

Communication Plan for the
2007-2013 National Operational Programme for Research and Competitiveness
co-financed by the European Union by means of the ERDF – European Regional Development Fund



*Ministero dell'Istruzione,
dell'Università e della Ricerca*



EUROPEAN UNION



*Ministero
della Sviluppo Economico*



Communication Plan

National **O**perational **P**rogramme

Research and Competitiveness

2007-2013

co-financed by the ERDF

European Regional Development Fund

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People often complain of their environment: it is dull, colourless or even hostile; and it never occurs to them to enliven it or rectify it rather than just endure it. A lamp doesn't complain because it must shine at night.

*Antonin G. SERTILLANGES
Rectitude*

Presentation of the communication plan

Dear European citizens,

In the seven-year period 2007-2013 set aside for the implementation of the European cohesion policy, the European Union and the Italian Republic are investing on a national level in matters that include the research and innovation of quality. With the help of the European Regional Development Fund, we are investing in your future.

This document is the **communication plan** for the 2007-2013 National Operational Programme for Research and Competitiveness, co-financed by the ERDF - European Regional Development Fund (hereinafter also referred to as the 'Plan').

The main aim of the 2007-2013 National Operational Programme for Research and Competitiveness (hereinafter also referred to

as the 'NOP for Research and Competitiveness' or simply the 'NOP') is to work to encourage a convergence towards the European Union's average development indices, by increasing our capacity to **produce and use research and innovation of quality** to start up a sustainable form of development in the Italian regions involved in the '**Convergence**' objective¹: Calabria, Campania, Apulia and Sicily.

*The 2007-2013 National Operational Programme for
Research and Competitiveness is co-financed by the
ERDF – European Regional Development Fund for a
total of **3,102,696,821 euros***

¹ The 'Convergence' objective aims to help the least-developed Member States and regions catch up with the EU average more quickly, by improving conditions for growth and employment. This is done by increasing and improving the quality of investments in physical and human capital, by developing innovation and a knowledge-based society with adaptability to social and economic change, and by protecting and improving the quality of the environment and administrative effectiveness. This objective is the priority of European funds.

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The 2007-2013 NOP for Research and Competitiveness is one of the most important interventions planned under the '2007-2013 National Strategic Framework for regional policy'² (hereinafter referred to as the 'NSF').

The 2007-2013 NOP for Research and Competitiveness has the following nature:

- a **mission**, aiming at repositioning the competitiveness of the regions of Calabria, Campania, Apulia and Sicily in line with regional policies and with those relative to the 'country-system' marked by a quickly and greatly changing international scene;
- a **strategy**, integrating into a single, coherent policy of sustainable development, with the many actions and resources relative to research and innovation started up and in the initial stages, on a regional, national and community level;
- as **governance**, to improve the agreement process developed over the years of structural funds programming with the regions, in order to outline objectives, actions and resources for the 'country-strategy' on the basis of each territory's susceptibility.

"In the 2000-2006 programme, the visibility of the interim objectives and the commitment to reach them were not accompanied by equal levels of tension and mobility on the final objective represented by the **effective raising of the level of citizen wellbeing** by means of the competitiveness of businesses and territories. In 2007-2013, this objective takes on great importance, becoming the final stage of the political and social comparison on regional policy".

From the NSF, page 73.

The management, evaluation and communication of the 2007-2013 National Operational Programme 'Research and Competitiveness' has been entrusted to the Ministry of Education, University and Research, as Managing Authority of the NOP (MA), and to the Ministry for Economic Development, as Intermediate Body (IB) with reference to the action falling under its institutional competence.

This single document on communication explains the strategic dictation of the communication policy concerning the 2007-2013 NOP for Research and Competitiveness, mainly guided by:

- the provisions set out in Section I of Regulation (EC) no. 1826/2006 and 1083/2006;

² The National Strategic Framework for the 2007-2013 regional policy, is the national strategic document approved by the European Union. It describes the **unitary strategy for regional policy as decided by the central State and the Italian Regions**, and, in accordance with that set out by article 27, paragraph 4, letter c of the General Regulation of Structural funds, also lists the operational programmes for the 'Convergence' and 'Regional competitiveness and employment' objectives, through which the strategy described in the Framework is initiated.

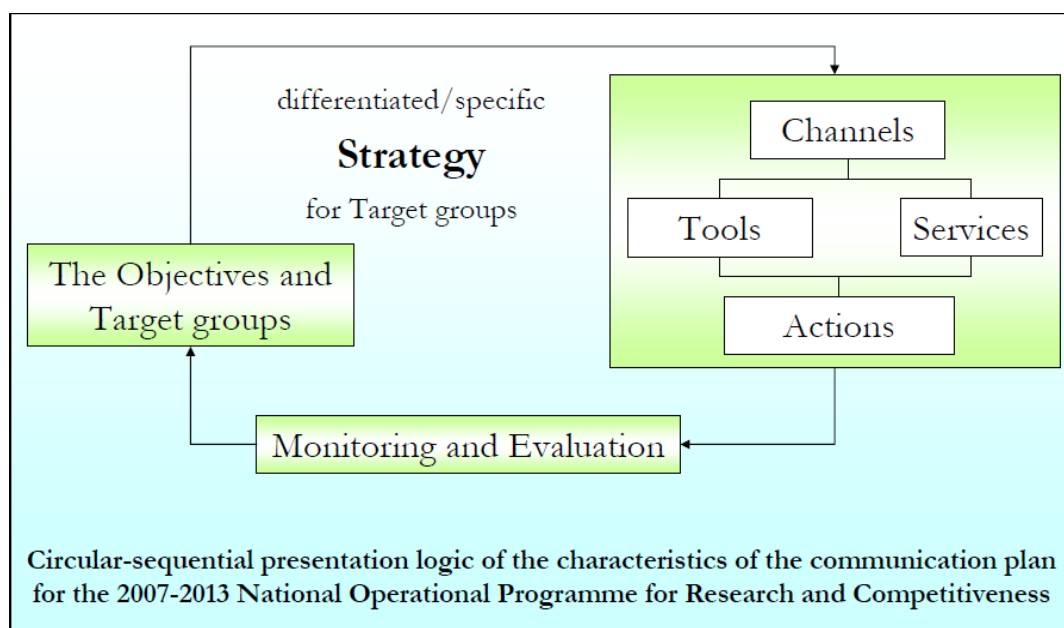
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- the experience gained in the 2000-2006 programmes 'Scientific Research, Technological Development, Advanced 'Training' and 'Local Business Development';
- the European Commission's communication strategy, specified in the 'White Book on a European Communication Policy', in the 'Green Book - European Transparency Initiative', in the 'Communication Action Plan' and in the 'Plan D for Democracy, Dialogue and Debate';
- the guidelines to information and publicity set out in the 2007-2013 National Strategic Framework for regional policy.

The Plan's mission is to implement communication in the form of a *partnership*, in line with the principle issued by the Commission in the White Book, to contribute towards creating a **Communication Network for the research and innovation of Italian regions** at the service of European citizens and operators, and which will be available to all potential users even well beyond the Programme's conclusion.

In virtue of any alterations that may be made to the communication strategy during the seven years of programming, and with a view to continuous improvement, the Plan includes appropriate monitoring and evaluation activities of the communication actions.

The next few pages of this document illustrate the characteristics of the communication strategy with the *circular-sequential* logic shown in the image below.



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With this strategic document, and in order to guarantee compliance with the obligations relating to information and publicity as set out by Community Regulations, the Managing Authority and the Intermediate Body of the NOP for Research and Competitiveness interpret and develop, as a priority, the legal basis reported in the paragraph 'The main legal basis of reference for the communication plan' on page 72.

Communication of the 2000-2006 programme

The communication plan for the 2007-2013 NOP for Research and Competitiveness is based on the experience of past programming in that it develops and values the communication activities that began under the scope of the 2000-2006 NOP 'Scientific Research, Technological Development, Advanced Training' and 'Local Business Development'.

With regards to the **2000-2006 NOP for Scientific Research, Technological Development, Advanced Training**, the Communication Plan, managed by the Organisational Communication Unit (hereinafter the 'OCU') of Office VII of the Directorate General for Research, has implemented a series of awareness programmes that have accompanied the whole of the programme, supplying all potential beneficiaries with transparent information on the opportunities provided by the Programme, helping them to better understand community policies and stimulating new forms of dialogue within the territory, and particularly by means of intense and involving territorial events.

The territorial events have helped understanding of the Programme and relations between the many different parties working throughout the various territories. This type of activity, in synergy with the experience acquired through the travelling seminars promoted in the Objective 1 regions, have enabled a better awareness of territorial requirements and an active comparison of results obtained.

The previous programming period was marked by a high fidelity of Programme beneficiaries/implementers thanks to the use of various different communication tools (seminars, themed workshops, video clips, newsletters, publications, etc.) and careful and efficient continuous assistance by e-mail and telephone contacts, as well as through a capillary form of collaboration in the management of communication activities promoted by the implementers.

With regards to the **2000-2006 NOP for Local Business Development**, the Communication Plan (CP) was set up with the support of the Technical Assistance of Office 9 of the DGCII (today Office IV DGSAT), who also dealt with its implementation. The CP involved the implementation of specific interventions and product lines calibrated to meet the various different targets involved: from the general information on the potential offered up by the Programme, to the arrangement of informative technical tools (guides, manuals etc.) aimed at enterprises, and informing the general public, mainly by making use of major national radio and television channels. Public opinion has been kept constantly informed with regards to the role played by the European Union.

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In the Communication Plan for the NOP for LBD, five main targets were identified, at whom specific communication activities were aimed, depending on the level of Programme progress, using the tools made available for Plan implementation.

What has perhaps most marked the action of the CP for the NOP LBD has been the great attention paid to the intervention line 'communication to final beneficiaries', or rather the businesses of the convergence regions, on whom the technical-specialist awareness programmes on the potential offered up by the NOP tools, have concentrated. There has been much widespread production of guides, users' manuals and information sheets - both in paper and electronic form - which has been accompanied by constant territorial training and information also provided through the use of the networks from the most important category associations: Confindustria, Confapi, artisan associations, the world of the chambers of commerce and other territorial networks, also of European reference, such as the Euro Info Centres.

In the second part of the programming, the CP for the NOP LBD also turned its attention to the disclosure and communication to the general public of the results obtained and being obtained. This mainly involves the use of appropriate, efficient communication tools: such as national media (RAI and MEDIASET).

In the light of the experience of the two administrations under the 2000-2006 programming, the CP for the NOP for Research and Competitiveness includes the strengthening of certain scopes including internal communication (communication processes between different offices and ministerial directorates), the integration between communication and Programme management, extending the scope of the programme management quality system and adopting specific **self-assessment** methodologies³ that are recognised on an international and European level, the timeliness of information and the enabling of tools, the implementation of knowledge and relations management systems, the development of a network that spreads information throughout the territory to all potential beneficiaries, and the integration, in order to avoid a risk of superimposition, of the NOP and ROP, as well as the extension of monitoring and evaluation activities to include all territorial entertainment, including those activities developed under a partnership with Territorial Interest Groups.

³ Various types of internationally-defined self-diagnosis tools are available for self-assessment. These have been widely tested both in the private and public sectors and include the Common Assessment Framework (CAF), the result of an informal cooperation of Ministers and general directors of public offices. This is a quality management tool specifically developed to encourage the introduction of self-assessment and the culture of quality in the public administrations of the European Union.

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The areas of improvement identified for the period 2000-2006 show the need for an operational planning of activities that is both timely and detailed, and which is also able to meet the demands and requirements of all parties involved.

This context has revealed the need to set up a permanent technical table called 'Laboratory', with the aim of providing a connection point for ideas, projects, comparison and action, as well as an environment where methodologies can be shared to ensure the integration of the various contributions made by the different internal and external parties.

The 'Laboratory' was set up during the preparation of the communication plan for exchange and sharing between those involved (MA, IB, MIUR, etc.). Its intention is also to involve other relevant parties, in order to implement a shared, participatory communication that aims to meet the demands of all those at whom the communication of the NOP for Research and Competitiveness is aimed.

Finally, the experience gained with regards to national media, may form an important point of reference for the new programming too, where an efficient programming of interventions on national and local media can ensure an undisputed strengthening of the planned communicative action, and an improved fulfilment of the general and specific objectives set.

The approach chosen by the MA for the Plan implementation, is that of continually improving the quality of services, based on the sharing of the same process and product standards by the internal and external parties to the management and communication of the programme.

This approach takes concrete form in the full integration of the communication Monitoring and Evaluation System (MES) in the general communication Quality Management System (QMS). These systems, as implemented in the previous experience, have ensured an objective identification of critical areas, and facilitated the processes of continuous improvement of the quality⁴ of the information and communication services.

The following tables list all the tools used, the relative performance indicators and targets reached by these tools, as well as the communication objectives that inspired them for both administrations.

⁴ Service quality factors: information, welcoming and transparency to facilitate access; speed, accessibility, clarity and customisation to improve such; reliability, standards, timeliness and attention to control and correct such; enriching, efficiency and innovation to innovate such and allow to evolve according to the needs and wishes of the users/citizens.

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Communication of the NOP for Scientific Research, Technological Development, Advanced Training

TARGET*	TOOLS	OBJECTIVE PURSUED*	EFFECTIVELY DEVELOPED (as of 31 st December 2007)
Public	website	To inform public opinion on the role played by the EU and the MIUR in promoting direct interventions aimed at strengthening the productive system of southern Italy, and the results obtained	412,852 visitors (143,448 Uniquelps)
	press services		45 press releases, 39 articles in national and local newspapers, 82 agency launches, 1 press conference, 5 advertisements
	TV advertisements		112 broadcasts on three RAI networks
	interviews		18 interviews
	informative events		10 events
	informative and promotional material		40,000 copies of institutional brochures, 22,000 files with notebook, 12,000 pens, 2,000 carrier bags, 1,100 markers, 1,500 badge carrier laces
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	informative publications		20,000 copies of Study/Annual box sets; 2,000 copies of Lisbon Strategy and Cohesion Policy
Businesses	website	To inform businesses based in southern Italy (specifically SMEs) with regards to opportunities offered up by the NOP to increase their capacity to innovate through scientific research	412,852 visitors (143,448 Uniquelps)
	informative events		10 events
	specific training and informative seminars		4 seminars
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	promotional material		40,000 copies of institutional brochures, 22,000 files with notebook, 12,000 pens, 2,000 carrier bags, 300 rucksacks, 1,100 markers, 1,500 badge carrier laces
	informative publications		20,000 copies of Study/Annual box sets; 2,000 copies of Lisbon Strategy and Cohesion Policy
	video clips		5 video clips
Universities and Advanced Training Centres	website	To inform with regards to the opportunities offered up by the NOP for the funding of advanced training services and didactic services, as well as for the funding of structures to support teaching activities	412,852 visitors (143,448 Uniquelps)
	informative events		10 events
	specific training and informative seminars		4 seminars
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	promotional material		40,000 copies of institutional brochures, 22,000 files with notebook, 12,000 pens, 2000 carrier bags, 300 rucksacks, 1100 markers, 1500 badge carrier laces
	informative publications		20,000 copies of Study/Annual box sets; 2000 copies of Lisbon Strategy and Cohesion Policy
	video clips		5 video clips

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TARGET*	TOOLS	OBJECTIVE PURSUED*	EFFECTIVELY DEVELOPED (as of 31 st December 2007)
Public and private research bodies	website	To inform with regards to the opportunities offered up by the NOP for the funding of research activities as well as of the structures supporting research itself	412,852 visitors (143,448 Uniquelps)
	informative events		10 events
	specific training and informative seminars		4 seminars
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	promotional material		40,000 copies of institutional brochures, 22,000 files with notebook, 12,000 pens, 2,000 shoppers, 300 carrier bags, 1,100 markers, 1,500 badge carrier laces.
	Informative publications		20,000 copies of Study/Annual box sets; 2,000 copies of Lisbon Strategy and Cohesion Policy
	video clips		5 video-clips
	community web		2 community web
Public institutions	website	To inform institutions with regards to the opportunities offered up by the NOP in order to increase competences of internal human resources and of those inside companies to whom the institution can address, directly or indirectly, their training services	412,852 visitors (143,448 Uniquelps)
	informative events		10 events
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	promotional material		40,000 copies of institutional brochures, 22,000 files with notebook, 12,000 pens, 2,000 shoppers, 300 carrier bags, 1,100 markers, 1,500 badge carrier laces
	informative publications		20,000 copies of Study/Annual box sets; 2,000 copies of Lisbon Strategy and Cohesion Policy
	video-clips		5 video-clips
Territorial Interest Groups (TIG)	informative events	To establish partner and network logics in the actions of innovation promotion at local level; to allow TIGs bring actions supported by the NOP and those promoted by ROP back into a strategic framework (for ex. integrated territorial projects)	10 events
	seminars and events TIG		155 seminars and events
	newsletter		3 issues of the 'Ricerca Sud' newsletter
	promotional material		300 carrier bags
	informative publications		30 copies of Lisbon Strategy and Cohesion Policy; 30 copies of Fishery dossier; 1,000 copies of "TIGworld – Territorial interest groups"
	community web		community TIG world

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Communication of the NOP for Local Business Development

TARGET	TOOL USED	OBJECTIVE PURSUED	EFFECTIVELY DEVELOPED (as of 31st December 2007)
General public	website	To inform public opinion about the role played by the EU in collaboration with the Member States, through the programme of intervention, and about the results the latter have obtained	350,753 visitors (244,280 Uniquelps)
	press		25 press releases
	TV		22 television interventions
	radio		4 radio broadcasts
	conferences		6 events (Programme launch and individual interventions)
	trade fairs		15
	photographic book on Good Practices (*)		1,000 copies (*)
Public administration	website	to inform and train the public administration with regards to the options offered by the programme	350,753 visitors (244,280 Uniquelps)
	specific training and informative seminars		160 promotional interventions, seminars, update days
	newsletter		12 issues
	guides and manuals		18 products developed and distributed
	summarised information cards		28 products developed and distributed
	promotional material		
Category associations	website	to inform and train the parties of the economic partnership and the antenna on the territory with regards to the options offered by the programme, technical methods to access the funds	350,753 visitors (244,280 Uniquelps)
	specific training and informative seminars		152 promotional interventions, seminars, update days
	newsletter		12 issues
	promotional material (files; notebooks; pen-drives etc.)		
	guides and manuals		18 products developed and distributed
	summarised information cards		28 products developed and distributed

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TARGET	TOOL USED	OBJECTIVE PURSUED	EFFECTIVELY DEVELOPED (as of 31st December 2007)
Banks	website	to inform and train the parties of the economic partnership and the antenna on the territory about the options offered by the programme, technical methods to access the funding	350,753 visitors (244,280 Uniquelps)
	specific training and informative seminars		200 promotional interventions, seminars, update days
	newsletter		12 issues
	promotional material (files; notebooks; pen-drives etc.)		
	guides and manuals		20 products developed and distributed
	summarised information cards		28 products developed and distributed
Businesses, temporary associations, consortia, etc.	website	to inform the potential end users about the options offered by the Programme, and the technical and specific methods to access the funds	35,753 visitors (244,280 Uniquelps)
	specific training and informative seminars		152 promotional interventions, seminars, update days
	newsletter		12 issues
	guides and manuals		18 products developed and distributed
	company nameplates		6,369
	promotional material (files; notebooks; pen-drives etc.)		
	summarised information cards		28 products developed and distributed
	direct and telematic information counters		119 counters involved

1. The objectives and groups of addressees of the information and publicity programmes

The first, fundamental step towards an efficient, effective definition of the **information and publicity programmes** of the 2007-2013 NOP for Research and Competitiveness, is to identify the objectives of the communication, and the intended audience.

This chapter describes all the identified objectives and addressees of the communication. It therefore complies with both the relevant provisions of law and with the **needs and requirements reported** in the previous programming in the ‘Convergence’ regions, as well as with the territorial applications.

1.1. The General Objective

The communication plan aims to provide maximum possible media coverage and identifies various different means and methods of communication on the relevant territorial level, with the objective of:

increasing the awareness, cooperation and active participation of European citizens on the intervention priorities of the 2007-2013 NOP for Research and Competitiveness, in line with the aims, methods and expected results of the common regional policy, optimising the EU’s role in co-financing the Programme, and disclosing the added value of Community action on a national, regional and local level.

Information and publicity

“All the actions promoted and managed under the scope of the NOP will be accompanied by awareness and publicity programmes. The aims of these such interventions, in accordance with that set out by article 69 of Regulation (EC) no. 1083/2006 and with that specified by the NSF, are to make public opinion aware of the social-economic partnership, the potential beneficiaries and the implementers of the co-financed interventions (Beneficiaries), the strategic-methodological profile of whom is explained in paragraph 5.4.7, and of the EU’s role in promoting social and economic development and in modernising institutions”.

Taken from paragraph 4.3.1.2 of the NOP

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The General Objective directs all internal and external parties involved in developing the information and publicity programme of the NOP for Research and Competitiveness.

The approach with which the General Objective is pursued, looks to integrate services and tools, as well as information channels and communication processes.

This integrated approach encourages:

- participation in the formal and informal decision-making processes of the communication of the 2007-2013 NOP for Research and Competitiveness;
- an approach that is as transparent as possible;
- the efficient monitoring of the lines and communication areas identified, in order to implement the intervention strategy and contents;
- better access to the opportunities offered up by the programme and a qualified use of financial resources.

As such, an integrated reading of the stated indicators of the information and publicity programmes described in the chapter concerning evaluation, will provide a method by which to measure the General Objective.

The image below explains the main lines of communication to be developed in the plan, together with the communication areas involved and the main functions/tools set up.

Communication line	Communication area	Main management, Main Functions: Channel and/or Tools
Line 1 Communication of European Union and of ERDF added value	Direct internal communication	Relations with active Internal stakeholders; INTRANET, Seminars and House Organ
Line 2 Territorial events with NOP Communication partnership	Mediated internal/external communication	Relations with mass media, INTERNET, Web TV and Newsletters
Line 3 Communication to potential beneficiaries	Direct external communication (European citizens and various target groups)	Active stakeholder and potential external involvement EVENTS, Practice communities

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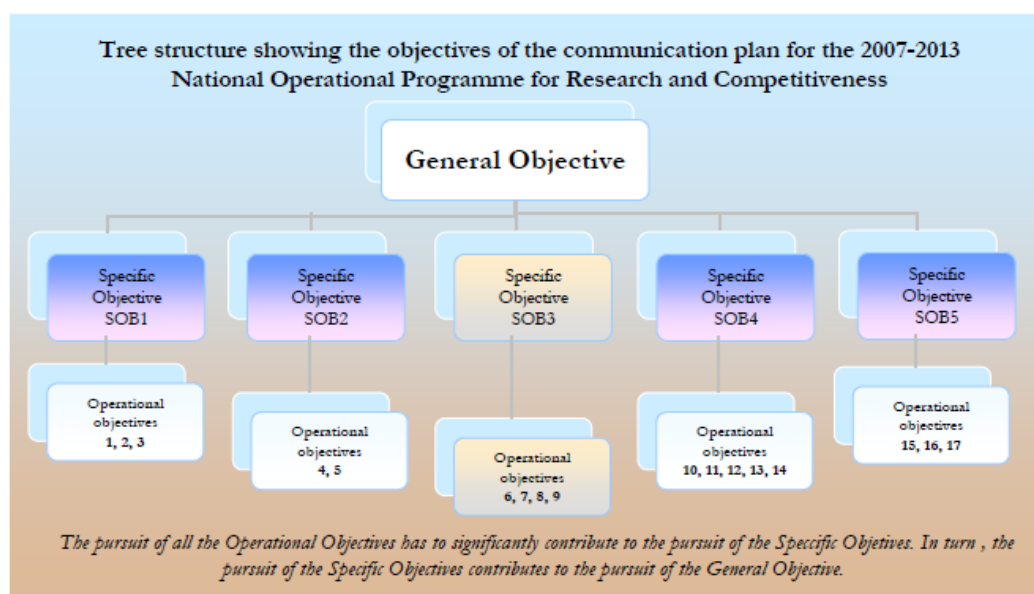
Line 1 takes a top-down approach and includes communication of the opportunities offered up by the Programme and communication of the results obtained.

Line 2 takes a bottom-up approach and includes formation of a widespread and stable citizen-oriented partnership of the programme communication.

Line 3 takes a 'mixed' approach and is marked by the direct involvement of the intended addressees of the interventions, and includes qualified technical information programmes, specifically for small and medium sized enterprises.

1.2. A tree diagram of the objectives

In order to pursue the General Objective, five main Specific Objectives have been identified, each linked to several main Operational Objectives. The combination of all these objectives makes up the tree diagram of the objectives of the communication plan, structured as follows.



Specific Objective 1 (SOB1): To facilitate access to relevant information and awareness of the opportunities by all Potential Beneficiaries.

The main operational objectives are:

1. to contact and record the Potential Beneficiaries of the 2007-2013 NOP for Research and Competitiveness;
2. to supply all relevant information to all Potential Beneficiaries;
3. to continuously improve the quality of the information on the communication and of the awareness of operations and actions of the NOP for Research and Competitiveness, on the internet.

Specific Objective 2 (SOB2): To guarantee full application of European standards with regards to the communication of operations by all Beneficiaries/Implementers of structural funds.

The main operational objectives are:

4. to provide assistance with the sharing and application of the quality standards of the communication of the operations to all Beneficiaries/Implementers;
5. to monitor the application of the quality standards of the communication of the operations of the 2007-2013 NOP for Research and Competitiveness.

With the term **Beneficiary**, the following is intended: an operator, body or firm, whether public or private, responsible for initiating or initiating and implementing operations. In the context of aid schemes under Article 87 of the Treaty, beneficiaries are public or private firms carrying out an individual project and receiving public aid.

in accordance with Regulation (EC) 1083/2006

Specific Objective 3 (SOB3): To make the 2007-2013 NOP for Research and Competitiveness visible and to encourage and facilitate Public understanding of the EU's role

The main operational objectives are:

6. to make the 2007-2013 NOP for Research and Competitiveness and its operations, developments and results, visible to the Public;
7. to facilitate understanding of the role played by the European Union;
8. to raise awareness of the role of the 2007-2013 NOP for Research and Competitiveness in the common regional policy and of the added value of the European structural funds, specifically the ERDF;
9. to progressively raise the level of media coverage of the 2007-2013 NOP for Research and Competitiveness.

Specific Objective 4 (SOB4): To help reach the general objective by creating a widespread and stable partnership of territorial events and communication on a national, regional and sub-regional scale.

The main operational objectives are:

10. to help promote and manage the events of interest and all subscriptions to the Partnership under the scope of Research and Innovation;
11. to strengthen involvement of potential partners for the Communication of the Research and Competitiveness Programme on a territorial level, in implementing specific territorial events and communication activities in order to raise consent and participation of citizens in the cohesion policy;

12. to help promote and support the creation and development of the Information Point Networks and **Antennae** for research and innovation (*aggregating the local territories under the Employment area model*⁵);
13. to encourage the participation of the representatives of the civil society and the direct involvement of the European citizens in the debate on the future of the cohesion policy, by means of efficient coordination with the communication activities enabled under the scope of the NSF;
14. to participate actively in the activities of the National Partnership Table in order to guarantee the best possible *governance* also by means of initiating specific ICT services.

To fully receive the guidelines dictated by National strategic framework in the programme communication plans, is fundamental “both in order to **establish a solid connection between communication and democratic participation** - of the social and economic forces expressed by the civil sociality - in the implementation phase of policies and upon reaching objectives, and to **promote the cultural and political consent around regional policy** that, as of today, is still sadly lacking”.

From the NSF, page 279.

Specific Objective 5 (SOB5): To promote and support inter-institutional cooperation for the development of cooperation networks and the comparison of experiences on matters of research and innovation.

The main operational objectives are:

15. to encourage the meeting and collaboration between the MAs of the Programmes of the NSF in order to optimise interventions co-financed by the Structural Funds on matters of research and innovation, also through an efficient participation in the activities of the national network of the communicators;
16. to use collaboration with other parties dealing with structural funds, in order to provide concrete answers for those needing direction,

The common objective to integrate the interventions supported by the **Structural funds** and the latter with other interventions, obliges us towards a level of **inter-institutional cooperation** that is more attentive to pursuing synergies and **stable and systemic collaborations** of European, national and territorial value.

⁵ Employment areas (EA) defined by ISTAT on the basis of daily commutes for work purposes, starting from the data provided in the 1991 13th general census of the population. These are, in fact, areas that are free from the constraints of standard administrative criteria and which are defined by the organisation of social and economic relations within which the **supply and demand for employment coincide to a great extent**.

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and to promote the Programme communication activities;

17. to support the founding of practise communities to improve awareness on the implementation of projects co-financed by the Programme and to stimulate network cooperation with a view to greater competitiveness.

In a dynamic of an ever more inclusive involvement of all parties of the programme, the specific objectives guarantee maximum efficiency and transparency of information and publicity interventions, helping reach the general objective.

It is therefore clear, that only the direct involvement of operators (the potential beneficiaries, the communication partners, the implementing parties) in close collaboration with the MAs of the national and regional programmes, can ensure a more widespread awareness of the NOP and a greater understanding of the role played by the European Union and the added value of the Structural Funds.

The activities to develop the communication Partnership, the cooperation networks, inter-institutional cooperation and network collaboration, will be similarly initiated on the basis of the guidelines and initiatives promoted and managed by the communication of the 2007-2013 NSF and the **NOP Governance**, in partnership with the competent structures of the Ministry of Economic Development and the Ministry of Work, aimed at creating and developing an Italian network of communication and Fund managers.

For a picture of the objectives of the communication plan, please see pages 74, 75 and 76 attached. **General Table - Tree of Objectives of the communication plan related to the Information and communication services.**

1.3. The groups of addressees

The communication plan identifies the following main groups of addressees of the information and publicity programmes:

1. potential Beneficiaries;
2. NOP beneficiaries/implementers;
3. the public, or rather the groups of the public mainly represented by the regions' citizens: Calabria, Campania, Apulia and Sicily;
4. potential partners, the partners of integrated communication for the 2007-2013 NOP for Research and Competitiveness and the opinion leaders of research and innovation;
5. institutional partners of the NSF operational programmes.

	Resident popolation - TOTAL	Resident population - Male	Resident population - Female
In the Italian 'Convergence' regions: Calabria, Campania, Apulia and Sicily	16,685,364	8,106,591	8,578,773
In the other Italian regions	40,310,380	19,480,391	20,829,989
In all Italian regions	56,995,744	27,586,982	29,408,762
Source: ISTAT 2001 census data			

1. **The potential beneficiaries** are identified as homogenous groups of subjects under the scope of the individual actions of the 2007-2013 NOP for Research and Competitiveness, and are all those in possession of the eligibility requirements for access to the co-financing opportunities described by the action implementing tools. Paragraph 1.4 provides a list of the main groups of potential beneficiaries. ('Division of potential beneficiaries of the NOP for Research and Competitiveness according to groups and areas').

The potential beneficiaries are provided with clear, detailed information concerning at least the following aspects:

- a. fund eligibility criteria;
- b. a description of the procedures examined in the request for funds and respective expiry dates;
- c. the selection criteria for the operations to be financed;
- d. the contacts on a national, regional or territorial level who can provide information on the 2007-2013 NOP for Research and Competitiveness.

2. The beneficiaries/implementers as defined by Art. 2 of Regulation (EC)

1083, are public or private firms that access funds, develop a single project and receive public aid under the scope of the 2007-2013 NOP for Research and Competitiveness. Beneficiaries are guaranteed continual assistance in applying quality standards of the communication of operations.

The beneficiaries/implementers are invited to collaborate actively with the administrative structures of the Ministry for Education, University and Research and the Ministry for Economic Development involved in the implementation, monitoring and evaluation of the information and publicity programmes in line with the objectives, strategy and aims set out by this Plan.

The beneficiaries/implementers accessing the funds also accept being included in the list of names of beneficiaries/implementers as specified by Regulation no. 1828/2006.

The list of Beneficiaries is published and gradually updated in a specific section of the institutional portal of the 2007-2013 NOP for Research and Competitiveness, and is also disclosed by means of an electronic journal devoted to the development and results obtained with the implementation and monitoring of the 2007-2013 NOP for Research and Competitiveness.

The Beneficiaries/Implementers will, specifically, inform the public by means of specific measures to be taken, and with regards to the aid obtained from the Structural Funds⁶.

As such, for each operation the Beneficiaries/Implementers are asked to liaise accordingly with the communication interventions

In the new era of communication on Structural Funds, the space for the integrated communication of the NOP for Research and Competitiveness qualifies for its ethical work based on the principles of comprehension, responsibility and respect. These principles form the basis for the Community practise of European ethical communication, which makes the European citizen the focus of all information and publicity programmes, facilitating and encouraging full access to information, communication and awareness.

Behind the necessary Community change and evolution of mentality, both for the promotion of the social and economic development and for the modernisation of the institutions, dialogue must be between and with citizens, research and business professionals and competent institutions, in promoting the research and innovation of quality for a sustainable development of the territory of the regions of Italy.

⁶ In application of the Regulation (EC) no. 1828/2006, specifically article 8 'Responsibilities of beneficiaries relating to information and publicity measures for the public'.

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guaranteed by the Managing Authority and the Intermediate Body.

3. The Public, privileging the population residing in the ‘Convergence’ regions, is informed with regards to the 2007-2013 NOP for Research and Competitiveness, about the opportunities, developments and results, as well as the EU’s role in European regional policy, specifically, in co-financing the programme.

4. The Potential Partners and Communication Partners of the NOP.

The formation and development of a vast, qualified Communication Partnership for the European Union and territorial events for the information and publicity of the NOP for Research and Competitiveness (hereinafter referred to as the ‘Communication Partnership’ or even simply the ‘Partnership’), in particular on a territorial level, plays a fundamental role in the implementation of the information and publicity programmes.

In setting up the Partnership, and in accordance with national praxis and the law, the Managing Authority and the Intermediate Body accompany the information and publicity programmes with at least one of the following organisations that can spread clear and detailed information on the opportunities offered up by the Programme to potential beneficiaries far and wide:

- a) national, regional and local authorities and development agencies;
- b) professional associations;
- c) social and economic parties;
- d) non-governmental organisations;
- e) organisations representing the business world;
- f) centres providing information about Europe and Italian Representation of the Commission;
- g) educational institutes.

The Partnership is the lead player in the **territorial events line** for the information and publicity of the 2007-2013 NOP for Research and Competitiveness.

Territorial events represent the main approach by which, also in view of the experience with the Territorial Interest Groups⁷, it has been decided to support the **Function listening to territorial needs**.

⁷ The TIGs are associations of social-economic operators and agents for local development that are self-managed and self-financed by Group members. By means of the communication structure, the Managing

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The process of setting up and developing the Communication Partnership basically refers to the following stages:

- **sensitising** and enlivening specific and identified **territorial areas**, bringing together the local territories in accordance with the Employment areas and in line with the territorial coverage objectives set out in the operational plan of the activities of segmenting target groups;
- **acquisition and increasing awareness** of **information** and **experiences** amongst Communication Partners and research and innovation opinion leaders;
- **increasing cooperation** of local parties, appropriately facilitating access to European, national and inter-regional cooperation networks, also by means of a more direct and facilitated network collaboration (*Practise communities*);
- **sharing** territorial communication strategies for research and innovation;
- **territorial promotion** of the partnership project in accordance with European quality standards and methods;
- initiating and developing Information Point Networks and **Antennae** of the NOP throughout the territory.

5. The Institutional partners of the NSF operational programmes.

Through **inter-institutional cooperation agreements** on a European and/or national level, and with the groups of institutional partners of the operational programmes of the NSF, we intend to develop appropriate joint intervention measures that also involve the communication partnership.

The common objective of integrating structural funds with the common regional policy, and specifically with the **Seventh European Research Framework Programme**⁸ sets out a level of inter-institutional cooperation that more carefully pursues stable and systemic cooperation and synergies on matters of integrated communication, cooperation networks and the exchange of experiences of European, national and territorial value.

Authority of the 2000-2006 NOP for Research (MA) promoted their constitution and supported the activities with specific services.

⁸ The Seventh Framework Programme, the Community financing tool for scientific research and technological development in the period 2007-2013, is one of the most important elements for the implementation of the Lisbon objectives for growth and competitiveness. Differently from previous programmes, a seven-year duration has been proposed (2007-2013) in order to ensure greater continuity and coherence with the trend of the total EU budget. See: Decision No. 1982/2006/EC of the European Parliament and of the Council of 18 December 2006 concerning the **Seventh Framework Programme of the European Community for research, technological development and demonstration activities (2007-13)**.

1.4. Division of potential beneficiaries of the NOP for Research and Competitiveness according to groups and areas.

Each of the following tables relates to a priority measure. The tables report the objectives and actions of the 2007-2013 NOP for Research and Competitiveness associated with the main potential beneficiaries.

Measure I – Support to structural changes

<u>Name of Operational Objective</u>	<u>Name of Action</u>	<u>Potential Beneficiaries</u>
Scientific-technological areas generating processes transforming the productive system and creating new sectors	Scientific-technological areas of strategic value	Small, medium and large, individual and associated enterprises; Public and private research bodies; Universities
	Actions supporting industrial research	Small, medium and large, individual and associated enterprises; Public and private research bodies; Universities
Technological-productive areas for system competitiveness	Industrial innovation projects and related actions	Small, medium and large, individual and associated enterprises; Research centres and Universities; Category associations; Regional administrations; Local public bodies; Social-economic partnerships; Financial system; Young graduates with university degrees in sciences; technicians without university degrees
	Innovation projects for the optimisation of the specific potential of the convergence areas	Small, medium and large, individual and associated enterprises; Research centres and Universities; Category associations; Regional administrations; Local public bodies; Social-economic partnerships
Networks to strengthen the scientific-technological sustainable potential of the Convergence Regions	High technology districts and relative networks	Technological districts; <i>governance</i> structures
	Public-private laboratories and relative networks	Small, medium and large, individual and associated enterprises; Public and private research bodies; Universities
Optimisation of structures and scientific and technological equipment	Structural strengthening	Small, medium and large, individual and associated enterprises; Public and private research bodies; Universities GRID
Inter-regional cooperation between parties from the scientific and production sector	Inter-regional cooperation between parties from the scientific and production sector	Small, medium and large, individual and associated enterprises; Research and technological transfer centres; Universities; Regional administrations; Social-economic partnerships.

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Measure II – Support to innovation

<u>Name of Operational Objective</u>	<u>Name of Action</u>	<u>Potential Beneficiaries</u>
Strengthening of the production system	Interventions aimed at competitive repositioning of the production system	Small, medium and large, individual and associated enterprises (specifically SMEs); Regional administrations; Social-economic partnerships; Research centres; Universities
Improvement of the capital market	Capitalisation of SMEs and access to credit	Credit and financial intermediaries; Structures working in the sector of guarantees and services supporting SMEs; Venture capital operators; Universities; Social-economic partnerships
Integrated actions for the sustainable development and communication of the information society	Integrated research and competitiveness actions for sustainable development	Small, medium and large, individual and associated enterprises; Research centres; Local bodies; Organisations working in the management of industrial areas; Social-economic partnerships
	Integrated research and competitiveness actions for the information society	Small, medium and large, individual and associated enterprises; Social-economic partnerships; Research centres

Measure III – Technical assistance and accompanying activities

<u>Name of Operational Objective</u>	<u>Name of Action</u>	<u>Potential Beneficiaries</u>
Strengthening of efficiency, effectiveness and quality of interventions, as well as of related monitoring, evaluation and control activities	Technical Assistance, Management and Control	Administrations involved in management, planning and control
Strengthening of the strategic and communication capacities of the NOP	Evaluation	Administrations involved in management, planning and control; Stakeholders; Public
	Information and publicity	Central and regional administrations; Local bodies; Category associations; Public; Potential beneficiaries and beneficiaries; Communication partnership and institutional partnership; Press and media
Programmatic integration for the pursuit of system effects	Integration between national and regional actions	Regional administrations
	North/south osmosis initiatives	Regional administrations
	Service activities and joint projects	Regional offices involved in planning, research management, those responsible for structures supporting innovation and technological transfer, awareness intermediaries
	Services for the optimisation of industrial property	Small, medium and large, individual and associated enterprises; CCA and Category associations; Centres/bodies supplying specialised services

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The specific nature of each action and the coherence with the operational objectives of the NOP for Research and Competitiveness provide appropriate guidance for all information and publicity programmes of the operations and actions of the 2007-2013 NOP for Research and Competitiveness.

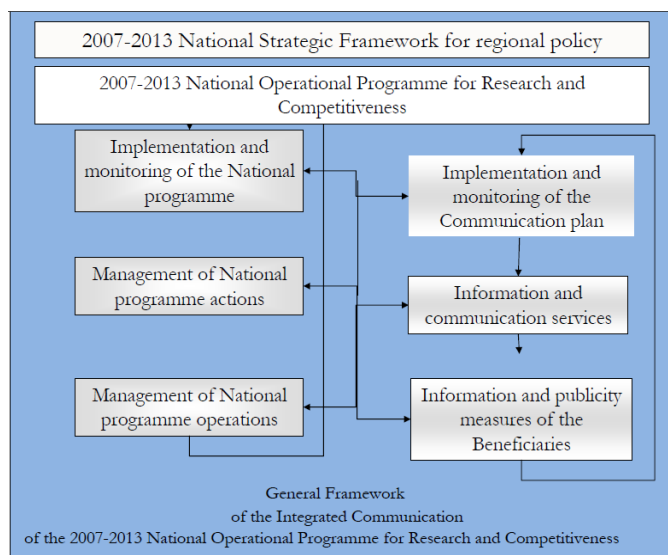
2. The elements marking the strategy and content of the information and publicity programmes for target groups

The Plan takes strategic direction as follows:

- greatest administrative transparency possible;
- the best use of the applicative potential of technology of information and communication;
- the continuous improvement of the quality of the communication, awareness and information circuits.

The strategy of the information and publicity programmes must guarantee the greatest transparency possible with regards to the opportunities and management methods of the 2007-2013 NOP for Research and Competitiveness.

The specific characteristics of the communication plan include the undertaking made towards a continuous improvement of the quality of information and communication services, and attention to planning a process for involvement that is as direct and active as possible, in the integrated communication system of the 2007-2013 NOP for Research and Competitiveness.



An integrated communication system able to add:

- **flows of information** to allow different organisational structures to act with regards to administrative monitoring, management, evaluation and communication of the Programme, both internally and externally;

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- **various tools** in the communication processes, with the aim of optimising the use of available resources, concentrating messages, reaching and sensitising the various groups of the public identified by the communication plan.

The methods of reaching objectives, aimed at target groups, are as follows:

An integrated communication plan based on the continuous function of active listening

- 1) **Communication based on continuous, active listening** with the aim of establishing a stable and personal relationship with all Potential Beneficiaries and Beneficiaries/Implementers. Continuous listening is essential to improving the level of satisfaction of requirements and to guaranteeing efficient and effective communication.

A communication plan to promote and support all useful inter-institutional cooperation actions

Active listening of the stakeholders, supported by a Citizen Relationship Management system is able to facilitate and guide all internal and external parties, in sharing the work of the Minister for Education, University and Research and the Minister for Economic Development in building and developing dialogue with all addressees, and with them establish a stable and efficient relationship.

The function of dialogue is aimed at the reciprocal comprehension with a view to involving all parties involved, also in the processes of continuous improvement of the quality of services supplied.

2) Promoting and supporting inter-institutional cooperation

By presiding over an internal communication area, the communication plan aims to facilitate the inter-institutional cooperation between the Minister for Education, the University and Research, and the Minister for Economic Development, respectively for their roles as Managing Authority and Intermediate Body, specifically responsible for the management and communication of the actions planned and relative operations of the 2007-2013 NOP for Research and Development.

Furthermore, the cooperation between and with the other institutional Partners involved in implementing the common regional policy, has the priority objective of promoting and supporting the development of cooperation networks and the exchange of experiences on a European, national and territorial scale.

3) Pursuit of a differentiated strategy

A **differentiated strategy** involves targeting each specific group of the public, defining a **differentiated ‘message’**.

This differentiated targeting encourages the definition of strategies and contents that make it possible to address each segment of users and stakeholders by sharing a very specific and possibly personalised ‘message’ (*personalisation of communication service*).

The principle of the differentiated strategy is also efficiently applied through the direct involvement of both the structures representing the various different categories of potential beneficiaries and of the latter with specific reference to the business world.

Much attention will be paid to the communication activities aimed at sensitising the participation of the SMEs in research and development activities directly with the research centres and universities, encouraging the reaching of the transversal objective of the NOP to strengthen and develop the connection between the world of research and the business world.

To this end, ‘specific communication products and tools’ will be identified, which will directly involve businesses not only as addressees.

4) Promoting network collaboration

The promotion and support to **network collaboration** is one of the most characteristic operational objectives of this communication plan.

The exchange of practical examples and experiences represents a real necessity in the collaborative comparison between different, more or less organised realities and ones that are, in any case, involved in the complicated and complex themes relative to the development of research and innovation of quality.

A differentiated strategy to facilitate the necessary dialogue between different groups of operators from different worlds.

The presence of community professionals in a network is an efficient way by which to exchange practical examples and experiences to develop virtual paths for the exchange of information between potential beneficiaries, beneficiaries and communication partners.

The identification of good communication practices – which provides a correct representation of the most efficient communication tools and methods for specific territories and categories of addressees – also ensures an added value with regards to the reaching of the general objective.

The development and management of the communities will be supported by financial resources forecast under the scope of the Programme technical assistance rather than those set aside for communication activities.

5) Using ‘standard phrases’

A combination of standard phrases to be included in all information tools and for the whole of the seven-year programming period, will be used in order to make the information relative to the NOP recognisable. In this way, we pursue the dual aim of raising public familiarity with the Programme and the underlying European policy, and increasing the efficiency of the informative messages to be circulated. With this in mind, it is important that the content of the chosen phrase recalls the objectives of the NOP and of European regional policy. One phrase that has already been adopted is that mentioned in art. 9 of Regulation (EC) 1828: “We are investing in your future”. During programming, the MA will select other messages or slogans to match the actions and operations initiated.

The Partnership and relative Community learning processes, at the various levels of *governance*, are some of the most important added values of the programming on Structural funds.

The learning process has made the difference in the quality of regional policy.

6) Confirming an informative communicative style

With a view to developing and characterising the contents of the communication of the NOP for Research and Competitiveness, an essentially **informative communicative style** has been chosen to guarantee:

- the neutrality of the **Communication network for research and innovation**;
- the necessary distinction of the **Information and publicity programmes of the 2007-2013 NOP for Research and Competitiveness**, both from political communication in general and from communication made by the Public Administration, governed by the Italian national law no. 150/2000 on communication.

The **informative style** is marked by the efforts of the Managing Authority and the Intermediate Body of the NOP (source or issuer), to take a neutral stance both with regards to the addressee and to the contents of the message with the aim of communicating with citizens and enterprises on the basis of facts, or rather of essentially transporting and exchanging useful data, news and information.

The informative style marks almost all of the information and publicity interventions that accompany the cycle of each action and operation of the NOP for Research and Competitiveness, and must be adopted by all internal and external parties involved, and to be involved, in the Communication Partnership of the 2007-2013 NOP for Research and Development.

7) The dimensions of the integrated communication of the Programme.

The dimensions of the Integrated Communication of the NOP for Research and Competitiveness are as follows:

- 1) **media visibility** (*specificity and image of the NOP for Research and Competitiveness, comprehension of the Community's role*);
- 2) **transparency** (*internal, external and internal-external*);
- 3) **the right of every citizen to information** and the right-duty to communication towards all citizens interested in meeting the significant challenges/opportunities offered up by the European Union (*universal service that marks a 'public' administration*);

*mainly
considering that:*

Article 158 of the Treaty provides that, in order to strengthen its economic and social cohesion, the Community is to aim at reducing disparities between the levels of development of the various regions and the backwardness of the least favoured regions or islands, including rural areas.

Article 159 of the Treaty requires this action to be supported by the Structural Funds, the European Investment Bank (EIB) and the other existing Financial Instruments.

Cohesion policy should contribute to increasing growth, competitiveness and employment by incorporating the Community's priorities for **sustainable development** as defined at the Lisbon European Council of 23 and 24 March 2000 and at the Göteborg European Council of 15 and 16 June 2001.

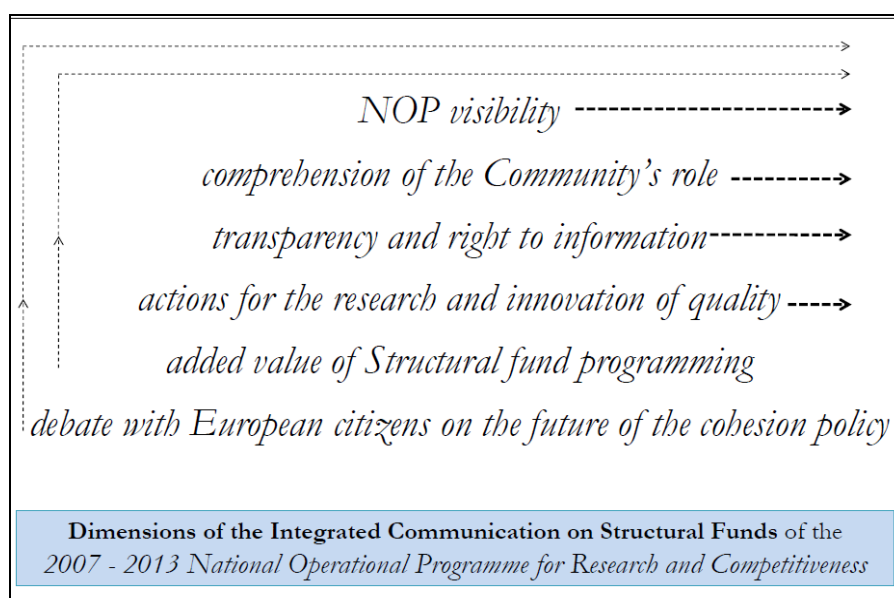
In the context of its effort in favour of economic and social cohesion, the Community, at all stages of implementation of the Funds, has as its goals to eliminate inequalities and to **promote equality between men and women** as enshrined in Articles 2 and 3 of the Treaty, as well as combating discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation..

Taken from the remarks reported in Council Regulation (EC) no. 1083/2006 of 11th July 2006, laying down general provisions on the Funds.

4) **the research and innovation of quality**

as a priority for the development of the common regional policy (*thanks to the objectives pursued by the cohesion policy and the specific actions of the NOP, the growth, competitiveness and employment for the 'country-system' is assisted*);

5) **the added value⁹ of the programming of the Structural funds** for the development of the Convergence and Southern Italy Regions for the entire 'country-system' and for the European Union, on matters of research and innovation (*without the ERDF, the delay accumulated by the Italian regions of 'Convergence' would be unsustainable for the whole of Italy and the European Union itself*).



8) **The timescale of activities**

For the purposes of a solid strategic set-up of the Plan, it is important to outline a forecast timescale during which the information programmes will take place. Correct planning of the division of the timescale of the main communication activities, as a matter of fact, helps organise work more efficiently, both from a financial and managerial viewpoint.

To this end, the chronogram shown hereto was developed, divided up according to areas of activities many of which are closely linked to a given phase of programming, and divided up into six-monthly periods until 2015, the year in which

⁹ Taking a more in depth look and clarifying the many aspects that classify the added value of the programming of the Structural funds with a view to the 2007-2013 common regional policy.

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he operations relative to the communication of the NOP should have finished, as stated by art. 56 of Regulation 1083/2006 on the eligibility of expenditure.

Chronogram of the communication plan according to area of activity																	
	2008		2009		2010		2011		2012		2013		2014		2015		
	I	II	I	II	I	II	I	II	I	II	I	II	I	II	I	II	
Development of visual identity																	
Assistance to beneficiaries in applying informative standards																	
Publicity																	
Promotional material																	
Informative publicity																	
Media relations																	
Informative, promotional informative events and exchange of experience																	
NOP launch																	
Audio-visual products																	
Web communication																	
Communication partnership /inter-institutional cooperation/territorial events																	
Informative support (telephone/Internet)																	
Direct mailing																	
Annual evaluation and monitoring																	
Evaluation (<i>ex-ante</i> , <i>in-itinere</i> , final)																	
Quality system																	
Distribution of results																	

The communication plan will initiate by acting on:

- the **organisation** devoted to the communication of the 2007-2013 NOP for Research and Competitiveness;
- the information and communication **technology** in particular;
- a professional human resource **team**;
- **groups of experts** supporting the activity;
- the Communication Partnership **Network** of the 2007-2013 NOP for Research and Competitiveness;
- the involvement of the enterprises, research centres, universities and other addressees of the interventions in the communication actions.

2.1. The channels involved by the communication plan

The implementation of the information and publicity services and tools of the NOP for Research and Competitiveness works on **digital convergence** and **multi-channel approach**¹⁰ to allow the various groups of addressees total access, and to allow them to choose the access channel most suited to their personal needs.

The aim is also to appropriately direct the various target segments to using the tools and services through the most appropriate channel and, at the same time, to encourage the most direct and interactive participation possible.

The preferred channels of the communication plan are specified in the following table.

The communicating source takes a neutral stance with regards both to the addressee and to the message contents, and the pre-fixed objective is to transmit information, news and useful data.

Main channels	1. Internet;
	2. Fixed and mobile telephone;
	3. Presence events: <i>national and travelling territorial</i> ;
<i>Secondary channels</i>	4. <i>Press</i> ;
	5. <i>Radio</i> ;
	6. <i>Television</i> .

¹⁰ Following the approach and basic trends reported in the pilot investigation of the multi-channel approach and the supply of services in the public administrations that deals with the general theme of technological innovation in the public sector in the context of the national administrative reform. By G. Cammarota, *L'adozione della multicanalità e l'erogazione dei servizi nelle amministrazioni pubbliche* ('The adoption of the multi-channel approach and the supply of services in public administrations'), Rubbettino, 2007, Cantieri series on the reform of public administrations.

The use of these channels, in their classification as Main channels and Secondary channels, takes into account the experience in past programming, with regards to the following objectives:

1. direct involvement and more active and constant participation;
2. citizen acknowledgement of the 'credibility' and timely nature of information; the possibility of monitoring the factors¹¹ on which the choice of means depends, facilitating control of costs/time/quality.

By using these channels, the intention is, together with the same Partnership of the NOP for Research and Communication, to encourage all possible **exponential disclosure effect** of the information communication and awareness of the NOP for Research and Competitiveness to contribute towards optimising the factors efficiency, effectiveness, economy and transparency.

In the context of the choice to privilege more direct and interactive channels, we should also take a more in-depth look, with the help of all those involved, at the function of '**word of mouth**'.

In the previous experience of communication on Structural funds, the role of 'word of mouth' proved to be fundamental to a capillary disclosure of information and the direct return involvement of various local operators.

The function performed by 'word of mouth', transversally to the various channels, produced significant effects, also benefiting from a surprising propulsion due to the

Reasons behind the choice of direct and more interactive channels:

1. greater efficiency and effectiveness of the communication aimed at the Report, for a direct involvement and more active and constant participation;
2. citizen acknowledgement of the 'credibility', this can be checked in real time, during the relationship;
3. to avert the 'announcement effect' with consequent vertical loss of 'prestige' for the institutions on the various levels;
4. direct and objective possibility to measure the factors affecting the choice of means at the same time, appropriately flanking this with due cost, time and quality controls.

¹¹ Factors affecting the choice of means:

- level of coverage (*penetration the means can reach with regards to a specific target*);
- frequency (*average number of times each individual target is involved and contactable*);
- method of use (*for a specific measurement of fidelity of use*);
- selectivity of target (*checking numbers of people effectively included in the potential users of the means*);
- economy (*measuring the effects obtained as compared with the effects hoped for*).
-

communication action on the Structural funds by the Opinion Leaders¹², in particular, carried out amongst those adhering to the network of the Territorial Interest Groups.

As such, with the help of the Partnership and the Opinion Leaders, the use of all the communication services, tools and channels aims also to support the development of shared **development strategies of the practise of 'word of mouth'**.

2.2 The main tools involved by the communication plan

The following illustrates the main tools with which to 'tell the story: to communicate the cohesion policy together' and to inform as to the developments and results reached with the implementation of the NOP, the choice of the following tools comes from a careful and shared analysis of the results obtained with the previous programme by both the administrations involved in the management and communication of the NOP for Research and Competitiveness.

2.2.1 Development of a visual identity

As already seen in the previous programme, the MA's use of a coordinated image improves the efficiency of the communication activities, as it facilitates recognition by the various types of Programme addressees.

The coordinated visual identity to be developed specifically for this Programme will comprise the elements reported hereto. All the action, strategies and tools will be agreed with the communication partners.

1) The use of the flag and the symbol of the EU

As one of the objectives of this Plan is to promote EU visibility and awareness of its role in the development of the country through the various Operational Programmes, the MA guarantees use of the flag and the EU symbol in all information and publicity programmes.

The European flag is displayed in front of the Managing Authority's offices for the whole year and the entire duration of the Programme.

¹² The Opinion Leaders, a role of 'opinion developer' assigned to people sometimes 'unknown to the news', but to whom others individually assign a role of reference for competence, acknowledging the merit thanks to the authority recognised for cultural, civil and working efforts for scientific research and innovation.

The symbol of the European Union will also be included on all supports and information and publicity materials used by the MA for the entire period of the programme.

2) The development of a logo within the coordinated Programme image

The coordinated Programme image will include developing a logo that, as was already the case in the previous programme, will recall the EU's symbol and colours on a graphical level. The logo will help define the Programme's identity and its disclosure on a national and international level. It will also help its recognition as compared with other Programmes and initiatives started under the scope of the 2007-2013 Cohesion Policy and the Structural funds.

The logo and other components of the coordinated Programme image, and the EU symbol, will all be included on all paper and digital supports (such as leaflets, posters, brochures, etc.) on all information and publicity materials, on the web portal, publications, newsletters and gadgets.

Finally, a manual of guidelines relative to the visual identity and inclusive of graphical specifications, will be prepared to determine the correct use of the Programme logo and EU symbol to be applied to the various different materials. The manual will be made available to all users on the internet portal.

3) Communication guidelines

The MA has also decided to create and publish a guide for the implementing parties. The guide aims to provide the implementing parties with a series of information supporting them in the implementation of communication actions and in initiating their obligations in terms of information and publicity.

The MA will distribute the guide to all implementing parties, made available and downloadable from the internet portal, and distributed during national, regional and local events.

2.2.2 Publications

1) Informative publications

Informative publications fall into two main categories: publications of a general nature, therefore aimed at disclosing only the key information regarding the Programme, such as brochures or leaflets for example, and more in-depth publications on the Programme or on specific themes held to be particularly interesting.

All the informative materials will be developed on the basis of suggestions made by the 'Style guide for the management of the contents of the NOP information and publicity tools' and developed by bringing back the main elements of the coordinated Programme image.

These materials will be spread on the basis of specific defined distribution plans in relation to the need to reach different user targets. The publications will also be available to users on the internet portal, and will be able to be downloaded and distributed to the Communication partners.

2) Digital newsletter

The 2007-2013 programming will re-propose the digital newsletter. The Newsletter aims to provide readers with more in-depth information on specific themes related to the Programme and to the Cohesion Policy. It will also report on the state of progress of some of the information and communication activities, by means of fixed columns, some reserved to the communication of other NOP and ROP programmes.

All issues of the newsletter will be sent to the communication database, as well as available on the Programme internet portal.

3) House organ

With regards to internal communication, a house organ will no doubt be useful. This publication is prepared to update in-house staff on any new aspects concerning the Programme and the work of all collaborators, officials and directors involved in both administrations. This tool will only be used internally and will allow for greater fluidity of work, avoiding communication breakdowns between the structures involved. The publication will be in digital format.

4) E-Magazine

A magazine that is aimed at a less specialised public than that for whom the newsletter is intended. This magazine is not only available on the web, but is also printed. It is filled with images and stories, interviews and case histories involving the NOP and its developments. It will have an exciting look in line with the coordinated Programme image. Its distribution channels will be the events and territorial activities, as well as the network of information points and the antennae of the NOP for Research and Competitiveness on the territory.

2.2.3 Promotional material

The MA considers that the creation of promotional material to be distributed to the various different public targets, is a useful activity to contributing towards the efficiency of all information and communication actions during the whole programming period. The promotional materials will be developed in line with the coordinated Programme image. There will be two main types of materials: stationary such as pens, pencils, highlighters, notepads, marker pens and post-it notes etc., and gadgets such as calendars, badge strings, shopping bags, rucksacks, files, magnets, etc. These materials will be distributed during the major events, manifestations and meetings promoted by the MA by the network of communication partners and beneficiaries of the operations. Where possible, the programme internet website will also be included.

2.2.4 Media relations

By using the media, we can encourage a multi-channel distribution of information and awareness of the NOP for Research and Competitiveness. The main aims of the flow of information are:

- to guarantee visibility and transparency of the cohesion policy and the impact on national and local development to citizens,
- to facilitate access to the opportunities made available by the NOP actions.

Media relations should be promoted through various channels: press, internet, radio, television, capillary information. The communication tools used:

- press releases;
- press conferences;
- specific television services;
- interviews with key players in the programming: opinion leaders, stakeholders, directors and representatives of the institutions, researchers and implementing parties;
- MA participation in radio and television broadcasts;
- distribution of informative material with regional press offices.

1) Press releases

Press releases serve to inform the media of Programme activities. They will be used during informative events but also to announce the most important developments of the Programme and, at the end of the Monitoring Committees. They will be sent to all major newspapers, with particular attention to economic journals, to all major press agencies, local and national television, calibrating the target on the basis of the newsworthiness and interest expected.

2.2.5 Launch event

Objective: to disclose the new 2007-2013 cohesion policy and specifically to inform all publics involved of the opportunities presented by the NOP for Research and Competitiveness.

Format: meeting in institutional headquarters and involvement of representatives of the European Commission and of the Italian Representation of the Commission, social parties and all parties with whom programme agreements have been drawn up during the Programme preparation.

The target public for the launch will comprise five macro-categories:

- internal and external stakeholders;
- potential local partners;
- potential beneficiaries;
- nationally important representatives of the world of science and industry;
- information means.

The visual layout marking the launch and all public meetings, will be in line with the coordinated image. All informative panels, posters, canvasses, notices, will comply with the regulations in terms of use of colours and logos. Furnishing will include the Italian and European flags, the colour blue (in the pantone of the European flag) will be used for table linen and upholstery. Number of participants: 500 people.

Contents: roles and functions of the Managing Authority and the Intermediate Body, information relative to the actions included in the individual programme axis, financing bodies, methods and timescales for the presentation of projects, and the results of the previous 2000-2006 programming.

Materials distributed: each participant will receive a copy of the NOP. Promotional materials will also be developed (informative brochure, notes, gadgets, folders and shopping bags).

Press conference: the launch event, as specified previously, will follow a format that is closest to a meeting, involving not only technical information, but also more in-depth analyses of policies and themes, with a press conference to take place in a specific area. The communication office will also make a copy of the official press releases and technical sheets available. It would also appear to make sense, on this occasion, to present an audio-video documentary (e.g. video clip) summarising the programme contents and reporting key information to the radio and TV journalists present, for their relative media services.

Quantity: 1

2.2.6 Events

1) Public national events

Annual events: article 7 (b) of the Council regulation requires the organisation to hold at least one large informative event per year. For this line of events, an

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institutional size format will be used, involving significant public participation (200/300 people).

The annual event is a time for reflection and communication, not only with regards to the Cohesion Policy, but specifically as concerns the themes and projects that have enjoyed success. Each event focuses on a specific theme that is important to the Programme's strategic objectives. And in relation to the theme, the speakers to accompany the MA in the presentation of the NOP itinerary results, are chosen.

In order to keep interest levels high, we need to encourage public participation. This can be done by organising a moment 'open' to dialogue and debate. In past experiences, the initiation of a round table following the presentation of interventions, has increased interest, focusing attention on the success factors and critical nature of the interventions financed by the NOP. This moment represents a significant comparison for the review of actions.

The experience with regards to the events of the 2000-2006 programming, indicates concentrating the event over a single day in order to avoid probable loss of attendance. In the national public event, the visual 'layout' marking all events of the 2007-2013 NOP for Research and Competitiveness is repeated. Rome will house the event.

The organisation of the closing event, which will duly highlight the results obtained with the participation of some of the implementing parties, and particularly emphasise the most excellent projects, will be given particular importance.

Preparation for the public event includes a communication campaign to inform and create expectations by means of the following tools:

- press releases;
- informative activities through the press office;
- publicity in newspapers and journals;
- mailing with informative material and invitations (brochures, leaflets);
- audio-visual material specifically created for the event (video clips);
- the audio-video recording of the event available on the web.

Quantity: 7

2) Communication partnership table

At least once a year, there will be a specific national event ('Partnership Table') to be held in collaboration with the communication of the programme devoted to *governance*, specifically aimed at the network of communication managers and the NOP for Research and Competitiveness Communication partnership network, in order to guarantee an exchange of experiences and the development of the communication network of Research and Innovation of the regions of Italy.

Quantity: 7

3) Informative events

The common objective is, in the first place, to spread and disclose information concerning the 2007-2013 NOP for Research and Competitiveness, raising the level of awareness of the opportunities on offer, and creating the incentives to increase the active participation of citizens in the programme. Two-way communication must be created, and feedback between the MA and the IB and the various public targets.

The territorial stakeholders directly involved, will themselves act as a sounding board for the groups they represent.

The NOP communication office will deal with creating target-specific mailing lists in order to reach all interlocutors in a capillary fashion. In view of this constant flow of information to and from the category associations, the world of business and the universities, the organisation and development of an event will provide the moment of bringing together all the communication activities and relations developed, and the opportunity to capitalise on contacts and potential partnerships. The informative events too, will be organised by maintaining constant attention to the simplification of contents and language. The audio-video recordings of the event, accessible from the web, will guarantee maximum disclosure of the contents and promotion of events.

Quantity: 12

4) Regional informative events

This type of event involves a homogenous public, with travelling meetings that will be held in all four regions of the convergence objective. These meetings will see a discussion on the participation level of the host region in the NOP: the impact of the actions, the territory's needs, synergies with local initiatives.

Beyond the informative events, the MA will also participate in events, fairs, meetings and other such activities organised by the stakeholders and local players. They will participate in the regional fairs with an exhibition stand within which promotional and informative materials on the NOP will be distributed, and the multimedia services/products can be seen.

Quantity: at least 8

5) Technical informative events

This type of event mainly involves the potential beneficiaries identified. Meetings will aim at taking an in-depth look at specific lines of intervention in the programme, through the involvement of the territorial economic partnership, specifically category associations, entrepreneurs, research centres, etc..

Quantity: at least 50

6) Training events

Training seminars will be organised in each of the regions involved, with the aim of developing capacity building, to increase specific abilities or competences (euro

project with PCM and GOOP methodology, etc.). These seminars will mainly target the stakeholders, for a general improvement in quality standards. The interventions will also be supported by on-line modules on the web portal.

Quantity: at least 12

2.2.7 Audio-visual products

The production and distribution of audio-visual products is necessary for the disclosure of information to the general public by means of the media, with a view to a multi-channel user approach.

As we have seen in the MA's experience gained during the previous programming, the broadcasting of a television advertisement on national channels, taking up the spaces available by the Council Presidency, and the simultaneous posting on the internet, has proven to be an efficient tool in disclosing general information on the NOP.

Two adverts will be produced at the start and end of programming. The initial video will be prepared in consideration of the need to adapt it to different available uses and times, local TV channels, web, events, fairs.

For the local, regional communication campaign, services on TV WEB and themed reports on good practises and on the NOP for Research and Competitiveness results, will be developed, with multi-language and multi-channel usage (web, satellite and digital terrestrial TV).

The themed videos mentioned above will also be prepared with a view to being used during the events. The audio-visual materials will also be distributed to the European information agencies, the media, the local authorities, stakeholders and libraries.

Quantity: 2 TV advertisements and at least 6 reportages

2.2.8 The specific NOP Research and Competitiveness portal

The Ministry of Education, University and Research (MIUR), in accordance with the Ministry of Economic Development (MiSE), wishes to take an ambitious route with regards to the web information and communication of the NOP for Research and Competitiveness, and develop a varied supply of on-line services. Apart from the standard sections which will meet all indications of the regulations in terms of granting visibility and effect to the initiatives set out by the NOP, interactive tools will be set up, using the most innovative technology to guarantee an efficient comparison with all the publics of the NOP.

The portal will show all documents developed in the contents management system, with integrated interactive service interfaces, as described in the paragraph 'The main services involved in the Communication Plan'.

The main contents

Given the high informative capacity of the tool, and the possibility of constantly updating its contents, the web space provides the perfect solution for supplying general and detailed information on all activities developed, and on the interim and final results produced by the individual actions.

The contents will be set out on the basis of a system involving a gradually more in-depth look, in order to better direct the various segments of the public, and to make the information concerning the RTDI (Research, Technological Development and Innovation), more easily available.

At least the following areas of information, communication and awareness will be available to download from the portal (in pdf or doc format):

- NOP for Research and Competitiveness and the relevant Community policies;
- notices, contract notices and relative assistance;
- complete list of beneficiaries with the name of the project and the amount of Community funding and investments (as per the Regulations);
- regulations and guides;
- quality, monitoring and appraisal, citizen satisfaction and relationship management.

The communities

The web space will also provide a virtual meeting place for all parties participating in the different work groups. At least the following communities and/or practice and learning communities will be set up:

- Monitoring committee
- Beneficiaries
- Information points and Territorial antennae
- Institutional partners of the inter-institutional cooperation
- Communication partnership and network of NSF communication managers.

Each community will have a documental repository available and constantly updated with all information and documents of interest relative to the activities in which the various different targets are involved. All the practice communities will benefit from specific staff involved in managing the relative services and support systems.

The events

The portal will represent the place where all the seminar and public meeting initiatives are disclosed and where all objectives, actions and results relating to the NOP are discussed. Events will be registered in a specific section, and thanks to

this system, the contact database and monitoring of participation in informative moments, meetings, workshops and seminars, will be automatically updated.

From the section devoted to events, it will be possible to access the audio-visual resources to be developed each time there is a meeting with the NOP public.

The training

The NOP portal does not claim to be an e-learning platform, although it will be structured in such a way as to contain files and didactic supports useful to the public, in order to acquire knowledge with regards to Community and national investments made to develop the territories addressees of the Structural Funds.

For all those requiring updating, more in-depth information, the development of new and further skills in the management of local development projects, information will be included relative to legal aspects, good practice and tools for the management of complex projects.

The news

The site will include a specific news section where not only the many paper-based newsletters will be published, but also any news relative to the main sectors in which the NOP action are promoted (research, innovation, advanced training). The newsletter editors will update the section on a weekly basis, also reporting snippets of information filtered from a careful national and international press report, on the basis of the interests of its registered readers.

The Publications

The portal will allow users to download pdf formats of all publications prepared under the scope of the Programme, both those directly edited by the MIUR and by the MiSE, and those by the aid beneficiaries.

The assistance

A form will be set up for queries, and direct on-line help available to all users. FAQs will also be published, all with a view to providing timely assistance.

The web portal will be designed in accordance with the guidelines prepared to develop the coordinated image (visual identity), in line with the Community instructions on the matter, and with national legislation in terms of usability and accessibility. All relevant contents will be translated into English and made available in an English version of the portal.

A timely system monitoring the quality and quantity of accesses, will be initiated. This will allow for the regular evaluation and review of the pages and structure.

The web portal will be implemented by an appropriate structure to best manage all aspects. The portal will be accessible and visible from the institutional MIUR site and from that of the MiSE, with links included on the home page.

Links

An area devoted to links with the institutions connected to the Representative Offices for Innovation and Research of the Italian regions and to the other Programmes; Area Links to the research bodies, Area devoted to links with sites of the operation beneficiaries.

2.3 The main services involved by the communication plan

The following is a list of **the main services** of information and communication supporting the Communication concerning the Structural funds of the NOP for Research and Competitiveness:

- A. service to create and manage the **coordinated image** in all integrated communication processes for the information and publicity of the NOP for Research and Competitiveness;
- B. service designing and implementing the **Knowledge Management System** for the communication of the actions of the NOP for Research and Competitiveness (*back-office guidance*), of the **Citizen Relationship Management** specialised for groups of addressees/users and any **Advanced ICT services** of *e-government* and *e-governance* for the management of the multi-stakeholder participation (*front-office guidance*).
- C. editorial service for production and distribution: house organ, e-magazine, newsletter “RICERCA & INNOVAZIONE X COMPETERE (RESEARCH & INNOVATION TO COMPETE)”, in general, **Digital and paper-based editorial service**;
- D. **events** management and development service: internal communication events (meetings, seminars, training meetings) and external communication events (meetings, events, round tables, workshops);
- E. **publicity service** for the management of the campaign cycle (from planning to the evaluation of the effects of the publicity in the various channels and for the various segments of the public) aimed at the Potential Beneficiaries and at the Public of the population of citizens in the ‘Convergence’ regions;
- F. service for the development and strengthening of the **Monitoring and Appraisal Quality System** of the information and publicity programmes;
- G. service for the promotion and development of the **Communication Partnership** (*guidance to the widespread inclusion of citizens in the communication processes*) as well as the training and managing of the functioning of the national table of Opinion Leaders and territorial events;
- H. creation, development and monitoring service of the **Information Point Network and the territorial antennae of the NOP for Research and Competitiveness**, on the basis of an initial ‘pilot experience’ to be developed with the collaboration of the TIG ‘best in class’ in the network of Territorial Interest Groups.

- I. service producing **Web TV** and **documentaries** on good practises and results of the NOP for Research and Competitiveness for multi-lingual and multi-channel use (*Web, satellite and digital terrestrial TV*).

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The following table provides an overview of the informative tools included in the Plan, ordered according to the main areas of communication. Each tool is associated with the specific communication objectives and the main groups of addressees it targets.

Communication areas	Tools	Specific objectives	Groups of addressees				
			Potential beneficiaries	Beneficiaries	Public	Communication partners	Institutional partners
Promotion of visual identity	Structural funds communication guidelines	SOB2*	x	x		x	
	NOP Communication guidelines	SOB2'	x	x		x	
	Exposure of the European flag	SOB3'	x	x	x	x	x
	Support and monitoring of the application of informative standards by implementing parties (mail, telephone support, specific web areas...)	SOB2'		x			
Publicity	External publicity (posters, nameplates etc...)	All	x	x	x	x	x
	Press publicity (local and national)	All	x	x	x	x	x
	Radio/TV publicity	All	x	x	x	x	x
Promotional material	Stationary materials (pens, Memo sticks, calendar ...)	SOB3'	x	x	x	x	x
	Gadgets (calendars, laces ...)	SOB3'	x	x	x	x	x
Informative publications	Leaflets, brochures	SOB1'	x	x	x		x
	In-depth publicity	SOB1'	x	x			x
	Newsletters	SOB1'	x	x	x	x	x
	House organ	SOB4 / SOB5				x	x
	E-Magazine	SOB3	x	x	x		
Media relations	Press releases	All	x	x	x	x	x
	Press conferences	All	x	x	x	x	x
	Specific TV services	All	x	x	x	x	x
	Interviews	All	x	x	x	x	x
	Participation in radio/TV broadcasts	All	x	x	x	x	x
	Distribution of informative material with other press offices	All	x	x	x	x	x

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Communication areas	Tools	Specific objectives	Groups of addressees				
			Potential beneficiaries	Beneficiaries	Public	Communication partners	Institutional partners
Events	Annual events	SOB1 / SOB3	x	x	x		
	Informative events	SOB1 / SOB3	x	x	x		
	Regional informative events	SOB1 / SOB3	x	x	x		
	Training events	SOB2		x			
	Participation in fairs/events	SOB1 / SOB3	x	x	x		
Communication partnership / Inter-institutional cooperation / Territorial events	Informative events	SOB4 / SOB5				x	x
	Training events	SOB4 / SOB5				x	
	Direct mailing	SOB4 / SOB5				x	x
	Website	SOB4 / SOB5				x	x
	In-depth publications	SOB4 / SOB5				x	x
PO launch	Launch event	SOB3	x		x	x	x
	Press conference	SOB3	x		x	x	x
	Press notices	SOB3	x		x	x	x
Audio-visual products	VideoClips	SOB3	x	x	x		
	Interviews	SOB1 / SOB3	x	x	x		
	Advertisements	SOB1 / SOB3	x	x	x	x	x
Web communication	Portal	SOB1 / SOB3	x	x	x	x	x
	Network community	SOB2/SOB4/SOB5		x		x	x
Informative support (telephone/Internet)	Informative support (telephone/Internet)	SOB1 / SOB2/ SOB3	x	x	x		
Direct mailing	Direct mailing	SOB1 / SOB2/ SOB3	x	x			

SOB1 = To facilitate access to relevant information and to the awareness of opportunities to all Potential Beneficiaries

SOB2 = To guarantee application of the European standards for communication of operations by all Beneficiaries/Implementing parties

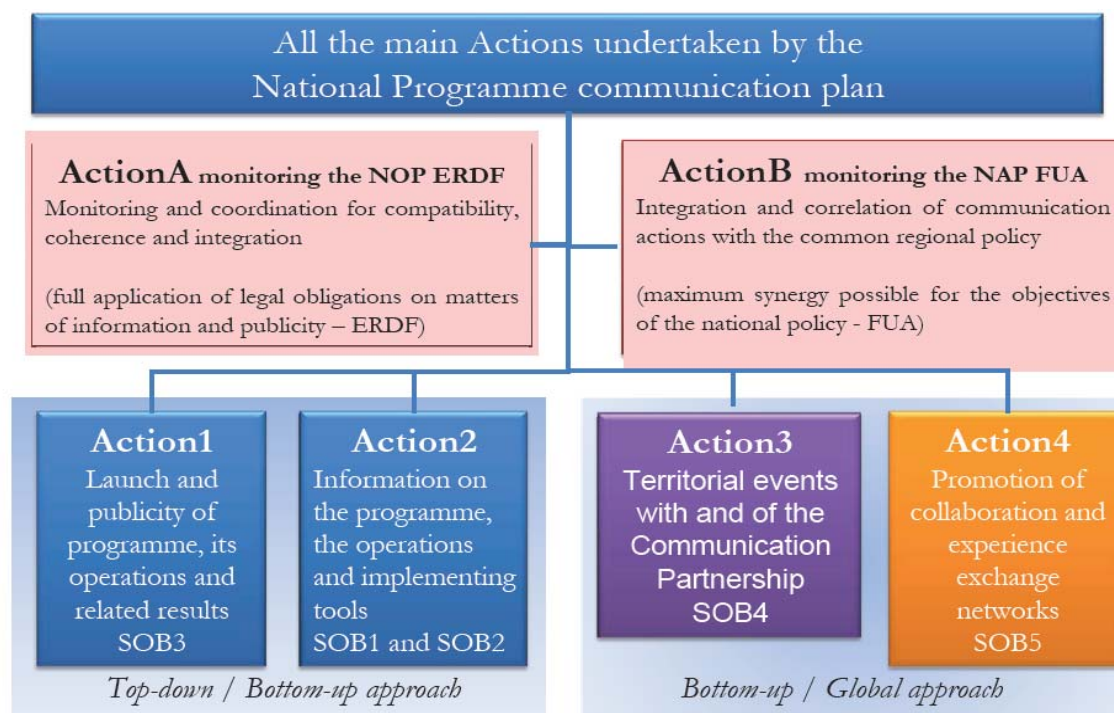
SOB3 = To make the NOP for Research and Competitiveness visible, to encourage and facilitate comprehension of the EU's role by citizens and European citizens

SOB4 = To develop a widespread and stable Communication Partnership of the NOP for Research and Competitiveness on a national, regional and sub-regional scale

SOB5 = To promote and support inter-institutional cooperation for the development of networks and the comparison of experience

2.4 The main information and publicity actions

The main information and publicity actions of the NOP for Research and Competitiveness under the scope of which the information and publicity interventions will be defined, developed and evaluated, are given below:



SOB: Specific Objective of the communication

All these actions and the relative specific objectives must ensure the pursuit of the Plan's general objective.

Action A

Monitoring and coordination for compatibility, coherence and integration

Ensures the compatibility, coherence and integration of the different actions forecast in this communication plan and in the annual break-downs included in the information and publicity interventions managed by the Beneficiaries/Implementing parties and the territorial communication strategies with the Communication Partnership, as well as any joint intervention measures under the scope of inter-institutional collaboration agreements.

The operational objectives of the action are: to ensure the full application of the legal requirements concerning the information and publicity by all parties involved; to

guarantee the implementation, monitoring and evaluation of the communication plan as a whole and in its related implementing parts.

Action B

Integration and correlation of the various information and publicity actions for the 2007-2013 common regional policy.

Action B mainly impacts on Action 3 and Action 4 (*maximum synergy possible for the purposes of national and European policies*). The action aims to ensure the optimal integration of the network and experience exchange networks on a European, national and territorial scale, as well as the synergic correlation of the information and publicity initiatives for the 2007-2013 common regional policy and the relative operational programmes involving the Structural funds and the fund for under-used areas.

ACTION 1

Launch and/or publicity of the programme and its operations for programme visibility amongst European citizens

Action 1 ensures maximum disclosure of the interventions promoted, the developments and the results reached through the NOP in the various different channels by means of integrating the various information and communication tools available.

Action 1 uses several specific messages (added value Structural funds, opportunities for increased competitiveness of territories, quality of life and citizen wellbeing, etc.) aimed and shared by all stakeholders, whether internal or external, contributing to the construction of a 'European identity' of the NOP for Research and Competitiveness.

ACTION 2

Information on the programme, the individual actions and relative operations for maximum internal and external transparency

Action 2 comprises the design, development and evaluation of all the information and publicity interventions targeted at the groups of Potential Beneficiaries and Beneficiaries/Implementing parties, ensuring a systemic approach and total coverage of all territories involved.

Action 2 has the main aim of informing the Potential Beneficiaries with regards to the NOP implementing tools (aid schemes, contracts, etc.).

The priority of Action 2 is to ensure the application and development of art. 5 – information measures for potential beneficiaries, of art. 6 – information measures for beneficiaries, of art. 8 – responsibilities of beneficiaries relating to information and publicity measures for the public, and of article 9 - characteristics of information and publicity measures for the operation of Reg. EC no. 1828/2006.

ACTION 3

Territorial event with the Partnership.

Action 3 is mainly organic to the pursuit of specific objective SOB4: to help reach the general objective by creating a widespread and stable partnership of territorial events and communication on a national, regional and sub-regional scale, for the information and publicity of the NOP for Research and Competitiveness.

The priority of Action 3 is to ensure the application and development of paragraph 3 of article 5 – information measures for potential beneficiaries, and the participation in the Community networks too, as set out by paragraph 2 of article 10 – network and exchange of experience, of Regulation EC no. 1828/2006.

ACTION 4

Promotion of networks for the distribution of results and the exchange of experience.

Action 4 provides appropriate assistance to the inter-institutional collaboration agreements for the exchange of experience. It ensures the disclosure of European, national and regional ‘good practices’ and results in the field of research and innovation, in particular on SMEs, through the various channels and by means of the tools available.

The excellent projects financed by the 2007-2013 NOP for Research and Competitiveness will be highlighted particularly, also taking into account the results reached in previous programming by the 2000-2006 NOP for Research and by the NOP for Local Development.

It also intends supporting the exchange of experience in the sector of information and publicity.

Actions 4 and 3 find, in the direct involvement of European citizens in the debate on the future of the European cohesion policy, a common field of action in programming territorial communication strategies and relative travelling events on a regional and sub-regional level, with the communication partnership.

3. The indicative budget necessary for the implementation of the communication plan

The following table reports the sources of financing, the value in millions of euros and relative percentage key for the coverage of the total cost estimated for implementation, monitoring and evaluation of the Programme communication plan for the period 2007-2013.

Sources of financing	Millions of euros	%	Notes
ERDF	9.5	50	
National fund	9.5	50	
MIUR budget	0		
MiSE budget	0		
Other sources	0		
GRAND TOTAL	19	100	

The 19 million euro budget allocated to the implementation of the communication plan regards both the information and publicity measures of the NOP overall, and the specific interventions developed by the MIUR and MiSE.

Annual management of costs/budgets for communication is broken-down as standard into three stages:

1. *cost estimating* where the costs of the resources to be used are estimated, and therefore the total cost estimated for the year;
2. *cost budgeting* where the above-stated costs are optimised in WBS (Work Breakdowns Structure) hierarchically structured budgets and relative WP (Work Packages) of lower level;
3. *cost control*, to be initiated during start-up, where the progression of the expenses as compared with the budgeted costs is checked, analysing any differences in real time.

The acquisition of the necessary resources for the implementation, monitoring and evaluation of the Plan is carried out in accordance with current regulations concerning public service contracts, also with reference to the Guidelines on the quality of ICT services and goods of the CNIPA¹³.

¹³ Guidelines on the quality of ICT services and goods for the definition and management of PA contracts, CNIPA – National Centre for Computing in Public Administration.

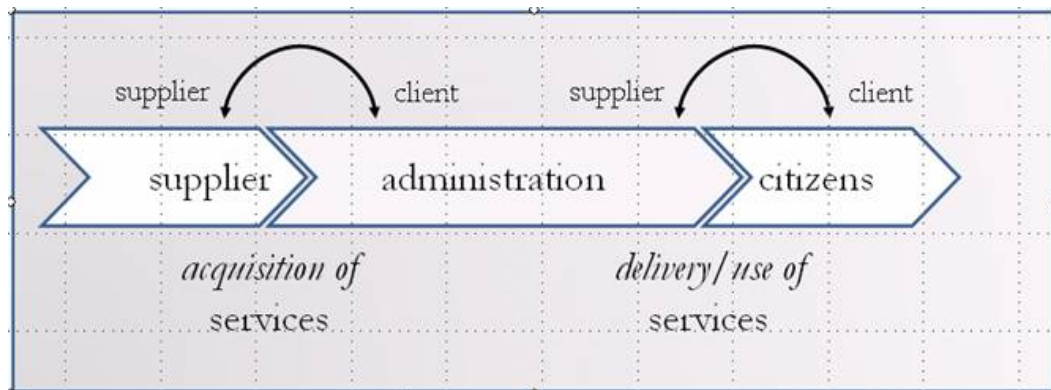
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The following table reports the indicative percentages assigned to each area of communication as identified in the Plan.

Indicative budget according to area of activity						
Area of activity	% of budget	ERDF Community contribution (a)	National counterpart b= (c+d)	Indicative breakdown of national counterpart		Total budget
				National public financing (c)	Other (d) *	
Assistance to beneficiaries in applying information standards	4%	€ 380,000	€ 380,000	€ 380,000	0.00	€ 760,000
Informative publications	14%	€ 1,330,000	€ 1,330,000	€ 1,330,000	0.00	€ 2,660,000
Media relations	5%	€ 475,000	€ 475,000	€ 475,000	0.00	€ 950,000
Informative events, promotional training and exchange of experience (national meetings, travelling seminars), NOP launch	18%	€ 1,710,000	€ 1,710,000	€ 1,710,000	0.00	€ 3,420,000
Development of coordinated image, publicity (means plan, advertising boards, informative materials, gadgets, etc.)	15%	€ 1,425,000	€ 1,425,000	€ 1,425,000	0.00	€ 2,850,000
Audio-visual products (advertisements and video reportage)	15%	€ 1,425,000	€ 1,425,000	€ 1,425,000	0.00	€ 2,850,000
Web portal (technology and editing)	10%	€ 950,000	€ 950,000	€ 950,000	0.00	€ 1,900,000
Communication partnership /inter-institutional cooperation/territorial events	10%	€ 950,000	€ 950,000	€ 950,000	0.00	€ 1,900,000
Informative support (telephone/Internet) and direct mailing	2%	€ 190,000	€ 190,000	€ 190,000	0.00	€ 380,000
Monitoring, evaluation and quality	7%	€ 665,000	€ 665,000	€ 665,000	0.00	€ 1,330,000
	100%	100.00%				€ 19,000,000.00
* Ordinary resources MIUR MISE, public and private contributions						

This quantification represents a general break-down of the budget allocated to the communication subject to re-modulation in the light of a careful factual and evaluative analysis during the implementation of the Communication plan.

The quality of public services is an important value that must be acknowledged on an equal footing in a context that includes **the whole customer-supplier chain**, as shown in the image below.



The resource and service **acquisition projects** must be managed with Project Management techniques and methods in order to deal with them efficiently and transparently, keeping the **achievement of the results** (effects, resource and service impact) constantly under control.

The quality management system already implemented, for example, suggests establishing an operational plan (Point 7.13 'Keeping processes under control', UNI EN ISO 9004:2000).

4. Administrative structures/organisations responsible for the implementation, monitoring and evaluation of the information and publicity measures

As, respectively, Programme MA and Intermediate Body (IB), the Communication Plan is the responsibility of the MIUR and the MiSE.

The following table reports the administrative structures responsible for the implementation, monitoring and evaluation of the information and publicity measures:

Administrative structures	Organisation	Main function and/or task according to competence
Managing Authority	Ministry of Education, University and Research (MIUR)	To guarantee compliance with obligations concerning information and publicity set out by article 69 of Regulation (EC) no. 1083/2006 in accordance with the methods of application as per Section I of Regulation (EC) no. 1828/2006
Intermediate Body	Ministry of Economic Development (MiSE)	To define the Plan of action together with the Managing Authority and the Communications manager; to directly implement the part of the Communication plan relating to MiSE actions and to ensure the development of all information and publicity measures as per Section I of Regulation (EC) no. 1828/2006
Communication manager	Ministry of Education, University and Research (MIUR)	To ensure the coordination of the Communication Plan and to guarantee the univocity of the implementation and timescale.
Inter-ministerial Technical Work Group	Ministry of Education, University and Research (MIUR) and Ministry of Economic Development (MiSE)	To support the MA and the I.B. in their programming and monitoring of the communication plan and the Beneficiaries' information and publicity measures (<i>specifically arts. 8 and 9 and collaboration with the MA and IB for integrated communication</i>)
Monitoring committee	Ministry of Education, University and Research (MIUR)	Monitoring of the communication plan and the Beneficiaries' information and publicity measures (<i>specifically arts. 8 and 9 and collaboration with the MA and IB for integrated communication</i>)
Communication evaluation Technical Group	MA, IB, Evaluation plan manager flanked by the MiSE contact	To support the MA and I.B. in their <i>ex-ante</i> , <i>in itinere</i> and final evaluations.

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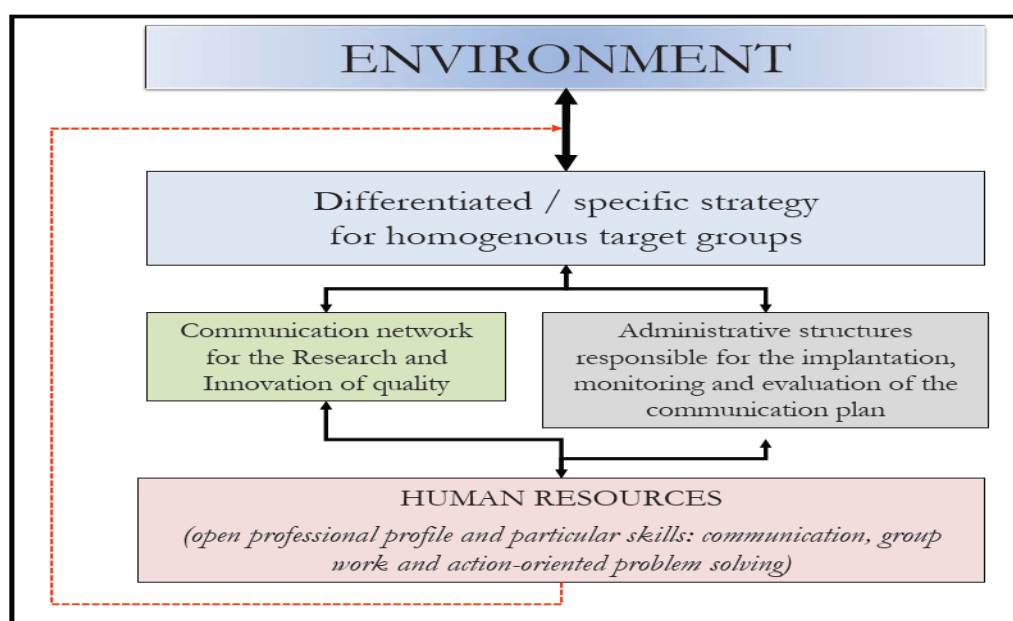
The following are the contacts for the organisations responsible for implementing the communication measures set out by the Plan.

Competent structure:	Managing Authority – Ms. Claudia Galletti – Minister of Education, University and Research – Directorate General for Research – Office VII
Address:	<i>Piazza John Kennedy, 20 – 00144 Rome</i>
Telephone	0039.06.97727371
E-mail:	sespar.upoc@miur.it

Competent structure:	Intermediate Body – Mr. Paolo Rota – Ministry of Economic Development – Directorate General S.A.I. - Office IV
Address:	<i>Via del Giorgione 2b – 00147 Rome</i>
Telephone	0039.06.54927027
E-mail:	affaricomunitari@sviluppoeconomico.gov.it

Competent structure:	Communication Manager – Mr. Fulvio Obici – Minister of Education, University and Research – Directorate General for Research – Office VII
Address:	<i>Piazza John Kennedy, 20 – 00144 Rome</i>
Telephone	0039.06.97727928
E-mail:	fulvio.obici@miur.it

The following image shows the basic scheme for the organisational approach with which the structures responsible for the implementation, monitoring and evaluation of the information and publicity measures manage the communication plan cycle for the entire period, applying tools and methods from the Quality Management System (QMW) and the Monitoring and Evaluation System (M&ES).



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The period 2007-2013 sees the development and strengthening of the systems that were already implemented in 2000-2006. This specifically includes extending the field of application to include all processes that directly impact implementation, monitoring and evaluation of the communication plan and of any territorial communication strategies implemented in collaboration with the NOP Communication Partnership, including monitoring the information and publicity measures for which all Beneficiaries/Implementing parties of all NOP operations, are directly responsible.

Please see page 73-74, with the attached **General Table – Management of the communication plan cycle** for an overall view of the management cycle of the communication plan and the main tools.

5. Indications on the evaluation of the information and publicity measures

The main evaluation question concerns the level of Programme visibility with the Potential Beneficiaries and the Public, and the level of awareness reached with regards to the EU's role. The evaluation question covers homogenous and significant groups of targets in the 'Convergence' regions and belonging to aggregated territories in accordance with the Employment area model and on the basis of demographic, psychographic and belonging to specific fields¹⁴ of work experience selection criteria.

Evaluation of the 'visibility of the NOP for Research and Competitiveness and understanding of the Community's role' is divided up into three consecutive time periods, at the end of which specific evaluation reports are prepared: *ex ante*, *in itinere* (in 2010) final (in 2013) evaluation reports.

The *in itinere* and final evaluation reports coincide with the obligation set out by paragraph 2 of art. 4 of Reg. (EC) no. 1828/2006: "... The annual implementation report for the year 2010 and the final implementation report shall contain a chapter assessing the results of the information and publicity measures in terms of visibility and awareness of operational programmes and of the role played by the Community..."

The evaluation question must be constructed and specified by planning a project and development process (Project evaluation document). This must precede and run alongside all the implementation and monitoring activities, and help define the processes by which the various information and publicity measures of the NOP for Research and Competitiveness are monitored and evaluated. It will therefore balance with the methodological choices made, allowing us to measure the results and effects obtained by using tools and information and publicity services

The **Monitoring, inspection and evaluation of the communication plan** extends its field of application to include all information and publicity measures (for Potential Beneficiaries, Beneficiaries/Implementing parties, Public, Communication Partnership and NSF Partners) and adopts the same approach for processes, as for the Quality Management System.

¹⁴ Privileging fields/chains such as: school, university, public research bodies, businesses and collective services where the NSF results expected are highest.

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Appropriate on-line services will also support the regular citizen satisfaction analyses to be extended to the greatest possible number of NOP information and publicity service users.

As shown by the following 'General Table – Management of the communication plan cycle', the evaluation of the information and publicity measures is guaranteed regularly by means of the management of monitoring and evaluation processes concentrating on specific evaluation questions, and which conclude with the preparation of the relative reports, as shown in the following table.

Name	Period	No.
Annual Evaluation Report – on the results obtained per channel/tool/service	every year	8
Citizen Satisfaction analysis report for segments of the communication plan target groups	every year	7
Evaluation, Visibility and Understanding Report concerning the ' <i>visibility of the NOP for Research and Competitiveness and awareness of the Community's role</i> ' for significant groups of citizens in the 'Convergence' regions	<i>ex ante, in itinere</i> and final	3
Network Evaluation Report – on the performance and potential of the Communication Network for the research and innovation of quality in the regions of Italy	final	1

The EU's information and communication strategy considers not only the planning of an activity important, but perhaps more so the phases of implementation, monitoring and evaluation of interventions. All these steps require the use of tools proportional to the measures planned, with particular attention paid to the measurement of the efficiency of the intervention.

Art. 4 of Regulation (EC) 1828/2006 describes the control and monitoring of the communication plan. More specifically it states that the Managing Authority shall inform the Monitoring Committee with regards to:

- a) the communication plan and progress in its implementation;
- b) information and publicity measures carried out;
- c) the means of communication used.

The efficiency of the communication and information actions will be evaluated with regards to Programme visibility and awareness of the Community's role. This objective will only be reached by developing a monitoring system, the results of which will supply the evaluation activities.

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Given the experience acquired in developing the 2000-2006 communication plans, the intervention logic cannot ignore capitalisation of previous experience, as it falls under the scope of continuity and optimisation of results obtained, stressing the opportunity to establish and supply strong nexus between the two services.

The monitoring and evaluation system will be a process divided up into the following macro-phases:

1. Planning
2. Implementation
3. Control
4. Corrective action.

The indicators are:

- qualitative, aimed at measuring the quality perceived by the addressees of the communication activities;
- quantitative, aimed at measuring the efficiency of the communication activities;
- 'impact' indicators aimed at measuring the effects of the communication activities and the overall results attained with regards to the general objectives of the communication plan.

The following table sets out some of the basic indicators proposed for the monitoring of the Communication plan:

Communication areas/ Tools	Output indicators	Result indicators	Impact indicators
Web portal	No. of web pages published: 900 No. of database: 5 No. of news items and frequency of updating: 350 (1 news item per week) No. of links to other national and European programmes: 10	Total no. of users/visitors: 700.000 No. of pages visited (daily average): 1500 No. of visitors per day: 300 Total no. of downloads: 875.000	Change in programme awareness Change in attitude towards programme
Promotional material	No. of products developed according to type (stationary, gadgets, etc.): 10	No. of products distributed: 90%	Change in programme awareness Change in attitude

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			towards programme
Newsletters	No. of newsletters published: 28	No. of addressees reached: 2000	Change in programme awareness Change in attitude towards programme
Publicity	No. of TV/radio advertisements developed: 2 Total no. of times shown by major radio/TV broadcasters: 240 Total no. of advertisement notices published: 25 Total no. of posters and boards: 100	Coverage: 15% of the population	Change in programme awareness Change in attitude towards programme
Media relations	Total no. of press releases and agency launches: 70 No. of press conferences organised: 5 Total no. of interviews held: 35 No. of articles and insertions created: 30	No. of press releases published: 80% No. of participating journalists: 5 per session No. of press files distributed: 10	Change in programme awareness Change in attitude towards programme
Publications	No. of informative material and publications produced: 30 No. of addressees of the distribution lists: 2000	No. of copies distributed: 85% No. of copies downloaded: 5000	Change in programme awareness Change in attitude towards programme
Audio-visual products	No. of CDs produced: 500	No. of copies distributed: 90%	Change in programme awareness

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	No. of documentaries/video clips produced: 16	No. of broadcasts (on media and during events): 40	Change in attitude towards programme
Events	No. of events organised: 47 No. of technical informative events: 50 No. of MA – IB and/or Communication Manager participations in meetings organised by other parties: 50	Total no. of participants: 1800 No. of questionnaires completed: 40% % customer satisfaction: 70%	Change in programme awareness Change in attitude towards programme
Programme launch event	No. of press conferences for the launch: 1 No. of press notices: 6	No. of media used for the launch: 5 No. of participants in the event: 250	Change in programme awareness Change in attitude towards programme
Information support	No. of requests for information received (e-mail, telephone): 4000 per year	No. of requests processed: 80%	Change in programme awareness Change in attitude towards programme
Communication networks and partnerships	No. of work groups/partnerships formalised: 5 No. of seminars/workshops organised: 14 No. of seminars/workshops participated: 40	Total no. of WG participants: 100 No. of participants in seminars/workshops organised: 50 per session	Change in programme awareness Change in attitude towards programme

The MA and the IB together undertake to determine the baseline and targets for each of the identified indicators, in a timely and complete manner. This will be carried out during the *ex ante*

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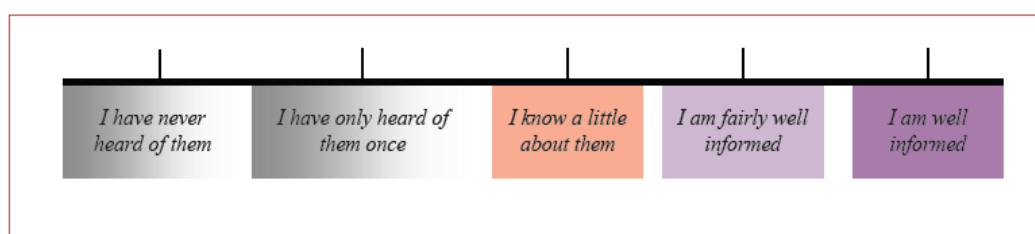
evaluation and will represent a point of departure for the timely definition of the increase in information and awareness of the different groups of addressees with regards to the programme. They ensure that the definition and quantification of the indicators will be complete by 2010.

In carrying out its work (aimed at answering the evaluation question with regards to the level of programme visibility amongst the Public and relative level of awareness reached by the Public on the role played by the European Union), the NOP Communication laboratory, with the help of experts in the evaluation service, will monitor and appropriately direct, in particular during preparation of the relative 'evaluation plans', the *ex ante* evaluation process, in order to ensure the initial measuring of the indicators, which will thereby provide the 'input data'.

Initial level of programme visibility

The 'initial level of programme visibility' will be reported with appropriately selected samples of the population residing in the regions involved, and with the relative 'initial level of awareness of the role played by the European Union' amongst the same sample of the public, who already has some understanding and awareness of the programme.

In order to make the reporting of the level of visibility and awareness of the EU's role significant, namely that reached by effect of the communication policy by means of the implementation of this Communication plan, homogenous groups of the public will first be identified throughout the regions involved, with particular attention paid to the analysis of the NOP image with the Public, following evolution by means of opinion surveys concerning the evaluation of the 'familiarity' of these same homogenous groups of the public with regards to one or more 'objects' (NOP, EU role in the NOP, ERDF in the NOP, European cohesion policy, European Regional Development Fund and RTDI, etc.), using, for example, a scale such as the following:



On the basis of the results provided by the homogenous sample groups, and having evaluated the most appropriate channel and tools, the process for the construction and disclosure of the ideal programme image and the direction of the public towards the relative, most accessible and efficient channel for any necessary or desired details, will begin. In actual facts, the communication objective changes both according to the group of addressees, their field of experience, their lifestyle (psychographic factors), etc., and depending on the categories shown as examples by the previous scale.

A communication objective aimed at developing 'awareness' amongst those who had never heard of it, 'knowledge' amongst those who had heard of it once, and know something about it,

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‘partnership relation’ for those who know a fair amount, ‘cooperation’ for those who are well aware of it and intend to contribute to the success of the programme implementation under the scope of the public-private investment policy represented by the cohesion policy.

In other words, on the basis of the results of the investigation conducted on the sample public, we will be able to identify the image at the programme date, and accordingly direct the activities aimed at maximum media visibility of the programme. This will help develop (construction process) the profile of the ideal image, thereby helping pursue the objectives of this Communication plan on a local, regional and national scale, also by the vast and widespread Communication Partnership involved, on the basis of a shared activity monitoring and evaluation system, in the wider Quality Management System (QMS) adopted by the MA in this programme. The latter, as compared with the previous period, extends its field of application to programme management both as a whole and in terms of individual actions, for a citizen-oriented Public Administration¹⁵.

Citizens ask, as anyone who listens to them know, for a higher quality of the services they are buying, or those to which they, in any case, contribute (absolute shareholders), as in the case of public services. In order to successfully overcome the many challenges put forward by the demand for high quality services, and if they do not wish to further lose in terms of 'residual credibility', the public administrations, need to find appropriate criteria both to measure the quality of the services offered, and to choose whether to maintain or alter the quality of services offered, or to offer new services.

We should perhaps mention that the programme image that can currently be seen in the newspaper reports is, above all, the result of a communication process that has already begun and which concerns the evolution of the partnership comparison and debate and the negotiation structure that concluded with the approval of the programme in December 2007. This communication process was developed at the same time as the results of the previous operational programmes (NOP for Research and NOP for Local development) were disclosed. It has already gained the operators' attention and a high level of expectation amongst researchers and entrepreneurs.

The preparation phase of the stated Project Evaluation Document, and particularly with regards to the *ex ante* evaluation process, is particularly important both as concerns the identification of the most significant homogenous groups (of Potential Beneficiaries and of the Public involved), and with regards to the most reliable measurement plant possible, of the 'change in programme awareness' and the 'change in attitude towards the programme' that these sample groups can provide in terms of the overall impact of the communication policy.

¹⁵ Citizen-oriented administrations are those that, in order to reach their objectives, aim to better serve their public of reference. They gather and use accurate information on the citizens/users **expectations** and **perceptions** of what they supply. They also do this by involving their suppliers in a co-makership regime that comprises the entire customer-supplier chain (see page 56 of this Plan)

GLOSSARY

From article 2 – Definitions, of Regulation (EC) no. 1083/2006 – General provisions on the ERDF, on the ESF and on the Cohesion Fund

Operational programme

In general, under the scope of the above-specified provisions relative to the structural funds (ERDF, ESF) and to the Cohesion Fund, this term indicates the document submitted by a Member State and adopted by the Commission setting out a development strategy with a coherent set of priorities to be carried out with the aid of a Fund, or, in the case of the Convergence objective, with the aid of the Cohesion Fund and the ERDF.

(For the purposes of this communication plan, operational programme indicates, together with other expressions such as 'NOP for Research and Competitiveness' or more simply 'programme' or 'NOP', the 2007-2013 National Operational Programme for Research and Competitiveness, co-financed by the ERDF.)

Reach

Individual targets who are reached by a mixture of vehicles/means in a given time.

Net Reach

Estimated number of different people exposed at least once to one or more vehicles of a given planning. This is a non-duplicated measurement of audience and is usually expressed as a percentage of the population comprising the target group.

Effective Reach

Estimated number of different people exposed to one or more vehicles of a campaign, starting from a certain level of frequency.

(Perfetta pianificazione della pubblicità sui media- Costantino Iannaccone- Edizioni Lupetti 2005)

Priority axis

One of the priorities of the strategy in an operational programme comprising a group of operation which are related and have specific measurable goals;

(The NOP priority axis are as follows: AXES I – Support of structural change; AXIS II – Support of innovation; AXIS III – Technical assistance and accompaniment)

Operation

A project or group of projects selected by the managing authority of the operational programme concerned or under its responsibility according to criteria laid down by the monitoring committee and implemented by one or more beneficiaries/implementing parties allowing achievement of the goals of the priority axis to which it relates.

Beneficiary

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An operator, body or firm, whether public or private, responsible for initiating or initiating and implementing operations. In the context of aid schemes under Article 87 of the Treaty, beneficiaries are public or private firms carrying out an individual project and receiving public aid.

Public expenditure

Any public contribution to the financing of operations whose origin is the budget of the State, of regional and local authorities, of the European Communities related to the Structural Funds and the Cohesion Fund and any similar expenditure. Any contribution to the financing of operations whose origin is the budget of public law bodies or associations of one or more regional or local authorities or public law bodies acting in accordance with Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts shall be regarded as similar expenditure.

Intermediate Body

Any public or private body or service which acts under the responsibility of a managing or certifying authority, or which carries out duties on behalf of such an authority vis-à-vis beneficiaries implementing operations;

Irregularity

Any infringement of a provision of Community law resulting from an act or omission by an economic operator which has, or would have, the effect of prejudicing the general budget of the European Union by charging an unjustified item of expenditure to the general budget.

From article 3 – Objectives of Regulation (EC) no. 1083/2006 – General provisions on the ERDF, on the ESF and on the Cohesion Fund

The Convergence objective

The 'Convergence' objective shall be aimed at speeding up the convergence of the least-developed Member States and regions by improving conditions for growth and employment through the increasing and improvement of the quality of investment in physical and human capital, the development of innovation and of the knowledge society, adaptability to economic and social changes, the protection and improvement of the environment, and administrative efficiency. **The objective shall constitute the priority of the Funds.**

The 'Regional competitiveness and employment' objective

This shall, outside the least-developed regions, be aimed at strengthening regions' competitiveness and attractiveness as well as employment by anticipating economic and social changes, including those linked to the opening of trade, through the

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increasing and improvement of the quality of investment in human capital, innovation and the promotion and improvement of the environment, and the improvement of accessibility, adaptability of workers and businesses, as well as the development of inclusive job markets.

From article 4 – Convergence, of Regulation (EC) no. 1080/2006 - on the European Regional Development Fund and repealing Regulation (EC) no. 1783/1999.

Priority number 1 of the eleven priorities pursued by the ERDF under the scope of the ‘Convergence’ objective:

... 1) research and technological development (R&TD), innovation and entrepreneurship, including strengthening research and technological development capacities, and their integration into the European Research Area, including infrastructures; aid to R&TD, notably in SMEs, and to technology transfer; improvement of links between SMEs, tertiary education institutions, research institutions and research and technology centres; development of business networks; public-private partnerships and clusters; support for the provision of business and technology services to groups of SMEs; and fostering of entrepreneurship and innovation funding for SMEs through financial engineering instruments;

Definitions by: Vittorio MASONE, Monitoraggio e Valutazione dei progetti nelle organizzazioni pubbliche e private.

Optimisation 3E+T

Social equity, civil progress, the achievement of new work and lifestyles largely depend on how much and how investments are made in infrastructures, in social services, in production activities and in modernising institutions.

More and more, citizens are asking the State, Local bodies, Territorial bodies and organisations belonging to the Public, Private and Third Sector, to brand their activities, and particularly their investment programmes, with the optimisation of the 3E+T formula: **Effectiveness, Efficiency, Economy and Transparency.**

Effectiveness

The capacity of a project to reach the objective assigned, within limits of probability that are taken as acceptable.

Efficiency

The property of an investment choice or project management to obtain, as compared to other choices:

- a given result (benefit) with lesser means (costs), or
- a greater result with the means available.

Economy

The priority level of the project objective in the total economy of the organisation owning the project, the sector, the region or country in which the investment is made. A project may be effective and efficient but not economic where it requires resources to the detriment of more important needs.

Transparency

The availability of the information necessary to stakeholders to judge whether a sufficient level of 3E is reached in the project, both in terms of the projects still being managed and those being developed or already concluded.

Internal transparency

The project choices and activities must be clear and documented for the offices above those making the choices or managing the project developments. Transparency within the organisation also includes communication between the managerial or bureaucratic complex and the administrative management level.

External transparency

The choices and activities must be clear and documented for 'those with the right to know'. These may be technical control or political guidance bodies in the country, sector and territorial division or in the specific project. The social groups involved have specific requirements and, privately, the stakeholders and staff.

Internal and external transparency

Transparency presumes: easy access to sources of information, intelligible information (with reference to the level of addressee communication), and timely and complete messages.

GRID Computing

This indicates the paradigm of the distributed calculation comprising a highly decentralised structure able to allow a vast number of users to use resources coming from an undetermined number of calculators. The term 'grid' derives from the similarities created by the first designers of grid computing, according to whom, in the near future, we would have reached computing resources with the same ease with which we can today use electricity, namely by simply plugging into one of the many sockets in our homes - the power grid.

For further information, please see the GRID practise community at www.ponricerca.it.

Corporate social responsibility

There has been much discussion in Europe in recent years on the subject of corporate social responsibility. In 2000 the Lisbon European Council appealed to the sense of responsibility of the companies in the social sector with regards to best practices linked to education/training, organisation of work, equal opportunities and sustainable development.

From the Green Paper 'Promoting a European framework for corporate social responsibility', 18th July 2001 – European Commission: "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis". From Communication no. 347 dated 2nd July 2002 'Corporate social responsibility: a business contribution to sustainable development', European Commission.

Corporate social responsibility and SMEs: "The CSR concept was developed mainly by and for large multinational enterprises. In line with the Commission's 'Think Small First' strategy" inspired by SMEs, the CSR concept, practices and instruments should be adapted to suit the specific situation of SMEs which make up the vast majority of European enterprises".

See CSR – Corporate social responsibility – in the forefront at: www.confindustria.it ; www.welfare.it ; www.unioncamere.it

Active stakeholders

Those who are knowingly interested in creating or implementing a service in view of the consequences produced by its development. They may be internal or external to the organisation: for example, we should acknowledge employees and co-workers as stakeholders as they are the first and most active multipliers of perception of a given service. The position vis-à-vis the organisation and the characteristics defining active stakeholders lead to decisions in matters of communication: in fact, as they have an interest, and a specific awareness of the organisation, the communication strategy need not be persuasive as this is superfluous to the characteristics of this type of public.

Passive or potential stakeholders

Those who, if aware of the consequences that the initiation of a specific service can have on their activity, would be interested in participating in the initiative. Specific communication actions must target this type of stakeholder, aimed at constructing a two-way relationship. Specifically, a persuasive type of communication strategy will be useful to simplify their involvement and stimulate their interest.

Learning and practise communities

Social groups with the final objective of **generating organised and quality knowledge** to which everyone has free access. In these communities, the individuals look to continuous learning and are aware of their own knowledge. There are no hierarchical differences: everyone is as important as each other, because the work of each benefits the entire community. The aim is collective improvement. Anyone entering this type of organisation aims at a sharing model. There are no private or individual spaces, as everyone shares everything. Anyone with knowledge, who keeps it to themselves, is as though they did not have it. The practice communities tend towards excellence, towards taking what each collaborator best produces. This constructivist method aims at a knowledge that is built together and which represents a way of living, working and studying.

The main legal base of reference for the communication plan

COMMUNITY LEGISLATION

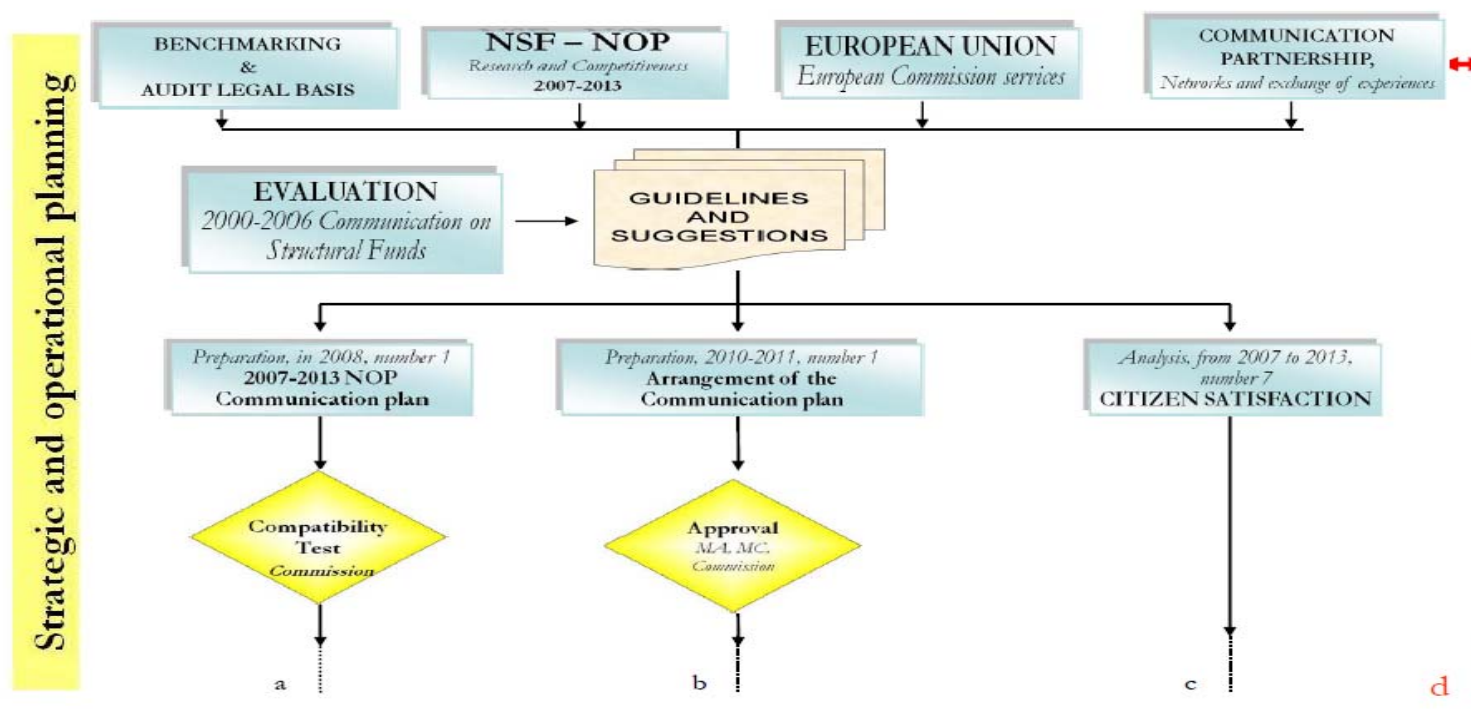
- A. **Article 60(j) – Functions of the Managing Authority**, Chapter I – Management and control systems, Title VI – Management, monitoring and controls, of **Council Regulation (EC) no. 1083/2006** of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and repealing Regulation (CE) no. 1260/1999.
- B. **Article 69 – Information and publicity**, Chapter III – Information and publicity, of the already mentioned **Council Regulation (EC) no. 1083/2006**, of 11 July 2006.
- C. **Articles 2, 3, 4, 5, 6, 7, 8, 9 and 10 of Section 1 – Information and publicity**, of Chapter 2 – rules for the implementation of Regulation (EC) no. 1083/2006 - of **Commission Regulation (EC) no. 1828/2006** of 8 December 2006 setting out rules for the implementation of Council Regulation (EC) no. 1083/2006 laying out general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund.
- D. Regulation (EC) no. 1080/2006 – **Regulation on the European Regional Development Fund** and repealing Regulation (EC) No. 1783/1999.

NATIONAL LEGISLATION

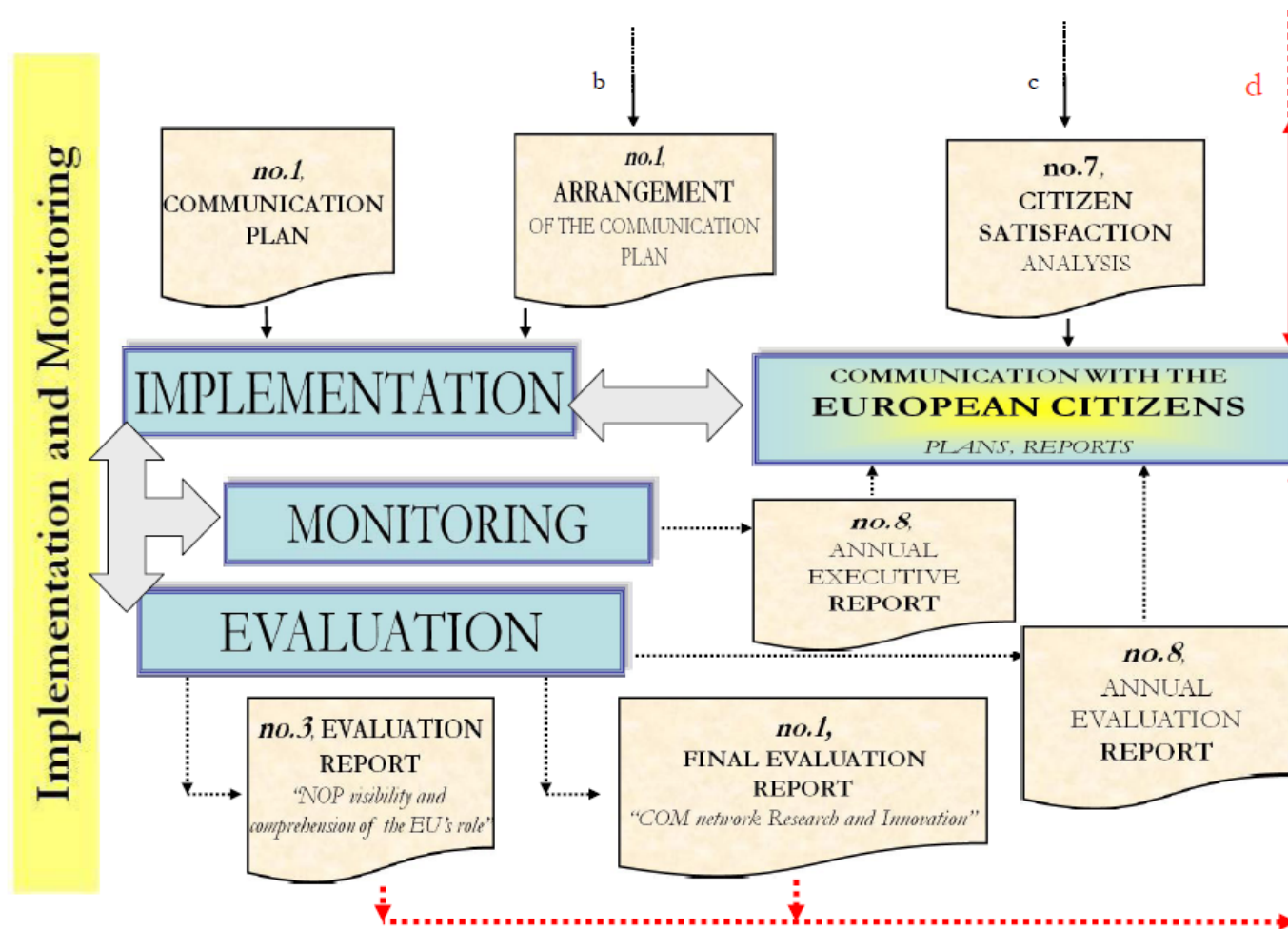
- E. The **2007-2013 National Strategic Framework for regional policy**, approved on 13th July 2007 by European Commission Decision no. C(2007) 3329;
- F. The **2007-2013 National Operational Programme ‘Research and Competitiveness’**, approved on 21st December 2007 by European Commission Decision no. C(2007) 6882;
- G. **Italian Law no.150 dated 7th June 2000, on the ‘Regulation of the information and communication activities of the Public Administrations’**, published in the Official Journal of the Italian Republic no. 136 on 13th June 2000.

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GENERAL TABLE – Management of the communication plan cycle for the NOP for Research and Competitiveness



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GENERAL TABLE – Tree of Objectives of the communication plan related to the Information and communication services

General Objective	<p>The communication plan aims to provide maximum possible media coverage and identifies various different means and methods of communication on the relevant territorial level, with the objective of:</p> <p>increasing the knowledge, cooperation and active participation of the citizens and European citizens in the intervention priorities of the 2007-2013 NOP for Research and Competitiveness, in line with the aims, methods and expected results of the unitary regional policy, valuing the EU's role in co-financing the Programme, and disclosing the added value of the community intervention on a national, regional and local level.</p>				
Main Specific Objectives	<p>SOB1</p> <p>To facilitate access to relevant information and awareness of the opportunities by all Potential Beneficiaries.</p>	<p>SOB2</p> <p>To guarantee the application of European standards for the communication of the operations by all Beneficiaries/Implementing parties</p>	<p>SOB3</p> <p>To make the NOP for Research and Competitiveness visible and to encourage and facilitate Public understanding of the EU's role</p>	<p>SOB4</p> <p>To help reach the general objective by creating a widespread and stable partnership of territorial events and communication on a national, regional and sub-regional scale.</p>	<p>SOB5</p> <p>To promote and support inter-institutional cooperation for the development of collaboration networks and the comparison of experience.</p>

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Main Operational Objectives	Potential Beneficiaries	Beneficiaries/Implementing parties	European citizens	Partnership	NSF partner
	<p>1.to contact and register the Potential Beneficiaries;</p> <p>2. to supply all relevant information to all Potential Beneficiaries;</p> <p>3. to continuously improve the quality of the information on the communication and of the awareness of operations and actions of the NOP for Research and Competitiveness, on the internet.</p>	<p>4.to provide assistance with the sharing and application of the quality standards of the communication of the operations to all Beneficiaries/Implementers;</p> <p>5. to monitor the application of the quality standards of the communication of the operations of the 2007-2013 NOP for Research and Competitiveness.</p>	<p>6.to make the 2007-2013 NOP for Research and Competitiveness and its operations, developments and results, visible to the Public;</p> <p>7.to facilitate understanding of the role played by the European Union;</p> <p>8.to raise awareness of the role of the 2007-2013 NOP for Research and Competitiveness in the common regional policy and of the added value of the European structural funds, specifically the ERDF;</p> <p>9.to progressively raise the level of media coverage of the 2007-2013 NOP for Research and Competitiveness.</p>	<p>10.to help promote and manage the events of interest and all subscriptions to the Partnership under the scope of Research and Innovation;</p> <p>11.to strengthen involvement of potential partners for the Communication of the Research and Competitiveness Programme on a territorial level, in implementing specific territorial events and communication activities in order to raise consent and participation of citizens in the cohesion policy;</p> <p>12. to help promote and support the creation and development of the Information Point Networks and Antennae for research and innovation;</p> <p>13.to encourage the participation of the representatives of the civil society and the direct involvement of the citizens in the debate on the future of the cohesion policy, by means of efficient coordination with the communication activities enabled under the scope of the NSF;</p> <p>14.to participate actively in the activities of the National Partnership Table in order to guarantee the best possible <i>governance</i> also by means of specific ICT services.</p>	<p>15.to encourage the meeting and collaboration between the MAs of the Programmes of the NSF in order to optimise interventions co-financed by the structural funds on matters of research and innovation, also through an efficient participation in the activities of the national network of the communicators;</p> <p>16.to use collaboration with other parties dealing with structural funds, in order to provide concrete answers for those needing direction, and to promote the Programme communication activities;</p> <p>17.to support the founding of practise communities to improve awareness on the implementation of projects co-financed by the Programme and to stimulate network cooperation with a view to greater competitiveness.</p>

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Main information and communication services	<p>1 Information service provided by site, web TV and newsletter preparation groups.</p> <p>12.1 Presence events service</p> <p>3.1 KM service <i>Knowledge Management</i></p> <p>4.1 CRM service - <i>Citizen Relationship Management</i></p> <p>5.1 CS Service – <i>Citizen Satisfaction</i></p>	<p>7 Assistance to Beneficiaries/ Implementing parties in the adoption of quality standards</p> <p>12.2 Presence events service</p> <p>3.2 KM service <i>Knowledge Management</i></p> <p>4.2 CRM Service <i>Citizen Relationship Management</i></p> <p>5.2 CS Service <i>Citizen Satisfaction</i></p>	<p>2 Publicity services to relevant territorial level (<i>advertises and informative documentaries</i>) to ‘tell the story’ (<i>EU role and results</i>)</p> <p>12.3 Presence events service</p> <p>3.3 KM service <i>Knowledge Management</i></p> <p>4.3 CRM service <i>Citizen Relationship Management</i></p> <p>5.3 CS Service <i>Citizen Satisfaction</i></p> <p>6 Evaluation service <i>ex ante, in itinere and final Programme visibility and awareness of the Community’s role</i></p>	<p>8 Service for the development of the Information Point Network and the Programme Antennae</p> <p>12.4 Presence events service</p> <p>3.4 KM service <i>Knowledge Management</i></p> <p>4.4 CRM service <i>Citizen Relationship Management</i></p> <p>5.4 CS Service <i>Citizen Satisfaction</i></p>	<p>9 Service promoting and supporting inter-institutional cooperation</p> <p>12.5.1 Presence events service</p> <p>4.5 CRM service <i>Citizen Relationship Management</i></p> <p>10 Service promoting and supporting the exchange of experiences</p> <p>11 Training service for opinion leaders and partnership</p>
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dell'Università e della Ricerca*



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