



Version 17 November 2010

ESPON 2013 Programme
COMMUNICATION ACTION PLAN 2011

Approved by the ESPON Monitoring Committee on 15 and 16 November 2010.

Implementation Framework: The ESPON Communication Plan 2007-2013 approved by the European Commission on 10 June 2008



EUROPEAN UNION
Part-financed by the European Regional Development Fund
INVESTING IN YOUR FUTURE

Contents

1.	Background	- 2 -
2.	Roles and Responsibilities	- 2 -
3.	Coordination between Communication and Capitalisation Activities	- 2 -
4.	Aim and Objectives 2011	- 3 -
5.	Target Groups - Identification.....	- 3 -
6.	Information and Publicity Measures 2011	- 4 -
6.1.	Information tools.....	- 4 -
6.1.1.	Programme Manual and Applicants' package	- 4 -
6.1.2.	Official Journal EU	- 4 -
6.1.3.	Programme Managing Support System (PMSS).....	- 4 -
6.1.4.	Programme Bodies.....	- 4 -
6.2.	Communication tools.....	- 5 -
6.2.1.	Publications supporting the Communication Action Plan 2011	- 5 -
6.2.2.	ESPON Newsletter.....	- 5 -
6.2.3.	ESPON Website.....	- 6 -
6.2.4.	ESPON Intranet.....	- 7 -
6.2.5.	Media	- 7 -
6.2.6.	Social Media	- 7 -
6.3.	Targeted activities and actions/Events	- 7 -
6.3.1.	Technical Meetings with First Level Control (FLC)	- 8 -
6.3.2.	Financial managers seminars	- 8 -
6.3.3.	ECP Meetings	- 8 -
6.3.4.	Two Annual Events - Info Days and Partner Café including a Q&A session.....	- 8 -
6.3.5.	ESPON MapArt for Europe	- 8 -
6.3.6.	Working together with the EU Presidencies: ESPON Seminars.....	- 9 -
6.3.7.	Participation in external events	- 9 -
6.4.	Flying the EU flag.....	- 10 -
6.5.	List of beneficiaries.....	- 10 -
6.6.	Promotional material.....	- 10 -
6.7.	Work Plan 2011 and related communication objectives.....	- 10 -
7.	Evaluation	- 10 -
8.	Budget 2011	- 11 -

1. Background

ESPON's communications outputs have significantly increased since 2007, attesting to the growing visibility of its work. Indicators such as subscribers to email newsletters, participants at ESPON events, visits to the website, followers the recently launched ESPON*twitter* and LinkedIn, number of potential partner for Transnational Project Groups / ESPON Partner Café as well as the increasing number of publications and events have all improved the coverage and visibility.

Strengthened co-operation with Member and Partner States, ECPs as well as co-ordination of communications with the European Commission in particular on the communication of ESPON events and publications via its tools have facilitated timely, coherent dissemination of ESPON messages in Europe.

A special mention deserves the strong engagement of the Member and Partner States in organising events at national level under the considerable scope to work together as partners in promoting ESPON. A key part of the drive to promote ESPON has been played by the ECPs. The majority of ESPON news sent by the CU with the ESPressON has been disseminated by the ECPs in their countries and among their contacts.

The communications landscape has also changed and new communications and technologies are available. Therefore ESPON has launched some social media tools in order to impact its audiences in the most effective ways.

During 2011 those results must be consolidated and in this context the communication of the Programme and its approach is very important. The Communication Action Plan 2011 describes the priorities, target groups, actions that will be implemented by the Managing Authority / ESPON Coordination Unit. It sets out how we will provide information that is timely, clear, and reliable in a form compatible with EC Regulation 1828/2006.

Under the supervision of the Managing Authority and the Monitoring Committee of the Programme, complementary activities should also be carried-out by the ESPON Contact Points in order to ensure that we are robust in our approach to communicating key information about the Programmes.

2. Roles and Responsibilities

Managing Authority: Official communication with programme bodies and European Commission.

Coordination Unit: Overall programme level communication to general public, potential beneficiaries, beneficiaries, project partners, programme bodies.

ECPs: Informing on ESPON activities to relevant regional / national and academic stakeholders in the transnational context; promoting ESPON in their countries by increasing the national networks around ESPON.

Projects Partners: Developing mandatory set of communication and fulfilling information requirements; participating in meetings, seminars and other events to present results of the projects.

3. Coordination between Communication and Capitalisation Activities

The communication activities are fully complementary with the capitalisation activities that are an inherent part of the overall ESPON Work Plan for 2011.

The key messages of the Communication Plan will be as well channelled through media and action belonging to the Capitalisation Activities, in particular: the ESPON website, Newsletters, Press Releases, Seminars and workshops targeting the programme stakeholders.

4. Aim and Objectives 2011

For the 2011 the following priorities will be addressed:

- a) Inform potential beneficiaries and raise awareness and transparency of the opportunities on offer by calls opened by the Programme.
- b) Attract potential beneficiaries to submit good quality project applications.
- c) Provide beneficiaries with complete, accurate and updated information about regulations, guidelines for good project management in order to maximise the quality of project implementation.
- d) Inform and raise awareness amongst the general public of the role of the Community in the actions funded by the Programme.
- e) Inform the programme's partners and stakeholders about the programme's management, progress being achieved and raise awareness of issues that may impact on its management and delivery.
- f) Inform project partners and raise awareness of the responsibilities they have under the regulations (with particular reference to information and publicity), provide guidance and advice to help ensure compliance, ensure that results are communicated by the project partners and the programme jointly in order to make the programme operations tangible and visible.
- g) Support the communication with additional promotional material.

5. Target Groups - Identification

The ESPON "Communication Plan on Information and Publicity Measures" for the programming period 2007-2013 defined and clarified the primary targets and recipients of its communications activities¹.

The primary target groups are listed below. At any given time additional groups may be added to this list, although it is our assessment that these groups are relevant for the entire programme period.

In general, the following order applies:

- Potential and final beneficiaries: public or public-equivalent bodies described in the Programme Manual and governed by public law, private bodies.
- Programme Bodies: MC, ECPs, Paying Authority, European Commission;
- The Scientific Community: this includes potential applicants for ESPON funding, as well as those with a specific interest in the direction of ESPON and the outputs it will produce.
- Media and Opinion Leader: for journalists working for regional, national and European media; the immediate services for this audience concern the provision of press releases and media packages and announcement on events.

¹ Cf 3. Target groups, "Communication Plan on Information and Publicity Measures" for the programming period 2007-2013 2006.

- 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.

6. Information and Publicity Measures 2011

ESPON will work in partnership with the ECPs and MS and PS to provide information and to promote the Programme. The ESPON CU will keep ECPs informed of all activities that will be undertaken over the year.

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

For the year 2011, the ESPON Managing Authority, with the support of the ESPON Coordination Unit, intends to implement the following actions:

6.1. Information tools

6.1.1. Programme Manual and Applicants' package

The applicants' package and the programme manual will be updated and completed prior the opening of the Calls to be launched in January and August 2011. They will include the relevant information providing a detailed picture of the priorities, their background and objectives, the principles for applying, assessing, approving and monitoring projects and the application form, the Operational Programme and the Regulation providing the legal framework for the ESPON 2013 funded operations. They will be published on the ESPON website and disseminate during the info day event and on demand.

6.1.2. Official Journal EU

The Calls will be announced at the Official Journal in two steps: the pre-announcement and the announcement.

6.1.3. Programme Managing Support System (PMSS)

The Programme Management Supporting System of the ESPON 2013 Programme is operational since 2009. After distributing the access rights, the system became accessible for the main actors of the Programme, such as the Monitoring Committee, Managing Authority, Certifying Authority, Group of Auditors and First Level Controllers for their use. Even though the system is continuously developed with new features in order to make it more useful and efficient, it can be considered as a reliable monitoring and financial reporting system that can support the everyday management and monitoring of the operations.

The PMSS stores as well information about the projects and subsequently also information about the various priorities and measures on the Programme level that is updated regularly by the ESPON CU. The database will serve as the main source for both quantitative and qualitative data on projects implementation and achievement.

6.1.4. Programme Bodies

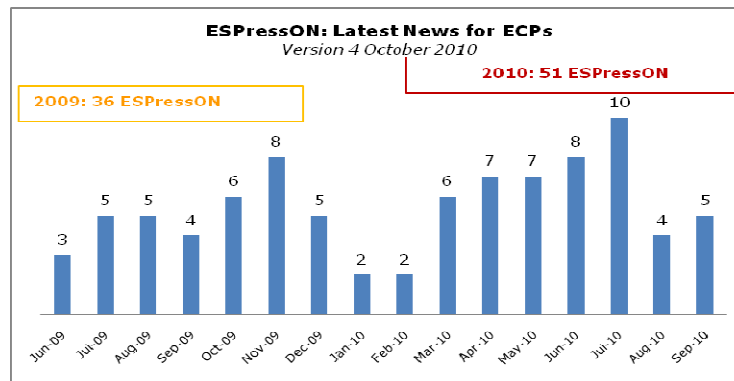
The programme bodies –MC Members and ECP network, - will be involved in reaching potential beneficiaries, policy makers, other stakeholders and the citizens. The CU itself will provide continuously information about the programme. External information requests will be answered as well as documents will be provided on demand.

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 meetings and contacts between the different units and actors will be held as well as regular messages to keep the programme's bodies informed.

Since June 2009, the ECP Network has been continuously involved in the ESPON communication activities and informed through a new communication tool called ESPressON, which is targeting the ECPs audiences in an effective way.

The ESPressON is a direct mailing message containing the latest news in plain text with link to the relevant web pages at the ESPON Website.

By September 2010, 87 ESPressON have been sent to the ECPs, with a monthly average of about 5 messages per month as the following chart shows:



During 2011 those results must be consolidated and in this context the ESPressON will ensure that the ECPs are informed about all the relevant news.

6.2. Communication tools

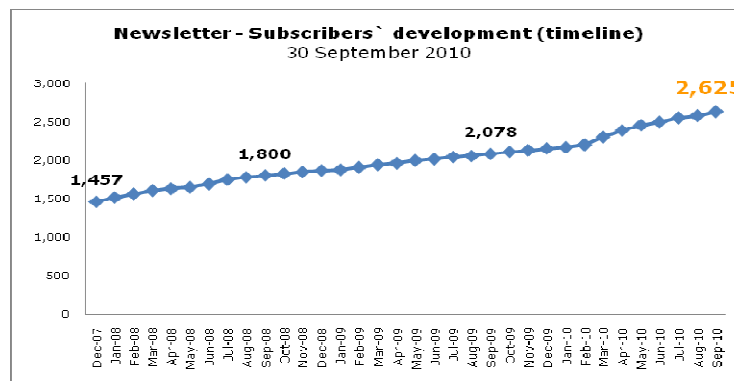
6.2.1. Publications supporting the Communication Action Plan 2011

Information material for beneficiaries on the framework and purpose of actions will be published and distributed in printed and/or electronic form:

- Programme and Guide Documents (Programme Manual and Application Pack);

6.2.2. ESPON Newsletter

The ESPON Newsletters were distributed to a mailing list with more than 2.000 recipients (+ 26% in September 2010 compared to September 2009):

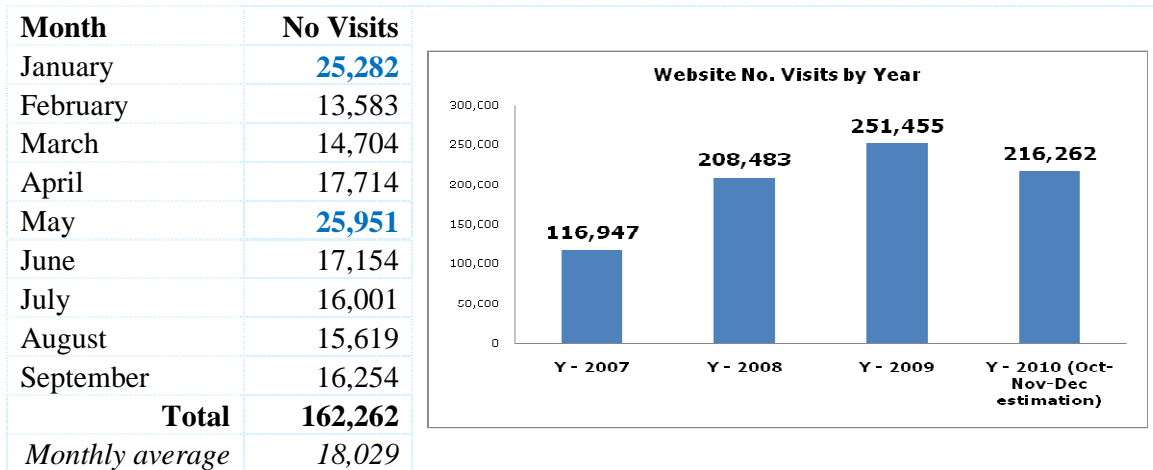


For each of the newsletters disseminated in the framework of the Capitalisation Strategy during 2011, the ESPON CU will elaborate a short article targeting the launch of the calls. In addition, information on the timetable of events will be as well provided.

In 2011, it is foreseen to have at least 6 Newsletters.

6.2.3. ESPON Website

More than 160.000 visits were counted by end September 2010, with the highest number of visits on January and May as the following table shows:



By estimating a monthly average of about 18.000 visits for October, November and December 2010, the total number of visits by year looks as the chart above shows.

In order to check the decrease of visits especially in February and March, the CU asked the company Infeurope to analyse the statistics. According to Infeurope, it seems that since with the launch of the new site, all URLs of the page changed, there was a very heavy access of search bots (spiders, harvesting tools), i.e. automated users such as Google and many others, which had an important impact on the website availability.

To improve user access, to reduce performance impact of the bots, and to do appropriate technical tests, they have temporarily been excluded completely or partially from accessing the site until the situation was stabilized.

To summarise, an impact of technical reason is possible on the figures of February and March where access for automated visitors was reduced. Other monthly differences over the period may be associated with particular events, such as the following:

- May values are much higher compared to last year; this could be linked to the campaign of the 5th Calls for Proposals.
- July and August, important decrease not for technical reasons; it might be associated with particular events or might be due to normal seasonal and yearly changes.
- September, clear decrease against 2009. The increase last year *versus* 2008 might probably be related to the 4th Calls which was more important in terms of budget allocated (14.910.000 Euro) and number of projects (up to 31 new projects on new analyses) than the 6th Calls.

The ESPON Website will continuously being updated during 2011 when enhancements seems necessary. Also, in keeping with Commission Regulation 1828/2006 Article 7(2) (d),

the list of beneficiaries, the names of the operations and the amount of public funding allocated to the operations will be updated.

6.2.4. ESPON Intranet

The ESPON Intranet is a communication tool to enable the flow of information within the ESPON network. It is for example being used by the ESPON CU to send documents to the MC and guidelines to the beneficiaries, but also by the beneficiaries to deliver their reports.

During 2010 a makeover of the Intranet has been started updating the functionality and user-friendliness, as well as bringing its design in accordance with the ESPON Corporate design. This update is planned to become operational in 2011.

6.2.5. Media

At the launch of the call, press releases will be elaborated and channelled to the relevant media. The press releases will be mainly targeting the press, the general public and the potential beneficiaries. Timely and informative press releases to promote the Programme and individual projects will be produced as well. This task will be realised in the framework of the Capitalisation Activities 2011.

In 2011 is envisaged to opt at the following concrete output: 6 Press Releases.

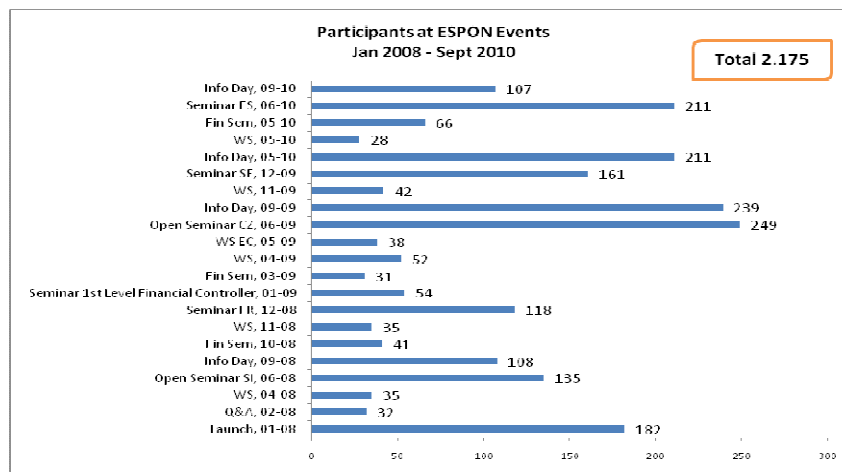
6.2.6. Social Media

ESPON has recently started providing information and updates via a range of social media tools. ESPON can be followed on Twitter, LinkedIn, RSS Feed and Delicious. The ESPON LinkedIn page gives users information about the Programme, and a group has been created that allows ESPON Partner Café members to interact with potential project partners.

The Social Media tools will continuously being updated during 2011 to communicate calls, events and information about the Programme.

6.3. Targeted activities and actions/Events

Since the launch of the ESPON 2013 Programme, more than 2.000 people participated at 21 events as the following chart shows:



In 2011, the following activities and events will take place.

6.3.1. Technical Meetings with First Level Control (FLC)

Following the ongoing results of the assessment of the reimbursement claims from approved projects and in accordance with the approved Road Map to avoid de-commitment, the MA and the CU during 2011 will address specific country related problems of the certification of expenditure according to 1st level control.

Specific meetings will be organised in identified countries in cooperation with the relevant MC members. Support will be asked not only to the concerned MC Members but as well to Central Approbation Bodies (if relevant) and as well to the Group of Auditors representatives.

6.3.2. Financial managers seminars

A first seminar on management and administration of projects will be organised end of February / early March 2011 for Lead and Project Partners of approved projects under the round of calls launched in 2010.

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 coordination and management.

The seminar will as well be open to first level financial controller of centralized and designated controllers of decentralized control systems willing to acquire additional and more specific information about ESPON 2013 reporting procedure and minimum requirements for the certification of expenditure.

A second seminar for projects approved under the round of calls launched in January 2011 will be organized in September 2011.

6.3.3. ECP Meetings

Internal ECP meetings will be organized in June and November 2011 in order to ensure coordination of activities of the programme at national level, the internal coherence and share of experience.

6.3.4. Two Annual Events - Info Days and Partner Café including a Q&A session

The Programme will organise two major information activities (Info Days on New Call including a Q&A session) to present the new funding opportunities and the conditions for applying.

The events will be organised in February and September, will target stakeholders, potential beneficiaries and authorities. Detailed information on the ESPON 2013 Operational Programme, the calls, the conditions to access the funding and any other relevant information will be provided. The events will be publicised widely to ensure a fair participation of actors from all participating Member and Partners States.

The events will be part of the overall campaigns aim at promoting widely the two Calls for Proposal 2011.

6.3.5. ESPON MapArt for Europe

According to the Communication Action Plan 2010, during 2010 the preparation of a European - wide open competition under the theme "European MapArt" should start. The aim

is to use the process and results of an open competition in communicating ESPON wider and with new target groups.

The graphic competition will aim at creating maps with a distinct artistic appeal that will raise attention to ESPON. Participants will have the opportunity to demonstrate their talents by creating maps and / or graphically generating ESPON maps. The output is intended to be used for promotional material, such as an ESPON Calendar 2012, for wide distribution.

The competition should raise attention of the young target group (18-29 years old), in particular students of subjects related to territorial cohesion (agriculture, economics, sociology, politics, geography, etc.) as well as young artists living in any of the member and partner states.

The ESPON Maps to be used can be from the recently printed ESPON Synthesis Report, additional maps can be included in the competition. Maps can be produced using any artistic technique.

13 Maps will be selected and act as visual for the ESPON 2012 Calendar and additional promotional material.

The winners shall be invited to a prize-giving ceremony which shall take place in Brussels on 9 May 2011, Europe`s day, or during the ESPON Open Seminar in June 2011 where a special session can be dedicated to the ceremony.

The exact implementation of this activity shall be further investigated as the option of having the MapArt delivered through an open competition may not comply with the rules governing Structural Funds. If needed, an alternative way of getting the output foreseen will be selected.

6.3.6. Working together with the EU Presidencies: ESPON Seminars

The aim of presenting the achievements of the Programme will be gained through the Open Seminar which is to be organized in June during the Hungarian EU Presidency.

The Coordination Unit shall in cooperation with the Polish Presidency organise an Internal Seminar on November 2011. The internal seminar shall contribute to ensuring the internal consistency and synergy related to the content of projects within the different programme priorities. It will bring together for dialogue the Monitoring Committee, the ESPON Contact Points, and Project Groups on actions under the priorities 1, 2 and 3. The thematic scope and aim of the Seminar will be defined in due time during the first half of the year.

6.3.7. Participation in external events

The programme will be marketed at several events like conferences, seminars, exhibitions. Information will be disseminated on e.g. project and programme results, funding opportunities. The ESPON CU will select during 2011 key events, organised by different institutions and/or organisation (the European Commission, other European programmes, etcetera).

At this stage the following events can be foreseen for 2011:

- EC Cohesion Forum, *January*
- NTCCP, *February*
- DG territorial Cohesion, *March*
- Informal Ministerial Territorial Agenda, *May*
- Open Days in Brussels, *October*.

Due to experience a large number of additional events will be added where the ESPON CU will communicate the ESPON Programme opportunities and results.

6.4. Flying the EU flag

Provision will also be made to ensure that, for one week, starting on 9 May, the European flag will be flown in front of the premises of the Managing Authority. All year round the ESPON Coordination Unit flies the EU flag in front of its premises.

6.5. List of beneficiaries

The list of the beneficiaries has been published on the web site of the Programme since 2008, 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.

6.6. Promotional material

In order to promote the ESPON Programme, the following promotional materials shall be produced in 2011 by implementing the service contracts with external companies (printing, Corporate Identity and Layout, Media Bureau): Maps, Posters, Post it, Bags.

For Maps and Posters, the CU will select the most appropriate maps from the ESPON Projects and publications such as the ESPON Synthesis Report, the Territorial Observations and so on.

In addition, as the current ESPON stands is worn by now due to the intensive use made so far, it is time now to produce a new modern ESPON stand, in the framework of the ESPON Corporate Identity, to be displayed at events and market the Programme at external events. The CU in cooperation with external service providers will develop a proposal during 2011.

As indicated above, the maps coming from the European MapArt Competition shall be also used to produce the ESPON Calendar 2012. The calendar may take the form of large wall calendar or desk calendar. Besides supplying the day's date, the calendar will promote ESPON and its maps from January to December. Each month of the year will promote a map and increase the ESPON visibility.

All material should be branded in the ESPON's look and the EU publicity requirements. In terms of dissemination, the promotional material will be distributed at ESPON events, to the MC and ECPs for national coverage, to the main target groups, on demand.

6.7. Work Plan 2011 and related communication objectives

This Communication Action Plan 2011 will also serve as support for the main activities envisaged in the Work Plan 2011 and Capitalisation Plan for 2011. Therefore, Communication Plan 2011 is intended to be a dynamic document which may be revisited and which will ensure that there is coherence and continuity in our communication objectives.

By taking into consideration the Work Plan 2011 and the current version of the Calendar, the related communication objectives feed in as indicated in the attached table.

7. Evaluation

To ensure a correct implementing of the above listed Information and Publicity Measures 2011, the relevant indicators that are included in the Communication Plan on Information and Publicity Measures 2007 – 2013 will be taken into consideration as follows:

- Programme Manual and Applicants’ package: number of downloads, number of documents requested, number of visits to the relevant website pages;
- Programme Managing Support System: number and type of enhancement of the database;
- Programme Bodies: number of ESPressON issued, number of reports distributed, number of meetings held;
- Newsletters: number of subscriptions, number of newsletters distributed;
- Website: number of website visitors;
- Intranet: number of communication distributed;
- Media: number of press releases issued;
- External events: number of events MA/CU has participated in;
- Targeted activities and actions/events: number of participants at the annual event/info day, number of project representatives participating at financial seminars, number of events held;
- List of beneficiaries: number of downloads;
- Promotional material: type and number of promotional material produced, numbers of copies requested and distributed by CU.

The evaluation will also be based on brief questionnaire disseminated at ESPON events and/or online survey.

In October 2010, the MA has selected an external evaluator for the Ongoing Evaluation. This evaluation includes the assessments of the results of the information and publicity measures in terms of visibility and awareness of the operational programme and of the role played by the Community.

The first results of the external evaluation are foreseen for the end of 2010. Recommendations, covering as well the Communication plan, will be based on the final results that will be delivered in January-February 2011. Thus, the Communication Plan can be amended and adapted in response in the first half of 2011.

8. Budget 2011

ESPON has an allocated publicity budget of 466.000 EUR from 2007 onwards to fund communication activities. The publicity measures noted in this action plan 2011 will be cross fund by the communication plan, the capitalisation as well as technical assistance.

BUDGET Commitments: Communication Action Plan 2011		
Information tools	EUR	Source of Funding
Programme Manual and Applicants' Pack		P5 - TA staff budget and P4 Capitalisation
Official Journal of EU		No cost
Programme database		Ad hoc TA Budget Line
ESPressON		P5 - TA staff budget
Communications tools	EUR	Source of Funding
Newsletter		P4 – Capitalisation and P5 - TA staff budget
Website and Intranet		P4 – Capitalisation and P5 - TA staff budget
Social Media		P4 – Capitalisation, P5 - TA staff budget
Media / Press Releases		P4 – Capitalisation and P5 - TA staff budget
Targeted actions and activities	EUR	Source of Funding
Technical Meetings with FLC		P5 - TA travel budget
Two Financial Seminars		Partner States in kind contributions
Two Annual Events - Info Days	20,000.00	P5 - Communication Plan. The budget for the first Info Day, 30,000.00, is included in the Communication Action Plan for 2010
ESPON MapArt for Europe	40,000.00	P4 and P5
Participation in external events		P5 - TA travel budget
Flying of EU flag		No cost
List of beneficiaries		P5- TA staff budget; P4 – Capitalisation
Promotional materials		
ESPON 2012 Calendar		P4 - Capitalisation
ESPON new Stands	20,000.00	P5 - Communication Plan
Maps, Posters, Post it, Bags	20,000.00	P4 and P5
TOTAL	100,000.00	

Annex – Indicative calendar 2011 and related objectives

Month	Document / Ref	Outputs 2011	Communication Objectives
NOV 2010- JUNE 2011	Communication Action Plan	First Calls for Proposals 2011 (January-March)	Communicating the Calls (pre-announcement, OJ, opening, Info Day, closure, outputs)
JAN-JUNE	Communication Action Plan	European MapArt	Promoting ESPON and raising awareness amongst the general public of the role of the Community in the actions funded by the Programme
JUNE-FEB 2012	Communication Action Plan	Second Calls for Proposals 2011 (August-October)	Communicating the Calls (pre-announcement, OJ, opening, Info Day, closure, outputs)
JAN	Communication Action Plan	Call for Expression of Interest for the Knowledge Support System (November 2010 - January 2011)	keeping the audience informed about the results of the Call
		Programme Manual and Application Packs First Calls 2011	Informing potential beneficiaries on how to apply
FEB/MAR	Communication Action Plan	Financial Seminar	Ensuring the coordination and management of the new approved projects
FEB	Communication Action Plan	Info Day on New Calls and Partner Café including a Q&A session)	present the new funding opportunities and the conditions for applying
	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
MAR	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
MAY	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
JUNE-DEC	Communication Action Plan	List of Beneficiaries	ensuring transparency in the actions funded by the programme
JUNE	Communication Action Plan	European MapArt, final ceremony, press conference, video clip	Promoting ESPON and raising awareness amongst the general public of the role of the Community in the actions funded by the Programme
JUNE	Technical Assistance	ECP Meeting	ensuring coordination of activities of the programme at national level, the internal coherence and share of experience
	Work Plan 2011 / Capitalisation Activities	ESPON Open Seminar	presenting the achievements of the Programme
	Work Plan 2011 / Capitalisation Activities and Communication Action Plan	European MapArt Competition, prize-giving ceremony, press conference, video clip	communicating ESPON wider and with new target groups
	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
AUG	Communication Action Plan	Programme Manual and Application Packs Second Calls 2011	Informing potential beneficiaries on how to apply

SEPT	Communication Action Plan	Info Day on New Calls and Partner Café including a Q&A session)	present the new funding opportunities and the conditions for applying
		Financial Seminar	Ensuring the coordination and management of the new approved projects
	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
OCT/NOV	Communication Action Plan	ESPON 2012 Calendar	Promoting ESPON and raising awareness amongst the general public of the role of the Community in the actions funded by the Programme
OCT	Work Plan for 2011 / Capitalisation Activities	Newsletter and Press Release	keeping the audience and journalists informed about the most relevant news
NOV	Technical Assistance	ECP Meeting	ensuring coordination of activities of the programme at national level, the internal coherence and share of experience
		ESPON Internal Seminar	ensuring the internal consistency and synergy related to the content of projects within the different programme priorities
Yearly around	Technical Assistance	Programme Managing Support System (PMSS)	Informing programme`s bodies on both quantitative and qualitative data on projects implementation and achievement
		Technical Meetings with FLC	Supporting Member and Partner States in the certification of expenditure according to 1st level control
	Communication Action Plan	ESPressON	keeping ECPs informed about relevant news
	Work Plan for 2011 / Capitalisation Activities	Website and Intranet	keeping the target audiences informed
		Social Media	keeping the audiences informed
Yearly around and on 9 May	Communication Action Plan	EU Flag	informing and raising awareness amongst the general public of the role of the Community in the actions funded by the Programme