chronology of activities within the project that determine their belonging to a certain Component.

In order to facilitate the structure and management of a project, the South Baltic Programme sets the possible number of Components related to project implementation between 3 and 5. As an exception, projects having a total eligible project budget of up to 200.000 EUR are allowed to group all implementation activities and costs into one Component.
In case of a total eligible project budget of more than 200.000 EUR, two Components have compulsory contents which are predefined by the Programme:
Component 1 "Management and coordination"

Component 2 "Communication and dissemination"
At least one, but a maximum of three further Components have to be "content-related". The scope and names of the Components 3 to 5 can be defined by the project with reference to its specific subject and composition (e.g. "Strengthening the capacity of risk management institutions", "Pilot actions in cross-border risk management").

In addition, it is obligatory for all projects to have a Component 0 “Preparation”, dedicated to project preparation activities before submitting the application, in case the project wants to claim ERDF (European Regional Development Fund) co-financing for related costs.

Example 2: Activities such as “regular publication of a newsletter”, “preparation and maintenance of the project website” and “conducting conferences for regional policy makers” should be grouped into the Component 2 “Communication and dissemination”.

Outputs originate directly from project activities. They can be easily attributed to them (e.g. the activity “strategic project steering and monitoring” in Component 1 could have outputs such as: “rules of procedure for the Steering Group”, “Steering Group meetings”). Outputs are tangible deliverables produced during project implementation and are means to achieve project results (e.g. “leaflets promoting energy saving patterns”)

The questions should be answered when one prepare project activities

Part C **Planning of the project; describe how you plan to perform the activities in the project**	
Divide the project into phases	
Who are the partners and what will their role be?	
Do you have established contacts with partners?	
What resources are necessary for the project?	
How large budget do you calculate on?	
How long will the project last?	
How much would you be prepared to invest in the project in money and working hours?	
What risks can you foresee with the project? (A SWOT-analysis is always good to do)	
Suggested fund, work programme and funding scheme	

3.2 Exercise 1

i. ***Objectives of the exercise***

After doing this exercise, participants are able

- To formulate activities and outputs
- To differentiate between activities and outputs
- To identify the correlation between activities and planned outputs

ii. ***Tasks for participants***

Please sort out the papers with activities and outputs. Please explain your decisions. The papers will be provided by the trainers.

3.3 Exercise 2

i. ***Objectives of the exercise***

After the exercise, participants should be able to plan and structure activities in a component form while keeping in mind the timing

ii. ***Tasks for participants***

Please, develop activities for the project focusing on the problem and objectives defined within the previous training module. Additionally, you can define a structure of the budget.

i. excel sheet
ii. discussion and presenting it on the paper (flipchart or white board)

No.	Activities	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.
CP 1	**Project management and coordination**																								
CP 2	**Communication and dissemination**																								

No.	Activities	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.
CP 3																									
CP 4																									

4. Partnership

(60 min.)

4.1 Introduction – explanation

Who can take part in the South Baltic programme projects?

Partners and Associated Organisations can take part in South Baltic projects. Each project has to follow the Lead Beneficiary Principle. Among the Partners who carry out the project, one is appointed to act as Lead Beneficiary and takes the overall responsibility for the project implementation. The Lead Beneficiary must fulfil more demanding criteria related to its financial and organisational capacities than the other Partners.

4.1.1 Lead Beneficiary

The Lead Beneficiary takes the overall responsibility for project implementation. It signs the Application Form and – in case of approval – the subsidy contract with the MA.

In the South Baltic Programme, the Lead Beneficiary must be either: a national (governmental), regional or local authority or their association, or an institution that will need to provide evidence that:

- it is established under public or private law for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character,
- it has legal personality, and
- it is financed, for the most part, by the State, regional or local authorities, or other bodies governed by public law; or subject to management supervision by those bodies; or having an administrative, managerial or supervisory board, more than half of whose members are appointed by the State, regional or local authorities, or by other bodies governed by public law.

4.1.2 Partners

In the South Baltic Programme a Partner must be either a national (governmental), regional or local authority or their association, or an institution which will need to provide evidence that:

- it is established under public or private law for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character, and
- it has legal personality.

For example, the following legal entities and organisations might be regarded eligible for the financial support from the Programme:

- national (governmental), regional or local authorities as well as their associations;
- non-governmental organisations (NGOs);
- schools, universities, vocational and other educational organisations and centres;
- research and development institutions;
- entrepreneurship and innovation development support structures, like business incubators, trade unions, chambers of commerce;
- national and landscape parks, bodies responsible for management of protected areas;
- other public institutions supporting and promoting sustainable development, innovation and entrepreneurship.

4.1.3 Associated Organisations

Associated Organisations are entities that participate actively in a project, but claim no refund from the ERDF (European Regional Development Fund). They may not be able to become eligible Partners (e.g. because they are for-profit organisations or organisations located outside the EU that do not fulfil the eligibility criteria as defined in the Programme Manual) or refrain for other reasons (e.g. because they have only a small role in the project and want to prevent reporting efforts).

Most commonly, Associated Organisations represent important stakeholders, key target groups of end users of project results. The most welcome Associated Organizations in the South Baltic Programme are SMEs (Small and Medium Enterprises) and entities from Kaliningrad. However, organisations from other regions and countries outside the EU can also take part as Associated Organizations, if it is valuable for the project and the South Baltic area (e.g. a tourism association in China that helps to promote the South Baltic area to Chinese tourists).

Associated Organisations dedicate own resources to the project (e.g. working time, costs related to organizing and hosting conferences, other dissemination activities, delegating volunteers, providing owned venues or high technology equipment for project work etc.) and sign Letters of Commitment. Those describe the role of the Associated Organisation in the project, including concrete contributions and tasks in the implementation that allow assessing the level and added-value of their involvement. In order to enable a more wide-ranging and active involvement of Associated Organisations in the project activities, Partners can cover related costs on the side of Associated Organisations from their eligible project budget. Typical examples are expenditures related to their participation / contribution to project events (e.g. travel and accommodation costs etc.). Subcontracting of Associated Organisations for project tasks to a larger extent (e.g. elaboration of an expert study, remuneration for the preparation of an expert lecture) is only possible if it is in line with the national public procurement rules of the covering Partner.

Example: A project develops a blueprint for a new product (patent), which can be the basis for commercial activities. Such patent cannot be given only to a selected participating Associated Organisation for commercial use without fee. They have either to be provided for free use by any interested company or can be commercially exploited by one of the Partners, which would, however, have to deduct the expected revenues from its costs during reporting as a consequence.

The minimum project partnership in the South Baltic Programme consists of two Partners from two different Member States involved in the Programme. With reference to the specific profile of the South Baltic Programme and the subject of the project, both bilateral and multilateral partnerships are welcome and may be considered as of high quality. Nonetheless, projects are encouraged to group adequate institutions from different sectors in more complex partnerships for solving the problems tackled upon by a project as such a cross-sectoral approach can improve the innovativeness and quality of the results. In such a partnership, all Partners and Associated Organisations shall cooperate on equal terms.

Example: The "Triple Helix" model is one of the forms of such cooperation. It means close collaboration between business, educational institutions, and public administration. In this case, public authorities would ensure proper anchoring of projects results. Direct participation of small and medium enterprises (SMEs) or indirect business representation by their associations would contribute to regional economy development. By the involvement of the research and academic sector the project would gain knowledge and expertise. However, it should be noted that SMEs cannot benefit from the Programme although can participate in a project with their own resources only.

Most project ideas come from a common challenge, willingness or need to solve it. One of the most crucial elements of the project development is the establishment of a solid and efficient partnership. Starting with first meetings Partners should learn about each other (interests, needs, motivations, cultural and structural aspects, etc.) and step by step define their commitment to the project. It has to be underlined that a joint implementation of the activities requires high cooperation and trust. Thus, a strong relationship between Partners needs to be developed. It is highly recommended the potential Partners are compatible in terms of the needs, interests, capacities (financial, organisational), location, etc.

4.2 Exercise with case study

i. Objective of exercise

With whom? - the ideal partnership to perform tasks and implement results

After the exercise participations are able :

- To plan and to build up partnership structure
- To manage to find partner
- To decide when to start to build up partnership network

ii. Tasks for participants

Please, read carefully the project description and objectives of the content work packages. In the end of the description you will find three options of partnership structure. Please, analyse them taking into consideration their structure, relevance, national and financial balance etc. and chose the most suitable one. Please justify your decision. The description of the case will be informed by the trainer.

5. Dissemination

(30 min.)

5.1 Information

The South Baltic Programme expects that its projects carry through proper dissemination activities, and take provisions for ensuring the durability of the results and the international networks created. This requires planning extra time in the end of the project, after completing the content-related work. The targeted dissemination ensures impact and relevance for the whole South Baltic area.

Projects that include pilot investments are expected to show strong transfer/dissemination activities that ensure the application of the developed solution in other countries and contexts. Communication is a process that allows the exchange of information by several methods. Communication requires all parties to understand a common language that is exchanged with each other. Exchange requires feedback.

Communication is usually described along the following lines:

1. Content (what is communicated?)
2. Source/ Sender/Message/Receiver
3. Form and Channel (through which medium?)
4. Purpose (what results are expected?)

Communication is the exchange of information and its very basic principle is to keep it simple. Generally, communication includes three elements: a sender, a message (to be transmitted), and a recipient (a target). It is on the basis of these three elements a communication plan and communication tools are developed. These guidelines cover internal and external communication issues although external communication is more in focus for this module.

Communication at project level

- Internal communication; between project partners
- External communication; actors outside the project

5.2 Internal communication

Aims:

- organising information flows between Lead Beneficiary and project partners, and between project partners;
- making sure project partners identify themselves with the main aims of the project;
- making all partners see themselves as a part of the bigger picture (your project), and not only concentrate on their “local” activities.

Target groups (examples):

- Project partners;
- Project partner organisations;
- Subcontractors, consultants;
- Financial and administrative staff.

Tools (examples):

1. Internal newsletter (email, online, paper copies);
2. Internet website & intranet;
3. Meetings;
4. Virtual meetings e.g. Skype, Marratech, WebEx conferences;
5. Printed materials (brochures, flyers etc.);
6. Face to face contact.

5.3 External communication

Aims:

- Focus on actors outside the project;

- **Direct** communication: the sender communicates directly with the recipient e.g. poster campaign the region;
- **Indirect** communication: the sender communicates the message through intermediaries e.g. the media (radio, television, press), associations, pan-Baltic organisations, etc.;
- **Mixed** communication: information is spread through a number of communication tools (thus mixing direct and indirect communication) e.g. an advert in a newspaper invites readers to order a brochure per email etc.

Tools (examples):

1. Project website is an essential communication tool. Good website should be user friendly, updated frequently, simple and easy to use. While creating project website three elements are important: design, structure and content. Project website should present at least following information:
    - Information about the project;
    - Information on the project implementation;
    - Project results;
    - Project events;
    - Contact data;
    - The EU emblem, Programme logo, reference to the ERDF and links to the Programme website/relevant EU websites.
2. Conference
3. Flyer
4. Newsletter

External communication can be direct or indirect.

- Direct communication: the sender communicates directly with the recipient e.g. personal letter to mayor in municipality, poster campaign in the region etc.
- Indirect communication: the sender communicates the message through intermediaries, for instance, the media (radio, television, press, etc.), schools, associations, pan-Baltic organisations etc.
- Mixed communication: information is spread through a number of communication tools (thus mixing direct and indirect communication) e.g. an advert in a newspaper invites readers to order a brochure per email etc.

The following basic principles can help and guide you as you start your communication work:

- Place yourself in the position of the recipient.
- Message must always seek to address issues that are relevant for the recipient.

- Remain simple and concrete.
- The natural tendency is to explain everything, including all the details, which makes it more difficult to get the message across.
- Target your message.
- The information should be tailored to each target group
- Use different communication tools.
- Don't be boring, but also don't forget the simple and effective tools like email, press release etc.
- Be consistent.
- Actions must be repeated and effort must be maintained as only a long-term commitment in communication will achieve results.
- Be creative and innovative.
- Try out new things, as well as learn from others. [1]

Communication activities should never be improvised and therefore you have to plan them beforehand

5.4 Specific communication requirements in the South Baltic Programme

Description of dissemination activities

Project in the South Baltic Programme are not obliged to draft a separate communication plan. Therefore, the communication and information activities have to be described in detail in the Application Form (Component 2 "Communication and Dissemination"). The information on the Component has to include, among other issues, the tools used for communication and dissemination, target groups and specific content of the tools as well as responsibilities of the partners. If the information manager is planned to be appointed or tendered, the relevant information shall be provided in the Application Form. In case of larger projects it is recommended to appoint a specialist as information manager, who will be responsible for the implementation of information and communication activities and co-operation with the Joint Technical Secretariat.

The **Communication Plan** serves as a guide to the communication and sponsorship efforts throughout the duration of the project. It is a living and working document and is updated periodically as audience needs change. It explains how to convey the right message, from the right communicator, to the right audience, through the right channel, at the right time. It addresses the six basic elements of communications: communicator, message, communication channel, feedback mechanism, receiver/audience, and time frame. Having a Communication plan in place is an essential component for good project management. This document ensures that all stakeholders are equally informed of how, when, and why communication will happen. Communication is often a very effective way to solve problems, deal with risks, and ensure that tasks are completed on time. Successful communication plans will identify stakeholders or target groups the information to be communicated, and how this information will be communicated (online communications - e-mail, telephone and Skype communication; print publications - brochures; meetings and conference materials; media relations and public relations materials).

The main goal of communication plan – to develop a detailed plan for successful communication of the project results and progress within and outside the Project

The main communication aim and principle - determining standards and methods of communication between various parties involved in the project.

6. Summary of the training session - project idea and problem, objective, activity, output, result, impact (indicators)

(30 min.)

6.1 Introduction

6.1.1 Summarised matrix with questions to be answered by planning a project

The five parts of questions that help you in each important phase of a project development are summarized in the following matrix.

Part A **Educate the evaluator, describe in which context your idea fits**	
Describe the area of development	
What facts and figures from official documents are there?	
Why is a development within the area needed?	
Who bothers?	
Is it important at a European Union level? Why not on national or regional level?	
Why have this not been done before	

Part B **Results**	
Clear description of the projects outcomes, results. (If described visionary also be concrete)	
Who will use the results?	
How shall the results be used?	
What does the user call the results? Transform the description of the results to something familiar and positive for the user. ***Examples of concrete results:*** *Training material/courses* *Digital media: CD ROM/web site etc* *Video* *Workshop* *Meeting/Conference/Seminar* *Network* *IT System* *Software* *Documents: Reports, articles, Fact sheets, Newsletters* *Guidelines, check lists, manuals* *Pilot Site* *Prototype* *Data/Database* *Indicators* *Methodology* *Algorithm* *Patent* *Copyright* *New Platform* *New Tools* *Joint Publications* *Mobility/Exchange* *IT Network* *Knowledge Sharing* *Spreading Excellence*	

Part C **Planning of the project; describe how you plan to perform the activities in the project**	
Divide the project into phases	
Who are the partners and what will their role be?	
Do you have established contacts with partners?	

What resources are necessary for the project?	
How large budget do you calculate on?	
How long will the project last?	
How much would you be prepared to invest in the project in money and working hours?	
What risks can you foresee with the project? (A SWOT-analysis is always good to do)	
Suggested fund, work programme and funding scheme	

Part D **Summary, the project description on one page**	
Titel	
Acronym (should make sense and be self explanatory)	
Workprogramme and funding scheme, percentage of funding	
Market the project in a few sentences, an ”elevator pitch”	
Objective and purpose	
Background	
Expected deliverables and Users of the results	
Phases of the work (Simple list)	
Organisations involved and their roles in the proposed work (List)	
Expected costs and duration of the work	

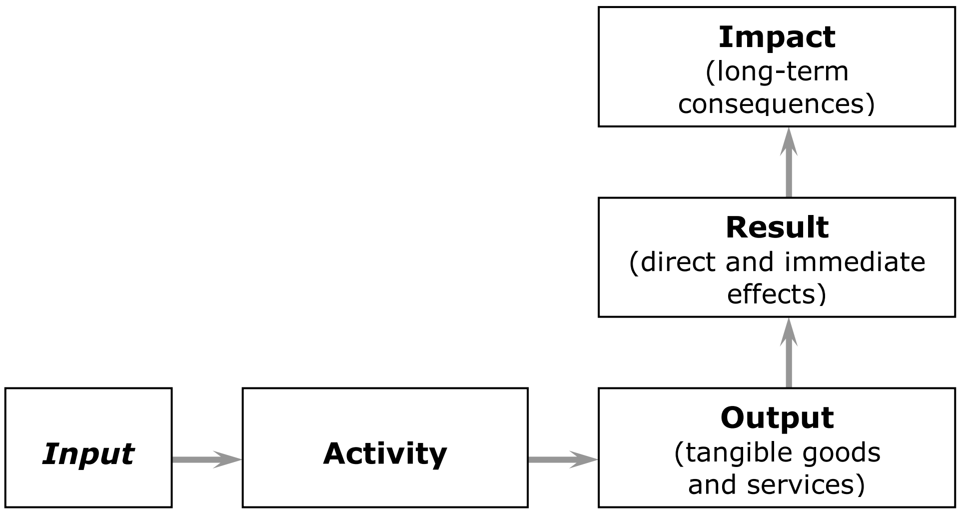
Part E **Checklist; briefly describe the activities until the deadline for the proposal**	
Content of the project (if any discrepancies from the project idea)	
Partners (countries, organisations)	
Co-financing (money and working time)	

Other financing, if any	
Scale of the project (minimum, maximum)	
Duration (minimum, maximum)	
Make an inventory of the need for anchoring in your own and others organisations. Who need to be contacted?	
Preliminary plan for activities: Check planned calls and deadlines. Calculate the time for writing of the proposal and receiving necessary documents (Letters of intent etc). Be realistic!	
Other aspects	

6.1.2 Summarised logical matrix (output, result, impact and indicators)

Outputs should be understood as the immediate products of a project's activities. They are tangible goods and services that the activities produce e.g. reports, written concepts, policy tools, strategies, new products, websites, databases, seminars or training sessions.

Results are the immediate effects of the project/work package on the direct beneficiaries. They describe the (positive) changes achieved e.g. improvement in capacity or performance of partners/beneficiaries, enlargement or strengthening of networks, improvement in traffic connections, changes of behaviour, creating a new best practice, transfer of best practices from one region to another, development of a joint project between two regions, improvement of tourism infrastructure or services.



Output indicators relate to activity. They are measured in physical or monetary units (e.g. length of road constructed, number of firms financially supported, etc.)

Result indicators relate to the direct and immediate effect brought about by a programme. They provide information on changes to, for example, the behaviour, capacity or performance of direct beneficiaries. Such indicators can be of a physical (reduction in journey times, number of successful trainees, number of roads accidents, etc.) or financial (leverage of private sector resources, decrease in transportation cost) nature.

Impact indicators refer to the consequences of the programme beyond the immediate effects on its direct beneficiaries. Two concepts of impact can be defined. Specific impacts are those effects occurring after a certain lapse of time but which are, nonetheless, directly linked to the action taken. Global impacts are longer-term effects affecting a wider population. Clearly, measuring this type of impact is complex and clear causal relationships often difficult to establish.

6.2 Exercise

i. Objectives of the exercise

After the exercise, participants are able

- To write a summary of project
- To clarify the difference between activities, outputs and results

ii. Tasks for participants

After reading the introduction that explains difference and correlation between activities and outputs sort out the papers with elements you will receive from the trainer. Please explain your decisions.