R4R COMMUNICATION PLAN

Contributing to the European recycling society

2012-2014

1. INTRODUCTION

R4R (Regions for Recycling) aims at promoting regional contributions to the European Recycling Society, by allowing local and regional authorities to make consistent comparisons thanks to a common method and exchange of transferable good practices related to local instruments in order to improve recycling performances. As part of the R4R INTERREG IV C project, a Component (Component 2) has been dedicated to the development and implementation of dissemination activities and to ensure consistency in external communication activities.

As part of Component 2, a communication strategy has to be developed and implemented by ACR+, who acts as the Communications Leader (CL) for this project. This strategy is described within the current communication plan and was presented during the R4R kick off meeting (18th - 20th April 2012) in Paris. The presentation set up the basis for a discussion between the partners during the kick-off meeting upon which the eventual communication plan has been built.

This document covers the external aspects of the communication strategy whereas an internal communication plan has been developed by the Project Leader (PL), ORDIF. ORDIF aims to ensure a good exchange of information between partners (i.e. Extranet, template). However, the external communication plan refers at several points to the INTERREG IV C communication guide that the partners should consult when needed[1].

In accordance with the great emphasis put on communication and dissemination results at EU level and programme level too, R4R project carries out a strong dissemination effort. ACR+ has a consolidated expertise and know-how on waste themes and dissemination activities. It will supervise all communications activities under the R4R project and will ensure a wide EU dissemination, in particular through its network of members (more than 100) and contacts (press, other EU projects, etc.).

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[1] http://i4c.eu/resources_Project_Communication_Guide.pdf

2. CONTEXT OF THE PROJECT

2.1 Objectives

The overall aim of Regions for Recycling is to facilitate the implementation of the EU Waste Framework Directive by enabling regional and local authorities to improve their municipal waste recycling performance. The project partners will identify legal, economic, technical and structural conditions and instruments for optimal recycling performances. Exchanging and disseminating these good practices will contribute to the European efforts of bringing all EU territories to the same high waste management and recycling standards.

The R4R objectives are:

To give local authorities a possibility for peer comparison of their performances among themselves and to European targets through:

- a common European method to collect and present waste data
- common indicators for municipal waste recycling
- criteria that allow the creation of homogeneous groups of comparable territories

To identify the instruments that allowed high recycling performances at local and regional level, and to analyse their transferability to other territories.

To provide an online waste management tool for local and regional authorities

To disseminate the content and results of the R4R project through:

- meetings, capacity building training sessions and peer reviews within the partnership
- conferences, events and activities at local, regional, national and European level.

The project partners expect that R4R will become a waste management exchange and optimisation platform for local and regional authorities across Europe. Therefore the external communication activities are 'key' to attract other regional and local authorities (beyond the partnership). In addition to ensure the longevity of the project, the developed tools will be maintained and updated regularly.

The Communications Leader (ACR+) objectives are:

To focus on external communication tools, to spread project messages and achieved outputs and results amongst the EU regional and local authorities, completing the general implementation of the project.

More specifically, the overall role of ACR+, as a Communications Leader is to:

- Develop and implement a consistent communication strategy (key elements already decided during the app. process)
- Define, with ORDIF (LP) and all partners, the visual identity and the format/content of the various communication tools.
- Develop and disseminate information via the following communication instruments: website, newsletter, project brochure, banner, mailing list, press conference, press releases and all the key events planned during the project:

  • Launch Conference / KO meeting (April 2012, Paris)

  • Project meetings

  • National/ Regional events

  • Final Conference at EU level

- To keep in mind: this is a collaborative process; all partners will be associated to the work)

2.2 Involved Groups

Thirteen Project Partners have been selected among public entities involved in waste management, monitoring or planning, presenting a variety of experienced and less experienced territories. To ensure that every partner is actively involved whatever its experience in waste management is, each less experienced partner will be assisted by an advanced one through peer review process throughout the project.

By the end of the project, each partner will set an implementation plan stating how outcomes will be used, either by transferring identified good practices or by promoting efficient local instruments.

The Project Partners are:

- ORDIF (Ile de France) , FR
- Association of Cities and Regions (ACR+)

- OVAM, BE
- Odense Waste Management, DK
- Lisbon City Council, PT
- Efxini Poli, (Greek network of municipalities), GR
- Limerick County Council, IE
- Styrian Provincial Government, AT
- Tallinn City, EE
- Waste Agency of Catalonia, ES
- Municipality of Sofia, BG
- City of Zagreb, CR
- Ilfov County Council, RO

All the R4R project partners have experience with European funded projects and with utilizing communication tools and disseminating information and raising awareness to various target groups. All the communication tools, used in the project will be listed on a later chapter.

It is very important for the Communications Leader to ensure a close collaboration with all project partners throughout the lifetime of the project.

Supporters to the project are other local and regional authorities, external to the project but which will benefit from its results, the European Commission, by its funding, its networks and information about recycling practices, project management and communication, national governments, when they have the competence to decide in the field of waste management and recycling, and NGOs that can have a valuable expertise in the field.

Other groups can collaborate to the project, in particular subcontractors, who need to be carefully informed about the project and the requested result, and the media, who are an essential audience in order to disseminate information about the project.

2.3 Resources

The overall communications budget, funded by the European Commission is at € 543,315 for the R4R project: Since it is a co-funded project, this budget covers only 75% of the partners' expenses.

The duration of the project is 36 months, from 01/2012 to 12/2014. However, project activities concretely started in February 2012.

Other resources are the partners' expertise and their networks.

The INTERREG IV C programme provided some information about communication, in particular a "INTERREG IV C Project Communication Guide" (which will be referred to in this communication

plan) and a training for Communication managers. The guide will be provided to the partners both by email and in the extranet developed by the Lead Partner (under "Communication tools").

2.4 Target Audience

Project partners are not target audience as such for the project's communication: they are covered by the internal communication plan. The real target audiences can be divided into primary or secondary target audiences depending on the level of influence and impact the achieved outputs and information have on their operation. The ones identified by the partnership are:

- Local/Regional Authorities and stakeholders (Primary target)
- Waste Management stakeholders and other representatives (Primary target)
- Policy makers : national / regional / local level (Secondary target)
- Media groups (Secondary target)

By the end of the project, the target audience will:

- know the existence of the project, the good practices and related tools (online tool).
- disseminate the existence of these good practices and tools (online tool).
- contribute by providing case studies and sharing expertise and good practices (only primary target).

2.5 Key messages

Four key messages that were identified and presented in the partnership are directly related to the CL objectives:

- Better harmonisation on waste management practices and data/statistics via the online tool.
- Raise further awareness/ improve communication with citizens via dissemination of information.
- Achieve higher selective collection and recycling rates via better waste data handling.
- Exchange of good practices on waste management via identification of good practices.

All four messages were communicated to the project partners during the kick off meeting and were accepted.

2.6 Common Language

The terminology used during the whole lifetime of the project is really key to the effective and fast dissemination of information. For example words such as: ''selective collection'', ''recycling'' ''benchmarking amongst territories'' need to be simple, clear and concise to ensure that the target audience understands the content presented in the various R4R communication tools.

Moreover, consistency and clarity of the terminology will contribute to ensure comparability of the data gathered by the partners and by other cities and regions.

With the aim of contributing to the use of this common and clear terminology, a glossary will be disseminated, in particular on the R4R website, on the basis of the terminology used at European level (e.g. by Eurostat, the European Commission, etc.).

3. COMMUNICATION TOOLS

There are numerous communication tools identified, that aim for dissemination of information and more detailed knowledge of the recycling activities and exchange of good practices.

The visual identity is one of the first things to be developed (in particular the project logo and the graphical charter), because almost all the communication will have to rely on the branding in order to ensure consistency in the targets' mind.

3.1 Logos

3.1.1 Types of logos

3 types of general logos are to be mentioned on all communication supports and tools: **R4R project logo**, **INTERREG IV C programme** logo, **EU emblem** (flag). The partners' logos will also appear at least on the website and possibly on other communication supports.

The project logo is developed by a sub-contractor hired by the Lead Partner. It has to be unique and simple (easier to remember) and to represent the essential ideas and message of the project. It has been approved by the Steering Committee, according to the following procedure: one set of comments from the partners, within a 10-days validation period; the final decision was the charge of the Communication Leader together with the Lead Partner.

The partners have to provide their logos in high resolution (for printed documents) to the Communications Leader before the first communication tools are displayed.

In general, the R4R logo will act as an official 'trademark' of the R4R project.

3.1.2   When to use the logos

The 3 general logos must appear on all communication tools, though their place is not mandatory fixed. Usually, the project logo will have to be put in the most visible place (top left corner of a page), whereas the programme logo and the EU flag can be put in a less visible place (bottom of the page).

3.1.3   Where to find the logos

The logos will be provided to the partners by email and will also be available on the R4R extranet for access to all the project partners.

The INTERREG IV C logo and the EU logo are available for download at http://www.interreg4c.eu/ressources_partners.html

3.2 Graphical charter

3.2.1   Content of the graphical charter

The graphical charter must be implemented on all types of support (website, press releases, banners, posters, R4R documents etc.).

The key elements of the graphical charter are the main **colours** to be used on all communication tools, as well as the font for all written text. Other elements of the charter can be to set up the size of the pictures and videos, or some background elements (a shape of some sort, which would be declined/adapted on the various supports). However, the graphical charter should not be too detailed either, so that we can keep some flexibility for our future communication tools.

The graphical charter has been developed at the same time than the project logo by a sub-contractor hired by the Project Leader. It was approved by the Lead Partner and Communication Leader. It is available only in French. If necessary, the Project Leader or the Communication Leader can provide explanations about its content.

3.2.2   Where to find the graphical charter

The graphical charter will be provided to the partners by email and will also be available on the extranet platform.

3.3 Templates, map and font

3.3.1   What is the use of templates

Various formats will be necessary (Word and PowerPoint) and have to be developed by the sub-contractor working on the graphical charter in order to provide the partners with "ready to be used" documents that will comply with the graphical charter.

Word, Excel and PPT templates

They must be used by the partners whenever possible when the R4R project is presented, for instance for press releases or presentations related to the project during some events.

In addition to these templates, a map of the partnership is available in Jpeg and Adobe Illustrator formats.

3.3.2   The R4R font 'Futura'

A specific font has been selected for the project: 'Futura'. It is necessary to install it in order to have the right display when using the templates (if the font is not installed, the default font will appear, e.g. Arial or Calibri).

In order to install the Futura font, it is necessary to add the new font to the computer's fonts list:

- copy-paste the attached 'futura' files here: C:\WINDOWS\Fonts
- If you cannot paste them, please follow this procedure:

1. Save the font on your computer
2. Open the folder C:\WINDOWS\Fonts
3. Click on 'File' then 'Install new font'
4. Select the folder where the font are saved, click on 'Select all' and then on 'ok'
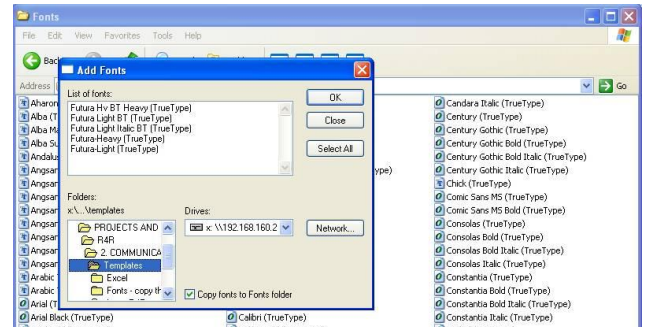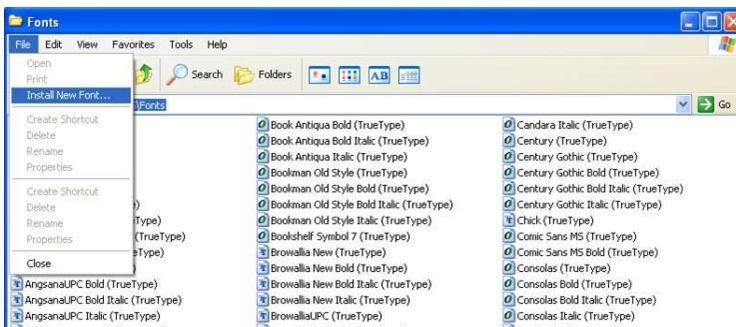
3.3.3   Where to find the templates, map and font

The templates, map and font will be provided to the partners by email and will also be available on the R4R extranet platform.

3.4 Pictures and videos

3.4.1   Quality requirements

The use of multimedia material will enhance the visual quality of the communication tools, but only if the quality of this material is good. The multimedia material will have to be provided by the partners

to the Communications Leader and where needed to the Project Leader. Partners may have to hire professional photographer or cameraman, in particular for official national/regional events (press conferences, etc.).

3.4.2   Property rights

Do not forget to mention the property rights related to each material (copyright), the place and the date of the subject, as well as a short description of the subject.

Free sources of audiovisual material exist (European Commission audiovisual library, Wikimedia, etc.) and may be used if they are relevant to the project.

3.5 The R4R Website

www.regions4recycling.eu

The R4R website is one of the most highly visible communication tools that can have a high level of impact to the R4R target audiences by providing a stable source of information and access to other project communication tools. A dynamic project website has been created, in order to ensure a clear communication and wide dissemination of the project news, activities, outputs and results.

The R4R website has only external purpose (visibility of the project's developments and results) and has been conceived to fit with the graphic unity of the project.

The technical specifications for hiring the sub-contractor in charge of developing the website were drafted by ACR+ with the support of the Project Leader, ORDIF. Following an official tender submission process, a web designer was selected at the end of the 1st semester (June 2012) and the website was agreed to go live at the end of September 2012 (2nd semester).

The R4R website is foreseen to include specific areas offering visitors the opportunity to:

- use the online tool (waste data tool).
- view documents/links related to effective waste management and recycling collection systems that can be useful for the project implementation.
- view all related events, press releases, newsletters of the R4R project.
- access the brochure, poster, banner designs.
- be informed about the objectives and background of the R4R project.

3.5.1   Domain name and hosting

The website exists under the domain name "regions4recycling.eu".

The hosting is ensured by the sub-contractor and will have to remain at least five years after the end of the project (meaning at least until end 2019), as described in the INTERREG IVC specifications.

3.5.2   WCMS

The website is developed in a Web content management system (WCMS) that allows modifications to the website by the partners without needing any particular web developer skill. The choice of the WCMS is up to the sub-contractor but it will have to be easy to understand and to use. A training session and a user manual will also have to be provided to the Communication manager and the Technical Secretariat.

3.5.3   Administration rights

Administration rights should be limited to ACR+, as the Communications Leader and ORDIF as the Lead Partner. The sections non modifiable by them (banners, images with text) must be limited to the minimum.

Requests for adding information on the website should be addressed by the partners to the Communications Leader.

3.5.4 Graphic design

The graphical design has been developed in line with the graphic charter. Websites must be light, vibrant and pleasant. The graphic charter falls under the responsibility of the Lead Partner who sub-contracted a designer for its implementation. In particular, the banner has been provided by the sub-contractor in high resolution format.

3.5.5 Private Area

It was decided that a private area is not necessary to be incorporated within the website for the project partners as a **separate extranet** will be developed by the Lead Partner to facilitate the communication and better exchange of information between them.

Access to the extranet will be ensured from the internet R4R website.

3.5.6 Website structure

The following diagram shows the structure of the website, however it is not exhaustive and further amendments to the website will be ongoing during the whole lifetime of the project.
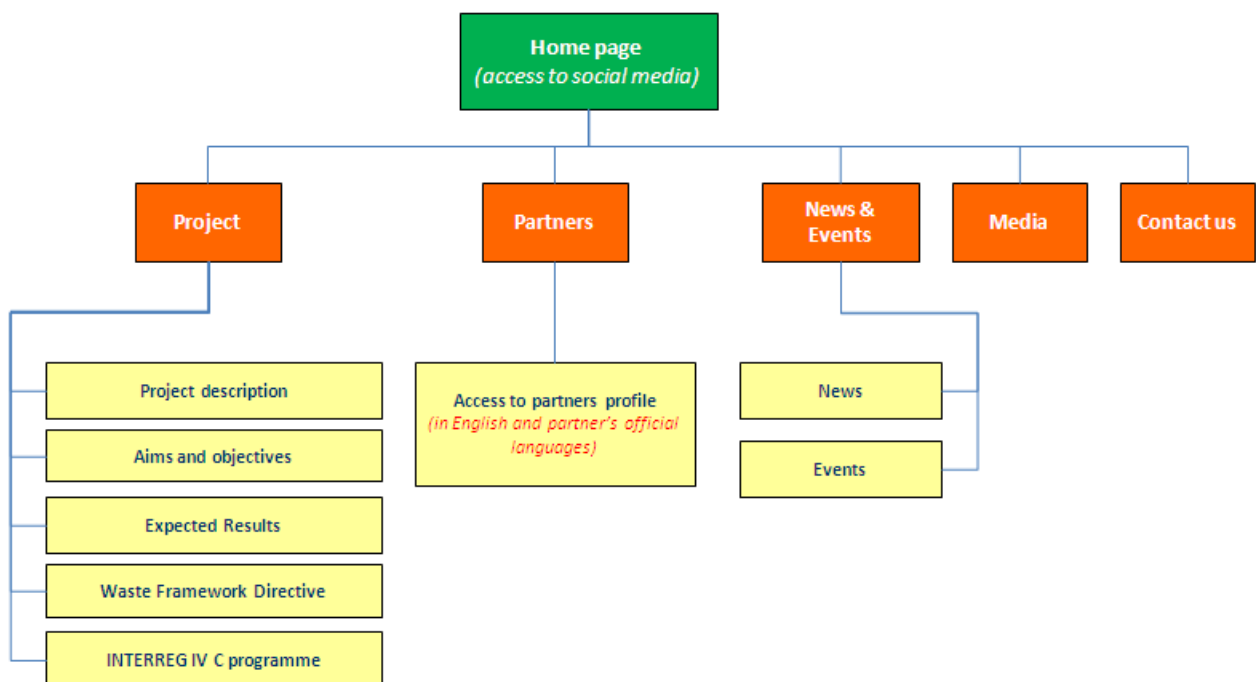
Note: the "Media" section will include publications, multimedia material and other material related to waste management and recycling (articles, feasibility studies, laws and actions implemented in the field of recycling etc.). It will be edited by the Communications Leader and articles will be available in English.

3.5.7   Multilinguism

The majority of the website pages will be available in English. Only the Partners' profile pages have been translated in the Partners languages (by the Partners). For all pages of the website, a 'google translate' button at the top of the pages allows an automatically generated translation that will enable visitors to have basic information about the content in their language.

The partners should not need to develop an R4R website in their national language: only a web page linking to the official R4R website would be asked to them.

3.5.8   Search Engine Optimization (SEO)

In order to optimise the visibility of the R4R website with regards to search engines (Google, Yahoo, etc.), the content should be user friendly and include relevant **keywords** (R4R, recycling, selective collection, closed-loop, end of waste, material recovery, anaerobic digestion, resource efficiency, etc.).

To increase the website's visibility, it is important that partners include a link to the R4R website (www.regions4recycling.eu) **from their website and**, as much as possible, **in all their communication** material mentioning the R4R project.

3.5.9   News

It is important that the website is always up to date in order to be attractive for web users. Regular news articles should be prepared by the Communication Leader (announcing events or communicating their results, presenting the project's progress, etc.).

Partners are requested to provide information about their ongoing activities that are relevant to R4R audience and that could be interesting to be published on the website. On the basis of the information provided, the Communication Leader will draft and publish articles in the news section.

3.6 Dissemination material

3.6.1   Promotional posters

The production of promotional posters will be developed, at least the electronic versions in high resolution: posters and panels explaining the project. Such material will be useful for presenting the project in the various events where the partners will be involved.

Their content is to be developed by the Lead Partner together, the layout to be designed by the sub-contractor, the source files to be provided to the partners to allow them to translate the document, and the material to be printed by the partners – "administrative costs".

The source files of posters and panels will be available on the extranet platform developed by ORDIF.

3.6.2   Brochure

The creation of a R4R brochure is essential for the success of the dissemination of information and key messages of the project. One brochure has been created and disseminated by the Lead Partner (via a professional graphic designer) with the support of the Communications Leader. The dissemination of the brochure started during the 2nd semester.

In order to have a singular material and increase the project's specificity, the brochure has a specific layout that, once printed, needs to be folded. Moreover, the main information about the project is mentioned on the front side. One the back side, the map of the partnership is displayed along with data about each partner.

The electronic version of the brochure should be made available on the website and R4R extranet for downloading and should also be disseminated by email to the project partners and

other relevant target audience.

13000 brochures will be printed and disseminated across the partnership.

3.6.3   Newsletter

The newsletter should be brief, in order to be effective: approximately **ten articles** with links to the relevant original source. One picture should be chosen for each article. Whenever possible, partners should participate to the elaboration of the newsletter, by providing news regarding their activity in the project, as well as pictures.

Possible content: state of play of the project regarding the 3 components (good practices, indicators and communication, including forthcoming or recent events), presentation of one or several partners of the project (interviews, if possible), next steps and deadlines (if not included in one of the previously mentioned articles).

The layout has to remain simple, in order to be easily implemented by the Communications Leader if needed (and released directly via Maxbulk, ACR+ software for online dissemination). The newsletter is developed in English only and depending on the project partners' interest, specific stories can be translated in their respective languages.

The newsletter is available in HTML and PDF format. PDF versions of the previous issues are stored on the R4R website for consultation.

Subscription to the newsletter is possible from the website and via an email sent to ACR+ database proposing them to subscribe (no spamming: the recipients need to have the choice to subscribe or not). The same message should be sent to the partners' own databases.

The timing of newsletters is often stressful around the dissemination deadline: the calendar has therefore to be carefully planned with all involved parties. If possible, the newsletter should be released in the middle of the week (not Monday or Friday).

Target: 6 newsletters (one for each semester) will be created and 1000 online copies will be disseminated in total.

3.6.4   Articles and news

1.   Content

The website should be fed with news and articles related to the project (state of play and progress in the partners area) or to regional or local recycling activities in relation with the project. They can be related to one or several events in the partners' area or to a specific issue in one component of the project.

Articles should be written in English and their length should be between 400 and 600 words. They have to be illustrated by a picture. They should include links to other pages of the website.

2.   Frequency of publication

These articles and news will be published on thematic magazine, as well as the project website (on the homepage, under the section 'latest news' or under the 'Media' section) and on partners' websites if relevant.

Target: 12 articles and news need to be prepared and published in a thematic magazine, however in general there is no limitation if the project partners are interested to prepare an article and publish it in a regional thematic magazine. For example one article every two months is a good estimation.

3.6.5   Press release

1.   Format

Press releases aim to present interesting news about the project, in order to drag the attention of journalists and encourage them to draft articles on the subject. They are often published after each big event. They have to be presented in a specific format and content (date, attractive headline, clear and strong first paragraph summarising the essential, other paragraphs to develop the issue, contact details for more information, logos, etc.).

The content needs to be very concrete and often, an angle must be chosen, for instance by comparing two regions or highlighting a major success factor for high recycling performance, etc.

The language should be adapted to the scale: no jargon, facts and people, case studies, English for European level, regional or national language for local and regional levels.

2.   Publication

The project application form foresaw **at least one press release per semester per partner**, except for the last semester: July –December 2014 (11 press releases will be prepared and disseminated). They should be sent to journalists at a national, regional and local scale (even at European scale for the ACR+). They can also be published through free diffusion platforms.

Timing is important: press releases should be disseminated either during an R4R event or after the event, in order to communicate the outputs and results.

Target: 22 Press Releases are required to be disseminated across the partnership and networks (1 per semester + 1 per partner in charge of a regional event).

3.6.6   User friendly fact sheets on best practices

In order to present the best practices in a user friendly way, fact sheets might be prepared on the basis of the final fact sheets. They should be shorter than the final fact sheets and include pictures and, if possible, examples of places where they have been implemented. Their size should be no more than one A4 page. They should be translated in the partners' languages.

39 good practices are expected (3 per partner) leading to as much factsheets to be drafted and published.

3.7 Events

Events are an opportunity for networking and dissemination about the R4R project's progress and results in the partners' countries (elected people & technical staff) and are also an opportunity to get the press interested in the project.

Throughout the R4R project, all project partners are to be involved in several types of events, either organised by them (press conferences or promotional events) or ones they will attend and have the possibility to disseminate information about R4R. Whether they organise or simply attend certain events, partners should carefully gather contact details of participants and press involved in these events and transmit them to the project's Secretariat and Communications Leader.

All events organised by R4R partners should follow a zero waste approach, in coherence with the project theme: recycling facilities will be in place and the products will be chosen to ensure less CO_2 emissions, and to promote sustainable resources (local, fair-trade or organic), with zero km approach as possible. **Guidelines for a low environmental impact's event** have been drafted by the Communications Leader. These guidelines should be used by project partners whether they

organise promotional events and press conferences. The guidelines will be sent to all partners and will be available on the extranet.

The R4R website includes a module enabling the creation of **registrations forms**, in order to support all partners in involving more participants.

The foreseen agenda is the following:

- 1st semester 2012: Launch event + press conference in Paris
- 2nd semester 2012: Networking event in Athens
- 1st semester 2013: EU conference in Odense + 2 regional events in Lisbon and Ilfov
- 2nd semester 2013: EU event in Brussels + 1 press conference in Tallinn + 2 regional events in Flanders and Limerick
- 1st semester 2014: 1 press conference in Graz + 2 regional events in Catalonia and Zagreb
- 2nd semester 2014: Final conference in Sofia

3.7.1   R4R promotional events

1.   Description of the event

Promotional events may present the project in general or focus on a specific aspect of the project, for instance a training about the online tool and the guidelines to include recycling strategies in the local or regional authorities' waste policy to be developed during the project. The event needs to have an added value for participants: it must provide them with something more than just the results and outputs of a press conference (for instance an interactive workshop or an exhibition showing the results of a competition organised on a related theme).

All events organised or attended by the Project Partners should be recorded and reported to the Communications Leader for overall reporting and monitoring purposes.

15 R4R events are planned to be organised by the Project Partners, whereby each project partner has the possibility to prepare a regional or local event in its territory, and/or a press conference.

Moreover, project partners should attend **10 'external' events** during the lifetime of the project to ensure an effective communication and dissemination of the projects outputs and results.

Overall, **800 participants** should attend during all R4R events and a registration list should be obtained and be available at any time.

2. General timing and organisation

The main elements to take into consideration when preparing an event are the followings: content to be defined, speakers to be identified and invited, logistic issues (location, transportation and attendance, material needed, etc.), advertising of the event.

As a general advice, preparation of events has **to be started well in advance**, in particular the defining the **event's objective**, its **programme** and the **speakers** who will intervene. The date of the event is to be carefully selected: the event should not occur at the same time as another big event, unless the R4R event is considered to be part of the other event.

Invitations of the speakers and of the potentially interested people must be sent respectively at least 6 months and 4 months before the date. Speakers should confirm again their venue one month before the event. Several reminders (including practical information, attendees and programme) should be sent to attendees and potential participants (one month before, and 15 days before).

More information about how to organise an event is mentioned in the INTERREG IV C Project Communication Guide and further more specific tips can also be provided by ACR+ who have a large experience with organizing events.

3.7.2   Press conferences

1. Description of the press conference

A press conference after an event can add big value to the visibility of the event, specifically to the audience that could not attend it. Only organise a press conference if there is interesting material and information to disseminate to the journalists: the state of play of the project is not enough to catch journalists' interest, there must be a clear and significant progress in the project to show (presentation of the website and of the communication tools, presentation of the selected good practices, etc.).

2. General timing and organisation

The organiser must set up the date and time to avoid conflicting event to take place at the same moment. They should get the interest of the local and regional media by **contacting them directly** (if possible by phone) and explain them the point of the project and of this particular step that requires a press conference.

The **briefing for the journalists** must be prepared well in advance and adjusted to the very last news when the event is about to happen. The organiser must send the invitation with all the facts at least 1 month in advance if it is a local/national event (earlier for international press conferences) and send a reminder the week of the press conference.

Do not forget the press kit, which must be available in electronic and paper format during the conference.

A list of the Media/Press groups is gathered by the Communications Leader or the individual Project Partner a couple of months before to ensure an invitation to the Press Conference is sent to them a few weeks before the event.

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3.8 Social Media

Several types of social media are used by the partners, in particular LinkedIn, Facebook and Twitter. Social media can be used for dissemination purpose and for getting feedback from external experts.

In order to ensure a wider dissemination and promotion of the R4R communication and technical tools, a **LinkedIn** group has been created to increase visibility. The choice of LinkedIn was justified by the fact that this social media is specifically oriented to professionals. Various individuals or groups could connect with the R4R group and learn more about the project and its outputs.

The LinkedIn group's URL is www.linkedin.com/groups/Regions-Recycling-R4R-4657089

The group is accessible from the R4R website.

Project partners are invited to join this group from their LinkedIn profile (if they have one – note that it is easy to create a profile and to get contacts).

Besides being a dissemination opportunity, the group will allow to discuss issues related to the project with external experts dealing with waste issues. Such discussions would allow getting feedback about the project's results and also, possibly, other good practices. Some possible topics for discussion could be the followings:

- Single stream vs selective collection, which one gives the best results?
- How to achieve 70% recycling?
- What instruments do you consider the most important in your recycling strategy (legal, communication, technical, economical)?
- etc.

It has been decided by the Communications Leader that due to the nature of the R4R project, it is not essential to look into other forms of social media such as Twitter or Facebook at European scale as the internal activities are not very frequent. However, considering that some partners are using these tools, a table showing the social media used by the partners will be provided, so that the partners can interact with the right media.

4. MONITORING AND REPORTING THE EFFECTIVENESS OF COMMUNICATIONS ACTIVITIES

Measuring the level of implementation and impact of the R4R communication activities during the lifetime of the project can provide a very effective insight of the quality and content of the communication strategy developed.

4.1 Measuring the communications' plan output:

More specifically, measuring the level of dissemination of the communication tools is the easiest way to monitor the communication strategy. It is based on targets that are subsequently based on the partners' actions: it is the way the partnership aims to reach the project's target audience. In principle, the indicators measured here are under the control of the various partners and depend on them. These indicators are mainly quantitative indicators, based on the number of deliverables foreseen in the project, where targets have been set up. The following indicators are stated in the R4R Application Form, and referred as output indicators:

Output indicators	Indicators	Target
	N° of press releases disseminated	22
	N° of brochures created	1
	N° of copies of brochures disseminated	13000
	N° of newsletters created	6
	N° of copies of newsletters disseminated	1000
	N° of dissemination events organised	15
	N° of other events participated in	10
Possible additional output indicators	R4R communication plan	1
	Guidelines for LRAs about R4R outcomes	1

4.2 Measuring the communication strategy's impact

Measuring the impact of the communication strategy is very interesting, but at the same time quite challenging.

The ultimate goal would be to measure the number of good practices effectively implemented by local and regional authorities, but this endeavour would probably last longer than the duration of

the project (especially since the best practices and the online tool will be available and disseminated at the near end of the project).

Therefore, it will be easier to assess the potential impact of the communication strategy by measuring the number of reactions towards the project dissemination.

The following indicators are stated in the R4R Application Form, and referred as result indicators:

Result indicators	Indicators	Target
	N° of articles/appearances in press and media	12
	Estimated n° of participants in events	800
	Average n° of visits per month on operation's website	500

Other quantitative indicators:

- N° of messages sent to the project mail address
- Number of downloads of web documents (newsletter, good practices fact sheets, web tool)
- Number of "individuals' connecting on 'Linked In'
- How many regional / local authorities decided to use the online tool (beyond the partnership)

Other qualitative indicators:

- Which local and regional authorities have decided to change their waste and recycling policies and programmes in order to use the R4R good practices and the web tool?
- Which regional and local authorities decided to use the online tool behind the partnership
- What is their type (regional, local, city) and how many inhabitants do they cover?
- From which country are they from (inside or outside the partners countries)?
- What type of good practices were the most chosen by local and regional authorities and why?
- What kind of civil or political support has the project received?

MORE INFORMATION

More information on communications is available on the INTERREG IV C website (http://www.interreg4c.eu/), in particular in the Communication Guide (http://i4c.eu/resources_Project_Communication_Guide.pdf) which was updated during April 2012.

Any question related to this guide or to communication activities can be directed to the Communications Leader at:

info@regions4recycling.eu or

pmn@acrplus.org (Philippe Micheaux Naudet, ACR+)

INDEX - TIMELINE

A. WEBSITE

April - June 2012: ToR for website tendering drafted and appoint website contractor and start website development

July – December 2012: Launch of R4R official website

B. PRESS RELEASES

Total: 22

February 12: 1 Press Release for launch of project

July – December 2012: 1 Press Release to disseminate by CL and to all 13 PPs for translation and dissemination.

January – June 2013: 1 Press Release by CL sent to all 13 PPs for translation and dissemination.

January – June 2013: 2 Press Releases based on outcomes of their national event (Lisbon and Ilfov)

July – December 2013: 2 associated press releases and articles (Flanders and Limerick)

July – December 2013: 1 press release for all 13 PPs to translate and disseminate (Tallinn)

January – June 2014: 1 Press Release disseminated by all PPs (about Graz)

January – June 2014: 2 Press Releases for national/local dissemination (about Catalonia and Zagreb)

July – December 2014: 11 Press Releases disseminated (about R4R results)

C. ARTICLES

Total: 12

March 12: CL submits to SG the R4R Communication Plan, drafts 1 article to be published in a waste thematic magazine, collects a mailing list from each PP of key waste policy experts throughout Europe.

January – June 2013: City of Odense drafts 1 review article targeting a waste magazine

January – June 2014: 1 article on R4R project published in a waste magazine

January – June 2014: 1 article published in a waste thematic magazine by ARC

D. NEWSLETTERS

Total: 6

June 12: R4R no.1 Newsletter is ready for dissemination through the PPs and mailing list (issued in every 6months period).

July – December 2012: no.2 newsletter translated and disseminated to mailing list by CL and through the project partners

January – June 2013: no.3 newsletter translated and disseminated to mailing list by CL and through the project partners

July – December 2013: no.4 newsletter translated and disseminated through the project partners + launch of the online tool on the website

January – June 2014: no.5 newsletter translated and disseminated to mailing list by CL and through the project partners

July – December 2014: no.6 newsletter translated and disseminated to mailing list through the project partners.

E. BROCHURES

Total: 1

No. of brochures: 1 / No. of copies of brochure disseminated: 13000

1 brochure (13.000 copies), issued in recycled paper and translated in all 12 languages

F. EVENTS

Total: 15

Jan – Jun 2012: Launch event (Paris)

July – December 2012: 1 networking event / press conference in Athens - as part of PP meeting (October 12)

January – June 2013: 1 EU Conference on Waste Management Performance in Odense. R4R partnership meeting in Odense.

January – June 2013: 1 press conference (April 2013) in Odense,

January – June 2013: 2 regional/national events organised in Lisbon and Ilfov.

July – December 2013: 1 Press conference in Tallinn

July – December 2013: 1 EU events in Brussels

July – December 2013: 2 regional/national events organized in Flanders and Limerick

January – June 2014: 1 Press Conference in Graz

January – June 2014: 2 regional/national event in Catalonia and Zagreb

July – December 2014: 1 R4R Final Conference (October) in Sofia (organized by Sofia Council)

G. PUBLICATION

Publication and dissemination of the final report on the Good Practices and Guidelines (local instruments to reach a European Recycling Society) and of 1 Synthesis Report about R4R.

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