



Project Communication Plan

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PROJECT

Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all

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Project Communication Plan

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Introduction

Why do we need a Project Communication Strategy and Plan?

According to Article 24 of Regulation (EU, Euratom) No 966/2012, "Any actor implementing IPA II assistance as defined in points (a) to (c) of Article 58(1) of Regulation (EU, Euratom) No 966/2012 shall fulfil the requirements on information, publicity and transparency in accordance with Article 35(2) of Regulation (EU, Euratom) No 966/2012, and ensure appropriate visibility of the actions". To this direction, the "Information and Publicity Guide for Final Beneficiaries" ² of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009³ establishes the conditions and procedures for the notification and disclosure of granting and use of the Programme funds, and for marking of the objects financed by them. According to this Guide:

- All bodies involved in projects implementation in the framework of the Programme, cofunded by the European Union (EU) and national funds of the participating countries, must comply with the Regulation (EC) 1303/2013⁴ and Regulation (EU, Euratom) No 966/2012.
- The way the EU identity should promoted, the correct use of the EU logo, and the compliance with specific *Information and Publicity (I&P)* requirements are key elements in the successful promotion of EU funding.
- The general I&P objectives concerning co-funded actions, should be the following:
 - Awareness: Provide awareness to the public by highlighting the role of the European Community and the Structural Funds of the EU and by promoting the added value derived from the Community participation in the co-funded Projects.
 - o Transparency: Ensure transparency as far as access to the Funds is concerned.
 - Equal opportunities and non-discrimination: Ensure accessibility and non-discrimination as far as visibility implementation is concerned.
- Specific requirements and guidelines are to be followed for briefings, written material, press releases, presentations, invitations, signs, commemorative plaques and all other tools used to highlight EU participation in projects / interventions.
- All bodies involved in projects implementation are required to take all the appropriate I&P measures (a) for acknowledging the role of the EU Funds, and (b) for promoting the objectives and achievements of the actions co-funded by the EU.

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² Version in force: 2.0, September 11, 2018. Download link: <u>http://www.ipa-cbc-</u> programme.eu/gallery/Files/news/programme/12.09.2018/Information-%26-Publicity-Guide_September2018.pdf

³ Former *Interreg IPA CBC "Greece – The former Yugoslav Republic of Macedonia 2014-2020"* (name changed after the Prespes Agreement).

⁴ Article 115 and Annex XII of Regulation (EU) 1303/2013 on information and publicity measures concerning cofinancing from Structural Funds.



Yes, informing about EU support to our project is a legal obligation; but it is also an opportunity to tell our story and show how we you contribute to society and the economy. 'Communications' must be understood as a strategic project tool, which contributes to achieving the project's objectives. It cannot simply be an 'add-on' of the project. In these terms, all projects co-funded in the framework of the Programme, are required to properly plan all their communication activities and lay down an appropriate I&P strategy for maximizing the impact of communication. For this purpose, all projects are required, in the context of their workplan⁵, to prepare and deliver a concise Project Communication Plan.

Attention!

The implementation of a good I&P strategy is really important <u>for all partners</u> involved in projects implementation in the framework of the Programme, for two main reasons:

- First, not complying with specific Programme rules constitutes a significant error at the beneficiaries' side that may lead to expenditures that will not be accepted and verified.
- Secondly, without proper visibility, even excellent outcomes are doomed to fail or never reach their full potential, which often leads into failing to deliver the outcome and/or results indicators set in the Application Form of the project, and ultimately, again into expenditures that will not be accepted and verified.

<u>Note</u>: Although closely related, project communication shall not be confused with the capitalisation of project results. This Communication Plan aims to provide support to project beneficiaries dealing with project's communications and promotion.

To this end, the guiding principles for shaping the Cross4all I&P strategy are:

- (a) the production of dissemination material in formats accessible for all,
- (b) the diffusion throughout the CB area and the communication with direct and indirect beneficiaries (persons with disabilities, elderly with chronic conditions, institutions, companies and professionals) within and outside the CB area,
- (c) the information and promotion of the active participation of the public and target groups in project activities, through publicity events and sensitization / activation, also through the use of digital channels and tools, and
- (d) the cooperation and use of local / regional media, adjusted to local conditions, to ensure further penetration in local communities and markets.

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⁵ In the context of work package "WP2 Communication & Dissemination" in particular, which is obligatory work package for all projects co-funded in the framework of the Programme.

Overview of the Cross4all communication approach

Under the light of the above, the Project Communication Plan of the Cross4all Project, this document here, has been elaborated aiming at guaranteeing that:

- I&P shall be addressed as an integrated part of the project, well integrated with the project management procedures,
- a clear pathway, for implementing the I&P strategy laid down, is set and communicated among all project partners,
- the partners will allocate adequate human and financial resources and will assign responsibilities for proper implementation of their parts foreseen in the I&P,
- a set of handful tools is foreseen and made available for facilitating all project partners and staff in their efforts to conform effectively and consistently to the I&P requirements when implementing their scheduled/planned communication activities and when preparing adhoc activities to seize a good opportunity,
- the implementation of the I&P strategy will be monitored effectively, throughout the project's lifecycle,
- the impact of the Cross4all communication activities will be measured, both at project and partners levels.

It has been carefully prepared according to the provisions of the "Information and Publicity Guide for Final Beneficiaries" of the Programme. Therefore:

- It is in English (the official language of the Programme).
- It is based on the template of Annex III of the I&P Guide and revolves around the communication objectives, the target groups, the communication activities, the indicators of achievements, the human and financial resources and finally, the foreseen timeline.
- It addresses both mandatory and compulsory communication activities and outputs.
- It specifies the ways to comply with the Programme I&P regulations.
- It provides guidance to the partners for ensuring that all their outward-looking activities and outputs will be acknowledging the role of the EU Funds efficiently and consistently.
- It lays down a detailed plan for the partners producing the means of communication of the project's objectives, results and achievements.
- It lays down a detailed plan for the partners promoting the Project to the right audiences, at a national and/ or at a regional level, including for establishing links with other projects and networks.

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In this Plan, the target audiences are identified, and the communication objectives are specified along with the means (communication channels, tools and techniques) and the resources (financial, human) for their implementation. It forms a detailed timetable of **the project's** dissemination activities and finalizes roles and assignments to each Beneficiary. Finally, it specifies the procedures for monitoring and continuous evaluation of the implementation of the I&P strategy.

This Communication Plan has been developed in close cooperation with the Project Coordinator and Project Partners, aiming all partners to be involved and committed in the communication activities.

In conclusion, this document is addressed to all Cross4all Partners, and all those people who are involved in the implementation of the various parts of the project (staff, external service providers, etc.), and provides answers to key questions, such as:

- Which project outputs are most relevant for transfer and why?
- What is the role of communication in our project?
- What are the expected results of our communication?
- What are our main reference points for the communication strategy?
- Who is involved in planning and delivering our communication?

This Plan, upon final approval by the Joint Secretariat, shall be circulated to all beneficiaries, who in turn will have to study it and prepare themselves accordingly for implementing their parts. In the next project meetings, all partners will be required to show:

- (a) that they are well aware of the significance of the Project Communication Plan,
- (b) that they comprehend all its aspects, as well as their responsibilities,
- (c) their commitment to it.

<u>Note</u>: The I&P strategy constitutes a framework of action taking place in a socioeconomic environment that constantly changes, and thus it shall be reviewed continuously throughout the project to ensure that it remains effective. Therefore, the Project Communication Plan should be considered as an evolving document, with new versions (updated or revised) to be issued, whenever deemed appropriate. For any new version of the Project Communication Plan, the Project Communication Manager shall notify by email all Contact Persons of the Project Beneficiaries, who in turn shall notify accordingly their local team members and external experts.

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Context of implementation of the Communication Plan and Activities

As described in the "Project Implementation Manual"⁶ of the Programme, each project must, under WP2- Information and Publicity, describe:

"the main elements of the project communication strategy (covering both internal and external communication measures), in line with the Communication Strategy of the Programme, the Information & Publicity Guide for Project Beneficiaries and the Communication & Visibility Manual for European Union External Actions".

Furthermore, in that Manual, it is specified that there are four (4) communication outputs mandatory for all projects:

- Project communication plan. The project communication plan should be developed in **English as soon as the project starts. The project's communication plan should be submitted** to the Joint Secretariat with the first Progress Report. Final beneficiaries shall use the template available in Annex III of the Information & Publicity Guide.
- Project website. The Project's website shall use at least the Programme's official language (i.e., in English) and shall provide information about the Project, its progress, deliverables and results.
- **Project's results publication**. At least one publication (brochure/booklet) with the results of the project shall be published. This publication shall be (at least) in the Programme's language (i.e., in English).
- Public final event. A public final project event should be held in (at least) the Programme's language (i.e., in English) and it shall inform the target groups specified in the communication plan about the results achieved during the project's implementation.

In addition to the above mandatory outputs, further outputs in the field of media relations and social media are highly recommended and expected.

Based on these specifications, the main elements of **project's** communication activity were set in the Cross4all Application:

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⁶ Version in force: 3.0, February 22, 2018. Download link: <u>http://www.ipa-cbc-</u> programme.eu/gallery/Files/news/programme/19.03.2018/Project-manual_February-2018_version-3.pdf



B.4 INFORMATION AND PUBLICITY

B.4.1 Information and Publicity Strategy

The guidelines for the formulation of the communication strategy of the Project are: (a) elaborating advertising material in formats accessible for all and its diffusing it by means also accessible to all, (b) diffusing throughout the CB area and achieving communication with the direct and indirect beneficiaries (people with disabilities and elderly people, their organizations, local authorities and professionals) within and outside the region, (c) producing multilingual material, multimedia content and means of disposal, (d) providing information and enhancing the active participation of both the general public and the target groups in the actions of the Project through publicity and awareness raising/ activation events as well as the utilization of the digital wide-ranging instruments, and (e) cooperating with of the local/ regional media, constantly adjusted to the local conditions, to ensure further infiltration in the local communities and markets.

In this direction, guiding tool is the Strategic Information and Publicity Plan for the specialization of the Communication Plan of the Project which will be produced in month 1 of the Project, after a detailed diagnosis of the needs. In the Plan, the objectives, the means (communication channels and techniques) and its resources (financial, human) for its implementation will be specified. The final schedule of activities will also be formed and the roles and the assignments on each Beneficiary of the Project will be finalized. Finally, the procedures for monitoring and continuous evaluation of the implementation of the Scheme will be specified and the ways of compliance with the Programme publicity regulations will be identified.

More specifically, a dedicated website of the Project will be posted and put into operation in the first months, that will be fully accessible according to the WCAG 2.0 standard (see WP 2.4 along with accessible publicity material (see WP2.2 and WP3.3), in order to serve the promotion of the Project and inform on the role played by the Programme in cooperation with the national funds of the two countries. Digital forms of publicity material will be posted on the websites of the beneficiaries and of the Project, and will be promoted on social media.

In the context of the publicity plan, four public events (WP2.3) will be organized in three cities, as well as 4 local awareness events, in 4 more cities of the region (see WP3.5). At the events, which will be broadcast live on the Internet (in sign language as well), the Media will be called and will be accompanied by announcements and press releases.

Finally, an important display of the Project will come as a result from the promotion of Joint Action Plan of the cross-border area, the scope of which extends beyond the area of the Programme.

Furthermore, specific responsibilities and I&P outputs were set in the Justification of the Budget of the project, as part of WP2, consisting of the following distinct project activities and partners' deliverables:

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Activity	Partner's deliverables
2.1 Dissemination strategy and monitoring	 LB1 (AUTH): D2.1.1 [Staff] Communication Manager (CM) responsible for (a) producing the Project Communication Plan, (b) for dissemination management, incl. monitoring the implementation of the Plan.
2.2 Communication material and tools	 PB3 (NCDP): D2.3.2 [External Expertise and Services] Production of communication / dissemination material in three languages (EN, GR, MK): Project brochure (1000 items) Project brochure in accessible digital formats. Project poster (200 items) Promotional USB with programme logo and key documents/outputs of the project (300 items) PB6 (Cardio Institute in Ohrid): D2.6.2 [External Expertise and Services] Accomplishing media campaign - prevention of CVD (Local TV station, radio)
2.3 Public Project events	 LB1 (AUTH): D2.1.3 [Travel and Accommodation] Two staff members of AUTH attending the events in Ohrid and Bitola PB2 (FIKT): D2.2.3 [External Expertise and Services] Organisation of a one-day Public Project Event (Closing Project Conference in Bitola). D2.2.3 [Staff] Person responsible for coordinating the preparations for the event in Bitola

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CCI 2014 TC 16 I5CB 009	to health for all
	PB3 (NCDP):
	• D2.3.3 [External Expertise and Services] Organisation of a one-day Public Project Event (Opening Project Conference in Thessaloniki).
	PB4 (Municipality of Ohrid):
	 D2.4.3 [External Expertise and Services] Organisation of a one-day Public Project Event (Opening Project Conference in Ohrid).
	• D2.4.3 [Staff] Person responsible for coordinating the preparations for the event in Ohrid.
	PB5 (Municipality of Neapoli-Sykies):
	 D2.5.3 [External Expertise and Services] Organisation of a one-day Public Project Event (Closing Project Conference in Thessaloniki).
2.4 Project website	LB1 (AUTH):
(WCAG 2.0, AA)	 D2.1.4 [Staff] Person responsible for web content writing and management (GR & EN)
	PB2 (FIKT):
	 D2.2.4 [Staff] Person responsible for web content writing and management (MK& EN)
	PB3 (NCDP):
	• D2.3.4 [External Expertise and Services] Development of fully accessible web communication tool for the Project (WCAG2.0), with restricted area for the

All six (6) project partners are to be involved in designing and implementing WP2 activities. WP2 activities will be spread during entire project lifetime. The total budget for the entire WP2 Communication and Visibility activities is **€41.936,00**, reflecting less than 3,7% of total project budget.

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Generic principles to be considered when implementing this Plan

In order to optimize the impact of project's I&P actions, the following generic principles are to be considered while implementing in practice the Cross4all Communication Plan:

- Activities need to be timely. Identifying not only to whom and how, but also when (and how often) is the most appropriate time to communicate, can have a major impact to the communication efficiency.
- Information used must be accurate. Too generic or too scientific information may fail to produce long term results. Information can be communicated in a variety of ways to meet the needs of the stakeholders. Feedback from stakeholders on the other hand can also be valuable.
- The right audiences should be targeted. An efficient communication takes into account the needs and interests of different audiences, and targets (a) those audiences for which the project outcomes and results are useful and important, and (b) those audiences that is desired to be activated and involved in the project implementation for better project results. Good, well-targeted communication changes behaviour and attitudes.
- Messages should be interesting for the targeted audiences. Clear messages and information, which are smartly placed and easy to understand, can help in this direction. Additionally, communication means should be accessible, presentable and attractive.
- Activities should be appropriate in terms of resources spent and expected impact. For instance, specific means of communication, such as social media campaigns, can have a great impact on specific target groups (e.g., students) with relevantly low resources. Unexpected opportunities for the benefit of the project, can be as important as the scheduled / planned actions, may be free or low of cost, and should be taken up.
- Access to information and activities should be ensured for all. Access for all is of key • concern for the Cross4all partnership. Ensuring that all members of targeted audiences, regardless of disability and other limitations, will be able to receive information and to participate to activities, and that there will be no barriers to prevent this, shall play a key role for the success of this particular project. Accessibility in activities (events, services, etc.) and the accessibility of the project tools (channels and means, such as website, promotional material, etc.) constitutes a Programme obligation as well as a human rights issue that must be respected in all cases. Providing alternative means (formats or options) to access what is on offer, should always be considered whenever the "mainstream" offer is not accessible to some persons and they do not result to disproportionate burden for the project and the partners. The best way to embed inclusive communications across the project lifecycle is to develop an inclusive communication policy that clearly sets out a commitment to inclusion. The length and complexity of this policy will be determined by many factors, i.e., nature of project, profile of main target groups, size of partnership, scope of partner institutions, budget resources, human resources, etc. Examples of promoting accessible and inclusive communication at project level:

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• Accessibility of venues: Make sure that any conference/seminar/meeting rooms or other venues are accessible and reachable.

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- Accessibility of information material: Some audiences may need alternate formats in order to benefit from the information to be shared, such as larger print, tactile or oral formats for people who are blind or visually impaired. Others may need a modification of the content in order to make use of the information. People with cognitive and developmental disabilities present a widely varied audience whose members may benefit from modified content and alternate formats.
- Accessibility of information on the Web: Many of the suggestions presented to make printed materials more readable and comprehensible can also be applied to documents that are presented on the World Wide Web. Multi-media files on the Web can help reinforce the printed words. For example, an audio version can be provided, where the words are read aloud. Beneficiaries need to keep the project website simple and clear. It is advised that the website is accessible according to Web Accessibility Initiative (WAI) guidelines of the World Wide Web Consortium (W3C). To help with navigation, use simple icons / colours to identify elements of the site or pages to be accessed. Keep navigation tools in the same place on each page. Consistency in design will guide the visitor.
- Gender equality and non-discrimination should be mainstreamed. The objective of non-discrimination refers to the prohibition of any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.
- Social responsibility should be incorporated in communication activities. Project beneficiaries shall integrate social and environmental concerns in their project implementation, I&P execution and in their interaction with their stakeholders and target groups. By way of illustration, sustainable event management (also known as event greening) is the process used to produce an event with particular concern for environmental, economic and social issues. Sustainability in event management incorporates socially and environmentally responsible decision making into the planning, organization and implementation of, and participation in, an event. For example, large events usually require a large amount of marketing, which would include aspects such as media, communication, public relations and the associated production. It is an important aspect of an event, but should also be done responsibly, as it contributes to the event's environmental footprint. Using cloud-based services, mobile conference apps, and digital event displays, the majority of the printed event documentation can be provided in digital formats. Offering paperless events not only reduces the conference footprint but is convenient for attendees. Similarly, the environmental impact can be reduced when an appropriate venue is selected with easy access by the participants and organizers. It also has to be as easily accessible as possible by public transportation. Also, larger places require larger amounts of energy for cooling, heating, illuminating, etc. For this reason, to

overestimate the dimension of the building requirements will considerably affect the use of resources. The size has to be in accordance with the number of attendants. In the same logic, and in response to the new circumstances caused by the refugee crisis, project beneficiaries shall directly or indirectly link their I&P strategies to this.

- Messages should be accompanied with appropriate disclaimers. Any statement or publication by the project, in whatever form and on or by whatever media, including the **Internet, must state that it reflects the author's views and that the Managing Authority shall** not be held liable for any use that may be made of the information contained therein.
- Copies of the I&P materials should be kept and made available upon request. Further
 to the Subsidy Contract of the project, the Lead Beneficiary undertakes the obligation to
 send a copy of any I&P material produced in the project to the JS, upon request, and to have
 copies available for a period of 2 years after the contractual end of the project. This applies
 to all the beneficiaries as well. The Lead Beneficiary furthermore authorises the JS, the
 Managing Authority, NA and the European Commission to use this material in order to
 demonstrate the Programme and/or Project results through any means of publicity both
 offline and online, without any further consent from any of the Project beneficiaries. In
 addition, the Project beneficiaries will assist in any way possible any information or
 promotional campaign by the competent services of the European Commission and of the
 Member States, regarding their project.
- Any information, media appearance, or other publicity activity of the project shall be communicated to the JS for potential I&P activities.

Finally, according the Cross4all Partnership Agreement:

- The project beneficiaries shall implement the I&P measures in accordance with the project application and Article 25 of the implementing Regulation (EU) 447/2014, Article 115 and Annex XII of Regulation (EU) 1303/2013 EU Regulation on information and publicity measures to be carried out by the participating countries concerning co-financing from the ESI Funds.
- The project beneficiaries shall play an active role in any actions organised to disseminate the results of the project, while the Lead Beneficiary shall coordinate the public relations measures for the project.
- Each project beneficiary shall point out in the framework of any public relations measures that the project was implemented through financial co-financing from the CP.
- The Lead Beneficiary and the project beneficiaries shall take note of the fact that the results of the project may be made available to the public and they agree that the results of the project shall be available to all interested parties.
- Furthermore, the Lead Beneficiary and the project beneficiaries commit to actively participate in any actions organised to capitalise on and disseminate the results of the project.

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Reference documents

The main strategic documents considered in preparing the I&P Strategy of the Project and this Project Communication Plan are the following:

- The "Cross-border Cooperation Programme under the IPA instrument"⁷, which was developed by the participating countries of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 and adopted by the European Commission, which defines the priorities as well as the programming and EU funds required to achieve these priorities.
- The "Communication Strategy"⁸ of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009, which provides the strategic framework and basis for the Programme communication activities.
- The "Project Implementation Manual"⁹ of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009, which provides detailed guidance for Project beneficiaries of the approved projects in the implementation phase, from contracting to project closure, including reporting obligations, payment of funds and other programmerelated requirements.
- The "Interreg Brand Design Manual"¹⁰ developed by the INTERACT Programme, which provides detailed guidance for using the Interreg brand for programmes and projects, while still respecting the European regulation and implementing regulation regarding the technical characteristics of information and communication measures.
- The "Information and Publicity Guide for Final Beneficiaries" ¹¹ of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009, which has been prepared in order to help the beneficiaries, who deal with Projects funded by Programme to comply with EU Regulations and Guidelines and stay aligned with their responsibilities concerning I&P measures.

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⁷ Version in force: 2.0 (first revision), Jan 01, 2014. Download link: <u>http://www.ipa-cbc-programme.eu/gallery/Files/Library/IPA-CBC-2014-2020_1ST-REVISION(1).pdf</u>

⁸ Version in force: 1.0, November 18, 2015. Download link: <u>http://www.ipa-cbc-programme.eu/gallery/Files/Library/PROGRAMME_COM_STRATEGY.pdf</u>

⁹ Version in force: 1.3, February 22, 2018. Download link: <u>http://www.ipa-cbc-</u> programme.eu/gallery/Files/news/programme/19.03.2018/Project-manual_February-2018_version-3.pdf

¹⁰ Version in force: Full Brand Integration, Updated Version, May 5, 2017. Download link: <u>http://www.interact-eu.net/download/file/fid/6889</u>

¹¹ Version in force: 2.0, September 11, 2018. Download link: <u>http://www.ipa-cbc-</u> programme.eu/gallery/Files/news/programme/12.09.2018/Information-%26-Publicity-Guide_September2018.pdf

- The leaflet "Tell the story of your project: guidance for beneficiaries"¹² published by the Commission, summarizing the information and visibility requirements project-holders should comply with. This informative tool is designed to be customised by Member States or Managing Authorities with tailor-made content (the file can be edited). It does not overlap with the informative material already provided at national or regional level on communication and information provisions, such as visual identify manuals. The leaflet rather aims at complementing existing tools with its handy and simplified format. For instance, it can be handed out at events and trainings for beneficiaries or shared via social **networks. It's an easy way to remind how communication provisions are actually in place to** the benefit of both project-holders and citizens.
- The "Cross4all Subsidy Contract" No Cross4all-CN1-SO1.2-SC015, signed on April 2, 2018, and especially Article 7: Information and Publicity.
- The "Cross4all Partnership Agreement", signed by all partners on November 27, 2017, and especially Articles 7: Organisational Structure of the Partnership, 12: Communication and Publicity, and 13: Dissemination of Project Outcomes.
- The "Cross4all Application Form" ¹³.

CCI 2014 TC 16 I5CB 009

- The "Cross4all Justification of Budget"¹⁴.
- The "Cross4all Summary of Project Activities and Deliverables" (Internal Document), which provides an overview of the project workplan, activities and deliverables, aimed to to provide to all partners a brief insight to the foreseen obligations per partner in each Work Package and Activity of the Project, and serve as a common base for discussion during the project's Kick-off meeting and throughout the life cycle of the Project.
- The "Cross4all Project Meeting Minutes", of the meetings that took place in Thessaloniki in June 2018 (kick-off meeting), in Bitola in October 2018 (2nd project meeting) and in Thessaloniki in March 2019 (3rd project meeting).

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¹² Download link: <u>http://www.ipa-cbc-</u> programme.eu/gallery/Files/news/programme/03.12.2018/tell_story_project_digital_en.pdf

¹³ Version in force: 1.1 (MIS ID: 53049).

¹⁴ Version in force: 1.3 (approved by the JS on March 18, 2019).



The obligations of beneficiaries regarding information and communication measures for the public are included in Annex XII, section 2.2 of Regulation (EU) No 1303/2013¹⁵ of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006.

Commission Implementing Regulation (EU) No 821 2014¹⁶, particularly lays out the rules for the EU flag, how to display the emblem and how to create permanent plaques or (temporary) billboards.

The Commission Implementing Regulation (EU) No 447/2014¹⁷, of 2 May 2014, especially Art 24, particularly lays down obligations for visibility of projects funded under IPA.

Other relevant regulations:

- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002.
- Regulation (EU) No 1299/2013 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal.
- Regulation (EU) No 231/2014 of the European Parliament and of the Council of March 11, 2014 establishing an Instrument for Pre-Accession Assistance (IPA II).
- Commission Regulation (EC) No 447/2014 on the specific rules for implementing Regulation (EU) No 231/2014 of the European Parliament and of the Council establishing an Instrument for Pre-accession Assistance (IPA II).

These regulations contain a set of general, compulsory measures, but each programme can develop additional requirements, which they insert in subsidy contracts, partnership agreements or other programme documents.

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¹⁵ Available at: <u>http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013R1303</u>

¹⁶ Available at: <u>http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L_.2014.223.01.0007.01.ENG</u>

¹⁷ Download link: <u>https://ec.europa.eu/neighbourhood-</u> <u>enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/20140502-commission-implementing-reg-on-ipa2_en.pdf</u>

A. About the Cross4all Project

A.1 What is the project about? (brief description)

Today, due to a number of reasons, significant parts of the population living in the CB area, especially poor people, persons with disabilities and chronic conditions, suffer from low access to health and social services. In particular, the Programme area is characterized by:

- poor living conditions, low education level, and above all, a long-lasting poverty that affects also the health situation of the majority of the poor and of the vulnerable groups,
- people living in rural areas with limited access to infrastructures and services,
- limited availability of eHealth services, and citizens with low digital health literacy skills,
- limited availability of inclusive services (i.e., services designed for all) and of specialized services for such groups, and last but not least,
- the emerging phenomenon of CB medical tourism, putting often in risk the lives of many individuals.

In this challenging context, the Project Cross4all is aimed to:

- foster health literacy and digital health literacy;
- design innovative practices for tackling health inequalities and improving access for all;
- establish new mechanisms focused on the conditions of poverty, and services of comfort at home, including in rural and isolated areas;
- unblock the potential of health professionals and providers in offering care services to those most in need;
- promote joint strategies for developing integrated health and social care sans frontiers.

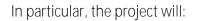
Cross4all is a CB initiative towards the establishment of inclusive health and social services, free of accessibility barriers, with particular focus on improving the management and CB use of the health and medical data of disadvantaged and high-risk citizens.

Overall, the project is aimed at increasing significantly the number of people that access high quality health and social services in the CB, thus promoting safe ageing, early prevention, and independent living for all.

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- study the gaps and inequalities across the CB area, and design joint strategies addressing the needs of vulnerable and special groups;
- establish an innovative prototype cloud platform and a mobile app for improving the access to specialised healthcare and social care services across the CB area (information, services, training, tele-monitoring), both for citizens and medical tourists;
- conduct pilot interconnection of the cloud platform with existing eHealth services (ePrescription, EHR, etc.);
- design and implement two pilots, in the municipalities of Ohrid and Neapolis-Sykeon, for offering preventive health and support, including health services at home in rural areas through multidisciplinary and specially equipped Mobile Units;
- deliver workshops and seminars for health and social care professionals and citizens across the CB.

The two Municipal pilots of the Project will serve as good practices, facilitating the transferability of the outcomes and results to the rest of the local authorities in the CB.

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A.2 Problems and challenges to be addressed by Cross4all

Today, due to a number of reasons, significant parts of the population living in the CB area, especially poor people, elderly, and persons with disabilities, suffer from low access to health and social services. These include poor living conditions, low education level, plethora of rural areas with limited access to health and social infrastructures and services, a limited availability of eHealth services, low levels of digital health literacy among citizens, and limited availability of accessible and specialized services.

Furthermore, in the recent years more and more citizens are crossing the borders to receive health and / or social services at better cost or quality. This phenomenon of medical tourism has raised new challenges for our health systems, as citizens, when crossing the borders, leave behind their medical data and documents, which results in medical errors, putting in risk the lives of many individuals.

Cross4all is aimed to establish a common strategy for addressing in a holistic and contemporary way these issues, increasing significantly the number of people that access the available health and social services in the CB.

The main target groups are elderly and people with disabilities, including children, people with chronic conditions and high-risk patients. The interventions of Cross4all are towards the establishment of inclusive health and social services, free of accessibility barriers, with particular focus on improving the management and CB use of the health and medical data of disadvantaged and high-risk citizens, including of CB medical tourists.

In this project, led by the Aristotle University of Thessaloniki, the know-how, the experience and the tools gained from recent R&D projects of the two Universities (AUTH, FIKT) of the partnership shall be valorised. These are in the fields of Ambient Assisted Living and innovative ICT-based solutions for telemonitoring and care at home, and of cloud-based services and personal health records. In particular, Cross4all will establish a prototype cloud platform for improving the access of citizens with chronic conditions and persons with disabilities to specialised healthcare and social care services across the CB area. The envisioned platform shall act as one stop information point, where all CB citizens and medical tourists will be able to receive eHealth services and information about where to find specialised, accessible health and social services across the CB area.

The project will further design and implement two pilot cases in Ohrid and Neapoli-Sykies. In the context of these pilots, these two Municipalities, along with the Cardiovascular Diseases clinic from

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Ohrid, will work together on improving and extending their healthcare and social care services in order to better address the special needs of the target groups, through improved primary healthcare and social care services (preventive health services, diagnostic pre-assessment, guidance, prescription services, etc.) that will be friendly and fully accessible to citizens with chronic conditions and citizens with disabilities, including to children with disabilities.

Each of the tree Pilot Centers of the project will be equipped with mobile units (sets of wireless sensors and smart devices), and staff members will be trained appropriately in order to be able to deliver a large part of their services (preventive health services, diagnostic pre-assessment, guidance, prescription services, etc.) at the homes of people with disability and/or reduced mobility. In this way, the two Municipalities will act as prototype local centres of reference for the rest of the Municipalities that wish to tackle health Inequalities and improve access to health and social services for people with chronic conditions and disabilities, including the very poor and those living in rural and remote areas.

Apart from the design and establishment of the aforementioned structures, and apart from the elaboration of these ICT applications, the project activities include:

- (a) pilot interconnection of the cloud platform with existing eHealth services,
- (b) publicity and raising awareness activities,
- (c) workshops and seminars for health professional across the CB area, and for improving selfmanagement skills of citizens,
- (d) production of a multilingual printed guide of health and social services for all available in the CB, made also available in alternative formats appropriate for readers with various types of disabilities.

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A.3 **Project's approach**

The project partners have worked on an elaborated work plan to systematic meet the project goals and objectives, as follows.

First the partners will share and further exchange know-how and experience in the fields (WP1 technical meetings). Further knowledge and information on good practices will be accumulated through studies (WP3.1) and study visits abroad (WP6.5, all project partners) in countries with similar centres of excellence in Europe. In parallel and in order to better map the needs and analyse them, NCDP and the Municipality of Ohrid will perform data collection and physical inspections in health and social service providers across the region. This will also lead to a catalogue of accessible health and social services available in the CB area (WP3.3).

Having in hand these resources, then all the partners will work together, in consultation with other stakeholders, in order to develop a common strategy and joint action plan for developing inclusive health and social services, and come up with proposed strategies and interventions that need to take place at national, regional and local levels (WP3.3).

Then the project efforts in WP3.3 will be directed towards raising the awareness and improving the capacity of care professionals (Partners P2, P5, P6), while in WP3.4 a similar effort will be oriented to citizens and vulnerable groups.

The next phase of the project, in WP4, will focus on developing common tools and resources, exploiting the opportunities offered by making smart and effective use of new technologies. A joint cloud platform (WP4.1) for offering access to all the data emerging from the inspections of WP3.2 will be implemented by NCDP capitalising its extensive know-how on eAccessibility and elnclusion. This platform will be connected with a mobile application also developed by NCDP for citizens and medical tourists who wish to have access on the move to the Portal's contents.

This platform will integrate: (a) an innovative electronic personal health record (EPHR) for CB use, developed by AUTH building on its previous successful prototype systems, (b) an e-learning on health and digital health literacy and (c) prototype e-Prescription and e-Referral systems developed by FIKT, which is involved in the development of such systems at national level in their country.

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In WP5, the technical partners will work on the development of ICT tools for supporting the **operation of the project's new Centers centres of reference for health issues. Their networking will** be facilitated by mechanisms of WP4.1 and they will be equipped with:

- (a) mobile apps (AUTH) and mobile sets for partners PB2, PB5 and PB6 (vital signs sensors and equipment, etc.) for performing preventive health onsite but also at home, and
- (b) mobile kits for remote citizens that after a first visit are identified as in need for short-period tele-monitoring (supported by medical stuff of PB6, and external experts from PB2 and PB5).

Then, the project partners will be in the position to implement (a) a Pilot Programme in the areas of two Municipalities (WP6.1), to offer to citizens of the target groups preventive services and support to digitalize their health records, and (b) a Pilot programme of Mobile Units reaching out individuals at remote and isolated areas. These two phases (6 and 3 months) will be supported by the joint Help Desk of WP4.5.

Finally, the project will focus on assessing the impact of its activities and preparing its sustainability & transferability plans (WP6.3 and 6.4).

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A.4 Overview of Work packages & Activities of the Project

WP1	Project Management & Coordination WP Leader: AUTH	Duration: M01 – M24	Cost: 121.318,80€
Activity 1.2	Project management (coordination, reporting, and too	ls)	
Activity 1.3	Project Meetings		
Activity 1.4	External technical support		
Activity 1.5	Audits		
WP2	Communication & Dissemination WP Leader: AUTH	Duration: M01 – M24	Cost: 41.936,60€
Activity 2.1	Dissemination strategy & monitoring		
Activity 2.2	Communication material & tools		
Activity 2.3	Public Project events		
Activity 2.4	Project website (WCAG 2.0, AA)		
WP3	Needs analysis & Capacity building WP Leader: NCDP	Duration: M02 – M24	Cost: 224.326,70€
Activity 3.1	Joint study of needs and gaps		
Activity 3.2	Inspections and data collection		
Activity 3.3	Common strategy, action plan & guide		
Activity 3.4	Workshops (health & social care professionals)		
Activity 3.5	Awareness and activation raising campaign		
WP4	Joint cloud platform & services WP Leader: AUTH	Duration: M01 – M24	Cost: 274.513,60€
Activity 4.1	Cross-border Portal for accessible health services		
Activity 4.2	PHR for CB use		
Activity 4.3	E-learning (health & digital health literacy)		
Activity 4.4	e-Prescription and e-Referral		
Activity 4.5	Help desk & Public Information Points		
WP5	Mobile tools & applications WP Leader: FIKT	Duration: M02 – M24	Cost: 224.052,80 €
Activity 5.1	Mobile sets for preventive health checks		
Activity 5.2	Tele-monitoring kits for remote citizens		
Activity 5.3	Mobile app for citizens & medical tourists		
WP6	Pilot Programmes & Capitilization WP Leader: MoNS	Duration: M02 – M24	Cost: 259.141,50€
Activity 6.1	Pilot programme with Municipalities		
Activity 6.2	Pilot Mobile Units programme		
Activity 6.3	Lessons learned & Impact assessment		
Activity 6.4	Sustainability & Transferability plans		
Activity 6.5	Study visits abroad		

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A.5 Overview of the project outputs

The main outcomes of the project include:

- One (1) joint study of gaps and inequalities across the CB area
- One (1) joint CB Action Plan for addressing the needs of vulnerable and special groups
- One (1) guide for citizens and visitors with information on special, accessible health and social services available in the CB (printed and also made also available in alternative formats for various types of disabilities), based on the findings from systematic inspections and data collection across the region
- Three (3) Pilot Health and Social Care Centers for all, each with:
 - a help desk for citizens and area visitors, where citizens and visitors can refer to receive information and guidance
 - o public access Information Points (infokiosks), that citizens can use to access key information and services produced in Cross4all
 - trained staff to help citizens create and maintain their own personal health records on the Cross4all cloud
 - multidisciplinary teams of health experts, appropriately trained and equipped for offering preventive health services, diagnostic pre-assessment, guidance, prescription services, etc.
 - a Mobile Unit able to deliver a large part of the aforementioned services at the homes of people with disability and/or reduced mobility
- One (1) open, multilingual and fully accessible to people with disabilities cloud-based CB Portal, which will offer access to citizens to various eServices, including an Electronic personal health record mechanism for CB use (for creating and maintaining online personal health records - alone or with the help of the staff of the Centers or the Mobile Units), an elearning environment on health and digital health literacy, e-Prescription and e-Referral services
- One (1) free mobile app for citizens and medical tourists, with georeferenced and personalized guidance and support throughout the CB area
- Various publicity and raising awareness activities, events and tools
- Workshops and seminars for:
 - o staff of the Pilot Health and Social Care Centers and the of the Mobile units
 - o healthcare and social care professionals from the CB area
 - o improving self-management skills of citizens
- One (1) impact assessment and lessons-learnt study
- One (1) sustainability, transferability and capitalization study

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B. Objectives

The communication strategy of the project covers both internal communication among the project partners and external communication with stakeholders and a wider regional, national and European public. The *internal communication* should be organised in ways that guarantee that the communication among partners will run smoothly, always up-to-date and in a regular and well-defined way. On the other hand, the *external communication*, referred to external target-groups, shall raise visibility of the project, initiate interaction with potential contributors and beneficiaries, attract wide interest towards project outcomes and achievements, and make clear the roles of the partnership and the EU in the project.

The project strategy is based on the following principles, forming the 'TACIT' methodology:

- *Targeted*, the communication will be open and targeted to the relevant audience, as well as identified for the individual circumstances and specific messages.
- *Awareness*, with respect to the role of the EU and the Structural Funds of the EU for the general public and the promotion of the added value of the project.
- Consistency, the project's messages, results and outcomes to be open, clear and consistent.
- *Interactiveness*, the project will listen to the views of its target audiences and as far as possible will incorporate them into the communication efforts carried out.
- *Transparency*, as far as access to the funds is concerned.

In this respect, the project aims at:

- elaborating a communication strategy that will be based on quality tools, using a communication style that strengthens project identity and enables easy recognition among project partners and target groups;
- elaborating communication material in formats accessible for all and diffusing it by means also accessible to all;
- diffusing information and materials throughout the CB area and achieving communication with the direct and indirect beneficiaries (people with disabilities and elderly people, their organizations, local authorities and professionals) within and outside the region;
- producing multilingual material, multimedia content and means of disposal;
- providing information for enhancing the active participation of both the general public and the target groups in the actions of the Project, through publicity and awareness raising / activation events, as well as the utilization of the digital wide-ranging instruments;
- cooperating with the local / regional media, constantly adjusted to the local conditions, to ensure further infiltration in the local communities and networks.

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In this chapter, the objectives and the strategic framework for communication throughout the project is outlined, for each of the following needs of communications in the project:

- Communication to ensure internal involvement of all project partners (Project Management and Coordination WP)
- Communication to increase visibility and transfer of project outputs and results to new target audiences (Communication and Dissemination WP)
- Communication to ensure external activation and involvement in output development (Thematic WPs)
- Communication to ensure notification and approval by the Joint Secretariat / Managing Authority

For each of the above categories, the corresponding strategic framework is presented in terms of challenges and results, strategy, and evaluation, in the following sub-sections. Planned activities are then described in more detail in Chapter C.

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B.1 Communication to ensure internal involvement of all partners

B.1.1 Communication needs

The Project is following the "lead partner principle" and the Lead Beneficiary (AUTH) will be the main point of contact for JS/MA and for the project partners (in accordance with Article 13 of the ETC Regulation (EU) No 1299/2013).

The LB1 takes on the responsibility for management, communication, implementation and coordination of activities among the involved partners and assumes the overall responsibility for the project towards the managing authority, while all PBs shall act according to the objectives laid down in the AF, the Programme rules, and their national legal frameworks.

In this context, intense communications between and among partners will take place through the life-cycle of project, in order to cover various project aspects, such as:

- Communications related to the management and administration of the project (WP1), including for:
 - o Preparing reports required by the JS/MA;
 - Reporting on technical progress, achieved results, expenditures paid out, issues, etc. at partner level;
 - o Controlling the quality of key project outputs;
 - Monitoring the conformance of the project activities and outputs, with the horizontal principles of the Programme;
 - o Monitoring and reporting on project specific indicators;
 - o Applying for and implementing project modifications;
 - Responding to any supplementary information / documents requested by the JS, the MA, the Certifying Authority, the National Authority, the Cross-border Info Point and the European Commission.
- Communications related to the implementations of I&P outputs (WP2), including for:
 - the implementation and monitoring of the I&P strategy (see WP2.1, partners involved: All, Task Leader: <u>AUTH</u>);
 - the development and use of the project communication materials (see WP2.2, partners involved: All, Task Leader: <u>NCDP</u>);
 - the organisation and implementation of the public dissemination events of the project (see WP2.3, partners involved: All, Task Leader: <u>AUTH</u>);
 - the implementation and use of the project website and social media accounts (see WP2.4, partners involved: All, Task Leader: <u>NCDP</u>);

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- Every-day communications and exchange of internal documents related to the scheduling, coordination and implementation of project's "thematic" outputs (WP3-WP6), especially for outputs that require joint, coordinated implementation, such as the implementation of:
 - the Joint Study on Needs and Gaps (see WP3.1, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>AUTH</u>);
 - the Inspections and data collection (see WP3.2, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>NCDP</u>);
 - the Common Strategy and Action Plan (see WP3.3, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: <u>NCDP</u>);
 - the components of the Cross4all cloud system (see WP4.1-WP4.4, and WP5.1-WP5.3, partners involved: All, Task Leader: <u>AUTH</u>);
 - the Pilot programmes in Ohrid and Neapoli-Sykies (see WP4.5, WP6.1 WP6.3, partners involved: All, Task Leader: <u>FIKT</u>);
 - o the Study visits abroad (see WP6.5, partners involved: All, Task Leader: <u>CCD</u>).
- Communications for the organisation and implementation of project meetings and other networking events, including:
 - Management and coordination meetings of the partners (see WP1.3, partners involved: All, Task Leader: <u>AUTH</u>);
 - Special workshops for health and social care professionals (see WP3.4, partners involved: OHRID, MoNS and CCD, Task Leader: <u>CCD</u>);
 - Awareness and activation events (see WP3.5, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: <u>NCDP</u>).

B.1.2 Target audience

The target audience of these communications is summarised as follows:

- Partners representatives and staff involved in decision-making, at project and local levels;
- Partners staff and external experts¹⁸ involved in project and financial management, at project and local levels;
- Partners staff and external experts involved in implementing I&P activities, at project and local levels;
- Partners staff and external experts involved in implementing "thematic" deliverables and outputs of the project;
- Partners staff and external experts involved in keeping records and archiving the documents, communications and data produced in the project.

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¹⁸ The term "external experts" is used here to refer to physical persons or legal entities that are co-funded through Cross4all for their services to the project, under the project's "external expertise and services" budget line.

B.1.3 Challenges

The main challenges in this respect can be summarized as follows:

- Information on roles and responsibilities per project activity and output needs to be made clear and easy to access at any time for all project team members;
- A clear communication / management hierarchy is needed to ensure that all communications will eventually reach those that need to take action, without overloading all project team members with information that is irrelevant to their tasks at hand;
- Messages need to be clear, easily identified as directly related to the project and specific aspects of the project, and addressed to the right people / audiences;
- Messages and internal documents need to be easily identified and follow consistent formats and presentation, with clear *Intellectual and Property Rights* (IPR) definitions, in order to facilitate their audiences in making use of them;
- Internal documents need to be stored in a consistent way and made easy to access at any time for all relevant members of the project team;
- Monitoring the flow of communications and identifying sources of delays in initiation or reaction should be made easy for managers, coordinators and task leaders of the project, in order for appropriate risk mitigation measures be taken on time.

To address these challenges that are related to "Communication to ensure internal involvement of all partners", certain actions and tools have been foreseen (see Chapters C and D).

B.1.4 Results

The results expected of the aforementioned communications, especially after applying the provisions set in this Communication Plan, are summarised as follows:

- It will be easy for all project team members to prepare and conduct their communications, using pre-set lists of recipients defined for different topics at hand, and pre-defined templates for routine documents.
- All project partners will have access to a unified, virtual project folder with all the project documents and data which they can retrieve and use according to pre-set IPRs.
- All project messages, including electronic correspondence, will be targeted, short and to the point, with specific audience, with clear requests for action by specific recipient(s), and with provisional timing(s) for the expected responses, so that unexpected communication delays can be diagnosed on time, and appropriate risk mitigation measures be taken accordingly for safeguarding the successful implementation of the project.

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B.1.5 Strategy

The project's communication strategy for ensuring internal involvement of all partners is presented in the following table.

	All Outputs							
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities			
Decision makers, partners staff and external experts, involved in project and financial management	Raise awareness	Do not know or understand the rules of the Programme for project implementation	Have gained a deeper understanding about what are the partners obligations and how to better address them	• Our project must report to the JS/MA and provide information about the project throughout the lifecycle of the project	 Traditional and electronic correspondence Project meetings (physical and virtual) Reporting tools Virtual folder of the Project 			
Partners staff and external experts involved in implementing I&P activities	Increase understanding & Raise rules awareness	Do not know or understand the project outputs, and the Programme's publicity rules, and therefore do not understand the objectives, the target audiences and the challenges related to the project I&P activities	Have gained a deeper understanding about what the project is about and about how to better design and implement relevant I&P activities	Our project must deliver certain I&P results and comply with certain publicity rules	 Communication plan Traditional and electronic correspondence Project meetings (physical and virtual) Contact lists Documents and messages templates and guidelines 			
Partners staff and external experts involved in implementing "thematic" deliverables and outputs of the project	Improve coordination / collaboration	Do not know or understand who is involved in what and who to ask/expect input from; Do not know or understand project implementation	Have gained a deeper understanding about what are the task and responsibilities assignments in the project and will be more effective in their communications	• Our project has certain activities that require joint development and thus effective coordination and communication	 Communication Plan Traditional and electronic correspondence Project meetings (physical and virtual) Contact lists Documents and messages templates and guidelines Virtual folder of the Project 			

B.2 Communication to ensure external involvement in output development

B.2.1 Communication needs

The workplan of Cross4all is set upon ambitious goals for promoting significant changes in behaviours, attitudes and practices in the field of health and social care services across the CB region. A key factor in succeeding to meet the envisioned goals and to design and deliver outputs that will be appreciated, accepted and exploited from the audience targeted, is the degree to which the partners will manage to activate and involve in the implementation of the project individuals and bodies that are not members of the project team, i.e., external.

In order for the communication with such entities / persons to be effective and fruitful, the target audiences and the desired involvement / input from their end had to be specified. Thereupon, certain actions and tools have been foreseen, which are presented in detail in the respective subsections of Chapters C and D, so as to facilitate the partners in carefully designing and executing their communications with them and maximize the potential of their involvement in key output developments, including in relation to:

- Participating in **'thematic' events or working meetings**, as contributors or beneficiaries, etc., such as in:
 - Management and coordination meetings of the partners, as experts from diverse domains (see WP1.3, partners involved: All, Task Leader: <u>AUTH</u>);
 - Special workshops for health/social care professionals, as speakers / trainers or beneficiaries (see WP3.4, partners involved: OHRID, MoNS and CCD, Task Leader: <u>CCD</u>);
 - Awareness and activation events, as speakers / trainers or beneficiaries (see WP3.5, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: <u>NCDP</u>).
- Participating in **'thematic' activities**, as contributors or beneficiaries, etc., such as in:
 - the Joint Study on Needs and Gaps, as data providers (see WP3.1, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>AUTH</u>);
 - the Inspections and data collection, as data providers (see WP3.2, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>NCDP</u>);
 - the Common Strategy and Action Plan, as contributors during consultations (see WP3.3, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: <u>NCDP</u>);
 - the Pilot programmes in Ohrid and Neapoli-Sykies, as beneficiaries (see WP4.5, WP6.1 WP6.3, partners involved: All, Task Leader: <u>FIKT</u>);
 - the Study visits abroad, as hosts at the country of visit (see WP6.5, partners involved: All, Task Leader: <u>CCD</u>).

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- Spreading information and disseminating / propagating calls for participation in the **aforementioned 'thematic' events and activities,** by supplementing and multiplying the communications on behalf of the project, such as:
 - o NGOs, disability unions and organisations,
 - o local authorities and public services providers,
 - o local unions and associations of health and social care professionals,
 - o universities and academia, and
 - o press and media.

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B.2.2 Target audience

The target audience of these communications is summarised as follows:

- Bodies from abroad requested to act as hosts (i.e., organize meetings, tours, etc.) for the project's study visits in WP6.5;
- Independent experts¹⁹ invited to contribute to "thematic" activities and events of the project, as speakers, trainers, data contributors, etc.;
- Target beneficiaries²⁰, both citizens and health / social care professionals or representative organisations of these, invited to participate in "thematic" activities and events of the Project, <u>especially potential beneficiaries of the Pilot programmes in Ohrid and Neapoli-Sykies</u>;
- Bodies from the CB area invited to diffuse / propagate the project's calls for external involvement in output development.

B.2.3 Challenges

The main challenges in this respect can be summarized as follows:

- The right audiences need to be identified and targeted;
- Messages calling for external participation need to be timely;

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¹⁹ The term "independent experts" is used here to refer to physical persons or representatives of legal entities that are <u>not</u> co-funded by Cross4all for their work/contribution to the project (<u>Note</u>: Although payments for their services cannot be made out of the project budget, in certain cases, reimbursement for the T&A expenses can and may have been foreseen in the project budget. Even if a partner is to make payments to such entities for their services, e.g., out of their own resources, these persons are to be considered as "independent experts", and not "external experts" as defined in the previous footnote, given that those entities cannot and will not be bounded by the Programme and the Project regulatory framework).

²⁰ The term "target beneficiaries" is used here to refer to physical persons or representatives of legal entities that are <u>not</u> co-funded by Cross4all but shall derive advantage from participating in certain activities and/or events.

- Messages and communication documents need to be easily identified and follow consistent formats and presentation, with clear contact information made available, in order to facilitate their audiences in making use of them;
- Messages and communication documents should be accompanied with appropriate disclaimers, stating that they reflect the author's views and that the Managing Authority shall not be held liable for any use that may be made of the information contained therein;
- The *EU General Data Protection Regulation* (GDPR)²¹ needs to be considered, at least for communication recipients being citizens of Greece or other EU Members.

To address these challenges that are related to "Communication to ensure external involvement in output development", certain actions and tools have been foreseen (see Chapters C and D).

B.2.4 Results

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The results expected of the aforementioned communications, especially after applying the provisions set in this Communication Plan, are summarised as follows:

- It will be easy for all project team members to prepare and conduct their communications, using pre-set lists of recipients defined for different topics at hand, and pre-defined templates and guidelines (incl. for GDPR) for communication messages and documents.
- All project messages, including electronic correspondence, will be targeted, short and to the point, with specific audience, with clear requests for action by specific recipient(s), and with provisional timing(s) for the expected responses.
- Key independent experts will be activated effectively and high-quality contributions to project outputs will be provided.
- The desired volume of target beneficiaries will be accurately informed of the advantages to be derived by participating in certain activities and events, and the desired volume of target beneficiaries will be eventually persuaded to participate (especially in the Pilot programmes in Ohrid and Neapoli-Sykies).

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²¹ Official website of the EU: <u>https://ec.europa.eu/commission/priorities/justice-and-fundamental-rights/data-protection/2018-reform-eu-data-protection-rules_en</u>; Informative portal of the EU GDPR .org: <u>https://eugdpr.org/</u>.



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B.2.5 Strategy

The project's communication strategy for ensuring external involvement in output development is presented per project output in the following tables.

Output: Map	Output: Mapping inclusive and accessible health and social care services and infrastructures in the region (WP3.2)								
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities				
Health / social care professionals and their representative organisations	Stimulate action	Do not know the objectives and what is planned in Project	Are aware of the project output and interested in being enregistered as inclusive and/or special service providers in the project tools	• In the context of the project's inspections and data collection shall enregister all those health professionals and providers that are willing to open their doors and offer their services to disabled people	 Traditional and electronic correspondence Project's public and awareness events Project website & social media 				
Bodies invited to propagate the project's calls for external involvement in output development	Stimulate action	Do not know the objectives and what is planned in Project	Have gained a knowledge about the project output and are willing to take action for diffusing the project's effort to collect information on existing inclusive and/or special service providers in the region	• In the context of the project's inspections and data collection shall enregister all those health professionals and providers that are willing to open their doors and offer their services to disabled people	Traditional and electronic correspondence				

Output: Cross-border strategy and roadmap for inclusive health and social care (WP3.3)									
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities				
Independent experts invited to contribute to "thematic" activities and events of the project	Stimulate activation	Do not know the objectives and what is planned in Project	Have gained a deeper knowledge about the project output and are willing to take part in it	• Our project can produce strategies and pave the way for innovative cross- border initiatives in the field of inclusive primary health and social care	 Traditional and electronic correspondence Project's public and awareness events Project website & social media 				

Output: Special workshops for health professionals and providers (WP3.4)							
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities		
Independent experts invited to contribute to "thematic" activities and events of the project	Stimulate activation	Do not know the objectives and what is planned in Project	Have gained a deeper knowledge about the project output and are willing to take part in it	• Our special workshops will help health and social care providers to improve their services and accommodate the needs of persons with disabilities	Traditional and electronic correspondence		
Health / social care professionals and their representative organisations	Stimulate participation	Do not know about the seminars and the awareness events of the project	Are informed of the programme and schedule of the project events and are persuaded to attend	• Our special workshops will help health/social care professionals to improve their services and accommodate the needs of persons with disabilities	 Invitation templates, guidelines and contact lists Traditional and electronic correspondence Project leaflet and press releases Project's public and awareness events Project website & social media Local media and press 		
Bodies invited to propagate the project's calls for external involvement in output development	Stimulate action	Do not know the objectives and what is planned in Project	Have gained a knowledge about the project output and are willing to take action for advertising the project's workshops	• Registration is now open for our special workshops for health/social care professionals interested in improving the access to their services for persons with disabilities	Traditional and electronic correspondence		

Output: Awareness and lobbying events (WP3.5)									
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities				
Independent experts invited to contribute to "thematic" activities and events of the project	Stimulate activation	Do not know the objectives and what is planned in Project	Have gained a deeper knowledge about the project output and are willing to take part in it	• Our awareness and lobbying events will initiate discussion and solutions for tackling health inequalities and for improving access to	Traditional and electronic correspondence				

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				quality healthcare for all	
Health / social care professionals and their representative organisations	Stimulate participation	Do not know about the seminars and the awareness events of the project	Are informed of the programme and schedule of the project events and are persuaded to attend	Our awareness and lobbying events will initiate discussion and solutions for tackling health inequalities and for improving access to quality healthcare for all	 Invitation templates, guidelines and contact lists Traditional and electronic correspondence Project's public events Project website & social media Press releases Local media and press
Citizens who suffer from low access to health and social services, including persons with disabilities, persons with chronic conditions, people living in under social and/or geographic isolation, as well as representative organisations of such groups	Raise awareness & stimulate participation	Do not know the objectives and what is planned in Project	Are informed of the programme and schedule of the project events and are persuaded to attend	• Our awareness and lobbying events will initiate discussion around existing health inequalities in the area and will offer the chance for new ideas to be heard for improving access to quality healthcare for all	 Invitation templates, guidelines and contact lists Traditional and electronic correspondence Project's public events Project website & social media Press releases Local media and press
Bodies invited to propagate the project's calls for external involvement in output development	Stimulate action	Do not know the objectives and what is planned in Project	Have gained a knowledge about the project output and are willing to take action for advertising the project's events	• Our awareness and lobbying events are open to all and shall initiate discussion and solutions for tackling health inequalities and for improving access to quality healthcare for all	Traditional and electronic correspondence

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Audience

Output: Pilot Preventive Health and Support Programme in Ohrid and Neapoli-Sykies (WP6.1 & WP6.2)									
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities				
zens who fer from low ess to alth and	Raise awareness & stimulate participation	Do not know the objectives and what is	Have gained a knowledge about the project output	 Our project has established in Ohrid and Neapoli-Sikies two prototype 	 Invitation templates, guidelines and contact lists Project leaflet 				

Citizens who suffer from low access to health and social services, including persons with disabilities, persons with chronic conditions, people living in under social and/or geographic isolation	Raise awareness & stimulate participation	Do not know the objectives and what is planned in Project	Have gained a knowledge about the project output and are convinced to participate to the Programme	• Our project has established in Ohrid and Neapoli-Sikies two prototype services for marginalised citizens, offering preventive health and support, including services of comfort at home in rural and isolated areas	 Invitation templates, guidelines and contact lists Project leaflet and press releases Traditional and electronic correspondence Project's public and awareness events Project website & social media Local media and press
Bodies invited to propagate the project's calls for external involvement in output development	Stimulate action	Do not know the objectives and what is planned in Project	Have gained a knowledge about the project output and are willing to take action for diffusing the Pilot Porgramme's objectives, services and achievements	 In the context of the project's inspections and data collection shall enregister all those health professionals and providers that are willing to open their doors for disabled people Our project has established in Ohrid and Neapoli-Sikies two prototype services for marginalised citizens, offering preventive health and support, including services of comfort at home in rural and isolated areas 	Traditional and electronic correspondence



Output: Study Visits abroad (WP6.5) Audience Communication Status quo Status quo Outline of Key (aimed for) objective (start-up) messages activities Have gained a knowledge Bodies from Stimulate action Do not Our project Traditional and abroad know the wishes to promote electronic about the objectives inclusive health and requested to correspondence act as hosts for and what is project output social care solutions, and are willing the project's planned in and wishes to learn study visits to host a study . Project about and from visit and existing good exchange views practices from and experiences around the world with project members

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B.3 Communication to transfer outputs to new target audiences

B.3.1 Communication needs

Cross4all incarnates significant objectives for the benefit of citizens, health and social professionals, local authorities and other stakeholders in and out the CB area. A key goal of the overall I&P strategy of Cross4all must be the raising of the awareness of those audiences that can benefit and uptake them.

Such project outputs with high potential impact, subject to effective communication, are:

- the conclusions derived from the Study visits abroad (see WP6.5, partners involved: All, Task Leader: <u>CCD</u>), which shall offer valuable insights to good practices in the fields of inclusive health and social care service provision;
- the findings of the Joint Study on Needs and Gaps (see WP3.1, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>AUTH</u>), which will offer valuable information on perceptions, attitudes, discrimination issues, accessibility barriers and inequalities in relation to the offer of health and social services in the CB area;
- the Common Strategy and Action Plan (see WP3.3, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: <u>NCDP</u>), which shall set the strategy and the roadmap for tackling specific problems and gaps, for addressing the needs of vulnerable and special groups, and for opening the door for all to quality healthcare and social care services across the CB area, especially by capitalising the knowledge and tools produced in Cross4all;
- the findings of the Impact Assessment and the Lessons learnt (see WP6.3, partners involved: AUTH and FIKT, Task Leader: <u>FIKT</u>) from the implementation of the Pilot programmes in Ohrid and Neapoli-Sykies (see WP4.5, WP6.1 WP6.3, partners involved: All, Task Leader: <u>FIKT</u>), which shall justify the value of the Cross4all tools and the need to uptake and transfer the proposed strategies.
- the CB Guide with information on free-of-barriers health and social care services for citizens and visitors (see WP3.3, partners involved: NCDP and OHRID, Task Leader: <u>NCDP</u>), which shall include, among others, useful data on disability-friendly and disabilityspecialised health and social care services available across the CB area, based on the findings of the Inspections and data collection (see WP3.2, partners involved: AUTH, NCDP and OHRID, Task Leader: <u>NCDP</u>);
- the Cross4all cloud-based and mobile-based services for CB citizens and visitors (see WPs 4.1-4.4 and WPs 5.2-5.3, partners involved: AUTH, FIKT, NCDP and CCD, Task Leader: <u>AUTH</u>), which will offer access to citizens to significant information and eServices, including:

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• the web version and the mobile version of the Guide with information on freeof-barriers health and social care services for citizens and visitors,

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- o the Electronic personal health record mechanism for CB use,
- o the e-learning environment on health and digital health literacy, and
- o the e-Prescription and e-Referral services;
- the free mobile app for preventive health checks (see WP5.1, developed by: <u>AUTH</u>), which can be used by third-parties, in the context of routine health checks of their customers who own a Cross4all PHR account;
- the Training material for health & social care professionals, which shall be made available even after the Special workshops for health/social care professionals (see WP3.4, partners involved: OHRID, MoNS and CCD, Task Leader: <u>CCD</u>), for any professional interested in improving his/her capacity to serve individuals with diverse needs.

B.3.2 Target audience

The target audience for communicating these project outputs is summarised as follows:

- Citizens and visitors of the CB area, especially those with low or no access to health and social care provision, and citizens' associations or civil society;
- Primary healthcare and social care professionals and providers, including unions and associations of health professionals;
- Health and social care stakeholders and policy makers, including (but not limited to) decision makers in relevant thematic departments of the municipalities in the project regions, mayors, etc.;
- Researchers and academics interested in socio-economic aspects of health and social care service provision.
- Bodies from the CB area invited to spread out **the project's objectives, outputs** and achievements, including tourist agents.

B.3.3 Challenges

The main challenges in this respect can be summarized as follows:

• The Cross4all cloud-based and mobile-based services for CB citizens and visitors constitute an innovation developed in the Project that should be taken up by vulnerable citizens, however these audiences know little about technology and their attitudes are often sceptical;

- The Cross4all strategy for improving citizens access to healthcare services requires a paradigm shift and specific changes in the way healthcare professionals and providers deal with their patients and their patients' health data, however these audiences are often against disclosing patient data produced by them, are often not very keen to use computers themselves or change the current ways of practice;
- The right audiences need to be identified and targeted;

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- Messages need to be clear, easily identified as directly related to the project and specific aspects of the project, and interesting for the targeted people / audiences;
- Messages and communication documents need to be easily identified and follow consistent formats and presentation, with clear contact information made available, in order to facilitate their audiences in making use of them;
- Messages and communication documents should be accompanied with appropriate disclaimers, stating that they reflect the author's views and that the Managing Authority shall not be held liable for any use that may be made of the information contained therein;
- The *EU General Data Protection Regulation* (GDPR)²² needs to be considered, at least for communication recipients being citizens of Greece or other EU Members.

To address these challenges that are related to "Communication to transfer outputs to new target audiences", certain actions and tools have been foreseen (see Chapters C and D).

B.3.4 Results

The results expected of the aforementioned communications, especially after applying the provisions set in this Communication Plan, are summarised as follows:

- It will be clear to project team members involved in the implementation of the WP2 activities and tools how to design them, what rules they should obey to /follow, and which resources are available for helping them in doing so.
- Information about the objectives, status, progress, outcomes and achievements of the Project will be publicly available, and up-to-date, on the project website.
- Awareness on the issues of social and health care inequalities in the CB area will be raised, and more experts and stakeholders will be persuaded to join the discussions for a new agenda for addressing these issues in the years to come.
- Target audiences will better understand the usefulness of key project outputs and will be requesting copies or convinced to access and/or download them from the project website and/or the Cross4all portal.

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²² Official website of the EU: <u>https://ec.europa.eu/commission/priorities/justice-and-fundamental-rights/data-protection/2018-reform-eu-data-protection-rules_en</u>; Informative portal of the EU GDPR .org: <u>https://eugdpr.org/</u>.



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B.3.5 Strategy

The project's communication strategy to transfer outputs to new target audiences is presented per project output in the following tables.

	Output: Finding	gs of the Joint S	itudy on Needs	and Gaps (WP3.1	1)
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities
Citizens of the CB area, and citizens' associations or civil society	Raise awareness	Do not have good understanding of the issues and challenges that inspired the project and are not aware of the study	Have become aware of this output which provides information and data on gaps and inequalities in health and social care across the CB area	• Our project makes available the findings of a cross-border study on gaps and inequalities in health and social care across the CB area, with data about thoughts conditions of access, quality of service, behaviours and attitudes affecting vulnerable groups including persons with disabilities and chronic conditions	 Project website and social media Project's public and awareness events Project leaflet Project's web portal
Primary healthcare and social care professionals and providers, including unions and associations of health professionals	Raise awareness and stimulate activation	Are not aware of the issues and challenges that inspired the project and are not aware of the goal of the study and/or of the usefulness of the findings	Have become aware of this output, of how it may help them to understand the needs of the affected populations, and of the project resources made available to help them improve the delivery of their services (e.g., seminars)	 Our project makes available the findings of a cross-border study on gaps and inequalities in health and social care across the CB area, with data about thoughts conditions of access, quality of service, behaviours and attitudes affecting vulnerable groups including persons with disabilities and chronic conditions Our project has produced specific outcomes, including seminars, to 	 Project website and social media Project's public and awareness events Project leaflet Project's web portal

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				support local providers and to improve their capacity	
Health and social care stakeholders and policy makers	Raise awareness and stimulate activation	Do not have good understanding of the issues and challenges that inspired the project and are not aware of the project's study and/or of the importance of the findings	Have become aware of this output, of how it may help them to understand the needs of the affected populations, and of the project resources made available to help in better strategic planning (e.g., the Strategy and Action Plan)	 Our project makes available the findings of a cross-border study on gaps and inequalities in health and social care across the CB area, with data about thoughts conditions of access, quality of service, behaviours and attitudes affecting vulnerable groups including persons with disabilities and chronic conditions Our project has produced specific outcomes to support better strategic planning 	 Traditional and electronic correspondence Participation in external events
Researchers and academics interested in socio- economic aspects of health and social care service provision	Raise awareness and stimulate activation	Are not aware of the study and/or of the usefulness of the findings	Have become aware of the output and of how it may be used in the context of their work	• Our project makes available the findings of a cross-border study on gaps and inequalities in health and social care across the CB area, with data about thoughts conditions of access, quality of service, behaviours and attitudes affecting vulnerable groups including persons with disabilities and chronic conditions	 Traditional and electronic correspondence Participation in external events

	Output: The Common Strategy and Action Plan of Cross4all (WP3.3)									
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities					
Health and social care stakeholders and policy makers	Raise awareness and stimulate activation	Do not know about this output of the project	Have become aware of this output and persuaded about its importance and the need to consider it	• Our project, building on evidence (see Study on needs), on good practices (see Study visits), and on new tools (see Centers, eServices, applications, etc.), has concluded with a proposed roadmap for addressing identified gaps and inequalities in health and social care across the CB area, involving for authorities, professionals and stakeholders	 Project's public and awareness events Traditional and electronic correspondence Participation in external events 					

	Output: Cross-border Guide with information on free-of-barriers health and social care services (WP3.3)									
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities					
Citizens of the CB area, and citizens' associations or civil society	Raise awareness	Do not know about this output of the project Do not now that this is also made available in alternative formats for various types of readers with disabilities	Have become aware of this output, are persuaded of its quality, and interested to find and use it	 Our project has produced a new Guide with useful information on disability-friendly and disability- specialised health and social care services available across the CB area, based on data collected through onsite inspections and reviews The Guide is available in hard copies (at the municipalities) and in electronic form online The Guide is also made available online in alternative formats for various types of readers with disabilities 	 Project poster Project leaflet and press releases Traditional and electronic correspondence Project's public and awareness events Project website & social media Project web portal Local media and press 					

Entities enregistered / referred in the Guide	Encourage active and responsible providers	Do not know where to find this output	Have become aware of where to find this output	• The consortium wishes to share its appreciation for their effort to accommodate the needs of the target-groups and encourage them to increase the visibility of this effort of theirs by advertising the Guide in question	 Traditional and electronic correspondence
Bodies invited to contribute to the dissemination of the Guide	Stimulate action	Are not aware of the availability of the Guide	Have become aware of the production of this guide, have understood who it is for, are persuaded of its integrity and are convinced to use their own channels to advertise it	 Our project has produced a new Guide with useful information on disability-friendly and disability- specialised health and social care services available across the CB area, based on data collected through onsite inspections and reviews The Guide is available in hard copies (at the municipalities) and in electronic form online The Guide is also made available online in alternative formats for various types of readers with disabilities 	Traditional and electronic correspondence

	Output: Cross4a	all cloud-basec	l and mobile-b	ased services (WP4-5	5)
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities
Citizens of the CB area, and citizens' associations or civil society	Raise awareness and change attitude	Do not know about this output of the project Do not now that this is accessible to all, including to users with disabilities	Have become aware of this output, are persuaded of its quality, and interested to access and use it	 Our project has produced a new Platform with useful information on disability-friendly and disability-specialised health and social care services available across the CB area, based on data collected through onsite inspections and reviews, with significant guiding and 	 Project poster Project leaflet and press releases Traditional and electronic correspondence Project's public and awareness events

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				educational material and videos, as well as with novel electronic services for creating and maintaining private spaces to concentrate their health data and records, for sharing their data with any professional across the CB area, for self- monitoring and self- managing their health and lifestyle • These web and mobile tools are offered for free, are fully accessible to users with disabilities and provide full data security and protection, under the auspices of their local Municipality	 Project website & social media Google store Local media and press
Bodies invited to contribute to the dissemination of the output	Stimulate action	Are not aware of the launch of the tools	Have become aware of the launch of these tools, have understood who it is for, are persuaded of its integrity and are convinced to use their own channels to advertise them	 Our project has produced a new Platform with (a) useful information on disability-friendly and disability-specialised health and social care services available across the CB area, (b) significant guiding and educational material and videos, (c) novel electronic services for storing, updating and sharing personal health data and records, (d) for self-monitoring and self-managing their health and lifestyle. These web and mobile tools are offered for free and are fully accessible to users with disabilities 	Traditional and electronic correspondence

Output: Conclusions derived from the study visits abroad (WP6.5)

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Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities
Primary healthcare and social care professionals and providers, including unions and associations of health professionals	Raise awareness and stimulate use of the project output	Are not aware of the issues and challenges that inspired the project and are not aware of the goal of the project's study visits and/or of the usefulness of their findings	Have become aware of certain gaps and inequalities in health and social care in the CB area, of the main population groups affected, and of how this output may help them to improve their infrastructures and services to better address the needs of such groups, building on good practices and new inclusive approaches	• Our project, aiming at addressing of certain gaps and inequalities in health and social care across the CB area, makes available imported knowledge and experience from pioneers in fields of inclusive and citizen-centered solutions.	 Project leaflet Project website and social media Project's public and awareness events Project's web portal
Health and social care stakeholders and policy makers	Raise awareness and stimulate use of the project output	Do not have good understanding of the issues and challenges that inspired the project and are not aware of the goal of the project's study visits and/or of the usefulness of their findings	Have become more aware of the existing gaps and inequalities in health and social care in the CB area, of the main population groups affected, and of how this output may help them to set new goals and priorities in their futures strategic planning	• Our project, aiming at improving the capacity in addressing certain gaps and inequalities in health and social care across the CB area, makes available imported knowledge and experience from pioneers in fields of inclusive and citizen-centered solutions.	 Traditional and electronic correspondence Participation in external events
Researchers and academics interested in socio- economic aspects of health and social care service provision	Raise awareness and stimulate activation	Are not aware of the goal of the project's study visits and/or of the usefulness of their findings	Have become aware of the output and of how it may be used for broadening or specializing their thematic areas	Our project makes available imported knowledge and experience from pioneers in fields of inclusive and citizen-centered solutions.	 Traditional and electronic correspondence Participation in external events

B.4 Communication to ensure notifications and approvals by the JS/MA

B.4.1 Communication needs

In relation to I&P there are several obligations towards the Joint Secretariat (JS) and the Management Authority (MA) of the Programme that need to be considered throughout the project:

- The Lead Beneficiary must send a copy of any I&P material produced in the project to the JS, prior its use;
- All I&P activities must be consulted in advance with the Communication Officer of the JS.
- Any information, media appearance, or other publicity activity of the project shall be communicated to the JS for potential I&P activities;
- The LB1 must keep available copies of any publicity and information material produced for a period of two (2) years after the contractual end of the project.

B.4.2 Target audience

The target audience of the communication related to these obligations is summarised as follows:

- The Lead Beneficiary (Project Coordinator and Project Communication Manager), who shall receive:
 - partners' requests for JS approval of new I&P materials produced and ready to be used;
 - partners' requests for JS approval of new I&P activities planned and ready to be announced;
 - partner's notifications of media appearances, of publications on conferences, journals, etc., and of any other publicity activity planed and/or performed by the partners (whenever possible also in advance);
 - (from the respective partners) copies of any I&P material produced in the project and of any other material/information used in the context of media appearances, publications or other publicity activities, for archiving purposes.
- The JS/MA (Project Officer and Communication Officer), who shall receive:
 - o LB's requests for the approval of new I&P materials produced and ready to be used;
 - LB's requests for the approval of new I&P activities planned and ready to be announced;
 - project news, announcements and notifications of publicity activities for potential I&P activities on the JS/MA end, including information, data, photos, documents and other materials to be uploaded on the Programme website;

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• (upon request after the end of the project) copies of any publicity and information material produced in the project;

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- Partner's requests for clarifications, upon open questions or doubts.
- The LB and the project partners (Local Project Managers or Contact Persons), who shall:
 - o be notified of the JS response to relevant requests of theirs;
 - o receive answers to submitted requests for clarifications or further information.

B.4.3 Challenges

The main challenges in this respect can be summarized as follows:

- Messages to the JS need to be timely, especially those asking for JS approval;
- Requests for approval to the JS need to clarify how accessibility for persons with disability, gender equality and non-discrimination, and social responsibility are considered in each case.
- Messages need to be clear, easily identified as directly related to the project and specific aspects of the project, and specific about their purpose (for approval, for information, for archiving purposes, for uploading on the Project / Programme website, etc.).

To address these challenges that are related to "Communication to ensure notifications and approvals by the JS/MA", certain actions and tools have been foreseen (see Chapters C and D).

B.4.4 Results

The results expected of the aforementioned communications, especially after applying the provisions set in this Communication Plan, are summarised as follows:

- It will be easy for the LB and for all partners to prepare and conduct their communications, using pre-defined templates.
- All I&P materials and activities will bear the prior approval of the JS.
- The Communication Officer of the Joint Secretariat and the Managing Authority will be notified of and invited to public Project events.
- If possible, staff members of the Joint Secretariat and/or the Managing Authority will participate to these events and offer promotion material (e.g. Programme banners or posters).
- The JS/MA and all project partners will have access to a unified, virtual project folder with all the I&P information and material available.





B.4.5 Strategy

The project's communication strategy to ensure proper notification and approval by the JS/MA for I&P activities is presented in the following table.

Output: All I&P outputs ²³					
Audience	Communication objective	Status quo (start-up)	Status quo (aimed for)	Key messages	Outline of activities
SL	Raise awareness and receive approval	Do not know about an I&P material of the project	Have become aware of this output and provide approval for going public	• Our project has produced <the x<br="">material> that is now ready to be used in outreach activities, subject to JS/MA approval</the>	 Electronic and/or traditional correspondence
ZL	Raise awareness and receive approval	Do not know about a planned/ scheduled I&P activity of the project	Have become aware of this output and provide approval for proceeding with the implementation of the activity	• Our project is now ready to announce and implement < the X outreach activity>, subject to JS/MA approval	Electronic and/or traditional correspondence
JS	Upload project information on the Programme website	Are not aware of the information in question	Have become aware of new information to be uploaded on the Programme website	• This project information related to <the <br="" aspect="" x="">activity / outcome / achievement> of the project is shared with you for your consideration in the context of the JS's I&P activities, including for updating the Programme website</the>	Electronic and/or traditional correspondence
LB1	Forward to the JS a request for approval	Do not know that an I&P output is completed	Have become aware that an I&P output has reached the state for which the JS/MA approval is needed in order to go public	• PBx has <pre>produced the X material / has planned the X activity>, and the LB is requested to communicate this to the JS for receiving approval accordingly</pre>	Electronic correspondence

²³ Project communication plan, Visibility poster, Leaflet with project results, Public events, Awareness and lobbying events, Study Visits, Press releases, Project website and social media, Media appearances, Participation to external events, etc.



C. Activities

In this Chapter, the planned communication activities of the project are described with more details and information about the nature of the activities and the responsibilities for delivering the activities. Such activities covered by this Communication Plan, as outlined in the previous Chapter, include also communication activities planned in WP Management and thematic WPs in the clusters (start-up activities, targeted events, public events, digital activities, publications, etc.).

C.1 Start-up activities

In the following sub-chapters, all planned start-up activities are described.

C.1.1 Communication strategy and plan of the project

First, before proceeding into designing and implementing major I&P activities and tools of the project, in order to facilitate their development and to maximize their impact, an appropriate I&P strategy needs to be laid down and documented in the form of the **project's Communication Plan** (the present document). This document sets the framework for the design, implementation, monitoring and evaluation of the communication activities of the project, and all following communication developments shall build upon it.

Targeted communication arena	B.1, B.2, B.3 and B.4
Outputs in focus of activity (content)	Project Communication Plan (including revisions of it)
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners
Responsible partner	Lead Beneficiary (AUTH)
Involved partners	All
Indicative timing of the activity	Start-up period of the project
Indicative budget (excl. staff costs):	€ 0,00
Accessible for people with disabilities	Yes

Key points

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Description

Project communications are a two-way street. Much like project planning, expectations must be set and both the project team and client stakeholders have to carry out their responsibilities in order for communication to go smoothly.

A project management communication plan defines what critical information will be delivered throughout the project, how, by who, and at what frequency. Throughout a project, successful communication about alignment on goals and milestones, and subsequent re-alignment on these as projects change are crucial to stakeholder buy-in and transparency into a project's status throughout the entire project timeline. Communication is critical to keeping a good relationship with the client, and a project communication plan can help to plan upfront in keeping up that shared understanding of what's happening and what should be happening throughout the project.

Not all projects are created equal, and because of that, a project communication plan is unique to each project—which is why it's just as important to think about this as we are creating the project plan after kick-off.

The process of creating the Project Communication Plan includes the following steps:

- Study and understand the parameters. A project communication plan doesn't need to be formal, but it should at least be written down for our own reference. First, it helps to sit down and define the parameters of the project we are working within: project size, context of implementation, characteristics and expectations of the target groups, project deliverables, timeline, and the project team. Once we have an understanding of the team and the target audience you are working with, we start to apply this direction to a communications plan of action.
- Define goals, communication arenas and stakeholders. List out the key project deliverables and key stakeholders on the project. Then, add the project goals to this list: think about what successful project communication will look to not just the audience, but our team as well. This list will shall remind us all throughout the project of our ultimate goals, and will guide communication-related decisions accordingly.
- Elaborate a plan of activities. In this step, we define our approach to the communications we will have throughout the project. Knowing the goals of our project, we may consider in which occasions and how frequently we shall communicate with various target audiences, how we shall do so, and what those communications will include. In doing so, keeping always the initial parameters and goals in mind, the focus in placed on identifying what types of communication will be most beneficial to bringing our project to success, and on how detailed or thorough certain parts of our communications will need to be. These

requirements of these activities are then analysed, and their implementation specified by laying down information about resources needed / assigned for their implementation, by making timing estimations, by specifying which tools and materials are to be created and used for implementing them, etc.

- Writing the Communication Plan. Based on the previous steps, the Project Communication Plan is elaborated. In the case of our Project, there are specific guidelines and a template given by the JS, with which our plan needs to conform with.
- Approval of the Communication Plan. Then, the Project Communication Plan is communicated to the JS/MA, in order to receive feedback and/or comments, and ultimately acquire the approval to proceed with its implementation (usually this is done through the first 6-month progress report of the projects).

Then, the Communication plan can be put in use. The use of the Project Communication Plan includes the following steps:

- Sharing with the project team. Sharing this plan with the project team will inform them of the communication cadence—which affects their work and delivery dates—but also gives them more context into how we will be communicating and with whom. Sharing this information means that all project team members have a good understanding of how to communicate according to plan throughout the project. The plan will be shared with the partners electronically and ad-hoc virtual teleconferences will be arranged in order to further analyse aspects of it and for the Communication Manage to provide clarifications or further information that may be needed.
- Staying on track. After the plan is communicated to all partners and put in force, all team • members have the responsibility to act in line with its provisions and notify on time the Communication Manager, who is responsible for monitoring and evaluating its implementation and impact, of any expected delays or deviations. Throughout following project meetings, physical and virtual, the Communication Manager shall present the status quo of the implementation of the plan, based on data delivered by all partners in advance. Furthermore, regular check-ins and even ad-hoc emails from the Communication Manager should also be expected so that we safeguard that we are on track with the important items defined in the plan. Finally, in the context of the regular project's progress reporting towards the JS, every six months, it is expected from us all, to report upon all activities performed in the field of I&P, which of course are expected to be in line with the communication plan in force, and which shall also be considered in the context of monitoring and evaluating the implementation of the plan. The Communication Plan, subject to changes in the Programme rules, in the project work plan and schedule, in the synthesis of the partnerships, etc., shall undergo reviews and /or revisions, leading to new versions issued. Any such versions will again be communicated to all partners in order to adjust their activities accordingly.

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Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.1	Project communication plan shared with all partners	Number	1	1 ²⁴	Monitoring	Once (2 nd project report)

C.1.2 Visibility identity elements and guidelines

All project communications, as planned in this Plan, are subject to certain provisions that originate from the rules of the Programme and the EU, as well as from the partnership itself and the goals and principles of the Cross4all project.

Therefore, as an extension of the work of preparing the project plan, key aspects of visibility that are essential and should pertain all official documents, project outputs and I&P activities and materials, need to be documented in one place for future reference by all project team members throughout the project implementation.

<u>Key points</u>

Targeted communication arena	B.1, B.2, B.3 and B.4
Outputs in focus of activity (content)	Project visual identity elements and guidelines (as annex of the Project Communication Plan)
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners
Responsible partner	Lead Beneficiary (AUTH)
Involved partners	All
Indicative timing of the activity	Start-up period of the project
Indicative budget (excl. staff costs):	€ 0,00
Accessible for people with disabilities	Yes

²⁴ Subject to revisions





Description

The visibility identity elements in question include:

- The Programme's name and joint branding
- The Interreg Project Logo
- Textual reference to the sources of financing
- Disclaimers
- Marking of objects and events
- Cross4all visual identity, for increasing the visibility and recognition of project outputs.
 - o Identification of the Cross4all project (name, acronym, reference numbers, etc.)
 - o Cross4all motto, the use of which is optional however strongly recommended.
 - o Cross4all logo, in addition to Interreg Project Logo.
 - o Cross4all partnership logos, with all the logos of the project partners.
 - Other Cross4all visual identity aspects, such as colours, symbols, flags of the countries participating in the Programme, etc.
- Application of the visual identity elements to I&P measures, such as:
 - o Leaflets and brochures.
 - o Stationary sets (letterheads, envelopes, folders, etc.).
 - o Event materials (posters, banners, roll-ups, pop-up stands, etc.).
 - o Newsletters, Press releases, Announcements
 - o Notices of competition and Calls for tenders
 - o Radio spots
 - o Photos

<u>Note</u>: The *Project visual identity elements and guidelines* in question (see Annex I) must be considered as part of this Communication Plan, and <u>all partners are required to comply with them</u> in all their respective communication and I&P measures.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.1	Project visual identity (as annex of the Communication Plan) shared with all partners	Number	1	1	Monitoring	Once (2 nd project report)



C.1.3 Project documents templates

Given that all project communications, as planned in this Plan, are subject to certain provisions mentioned above, and outlined in Annex I, as an extension of the work of specifying the applying visual identity rules to various communication and I&P measures, and towards further facilitating all project members in applying them to project outputs and materials, several templates for regular project documents have been developed. By using these templates for creating new project documents, their creators may feel safe that all Programme visibility requirements are met, and that their artefacts are in line and consistent with the overall project visual identity and branding.

<u>Key points</u>

Targeted communication arena	B.1, B.2, B.3 and B.4
Outputs in focus of activity (content)	Project documents templates (as annex of the Project Communication Plan)
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners
Responsible partner	Lead Beneficiary (AUTH)
Involved partners	All
Indicative timing of the activity	Start-up period of the project
Indicative budget (excl. staff costs):	€ 0,00
Accessible for people with disabilities	Yes

Description

The project templates in question include:

- 1. Project meeting invitation (Word)
- 2. PSC authorization letter (Word)
- 3. Project meeting agenda (Word)
- 4. Project meeting attendance list (Word)
- 5. Project meeting presentation (PowerPoint)
- 6. Project meeting minutes (Word)
- 7. Internal project document (Word)
- 8. Dissemination reporting form (Word)
- 9. Output peer review form (Word)

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- 10. Modification request form (Word)
- 11. Internal progress report (Word)
- 12. Internal financial report (Excel)

<u>Note</u>: The *Project documents templates* (see Annex II) must be considered as part of this Communication Plan, and <u>all partners are required to use them consistently</u> in all respective communication and I&P measures.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.1	Project documents templates (as annex of the Communication Plan) shared with all partners	Number	1	1	Monitoring	Once (2 nd project report)
OUT.2	Complete up-to-date templates for routine communications and documents available on the GDRIVE	Number	12	n/a	GDRIVE	Once (2 nd project report)

C.1.4 Communication roles and Contacts lists

<u>Key points</u>

Targeted communication arena	B.1 and B.4
Outputs in focus of activity (content)	Project address book (as annex of the Project Communication Plan)
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners
Responsible partner	Lead Beneficiary (AUTH)
Involved partners	All
Indicative timing of the activity	Start-up period of the project
Indicative budget (excl. staff costs):	€ 0,00
Accessible for people with disabilities	Yes

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Description

In view of the project communication to ensure internal involvement of all partners, as specified in chapter B.1 (see page 25), as well as of the project communication to ensure notification and approval by the JS/MA, as specified in chapter B.4 (see page 46), apart from planning the way that these communications are to be implemented, a key aspect is to ensure that these communications will always be addressed to the right audience, based on the agreed *Cross4all management and coordination scheme*.

In this direction, the Lead Beneficiary, in consultation and agreement with the project partners, which took place at early phase of the project, during the kick-off meeting, the main decision and coordination bodies and actual roles were specified and agreed, including sub-committees, task groups and task leaders. The project management and coordination structure (see Figure below) and the planned procedures have been defined following the good practice in past projects in order to successfully accommodate the complex nature of the Cross4all collaborative efforts, and to optimise communication among partners, project administrators, national agents and MA/JTS representatives. Additional coordination bodies (task groups, advisory groups, etc.) were established to ensure proper coordination of the day-to-day running of the project, to fulfil specific tasks or to carry out certain activities, yet keeping the overall coordination procedures and work flow of the project transparent and simple.



Figure 1. Overview of the Cross4all management and coordination scheme

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In order to make easier the communication and minimize the time for getting correct information about all activities that has to take place during the project duration in different places, different time and by different persons, a *Project address book* with specific contact lists was specified for the PMC and all the agreed sub-committees and roles, especially for jointly developed project outcomes, as follows:

- 1. Project Steering Committee
- 2. Local Project Managers
- 3. Local Financial Managers
- 4. Coordination Group (CG)
- 5. WP3.1 (Joint Study on Needs & Gaps)
- 6. WP3.2 (Inspections & data collection)
- 7. WP3.3 (Joint Strategy & Action Plan)
- 8. Cross4all ICT systems
- 9. Pilots programme
- 10. WP6.5 (Study visits)

<u>Note:</u> The *Project address book* (see Annex III) must be considered as part of this Communication Plan, and <u>all partners are required to use them consistently</u> in all respective communication and I&P measures.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.1	Project internal address book (as annex of the Communication Plan) shared with all partners	Number	1	1	Monitoring	Once (2 nd project report)
OUT.3	Complete, up-to-date mailing lists of the project	Number	4 ²⁵	>=10	Excel file (C4A Address book) on GDRIVE	Once (2 nd project report)

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²⁵ 1. Project Steering Committee, 2. Local Project Managers, 3. Local Financial Managers, 4. Coordination Group (CG)



In the following sub-chapters, all kinds of project events are described.

C.2.1 Project meetings

As part of the project management and coordination, a number of physical meetings for project team members are foreseen throughout the project lifecycle. In this respect, the following objectives are set in relation to organizing and implementing the foreseen physical Project Meetings:

- Perform all necessary arrangements for the meeting (finding space, organize trips, facilitate visitor needs, provide support/technical means etc.)
- Ensure that all communication and visibility obligations are met
- Develop relevant material (presentations, technical documents, summaries etc.)
- Participate and actively involved in the meetings
- Keep track of the participants and the discussions / decision taking place
- Keep track of the documentation needed in relation to travel, accommodation, organization and other expenditures
- Report on the outcomes of the meeting and producing the respective minutes

Targeted communication arena	B.1			
Outputs in focus of activity (content)	Project meetings			
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners			
Responsible partner	Lead Beneficiary (AUTH)			
Involved partners	All			
Indicative timing of the activity	Regularly throughout the project; 6 times are initially foreseen further to Activity 1.3.			
Indicative budget (excl. staff costs):	€13.246,00 (This includes €8.766,00 under the T&A budget line, and €4.480,00 for organisation costs under the External Expertise and Services budget line)			
Accessible for people with disabilities	Yes, all meetings are to be accessible			

<u>Key points</u>

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Description

The following project meetings are initially foreseen:

- 1. Kick-off meeting in Thessaloniki (Host: AUTH, Month: 01)
- 2. Project Meeting in Bitola (Host: FIKT, Month: 05)
- 3. Project Meeting in Thessaloniki (Host: NCDP, Month: 10)
- 4. Project Meeting in Ohrid (Host: OHRID, Month: 14)
- 5. Project Meeting in Ohrid (Host: CCD, Month: 19)
- 6. Project Meeting in Thessaloniki (Host: MoNs, Month: 23)

In all project meetings, which may last up to two days, at least one representative from each partner shall attend, and to main sessions shall be arranged:

- a PSC session (decision board). These meetings shall be attended by official representatives of each partner (PB representatives, Project Managers or Contact Persons as in the AF in force) or officially assigned representatives (in letter sent in advance to the Project Coordinator) and shall evolve around a list of decision items set and agreed in advance).
- a CG session (coordination and work groups). These meetings shall focus on reporting on progress, on issues and problems encountered, on discussing technical aspects of various parts of the project development, and on better planning the next steps in the project. To this direction, all partners shall be prepared to report (present) on their progress and plans at all levels (e.g., regarding staff recruitments, status of tenders and service assignments, implementation progress, status of expenditures, and I&P outputs).

Note: The LB must inform in advance of 10 days before the meeting the Project Officer.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.4	Project meetings	Number	3	6	Monitoring	Per meeting

C.2.2 Public project visibility events (WP2.3)

As part of the project dissemination, four (4) events open to the public are for project team members are foreseen throughout the project lifecycle. In this respect, the following objectives are set in relation to organizing and implementing the foreseen events:

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- Perform all necessary arrangements for the conferences (finding space, organize trips, facilitate visitor needs, provide support/technical means etc.)
- Ensure the desired levels of participation and representation of the target groups
- Ensure that all communication and visibility obligations are met
- Develop relevant material (presentations, technical documents, summaries etc.)
- Participate and actively contribute to the events
- Keep track of the participants and their contact information
- Keep track of the documentation needed in relation to travel, accommodation, organization and other expenditures
- Produce and disseminate proceedings and press releases for each event

<u>Key points</u>

Targeted communication arena	B.2, B.3			
Outputs in focus of activity (content)	Project meetings			
Targeted communication audiences	Individuals and representatives from all target groups and stakeholders (see B.2 and B.3)			
Responsible partner	Lead Beneficiary (AUTH)			
Involved partners	All, except CCD			
Indicative timing of the activity	4 times are foreseen further to Activity 2.3 (two around the middle of the project for presenting objectives and plan, and two at the end for presenting outcomes and achievements).			
Indicative budget (excl. staff costs):	€9.133,00 (This includes T&A costs for attending the events, and organisation costs under External Expertise and Services budget line)			
Accessible for people with disabilities	Yes, all events are to be accessible			

Description

The following project meetings are initially foreseen:

- 1. Conference in Ohrid (Organiser: OHRID, Month: 14)
- 2. Conference in Thessaloniki (Organiser: NCDP, Month: 15)
- 3. Conference in Bitola (Organiser: FIKT, Month: 22)
- 4. Final Conference in Thessaloniki (Organiser: MoNS, Month: 23)

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All events and all presentations will be open to the public, in order to further promote the Cross4all project, its objectives / outputs. All events, will be addressed to media and will be accompanied by announcements, press releases and (press and media). Each partner will be responsible for press / radio / TV campaign, promoting Cross4all at local, regional and national level, both in both countries.

Further to the Programme I&P Guide, a public final project event should be held in (at least) English and it shall inform the target groups specified in the Project Communication Plan about the results **achieved during the project's implementation. It is re**commended to publicize this activity with other media communications (e.g. press release, press conference). The *Interreg Project Logo*, as well as the sources of financing (see Annex 1) should appear on all documents, publications, presentations, or other materials made available during the event.

Note: The respective Project Partners must inform in advance of 10 days before each event both the Communication Officer and the Project Officer. For each event, the respective partners shall make a press release available in English, Greek and Bulgarian and visual materials.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.5	Public project conferences	Number	0	4	Monitoring	Per event

C.2.3 Workshops for health & social care professionals (WP3.4)

As part of the project work plan, four (4) special workshops for health & social care professionals are foreseen in the project (see WP3.4). In this respect, the following objectives are set in relation to organizing and implementing these seminars:

- Preparing materials for special workshops
- Ensuring the contribution of expert instructors and trainers and reimbursing their expenses
- Ensuring the desired level of participation with participants of various professions and specialities
- Perform all necessary arrangements for the four 3-days local workshops (finding space, organize trips, facilitate visitor needs, provide support/technical means etc.)
- Implement the workshops, keep track of the participants and their contact information
- Keep track of the documentation needed in relation to travel, accommodation, organization and other expenditures
- Issue certificates for the participants and produce final reports for each seminar

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<u>Key points</u>

Targeted communication arena	B.2			
Outputs in focus of activity (content)	Special workshops			
Targeted communication audiences	Health and social care providers, professionals and stakeholders (see B.2)			
Responsible partner	CCD			
Involved partners	OHRID and MoNS			
Indicative timing of the activity	4 times are foreseen further to Activity 3.4 (around month 18).			
Indicative budget (excl. staff costs):	€40.500,00 (This includes organisation and Guide and material production costs, under External Expertise and Services budget line)			
Accessible for people with disabilities	Yes, all seminars and educational material will be accessible			

Description

First, PB6 (CCD) shall develop a Guide for the professional, which shall be used for preparing the audiovisual presentations of the seminars. This activity includes;

- Elaborating and editing of the Guide for professionals
- Contributing to the Guide for professionals (expertise on accessibility for disabled people and serving vulnerable groups)
- Translating in Greek the Guide
- Producing the Guide in alternative accessible digital formats (two languages)
- Publishing (printing) of the Guide (1000 copies in GR and 1000 copies in MK)
- Delivering copies to the workshops' organisers (OHRID and MoNS)

The following project meetings are foreseen:

- 1. Workshop in Ohrid (Organiser: OHRID, Month: approx. 18)
- 2. Workshop in Ohrid or Bitola (Organiser: OHRID, Month: approx. 19)
- 3. Workshop in Thessaloniki (Organiser: MoNS, Month: approx. 18)
- 4. Workshop in Thessaloniki or Florina (Organiser: MoNS, Month: approx. 19)

PB4-OHRID and PB5-MoNS shall produce the materials and cover the expenses for instructors (GR/MK speaking) delivering the workshops.



All events and all presentations will be open to the public, in order to further promote the Cross4all project, its objectives / outputs. All events, will be addressed to media and will be accompanied by announcements, press releases and (press and media). Each partner will be responsible for press / radio / TV campaign, promoting Cross4all at local, regional and national level, both in both countries.

It is recommended to publicize this activity with other media communications (e.g. press release, press conference).

<u>Note</u>: The *Interreg Project Logo*, as well as the sources of financing (see Annex 1) should appear on all documents, publications, presentations, or other materials made available during the event.

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.6	Printed copies of the Guide for professionals, delivered to the organisers and all partners	Number	0	2000	Monitoring	Once
OUT.7	The Guide in alternative accessible digital formats, published online on the project website	Number	0	1	Monitoring	Once
OUT.8	Special workshops	Number	0	4	Monitoring	Per seminar

C.2.4 Awareness and activation raising events (WP3.5)

As part of the project work plan, six (4) focused events are foreseen in the project (see WP3.5). These events have certain objectives, which are summarised as follows:

- to increase the awareness on the issues of health inequalities and low access to health and social services experienced by citizens with disabilities and other vulnerable groups in the CB area
- to increase the awareness on the issues and problems emerging from the increase of crossborder health tourism in the region
- to advocate the Cross4all approach and its objectives and activities laid down for addressing these issues

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- to activate and encourage the involvement of externals in the implementation of key project outcomes (as described in chapter B.2)
- to promote lobbying and networking for increasing the project's capacity to transfer the project outcomes and good practices to new audiences (as described in chapter B.3)
- to improve the knowledge and skills of participants on aspects such as health literacy, digital health literacy, and self-management of health issues.

In this respect, the following objectives are set in relation to organizing and implementing these seminars:

• Preparing materials for local seminars

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- Ensuring the contribution of expert instructors and trainers and reimbursing their expenses
- Ensuring the desired level of participation, with participants from various target groups and stakeholders
- Perform all necessary arrangements for the six 3-days local seminars (finding space, organize trips, facilitate visitor needs, provide support/technical means etc.)
- Implement the seminars, keep track of the participants and their contact information
- Keep track of the documentation needed in relation to travel, accommodation, organization and other expenditures
- Issue certificates for the participants and produce final reports for each seminar

Key	points

Targeted communication arena	B.2 (and, B.3)
Outputs in focus of activity (content)	Special seminars
Targeted communication audiences	Citizens from the target groups (see chapter B.2)
Responsible partner	NCDP
Involved partners	FIKT, MoNS and CCD
Indicative timing of the activity	4 times are foreseen further to Activity 3.4 (around month 18).
Indicative budget (excl. staff costs):	\in 26.764,00 (This includes organisation and material preparation costs, under External Expertise and Services budget line)
Accessible for people with disabilities	Yes, all seminars and material will be accessible

Description

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First, PB2-FIKT, PB3-NCDP, PB5-MoNS and PB6-CCD shall produce the materials and cover the expenses for the adult trainers delivering the workshops.

The following awareness and activation events are foreseen:

- 1. Seminar in Bitola (Organiser: FIKT, Month: approx. 18)
- 2. Seminar in Ohrid (Organiser: CCD, Month: approx. 18)
- 3. Seminar in Florina (Organiser: NCDP, Month: approx. 18)
- 4. Seminar in Thessaloniki (Organiser: MoNS, Month: approx. 18)
- 5. Seminar in Vardar or Southeast (Organiser: CCD, Month: approx. 19)
- 6. Seminar in Pella or Kilkis (Organiser: NCDP, Month: approx. 19)

It is recommended to publicize this activity with other media communications (e.g. press release). The *Interreg Project Logo*, as well as the sources of financing (see Annex 1) should appear on all documents, publications, presentations, or other materials made available during the events.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.9	Special seminars	Number	0	6	Monitoring	Per seminar

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In the following sub-chapters, all kinds of foreseen digital activities are described.

C.3.1 Programme website

The JS maintains a website that includes information about all projects funded by the Programme (see http://www.ipa-cbc-programme.eu/). In this website, each project is dedicated with a page where visitors can access information about the project and the partnership, as well as news and information on events related to the project. The URL of the Cross4all project is the following:

http://www.ipa-cbc-programme.eu/approved-project/65/

In this respect it is for the interest of the project, to ensure that this page will be often updated with new items about key activities and achievements of the project.

<u>Key points</u>

Targeted communication arena	B.4 (and B2., B3)
Outputs in focus of activity (content)	Content for the Programme website
Targeted communication audiences	All members of the project implementation team, including external experts of the Cross4all partners
Responsible partner	Lead Beneficiary (AUTH)
Involved partners	All
Indicative timing of the activity	Regularly throughout the project (monthly)
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility of the Programme website)

Description

Updates communicated to the JS for uploading relevant announcements and content to the Programme website shall concern:

- The kick-off of the project
- Brief reports on Project meetings
- Announcements of planned public project events (WP2.3)
- Announcements of planned workshops (WP3.4) and seminars (WP3.5)

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- Announcement of the launch of Pilot Programmes in Ohrid and Neapolis-Sykies (WP6)
- News updates on key achievements and outputs completion (see chapter B.3)
- Announcement of the closing of the project

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.9	Content delivered to the JS for being uploaded on the Programme website	Number	1	12 (approx. every 2 months)	Monitoring	At project meetings, or ad-hoc when necessary

C.3.2 Cross4all dedicated website

Further to the AF of the project, the project shall further produce a website dedicated to the project. **The Project's webpage shall:**

- provide information about the Project, its nature, goals, activities, benefits and the expected results;
- include some basic description of the Partners and their contact details;
- have a category under which the produced communication materials such as: press releases, newsletters, invitations, posters, fact sheets, photos and links) can be found.

Key points

Targeted communication arena	B.1, B.2 and B.3
Outputs in focus of activity (content)	Project website
Targeted communication audiences	All project target groups and the public at large
Responsible partner	NCDP
Involved partners	All
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€10.540,00
Accessible for people with disabilities	Yes, the website will conform fully to the WCAG 2.0 at least at level AA

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Description

Website is a valuable tool for the Project and with the time it becomes the first source of information. Thus, the development of a structured website is an essential part of a Project. The name of the website shall be short and memorable. It can run under its own Project domain (e.g. www.Projectname.eu or www.Projectacronym.eu) or alternative it can be part of an institutional website (e.g. www.ministry-environment.gr/department-for-water/research-and-Projects/Project-name/html).

In these lines, the URL reserved by NCDP for the project website is the following:

www.cross4all.eu

The website must be in English, which is the official language of the Programme, with the possibility of using also the languages of the participating countries.

The webpage must be marked with the Interreg Project Logo (see aannex I). Last but not least, it must refer to the Programme and the EU co-funding. This includes a short description of the Programme along with the textual reference to the sources of financing. Both must appear on the homepage (front page) of the Project's webpage. The website has to be linked with the Programme's website (redirection via the logo that should be included in a prominent place).

The following text is suggested:

"The INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 is a cross-border cooperation Programme co-financed by the European Union under the Instrument for Pre-Accession Assistance (IPA II). The strategy statement of the Programme is "to enhance territorial cohesion by improving living standards and employment opportunities holding respect to the environment and by using the natural resources for upgrading of the tourism product". The total budget of the Programme for the period 2014-2020 is 45.470.066,00 \in ."

The disclaimer on the bottom of the homepage is a requirement. The disclaimer should include the following:

"This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries and the Managing Authority".

The beneficiaries need to make available at least the links to the following websites as well:

- the website dedicated to EU Regional Policy²⁶
- the Programme's website (see paragraph C.2.2)
- the institutional websites of the partners

<u>Note</u>: The Project's website is required to be launched within the first six (6) months after Project's start and be kept online at least two years after Project closure. In case of an audit check by a competent body (i.e. Second Level Control) the Project Partners must be able to prove that the Project site was operational for this period, that the data corresponded to the needs of the Project and of the Programme, and that all information and publicity requirements were met in accordance with the I&P Guidebook.

The website's expiry date should be communicated to the Joint Secretariat (JS) and more specifically to the Communication Officer and the Project Officer at least four months before the expiration date, so that relevant project results can be collected or uploaded on the Programme's website.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.10	Project website	Number	0	1	Monitoring	3 times (on launch, at the end of the project, and at the expiring date)

C.3.3 Cross4all social media

All projects are advised to be promoted also in the so-called social media, e.g., Facebook, Twitter, LinkedIn, Google+, Instagram, Pinterest etc.

Based on previous experience of the JS, there were numerous examples of Projects, which included the use of Social Media in their Communication Strategies, but soon it was found out that it is difficult to maintain implementation of communications over time.

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²⁶ http://ec.europa.eu/regional_policy/index_en.htm



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<u>Key points</u>

Targeted communication arena	B.1, B.2 and B.3
Outputs in focus of activity (content)	Project accounts in social media
Targeted communication audiences	All project target groups and the public at large
Responsible partner	AUTH
Involved partners	All
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility of the social media platforms)

Description

Therefore, the Cross4all partners have decided to include in the **project's communication strategy** the use of specific social media:

• Facebook: <u>https://www.facebook.com/Cross4all</u>

A facebook profile is essential to take advantage of consortium partner's networks, spread information to the general public and build brand awareness. Facebook could be used to host events (incl. broadcasts) and inform stakeholders holding facebook profile about Cross4all activities.

• LinkedIn: https://www.linkedin.com/groups/13604735

LinkedIn is a business-oriented professional networking tool that is used by many as a source of information and inspiration, therefore a solid presence to amplify the news on the website is necessary.

The presentation of the project in the selected social media must include the Interreg Project Logo (see Annex I). Last but not least, it must refer to the Programme and the EU co-funding. This includes the textual reference to the sources of financing. Links to the project and the programme website must be also be included.

A disclaimer should also be considered. The disclaimer may include the following:



"This account has been produced with the financial assistance of the European Union. The contents of the account **are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the** views of the European Union, the participating countries and the Managing Authority".

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.11	Accounts dedicated to the project at selected social media platforms	Number	2	2	Monitoring	6-month

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C.4 Mass media and press

The media relations are highly recommended and expected up to a certain extent. The communication with and via the mass media is an essential tool for reaching the general public.

Many potential activities can be chosen ad-hoc by the partners, such as press releases, press conferences, paid articles and ads, direct contacts and interviews etc.

Note: The Project Partners must inform in advance both the Communication Officer and the Project Officer for any of the aforementioned activities. Please note that all I&P activities financed from the **Programme's funds** must have an explicit reference to EU contribution and the Programme including a reference to the relevant financing sources.

C.4.1 Press releases

Press Releases are a major means of disseminating the project outputs that focus on specific achievements, milestones, developments, dissemination actions and results.

Press releases will be produced throughout the project duration in order to engage audiences with **the project's activities and** achievements.

<u>Key points</u>

Targeted communication arena	B.2 and B.3
Outputs in focus of activity (content)	Press releases
Targeted communication audiences	All project target groups and the public at large
Responsible partner	AUTH
Involved partners	All partners organizing study visits, events, seminars and project pilots
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility of the media /press platforms)

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Description

Press releases are to be issued by the respective partners at least in the following occasions:

- (4) Public project visibility events (WP2.3)
- (4) Special workshops for health and social care providers and stakeholders (WP3.4)
- (6) Awareness and activation events (WP3.5)
- (2) Initiation of the inspections in the region (WP3.2)
- (2) Launch of the pilots in Ohrid and Neapolis-Sykies (WP6.1 and WP6.2)
- (2) Study visits abroad (WP6.5)

The press releases shall also be **uploaded on the project website**, **under the "News" section**, and shared through the **project's social media accounts**.

In order to set the basis for an effective media communication, it is highly recommended to the respective partners to set up a contact database of relevant contact persons / journalists in advance for each occasion.

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.12	Press releases	Number	0	>= 20	Progress Reports	6-month



C.5 Academic publishing and conference publications

Academic publishing is the subfield of publishing which distributes academic research and scholarship. Most academic work is published in academic journal article, book or thesis form. The part of academic written output that is not formally published but merely printed up or posted on the Internet is often called "grey literature". Most scientific and scholarly journals, and many academic and scholarly books, though not all, are based on some form of peer review or editorial refereeing to qualify texts for publication. Peer review quality and selectivity standards vary greatly from journal to journal, publisher to publisher, and field to field.

On the other hand, an academic conference or scientific conference (also: symposium, workshop, meeting, etc.) is an event for researchers (not necessarily academics) to present and discuss their work. Together with academic or scientific journals, conferences provide an important channel for exchange of information between researchers.

Conference proceedings are a collection of academic papers published in the context of an academic conference or workshop. They are the written record of the work that is presented to fellow researchers. In many fields, they are published as supplements to academic journals; in others they may be considered grey literature. They are usually distributed in printed or electronic volumes, either before the conference opens or after it has closed.

Cross4all, given that it builds upon several innovative development of ICT tools and applications, and given that two of the most prominent academic organisations from the region are members of the partnership, aims at sharing the experiences gained in the project with other researchers from all over the world.

Note: The Project Partners must inform in advance both the Communication Officer and the Project Officer for any of the aforementioned activities.

Please note that such activities publish works related to the project thematic activities financed **from the Programme's funds have to have** an explicit acknowledgment of the EU contribution, the Programme and Project, including a reference to the relevant financing sources.

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C.5.1 Academic and research publications

<u>Key points</u>

Targeted communication arena	B.3
Outputs in focus of activity (content)	Academic and research publications
Targeted communication audiences	Researchers and academics in the fields addressed by the project
Responsible partner	AUTH
Involved partners	FIKT
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility provisions of the conferences and publishing platforms)

Description

Such publications may include:

- Technical reports / scientific reports / white papers
- Papers presented in Conferences and included in Conference Proceedings
- Journal papers
- Chapters in books

In order to set the basis for an effective media communication, it is highly recommended to the respective partners to set up a list of relevant journals and conferences to which publications related to the project can be sought.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.13	Academic / research publications	Number	3	n/a	Progress Reports	6-month

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D. Communication Materials

In this Chapter, the materials that shall be used for facilitating and increasing the effectiveness of **the project's** communication and I&P activities are described with details about their nature and specifications.

D.1 Materials for marking activities and objects

D.1.1 Interreg Project Poster

The MA of the Programme has produced an online tool that enables project beneficiaries to create their own Interreg Project Posters, in A3 and A2 sizes, based on the requirements of Regulation (EC) 1303/2013. This poster includes basic information, such as the project title and acronym, the approved budget of the project, and the project website, along with reference and logos of the Programme.

<u>Key points</u>

Targeted communication arena	B.3
Outputs in focus of activity (content)	Academic and research publications
Targeted communication audiences	Researchers and academics in the fields addressed by the project
Responsible partner	AUTH
Involved partners	FIKT
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility provisions of the conferences and publishing platforms)

Description

Each Project partner <u>must</u> produce the Cross4all Interreg Project Poster for their organisation, using the tool in question available at <u>http://poster.interreg.gr/?lang=en-GB</u>, and place it at a visible place in their offices.

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To do so, when filling-in the different fields on the online tool, the following data should be used:

- In step 1: use the size and the orientation that you prefer. **It is recommended to select "A2** Portrait layout (420mm x 594 mm).
- In step2:
 - o under "Fund", select "Instrument for Pre-accession Assistance (IPA)", and
 - under Cooperation Programme, select **"Interreg IPA "Greece**-the former Yugoslav Republic of Macedonia 2014-**2020'''**.
- In step 3:
 - o under "Beneficiary", type-in your institution's title,
 - o under "Acronym", type-in "Cross4all",
 - under "Project" (which has a 100 characters limitation), type-in **"Cross**-border initiative for integrated health and social services for all",
 - o **under "Budget", type**-in **"€1.145.290,00"**, and
 - under "Website", type-in "www.cross4all.eu", if this is up and running, otherwise type-in "http://www.ipa-cbc-programme.eu/approved-project/65/".
- In step 5: choose a background for the poster. It is recommended to select either "General" or "Economy" (given that the project is funded under "Priority Axis 1. Development and Support of Local Economy").

This poster, apart from being displayed at the offices of the partners, it should be used for visibility in all project founded events, as well as in external events, whenever possible.

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.14	Interreg Project Posters (printed and made visible at the offices of the partners)	Number	1	6	Monitoring	Once

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D.2 Materials for introducing the project to new audiences

D.2.1 **Project's textual description for general use**

All the project partners shall need to describe / present the project is multiple occasions, including for introducing the project through their institutional websites or social media or when procuring different services, etc. Furthermore, such descriptions shall be used in the different I&P tools and materials of the project, including the project website, the project main fact sheet, etc.

Therefore, in order to make sure that the project will be presented consistently in all cases, a Textual Description of the Cross4all Project was produced.

This should be used as reference-text by all partners.

<u>Key points</u>

Targeted communication arena	B.2 and B3
Outputs in focus of activity (content)	Project's textual description for general use
Targeted communication audiences	All target groups
Responsible partner	AUTH
Involved partners	All partners
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	n/a (subject to the accessibility provisions of the media to be used in)

Description

Two version of textual description are foreseen for general use, a short and an extended version:

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A. The short version

Today, due to a number of reasons, significant parts of the population living in the Programme area, especially poor people, persons with disabilities and chronic conditions, suffer from low access to health and social services.

Cross4all is a joint initiative towards the establishment of inclusive health and social services, free of accessibility barriers, with particular focus on improving the management and cross-border use of the health and medical data of disadvantaged and high-risk citizens.

Overall, the project aims at increasing the number of people that access high quality health and social services in the cross-border area, thus promoting safe ageing, early prevention, and independent living for all.

In this challenging context, the Project Cross4all has the objectives to:

- foster health literacy and digital health literacy;
- design and put in place innovative practices for tackling health inequalities and improving access for all;
- establish new mechanisms focused on the conditions of poverty, and services of comfort at home;
- unblock their potential in offering care services to those most in need;
- promote joint strategies for developing integrated health and social care sans frontiers.

In particular, the project will:

- study gaps and inequalities across the CB area, and design joint strategies for addressing the needs of vulnerable and special groups;
- develop an innovative prototype cloud platform and a mobile app for improving the access to specialised healthcare and social care services across the CB area (information, services, training, tele-monitoring), both for citizens and medical tourists;
- conduct pilot interconnection of the cloud platform with new and existing eHealth apps and services (ePrescription, eReferral, EHR, etc.);
- design specific pilots within the municipalities of Ohrid and of Neapolis-Sykies, for offering preventive health and support, including health services at home in rural areas through multidisciplinary and specially equipped Mobile Units;
- deliver workshops and seminars to increase the capacity of health and social care professionals and citizens across the CB.

B. The extended version

The extended version is that presented in Chapter A. About the Cross4all Project.

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.15	Project's textual description for general use	Number	2	2	Communication plan	Once



D.2.2 **Project's visual presentation for general use**

Throughout the project, different project team members from all project partners will need to present in brief the project to different audiences, as part of their planned events, invited speeches, etc.

Therefore, in order to make sure that the project will be presented consistently in all cases, a Visual Presentation of the Cross4all Project (PowerPoint) has been produced.

Key points

Targeted communication arena	B.2 and B3
Outputs in focus of activity (content)	Project's visual presentation for general use
Targeted communication audiences	All target groups
Responsible partner	AUTH
Involved partners	All partners
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	Yes, the PowerPoint presentation is accessible (verified through the MS Accessibility Checker)

Description

The *Project's visual presentation for general use* was produced with PowerPoint (see below). This shall be used as such whenever needed by the partners.



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Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.16	Project's visual presentation for general use	Number	1	1	Communication plan	Once





The Cross4all Visibility Poster will "mirror" the Main Fact Sheet of the Project (see D.1.4), giving a general overview on the project. This poster shall be produced in multiple copies and used on various occasions (usually, along with the Project Interreg Poster – see section D.1.1), such as project meetings and events, at the offices of the partners, at the reference centers in Ohrid and Neapolis-Sykies, etc.

Key points

Targeted communication arena	B.2 and B3
Outputs in focus of activity (content)	Project visibility poster
Targeted communication audiences	All target groups
Responsible partner	NCDP
Involved partners	All partners
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€908,00 (incl. production of in accessible format)
Accessible for people with disabilities	Yes, the poster shall be produced in accessible format and based on good practices for accessible printed material

Description

The Project visibility poster shall be produced by PB3, in conformance with the Project Visual identity and based on the short textual description of the project (see section D.1.1).

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.17	Project visibility poster (accessible electronic format)	Number	0	1	Progress report	Once
OUT.18	Project visibility poster (4- colour CMYK print), delivered to the partners	Number	0	300	Progress report	Once

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D.2.4 Fact sheets and infographics

A fact sheet is a presentation of data in a format which emphasizes key points concisely, usually using tables, bullet points and/or headings, on a single printed page. Its purpose is to provide a target audience with compelling information in a clear and concise format. A fact sheet can be presented on a piece of paper or shared through electronic means.

On the other hand, an infographic is a collection of imagery, charts, and minimal text that gives an easy-to-understand overview of a topic. Infographics are great for making complex information easy to digest, such for raising awareness on issues and causes, for summarizing project findings (statistics, opinions and attitudes, etc.), for visualizing project timelines and calling for action, etc. in general, infographics are more than illustrated fact sheets

<u>Key points</u>

Targeted communication arena	B.2 and B3
Outputs in focus of activity (content)	Fact sheets and infographics
Targeted communication audiences	All target groups
Responsible partner	AUTH, NCDP and FIKT
Involved partners	All partners
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	Yes, the factsheet and Infographics of the project shall be produced with MS Office, and shall be made available in accessible formats, verified with the MS Accessibility Checker

Description

In Cross4all, we should make use of these two powerful communication tools in order to attract the attention of target audiences in various occasions:

- First of all, a fact sheet, namely the Cross4all Main Fact Sheet, shall be created as a means to provide in a single A4 page a quick introductory summary of the project itself.
- Several infographics should be considered by the project partners, both for triggering external activation and involvement to project their activities, as well as for communicating their outcomes to new audiences, such as (indicatively):

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• an infographic for summarizing the findings of the Joint Study on Needs and Gaps (see WP3.1, partners involved: AUTH, NCDP and OHRID, Task Leader: AUTH);

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- an infographic for outlining the main aspects of the Common Strategy and Action Plan (see WP3.3, partners involved: FIKT, NCDP, MoNS and CCD, Task Leader: NCDP);
- an infographic for summarizing the findings of the Inspections and data collection (see WP3.2, partners involved: AUTH, NCDP and OHRID, Task Leader: NCDP);
- an infographic for summarizing the achievements of the Pilot programmes in Ohrid and Neapoli-Sykies (see WP4.5, WP6.1 - WP6.3, partners involved: All, Task Leader: FIKT), as well as the lessons-learnt from them;
- Finally, a summative fact sheet that shall be produced towards the end of the project, namely the Cross4all Achievements Fact Sheet, which shall be present in brief the implemented outcomes of the Project, along with their impact as measured in WP6. This shall It shall serve as a calling card for influential readers health providers, the scientific community, national and local authorities, stakeholders, media representatives, etc.

<u>Monitoring</u>

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.19	Project fact sheets and infographics	Number	0	> = 6	Progress report	6-month



D.3 Materials for introducing achievements and results

The following I&P materials are foreseen for increasing the visibility of produced outcomes and achieved results of the project, which are to be produced towards the end of the project.

D.3.1 Project results brochure

This is about one of the four I&P outcomes that are mandatory for all projects funded by the Programme: the booklet/brochure with project results, which shall be published.

<u>Key points</u>

Targeted communication arena	В3
Outputs in focus of activity (content)	Project results brochure
Targeted communication audiences	All target groups
Responsible partner	NCDP
Involved partners	n/a
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€2.836,00 (incl. production of alternative accessible formats)
Accessible for people with disabilities	Yes, the project results leaflet shall be based on good practices for printed material accessible to persons with disabilities and in multiple alternative accessible electronic formats

Description

This publication shall be in the Programme's language, as well as in GR and MK. The cover page should contain the Interreg project logo. The fund text shall appear either on the cover page or the back page.

<u>Note</u>: The following disclaimer must be included: **"The views expressed in this publication do not** necessarily reflect the views of the European Union, the participating countries and the **Managing Authority"**.

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Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.20	Project results brochure (electronic version, EN – GR - MK))	Number	0	1	Progress report	Once
OUT.21	Project results brochure (recycled paper, 4-colour CMYK, two-sided folded), delivered to the partners	Number	0	3000	Progress report	Once
OUT.22	Project results brochure (alternative accessible electronic versions, EN – GR - MK))	Number	0	1	Progress report	Once

D.3.2 Project results audio-visual presentation

Towards the end of the project, as well as after the contractual end of the project, all project partners will need to present in to different audiences the outcomes and results.

Therefore, in order to make sure that the project will be presented consistently in all cases, an Audio-Visual Presentation of the Cross4all Project Results (PowerPoint) will need to be produced.

<u>Key points</u>

Targeted communication arena	B3
Outputs in focus of activity (content)	Project results audio-visual presentation
Targeted communication audiences	All target groups
Responsible partner	AUTH
Involved partners	All partners
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€0,00
Accessible for people with disabilities	Yes, the PowerPoint presentation shall be accessible <i>(verified through the MS Accessibility Checker)</i>





Description

The Project results audio-visual presentation for general use will be produced with PowerPoint.

<u>Note</u>: The version to be produced by the LB1, shall be approved by the JS, and all project partners will be required to use it as such, whenever needed.

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.23	Project results audio- visual presentation for general use	Number	0	1	Progress report	Once

D.3.3 Promotional USB

A Cross4all Promotional Printed memory stick shall be produced and disseminated for free as promotional gifts to audiences attending the closing public events of the project in Ohrid and Thessaloniki.

<u>Key points</u>

Targeted communication arena	В3
Outputs in focus of activity (content)	Promotional printed memory stick, with key outcomes
Targeted communication audiences	All target groups
Responsible partner	NCDP
Involved partners	n/a
Indicative timing of the activity	Until the contractual end of the project
Indicative budget (excl. staff costs):	€1.986,00
Accessible for people with disabilities	Yes, the contents of the Promotional USB shall be accessible for persons with disabilities



Description

The *Cross4all Promotional Printed memory stick* will be produced by PB3-NCDP. This promotional memory stick will be in one of the following forms: customized flash drive, USB business card or USB **bracelet, and will be branded with the project's logo as well as** the project moto and contact info. USB data preloading is foreseen, in order to include in the USB useful project material, such as (indicatively):

- The Project results brochure, in standard and alternative accessible formats (see section D.3.1)
- The Project results audio-visual presentation (see D.3.2)
- Public outputs of the project, such as:
 - The CB Guide with information on free-of-barriers health and social care services for citizens and visitors, in standard and alternative accessible formats (see WP3.3)
 - o The Study visits final report (see WP6.5)
 - o The Needs and gaps study report (see WP3.1)
 - o The Common Strategy and Action Plan (see WP3.3)
 - o The Impact and Lessons-Learnt Report (see WP6.3)
 - o The Training material for health & social care professionals (see WP3.4)



Figure 2. USB business card (proposed for the project promotional memory sticks)

Monitoring

ID	Output indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
OUT.24	Promotional printed memory stick (full-colour printing or laser engraved, with project data preloaded), delivered to NCDP and OHRID	Number	0	300	Progress report	Once

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D.4 List of free online tools for I&P activities

Lastly, here is a list of free online tools that you may find useful in the communication activities.

- Canva, for graphic designs: <u>www.canva.com</u>
- Piktochart, for infographics: www.piktochart.com
- Prezi, for presentations: <u>www.prezi.com</u>
- Emaze, for presentations: <u>www.emaze.com</u>
- Moovly, for short films: <u>www.moovly.com</u>
- Screencast-o-matic, for video tutorials: <u>www.screencast-o-matic.com</u>

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E. Indicators of achievement

In this section, specific evaluation tools to monitor completion of the communication objectives and impact are presented, along with provisions for feedback (when applicable), such as assessment forms or other means used to get feedback on the activity from participants. Furthermore, indicators of achievement for the different activities are proposed, that will be quantified and monitored regularly.

The implementation of this communication plan will be monitored and evaluated on a six-months basis. The project Communication Manager will collect feedback from each partner, collect planned data, assess the situation, and if needed plan to overcome the challenges and improve the respective activities during the next period. Project Communication Manager will evaluate communication efforts by collecting annual target values for a number of indicators as defined below per communication arena specified in Chapter B.

ID	Result indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
INT.1	Frequency of use of wrong or incomplete mailing lists in project email-based communications	Number per month	n/a	<= 5	Automated reports of undelivered emails; claims about messages not addressed to the right persons; communications monitoring by the Communication Manager	At project meetings, or ad- hoc when necessary
INT.2	Frequency of use of wrong project templates	Number per month	n/a	<= 2	Monitoring by the Communication Manager	At project meetings, or ad- hoc when necessary

E.1 Evaluation of communication to ensure internal involvement of all partners

E.2 Evaluation of communication to ensure external involvement in output development

ID	Result indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
ACT.1	Health / social care professionals and providers who expressed their interest to be included to the	Number of expressions of interest received	0	>= 100	Applications received further to WP3.2 communications	Once

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	project's Guide (see WP3.3) and/or the project's Portal (see WP4.1)					
ACT.2	Independent experts who contributed to the formulation of the Project's Strategy and Action Plan (WP3.3)	Persons	0	>= 25	Consultations' reports	Once
ACT.3	Health / social care professionals, providers or representatives registered for the WP3.4 special workshops	Persons per workshop	0	>= 80	Registration and participation forms	Four workshops
ACT.4	Citizens and stakeholders attending the WP3.5 events	Persons per workshop	0	>= 50	Participation forms	Six events
ACT.5	Citizens enregistered and supported during to the Pilot Preventive Health and Support Programmes in Ohrid and Neapolis-Sykies (WP6.1 & WP6.2)	Persons per country	0	>= 450	Pilots' reports	Monthly (during the six months period of the pilots)
ACT.6	Population reporting as covered by improved health services in Ohrid and Neapolis-Sykies [related to specific project output indicator]	Persons	0	>=600	Pilot's reports and participants satisfaction questionnaires	Monthly (during the six months period of the pilots)
ACT.7	Population reporting as covered by improved social services in Ohrid and Neapolis-Sykies [related to specific project output indicator]	Persons	0	>=300	Pilot's reports and participants satisfaction questionnaires	Monthly (during the six months period of the pilots)
ACT.8	Citizens referring to the WP4.5 Help desks	Number of calls / messaged received	0	n/a	Help desk reports	Monthly (during the six months period of the pilots)
ACT.9	Citizens using the WP4.5 Public Information Points	Number of visits to the infokiosks	0	n/a	Infokiosks data	Monthly (during the six months period of the pilots)

ACT.10	Professionals interested in the WP3.4 workshops	Number of participants in the live broadcastings of the workshops	0	n/a	Youtube/Facebook data	Per workshop
ACT.11	Individuals interested in the WP3.5 awareness events	Number of participants in the live broadcastings of the events	0	n/a	Youtube/Facebook data	Per event

E.3 Evaluation of communication to transfer outputs to new target audiences

ID	Result indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
TRF.1	Visibility of the project website	Number of visits	0	>= 1000	Google analytics	Twice, in the middle and at the end of project life time
TRF.2	Public interest into social media	Number of followers, views, comments, likes	0 0 0 0	n/a n/a n/a n/a	Social media platform data	Twice, in the middle and at the end of project life time
TRF.3	Visibility of the project portal	Number of visits	0	>= 2000	Google analytics	Twice, in the middle and at the end of pilot programme
TRF.4	Visibility of the Cross4all PHR service	Number of registered PHR owners	0	n/a	Cross4all platform data	Twice, in the middle and at the end of pilot programme
TRF.5	Visibility of the WP4.3 eLearning resources	Number of views of the eLearning module	0	n/a	Google analytics	Twice, in the middle and at the end of pilot programme
TRF.6	Visibility of the findings WP3.1 Study	Number of downloads of the Study report, data, etc.	0	n/a	Project website data	Twice, in the middle and at the end of project life time
TRF.7	Visibility of the WP3.3 Guide	Number of hardcopies delivered to citizens, to health providers	0	>=4000	Receipt forms	Twice, in the middle and at the end of project life time

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		referred in the Guide, to representative organisations and to stakeholders / agents				
TRF.8	Visibility of the WP3.3 Guide	Number of downloads of the Electronic version and of the Alternative versions	0	n/a	Project website data	Twice, in the middle and at the end of project life time
TRF.9	Visibility of the WP3.3 Strategy documents	Number of downloads of the report	0	n/a	Project website data	Twice, in the middle and at the end of project life time
TRF.10	Visibility of the WP3.4 training material for health & social care professionals	Number of downloads of the material	0	n/a	Project website data	Twice, in the middle and at the end of project life time
TRF.11	Visibility of the WP3.4 seminars for health & social care professionals	Number of views of the video of the seminars	0	n/a	YouTube/Facebook data	Once, at the end of project life time
TRF.12	Visibility of the WP3.5 awareness events	Number of views of the video of the events	0	n/a	YouTube/Facebook data	Once, at the end of project life time
TRF.13	Visibility of the mobile apps of project	Number of downloads and ratings of the apps	0	n/a	Google Store data	Twice, in the middle and at the end of project life time
TRF.14	Visibility of the WP6.3 Report on Lessons learned & Impact assessment of the Pilot programme	Number of downloads of the report	0	n/a	Project website data	Once, at the end of project life time
TRF.15	Visibility of the WP6.5 report on the Study visits	Number of downloads of the report	0	n/a	Project website data	Once, at the end of project life time
TRF.16	Diffusion of the I&P materials of the project	Number of hardcopies of the WP2.2 leaflet delivered to citizens, to health providers referred in the Guide, to	0	>=1000	Partners' progress reports	6-month

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TRF.17

TRF.18

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representative organisations and to stakeholders / agents Diffusion of the I&P Number of 0 >=200 Partners' progress 6-month materials of the project hardcopies of reports the WP2.2 poster delivered to health providers, to representative organisations and to stakeholders / agents Diffusion of the I&P 0 >=200 6-month Number of Partners' progress materials of the project WP2.2 USBs reports delivered to representative organisations of citizens and health providers TRF 19 Visibility of research Partners' progress Number of 0 n/a 6-month

TRF.19	Visibility of research outputs of Cross4all	Number of academic publications about parts of the Cross4all developments	0	n/a	Partners' progress reports	6-month
TRF.20	Visibility of Cross4all	Number of articles and appearances in media and press (about Cross4all or parts of it)	0	n/a	Partners' progress reports	6-month
TRF.21	Visibility of Cross4all	Number of participants per WP2.3 event	0	>=150	Registration Forms	Per event
TRF.22	Visibility of Cross4all	Number of participants in live broadcasting of the WP2.3 public events	0	n/a	YouTube/Facebook data	Per event
TRF.23	Visibility of Cross4all	Number of views of the video of the events	0	n/a	YouTube/Facebook data	Once, at the end of project life time

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TRF.24	Visibility of the WP2.2 campaign media	Number of appearances on local TV / radio	0	n/a	Partner's progress report	6-month
TRF.25	Visibility of the WP2.2 campaign media	Number of downloads from the project website	0	n/a	Project website data	Twice, in the middle and at the end of project life time

E.4 Evaluation of communication to ensure notifications and approvals by the JS/MA

ID	Result indicator	Unit	Baseline value	Target value	Source of data	Reporting frequency
APR.1	Unapproved material published	Number of instances of unapproved material used	0	<=3	Communication Manager reports	At project meetings, or ad- hoc when necessary
APR.2	Unapproved events or activities being realised	Number of instances of performed unapproved activities	0	<=2	Communication Manager reports	At project meetings, or ad- hoc when necessary

E.5 SWOT Analysis

<u>Strengths</u>

- Clearly defined target audience/groups
- Clearly defined communication objectives
- Innovative project concept
- Motivated and experienced team of experts
- Well established contact network

<u>Weaknesses</u>

- The weak awareness on health inequalities, disability issues and eHealth
- The low capacity of all parties potentially involved in health and social services provision
- Not all stakeholders have access to social media accounts
- Inherent difficulties in direct communication



Opportunities

- Develop common ground for more efficient communication.
- Create consensus among a large number of key organizations
- Build a clear and comprehensive message for all.
- Create the preconditions to share common messages and outcomes

<u>Threats</u>

- Change of institutional context and arrangements in both countries and CB area.
- Lack of consistency between messages/communication means



F. Human resources

In this Chapter, we present the person/days required for implementing the communication activities and members of the management team responsible for the communication activities.

F.1 Project Communication Manager

As mentioned in the previous sections, the designation of a Communication manager per project is required, in order for **the JS to have a direct contact point regarding project's communication** matters.

The Project Communication Manager is responsible for the preparation of this Communication plan (half person month) and for coordinating and supporting the Cross4all Project Partners towards monitoring and evaluate the communication activities in relation to each communication objectives and indicators set in the present Communication Strategy Plan (one and a half person month).

These procedures aim to feed both the periodic reporting of each Project Partner as well as into the larger process of the Project evaluation. In case there would be shortcomings in reaching certain goals, an analysis of why this happened and what could be done to overcome the challenges will be provided in order to improve the respective activities during the implementation of the project.

Regarding the project's Communication Manager, further to an invitation announced by the LB1 on 06.07.2018 (ref no.85458/2018), the position in question was assigned to Mr. Alexandros Mourouzis (see the decision published on diavgeia "\PBE946\P8XB-762.pdf").

F.2 Content writers for websites and social media content

Based on previous experience, in many projects that include the use of websites and social media in their communication strategies, it often found out that it is difficult to maintain implementation of communications over time and keep these tools updated and attractive throughout the project lifecycle. Clearly, a website or social media account that suffers from poor and outdated content is doomed to lose most if not all of its repeated visitors, and the whole credibility of the project to be jeopardized.

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Given that there is a strong commitment from the partners' side to make the best of the project website and social media, two positions of Content Writers and Managers, an experienced staff member of LB1-AUTH (for writing content in GR and EN; approx. 1 person month) and another one from PB2-FIKT (for writing content in MK and EN; approx., 6,5 person months), have been foreseen in the Application of the project.

A website content writer or web content writer is a person who specializes in providing relevant content for websites. Every website has a specific target audience and requires the most relevant content to attract target audiences and trigger action. Content should contain keywords (specific thematic-related terms, which internet users might use in order to search for services or products) aimed towards improving a website's SEO.

These two Content Writers shall also contribute quality, original, informative marketing content for **the project's** accounts on the selected social media accounts (Facebook and LinkedIn) on variety of healthcare topics (the main responsible for this activity will be the staff member of FIKT). Overall, they will produce our quality social copy for citizens and healthcare providers, based on project resources as well as on online research from credible sources, editorial guidelines and style guidelines.

F.3 Project event organisers

Project event organisers are the people that hold experience in planning and organising project events, from public conferences to workshops and seminars.

In the case of Cross4all the following positions are foreseen:

- An event organiser/coordinator for the WP2.3 opening public events of the project in Ohrid and Thessaloniki (OHRID staff member; approx. half person month).
- An event organiser/coordinator for the WP2.3 closing public events of the project in Bitola and Thessaloniki (FIKT staff member; approx. one person month).
- An event organiser/coordinator for the WP3.4 workshops to take place across the CB area (Ohrid staff member; approx. 1,2 person months).
- An event organiser/coordinator for the WP3.5 awareness seminars to take place across the CB area (FIKT staff member; approx.. 3.2 person months).
- A study visits organiser/coordinator for the WP6.5 study visits to take place abroad (CCD staff member; approx.. 2,5 person months).

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F.4 Human resources and responsibilities against communication materials and activities

AUTH (LB1)

- Communication strategy and plan of the project
- Visibility identity elements and guidelines
- Project documents templates
- Communication roles and Contacts lists
- One (1) Project meeting
- Participation to four (4) Public project visibility events (WP2.3)
- Content writing for the Programme website
- Content writing (GR, EN) for the Cross4all dedicated website
- Content writing (GR, EN) for the Cross4all social media
- Writing press releases
- Authoring / co-authoring academic and research publications
- Preparing one (1) Interreg Project Poster
- Project's textual description for general use
- Project's visual presentation for general use
- Preparing fact sheets and infographics
- Project results audio-visual presentation

FIKT (LB1)

- Project documents templates (for Internal Quality Control)
- One (1) Project meeting
- One (1) Public project visibility event (WP2.3)
- One (1) Awareness and activation raising event (WP3.5)
- Content writing (MK, EN) for the Cross4all dedicated website
- Content writing (MK, EN) for the Cross4all social media
- Writing press releases
- Preparing one (1) Interreg Project Poster

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• Infographics

NCDP (PB3)

- One (1) Project meeting
- One (1) Public project visibility event (WP2.3)
- Two (2) Awareness and activation raising events (WP3.5)
- Development and maintenance of the Cross4all dedicated website
- Press releases
- Preparing one (1) Interreg Project Poster
- Infographics
- Project results brochure
- Promotional USB

OHRID (PB4)

- One (1) Project meeting
- One (1) Public project visibility event (WP2.3)
- Two (2) Workshops for health & social care professionals (WP3.4)
- Press releases
- Preparing one (1) Interreg Project Poster
- Infographics

MoNS (PB5)

- One (1) Project meeting
- One (1) Public project visibility event (WP2.3)
- Two (2) Workshops for health & social care professionals (WP3.4)
- One (1) Awareness and activation raising event (WP3.5)
- Press releases

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- Preparing one (1) Interreg Project Poster
- Infographics

CCD (PB6)

- One (1) Project meeting
- One (1) media campaign on the prevention of CVD (Local TV, radio)
- Two (2) Awareness and activation raising events (WP3.5)
- Press releases
- Interreg Project Poster
- Preparing one (1) Interreg Project Poster
- Infographics

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A total of budget of €102.853,80 has been allocated to the planned communication activities of the project, reflecting a 9% of the overall budget of the project. All project partners are involved in them, and the budget in question is distributed to all partners according to their implementation responsibilities.

In the following table the budget required to implement the communication activities is presented (in absolute figures and as a percentage of the overall budget for the action), according to the AF and JOB. All data are presented per partner and in total.

		LB-AUTH			PB2-FIKT			PB3-N	CDP	F	B4-OHRI	D		PB-Mol	VS		PB6-CCE)		
	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Totals	Percentage
WP1 Project Management & Coordination		2.046,00	720,00		1.488,00	600,00		756,00	1.120,00		1.515,00	600,00		1.446,00	840,00		1.515,00	600,00	13.246,00	12,88%
Project meetings		2.046,00	720,00		1.488,00	600,00		756,00	1.120,00		1.515,00	600,00		1.446,00	840,00		1.515,00	600,00	13.246,00	12,88%
WP2 Communication & Dissemination	8.491,20	956,00		3.182,40		1.320,00			18.770,00	360,00		1.270,00			3.087,00		0,00	4.500,00	41.936,60	40,77%
Dissemination strategy & monitoring	5.568,00																		5.568,00	5,41%
Communication material & tools									5.730,00									4.500,00	10.230,00	9,95%
Public Project events		956,00		436,80		1.320,00			2.500,00	360,00		1.270,00			3.087,00				9.929,80	9,65%
Project website (WCAG 2.0, AA)	2.923,20			2.745,60					10.540,00										16.208,80	15,76%
WP3 Needs analysis & Capacity building				1.435,20		2.880,00			11.944,00	900,00		5.610,00			13.830,00	3.872,00		7.200,00	47.671,20	46,35%
Workshops (health & social care professionals)										900,00		5.610,00			9.090,00	3.872,00			19.472,00	18,93%
Awareness and activation raising campaign				1.435,20		2.880,00			11.944,00						4.740,00			7.200,00	28.199,20	27,42%
Total budget (per budget line)	8.491,20	3.002,00	720,00	4.617,60	1.488,00	4.800,00		756,00	31.834,00	1.260,00	1.515,00	7.480,00		1.446,00	17.757,00	3.872,00	1.515,00	12.300,00	102.853,80	100,00%
Total budget (sum)	1	2.213,20€		1	0.905,60	e		32.590,	00€	1	0.255,00	e		19.203,0	0€		17.687,00	€		
Percentage (per beneficiary)		11,87%			10,60%			31,69	1%		9,97%			18,679	%		17,20%			

Figure 3. Budget of the communication activities (in absolute figures)

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		LB-AUTH			PB2-FIKT			PB3-N	CDP	F	B4-OHRI	D		PB-MoN	IS		PB6-CCD	
	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External	Staff	T&A	External
WP1 Project Management & Coordination		20,88%			15,76%			14,16	i%		15,97%			17,26%	ò		15,97%	
Project meetings		15,45%	5,44%		11,23%	4,53%		5,71%	8,46%		11,44%	4,53%		10,92%	6,34%		11,44%	4,53%
WP2 Communication & Dissemination		22,53%			10,74%			44,76	i%		3,89%			7,36%			10,73%	
Dissemination strategy & monitoring	100,00%																	
Communication material & tools									56,01%									43,99%
Public Project events		9,63%		4,40%		13,29%			25,18%	3,63%		12,79%			31,09%			
Project website (WCAG 2.0, AA)	18,03%			16,94%					65,03%									
WP3 Needs analysis & Capacity building		0,00%			9,05%			25,05	i%		13,66%			29,01%	b		23,23%	
professionals)										4,62%		28,81%			46,68%	19,88%		
Awareness and activation raising campaign				5,09%		10,21%			42,36%						16,81%			25,53%

Figure 4. Budget of the communication activities (as a percentage of the overall budget for the action)



Visibility activities will expand throughout the duration of the Cross4all project (24 months), but naturally will be concentrated in two major periods: the awareness and activation period (approx., first 18 months) and the output transfer period (the last part of the second project year).

In this chapter a Gantt chart is provided with all communication activities reflected and timed.

		M 1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
WP1	Project Management & Coordination																								
1.2	Project management (coordination, reporting, and tools)				PR1						PR2						PR3						PR4		FPR
1.3	Project meetings	D1.1.3				D1.2.3					D1.3.3				D1.4.3					D1.6.3				D1.5.3	
WP2	Communication & Dissemination																								
2.1	Dissemination strategy & monitoring										D2.1.1														
2.2	Communication material & tools			D2.3.2									D2.6.2												
2.3	Public Project events														D2.4.3	D2.3.2							D2.2.3	D2.5.2	
2.4	Project website (WCAG 2.0, AA)						D2.3.4				D2.3.4						D2.3.4								D2.3.4
WP3	Needs analysis & Capacity building																								
3.4	Workshops (health & social care professionals)																	l	D3.x.4	D3.x.4					
3.5	Awareness and activation raising campaign																	I	D3.x.5	D3.x.5					
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
						2018										20	19							2020	

Figure 5. Gantt chart of the main project communication activities

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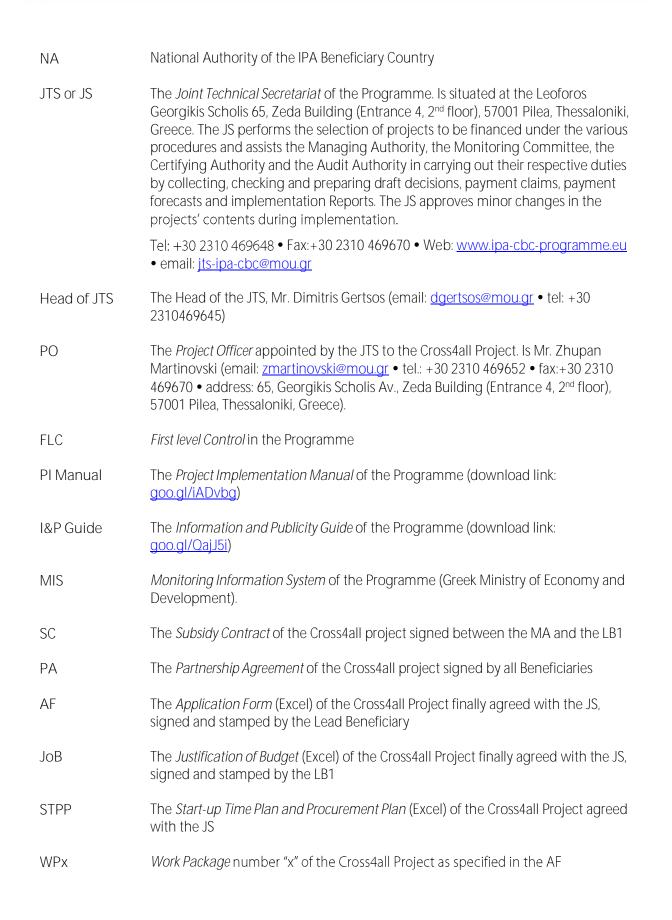
List of abbreviations used in this document

TBC	to be confirmed
TBS	to be specified
CP or Programme	Co-operation Programme, and in particular the <i>INTERREG IPA Cross Border</i> <i>Cooperation Programme CCI 2014 TC 16 I5CB 009</i> (download link: <u>goo.gl/Hj3iEj</u>)
SO	Specific Objective of the Programme
Cross4all or Project	The Project "Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all" with acronym "Cross4all", accepted for funding under the Programme, under PA 1 – Development and Support of Local Economy and SO 1.2 – Improvement of preventive health care and social services of children and elderly population.
LB1 or AUTH	The Cross4all <i>Lead Beneficiary</i> of the Project: Aristotle University of Thessaloniki, Department of Medicine
PBs	All Project Beneficiaries of the Cross4all project, i.e., PB2, PB3, PB4, PB5 and PB6
PB2 or FIKT	The Cross4all <i>Project Beneficiary 2</i> : University of St. Kliment Ohridski – Bitola, Faculty of Information and Communication Technologies – Bitola
PB3 or NCDP	The Cross4all <i>Project Beneficiary 3</i> : National Confederation of Disabled People of Greece-Branch of Northern Greece
PB4 or OHRID	The Cross4all Project Beneficiary 4: Municipality of Ohrid
PB5 or MoNS	The Cross4all Project Beneficiary 5: Municipality of Neapoli-Sykies
PB6 or CCD	The Cross4all <i>Project Beneficiary 6</i> : Institute for prevention, treatment and rehabilitation of cardiovascular diseases St. Stefan Ohrid
EC	The European Commission
MA	The Managing Authority of the Programme. Is located at Leoforos Georgikis Scholis 65, Zeda Building (Entrance 2, 2 nd floor), 57001 Pilea, Thessaloniki, Greece. It is under the auspices of the Greek Ministry of Economy, Infrastructure, Maritime Affairs and Tourism.
	T. +302310469600 • F. +302310469602 • Web: <u>www.interreg.gr</u> • email: <u>interreg@mou.gr</u>
JMC	The Joint Monitoring Committee of the Programme

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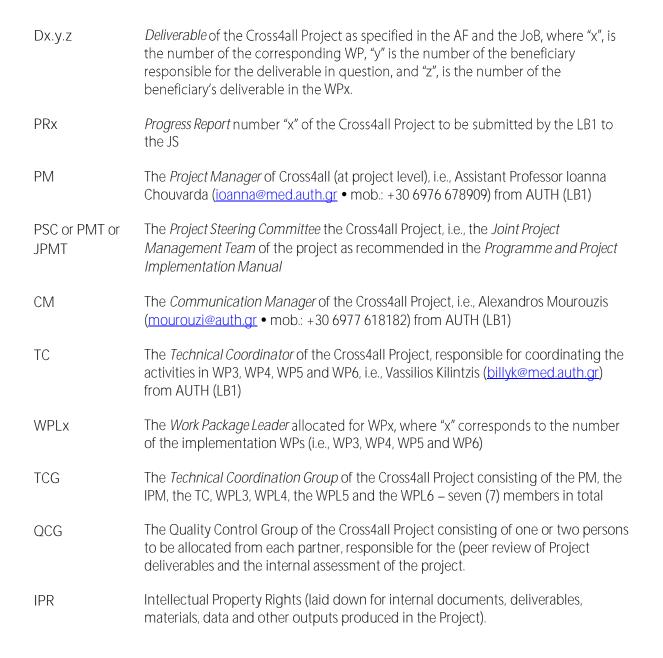


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Annexes

Annex I: Project visual identity elements and guidelines

Introduction

Visual identity of the project will make sure all communication activities and tools are visually aligned. By following the given visual identity guidelines, we will achieve better recognition and **add brand value to our project's visibility. At the same time, the harmonized Interreg brand will** provide greater visibility for Interreg at all levels and towards the widest audience, demonstrating that Interreg makes a difference both locally and at European level, providing large-scale evidence that cooperation in Europe brings people closer, makes economies stronger and helps to better preserve our environment.

The Programme's name and joint branding

Name of the Programme

The Interreg IPA CBC Programme "Greece- The former Yugoslav Republic of Macedonia 2014-2020" has been approved by the European Commission Decision C(2015) 5655/06.08.2015. The correct use of the Programme's name is essential in all official documents, projects' outputs and advertising materials, as it enforces the Programme's brand identity.

<u>Note:</u> After the Prespes Agreement, although the Programme name has not officially changed yet, it is recommended (also by JS) to use the following instead: "INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009".

Joint branding

Every European Territorial Cooperation Programme seeks to develop valuable projects that have a real impact on the life of European Citizens. In order to attract new people and new projects, a Programme has to be visible. Programmes exist all over the EU, within and outside its official territorial borders, covering every region of Europe. They offer a unique network for projects directly targeted at improving our lives and economic development in our regions and at making our environment safer and more sustainable.

But this diversity can turn into a handicap when these Programmes (nearly a hundred of them) communicate separately about the opportunities they offer; they look like an exploded mosaic of local Programmes that are totally disconnected from each other, but still all of them are purchasing

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the same goals: reducing – if not removing – the obstacles created by borders within the EU and between the EU and its neighbours.

Together, European Territorial Cooperation Programmes have decided to put an end to this isolation and joined efforts under harmonized visual brand mark and a common brand name usable in every language: Interreg.

The harmonized Interreg brand provides greater visibility for Interreg at all levels and towards the widest audience. It demonstrates that Interreg makes a difference both locally and at European level, providing large-scale evidence that cooperation in Europe brings people closer, makes economies stronger and helps to better preserve our environment. To that end, for the 2014 -2020 programming period, the Programme has adopted a new branding orientation, thus participating actively in the joined efforts for a harmonized visual identity. In this direction, the logo of the Programme was made available in two versions, according to the Interreg Brand Design Manual. The two versions of the Programme logo clarify that it is an EU funded Programme (EU flag), in the framework of the Instrument of Pre-Accession Assistance (IPA) and part of the European Territorial Cooperation (Interreg).

<u>Note:</u> After the Prespes Agreement, although the Programme name has not officially changed yet, it is recommended (also by JS) to use the second version of the Programme Logo, shown in the following figure.



Figure 6. Programme Logo, version 2 (version in force, after the Prespes Agreement)

The Interreg Project Logo

The creation of a project's visual identity is required, as this would increase the project's visibility and recognition. A project logo constitutes an essential part of the visual identity and shall be used in all project outputs. All project beneficiaries will use the following Interreg logo, adjusted to the project (with the project acronym being added).

<u>Note:</u> After the Prespes Agreement, although the Programme name and logo have not officially changed yet, it is recommended (also by JS) to use the second version of the Programme Logo, shown in the following figure.

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Figure 7. Interreg Project Logo of Cross4all, version 2 (version in force, after the Prespes Agreement)

The appearance of a logo varies greatly according to the medium it is used in. Therefore, minimum logo sizes for print, screen and video are specified. The logo should not be used in any size smaller than the smallest logo size specified here.

Media		smallest logo width	ideal logo width
Print A4 portrait	210*279 mm	38,1 mm	80,4 mm
Print A4 landscape	279*210 mm	38,1 mm	80,4 mm
Print A4 portrait	148*210 mm	38,1 mm	38,1 mm
Print Business card	85*55 mm	35,1 mm	35,1 mm
Print Sign (Plaque) portrait	Any large format (A2+)	short side/6 mm	short side/5 mm
Print Sign (Plaque) landscape	Any large format (A2+)	long side/6 mm	long side/5 mm
Screen Smartphone	960*640 px	240 px	300 px
Screen Tablet	1024*768 px	240 px	300 px
Screen Laptop/Desktop	1920*1080 px 2560*1440 px	300 px	400 px
Powerpoint 16:9	254*142,88 mm	32,6 mm	68,8 mm
Video FullHD & HD	1920*1080 px 1280*720 px	300 px	400 px
Video SD	1050*576 px	240 px	300 px

Figure 8. Minimum and ideal dimensions of the Interreg Project Logo per medium used in

<u>Note</u>: All partners should inform the Communication Officer in the following issues that involve the use of the Project logo:

- Agendas, invitations, press releases for project events
- Draft tender documents

Deliverables / outputs (for example project website, studies, billboards, stickers on equipment, promotional material etc.).

Textual reference to the sources of financing

The general reference "Project co-funded by the European Union" is recommended to be visible in all project outputs, where possible. Whenever possible (i.e., in written documents), it should be mentioned "Project co-funded by the European Union and national funds of the participating countries".

Disclaimers

In all kinds of publications of the Project, it recommended to always include a disclaimer about their content, stating that it does not necessarily reflect the official position of the EU, the Managing Authority and the participating countries.

The following is given as an example of such a disclaimer:

"This publication has been produced with the financial assistance of the European Union. The contents of the publication are the sole responsibility of <Name of the Beneficiary responsible for producing the publication in question> and can in no way be taken to reflect the views of the European Union, the participating countries and the Managing Authority".

Alternatively, in case of space limitations (e.g., in fact sheets, infographics or the project results publications, the following disclaimer must be included:

"The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority".

In the case of the project website, a disclaimer is also obligatory (see section C.3.2).

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Marking of objects and events

Means of marking objects

The Interreg Project Logo must be placed on any object financed from the Programme's funds immediately after acquiring or completing the object, except for objects on which it has been placed already during production. In case that construction or other activities are carried out within the project, the object must be marked after starting the activities.

The marking of objects must remain legible and correct <u>for at least five years</u> after the last eligible date of the project activities. Project partners have to retain a sample copy of I&P materials, advertisements and other similar objects to prove correct marking. In case the marking of the **Programme's funds is damaged before the period of marking expires, the project partner must** replace it.

In the case of Cross4all, according to the nature of the foreseen objects and the conditions prescribed in the I&P Guide of the Programme, the project partners must mark the objects financed from the Programme funds with a sticker or an information sign, as follows.

Information Signs

As a general rule, in case of infrastructure or construction operations with public contribution below € 500.000,00, an information sign must be displayed in order to increase project, Programme and EU awareness. The information sign must be placed in a visible location and must remain legible for at least five years after the last eligible date of the Project activities.

In Cross4all, this means that an information signed should be displayed:

- in spaces of the three (3) Reference Centers of the project of PB4, PB5 and PB6 (where the equipment of WP4.5 will be installed); and
- on the vehicle to be acquired by PB4.

The following figure is a template for information signs. Minimum measures of an information sign should be 220 x150 mm.



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CCI 2014 TC 16 I5CB 009

Cross4all

Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all

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BENEFICIARY: PROJECT'S BUDGET: PROJECT DURATION: PROJECT DELIVERABLE: BUDGET: Municipality of Ohrid €1.145.290,00 02.04.2018 - 01.04.2020 D6.4.2 Pilot Mobile Unit Vehicle €20.100,00

Project co-funded by the European Union

Figure 9. Template for Information Signs (minimum dimensions: 220 x150 mm)

<u>Stickers</u>

As a general rule, in case of equipment purchasing, stickers must be used in a visible place. The sticker should be placed on every piece of equipment. For rain or sunshine protection, a PVC sticker with UV polishing is recommended. Recommended dimensions: minimum 1/16 of the most visible surface of the equipment. The stickers can contain at least the following information:

- the Interreg project logo
- the name of the Project
- the textual reference to the sources of financing
- the budget of the Project

Stickers must remain legible and correct for at least five years after the last eligible date of the project activities. In case stickers are damaged or wear out the project partner must replace them.

In Cross4all, this means that the information sign should be displayed:

- on the Interactive Workbenches of PB4, PB5 and PB6 (see WP4.5);
- on the Mobile sets for preventive health checks of LB1, PB4, PB5 and PB6 (see WP5.1);
- on the Tele-monitoring kits for remote citizens of PB2, PB4, PB5 and PB6 (see WP5.2).



minimum 1/16 of the most visible surface of the equipment).

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CCI 2014 TC 16 I5CB 009

Cross4all

Project co-funded by the European Union and the National Funds of the Participating Countries .

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PROJECT

The following figures can be considered as templates for stickers (*recommended dimensions:*

Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all

BUDGET €1.145.290,00

Figure 10. Cross4all Sticker, version 1 (minimum size 150 x 1250 mm)



Figure 11. Cross4all Sticker, version 2 (minimum size 80 x 50 mm)





Small objects

The usage of the EU **emblem (the flag of the European Union with the text "European Union") only** (as shown below) is recommended in the case of small promotional objects, where space is limited (e.g., pens or USB sticks).



Figure 12. The EU emblem for marking small promotional objects

Means of marking events and other spaces

In case of an event, the location where the event is hosted must be marked appropriately. In case of activities, the project partners have to retain photos or other evidence, which proves marking of events.

To this end, in all project events (project public events, workshops, seminars, etc.) it is recommended to make visible the Interreg Project Poster, further to the D.1.1 provisions, as shown in the following figure.

<u>Note</u>: Further to the Prespes agreement, the Programme Name and Logo are expected to be changed. Therefore, also the poster tool is expected to be updated so that the new Programme name and logo to be automatically integrated into the produced posters of the projects. In that case, all partners will be notified accordingly be the Project Officer, the Communication Officer or the Communication Manager of the project.



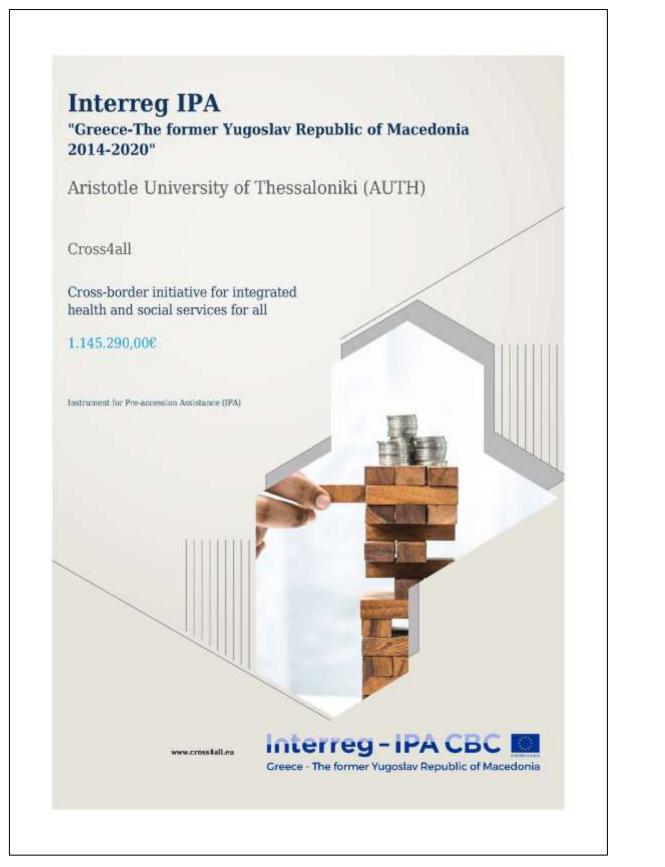


Figure 13. Interreg Project Poster of Cross4all (Beneficiary: AUTH, Layout portrait)

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Official map of the Programme area



Figure 14. Official map of the Programme Area

Note: Further to the Prespes agreement, this map has been updated.

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Cross4all visual identity

A harmonized project brand shall provide greater visibility for the project at all levels and towards the widest audience.

In this direction, the a Cross4all visual identity has been elaborated, for increasing the visibility and recognition of project outputs, which includes the following:

Common way of identification of the Cross4all project

Whenever possible (i.e., in written documents, tenders, etc.), further details about the project should be included, such as:

Project title:	Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all ²⁷
• Project acronym:	Cross4all
• Reg. No:	1816
• Subsidy Contract No:	Cross4all-CN1-SO1.2-SC015 / 02.04.2018
• Priority axis:	1. Development and Support of Local Economy
• Thematic Priority:	1a. Promoting employment, labour mobility and social and cultural inclusion across borders
• Specific Objective:	1.2 Improvement of preventive health care and social services of children and elderly population
• Call	1st Call for Project Proposals
• Duration	02.04.2018 - 01.04.2020
Lead Partner	LB1- Aristotle University of Thessaloniki - Special Account for Research Funds- Department of Medicine
Partners	PB2 - University of St. Kliment Ohridski - Bitola - Faculty of Information and Communication Technologies
	PB3 - National Confederation of Disabled People (NCDP), Branch of Northern Greece
	PB4 - Municipality of Ohrid
	PB5 - Municipality of Neapoli-Sykies
	PB6 - Institute for prevention, treatment and rehabilitation of cardiovascular diseases St. Stefan Ohrid

²⁷ In cases that the full title of the project cannot be used (due to limitations in terms of number of characters), the following short version of it may be used **"Cross-border initiative for integrated health and social for all"**.

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Motto of Cross4all

A new motto was elaborated for Cross4all, the use of which is optional, yet strongly recommended:

"Opening the door to health for all"

<u>Cross4all outputs branding logo</u> (in addition to Interreg Project Logo)

A new logo has been produced as a means to increase the visibility and recognition of Cross4all outputs. The new project logo is available in two versions.



Figure 15. Landscape, with the project motto





Figure 16. Square (for use in areas with limited space)

These two logos should be always be used along with the Programme Logo, making sure that there is enough space in between them (e.g., at least a minimum white space that equals twice the respecting dimension of the Programme Logo should be ensured) in order for those to not to be perceived as one single logo.

In cases that there is no enough space for placing both the Programme logo and Cross4all branding logo, with enough space in between them, one of the following two combined logos can be used.



Figure 17. Combined logo (Project logo placed below of the Interreg logo)



Figure 18. Combined logo (Project logo placed to the right of the Interreg logo)

<u>Note</u>: The logo of the project plays a role of utmost significance in creating brand association regarding visual communication and should not be recreated in any circumstance.





Consistent presentation of the Cross4all partnership logos

The official logos of the Cross4all partners, whenever presented in one place together, they should be presented in a consistent way, following one of these layouts:











OIIIIITHHA OXPHJI

Figure 19. Cross4all partnership logos (horizontal layout)



Figure 20. Cross4all partnership logos (2-lines layout)

Other Cross4all visual identity aspects

Use of colours

The proposed colours that should characterize visually all project documents and visuals, are as follows:

Colour	СМҮК	RGB	HEX
	100/80/0/0	0/51/153	003399
٢	41/30/0/0	159/174/229	9FAEE5
28	43/70/12/0	163/98/152	#a36298

²⁸ Which is used for "Social inclusion", further to the system of colours and icons in the Interreg brand design for representing the 11 thematic objectives to help deliver Europe 2020 goals. This invariable colour should be used whenever this objective is communicated, especially towards beneficiaries and potential beneficiaries.





Typefaces

The proposed typeface for all applications from body text to headlines is Open Sans. It has a neutral yet friendly appearance suitable for all applications. Its broad variety of weights and styles makes it very versatile. It was optimized for print, web, and mobile interfaces, and has excellent legibility characteristics in its letter forms.

As an alternative serif typeface to Open Sans, Vollkorn can be chosen.

Typeface	Typeface Application
Montserrat Regular	logo extensions (programme names, project names, ERDF)
Open Sans Font Family	overall communication (body text, headlines etc.)
Open Sans Bold	
Open Sans Semibold	
Open Sans Regular	
Open Sans Italic	
Vollkorn Font Family	alternative font for overall communication (body text, head-
Vollkorn Bold	lines etc.)
Vollkorn Regular	
Vollkorn Italic	

Figure 21. Proposed typefaces for all kinds of applications in Cross4all

These typefaces are available for free, including web font kits, and can be downloaded from here:

- Open sans: <u>http://www.fontsquirrel.com/fonts/open-sans</u>
- Vollkorn: <u>http://www.fontsquirrel.com/fonts/vollkorn</u>

Typeface application

For full application of the Interreg brand design, the following type specifications for print publications and stationery are recommended.

Interreg - IPA CBC 11 × 1 CCI 2014 TC 16 I5CB 009

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Headline 1 Open Sans Bold	ABCDEFGhijklmn 1234567890
20/24	!@#\$%^&*()
Headline 2	ABCDEFGhijklmn
Open Sans Bold	1234567890
12/16	!@#\$%^&*()
Headline 3	ABCDEFGHIJKLMNOPQRSTUVWXYZ
Open Sans Bold	abcdefghijklmnopqrstuvwxyz
8/12	1234567890!@#\$%^&*()
Headline 4	ABCDEFGHIJKLMNOPQRSTUVWXYZ
Open Sans Semibold	abcdefghijklmnopqrstuvwxyz
8/12	1234567890!@#\$%^&*()
Text body	Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed
Open Sans Regular	diam nonumy eirmod tempor invidunt ut labore et dolore
8/12	magna aliquyam erat.
Quote/remark/emphasis	Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed
Open Sans Italic	diam nonumy eirmod tempor invidunt ut labore et dolore
8/12	magna aliquyam erat.
Footnote Open Sans Italic 6/8	Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat.

Figure 22. Proposed typeface application for all kinds of applications in Cross4all

Flags of the countries participating in the Programme

Whenever the flags of the participating countries are to be used, these should be just like in the Programme Logo:



Figure 23. Flags of the participating countries



Application of the visual identity elements to I&P measures

The required visual identity elements of the Programme and of the Cross4all Project will be placed in a central and visible position (for publications: cover pages, for electronic/audio-visual material the principles shall be applied by analogy). Below there are specific requirements for the most common I&P measures.

Leaflets and brochures

Leaflets and brochures should contain at least the following:

- The Interreg project logo
- The Cross4all visibility logo
- Disclaimer that **"The views expressed in t**his publication do not necessarily reflect the views of the European Union, the participating countries and the Managing **Authority".**
- Textual reference to the sources of financing
- The information provided in this Annex for the "Common way of identification of the Cross4all project"
- The URL address of the project website

The leaflets and brochures should comply with the project's visual identity as specified in this annex.

Stationary sets (letterheads, envelopes, folders, etc.)

There is no specific guidance regarding the format or size of stationary sets. However, they shall contain the following:

- The Interreg project logo
- Textual reference to the sources of financing (where possible)
- The Cross4all visibility logo (where possible)
- The URL address of the project website

In case, it is impractical on small surfaces to use the Interreg project logo, the usage of the EU emblem only is expected.

Event materials (posters, banners, roll-ups, pop-up stands, etc.)

The beneficiaries who organise or participate in events such as conferences, fairs and exhibitions in the framework of co-funded operations, should contain at least the following on all event materials:

- The Interreg project logo
- Textual reference to the sources of financing
- The Cross4all visibility logo (where possible)
- The URL address of the project website

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Newsletters may be issued by project partners, on their own resources. Newsletters can be mailed in electronic form or be posted on the project's website. The newsletter should contain at least the following:

- The Interreg project logo
- Textual reference to the sources of financing
- Disclaimer that **"The views expressed in this <...> do not necessarily reflect the views** of the European Union, the **participating countries and the Managing Authority".**
- The Cross4all visibility logo (where possible)
- The URL address of the project website

Notices of competition and Calls for tenders

Each Notice of Competition/Call for Tenders shall at least include the following elements:

- The Interreg project logo
- Textual reference to the sources of financing

<u>Radio spots</u>

Each radio message/ spot should at least include the following element:

• Verbal transmission of the phrase "The project is co-funded by the European Union and by National Funds of the Countries participating in the Interreg IPA CBC Programme "Greece – The former Yugoslav Republic of Macedonia 2014-2020"

In case the radio spot is transmitted in the official language of one of the participating countries, project beneficiaries are requested to consult the JS Communication Officer beforehand for translation-related guidance.

<u>Photos</u>

Partners who implement projects should take (where applicable) "before and after" pictures to document the progress of projects and relevant events. The pictures chosen should:

- be those which best illustrate the project
- either illustrate the essence of the project or be of an important person involved in the project
- contain, when possible, the project and programme logos in the background
- include a caption
- mention the name of the organization or person that owns the copyright alongside the picture

The JS may require from project partners to send electronically or by post duplicates of the photos.

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Annex II. Project Document Templates

The following details have been produced and should be used by all project partners accordingly.

Project meeting invitation (Word)

	{Letterhead of the Host Partner }
	{City}, {dd}/{mm}/{yyyy}
TO:	Dreiset Derefisieries (delete se
approprie	Project Beneficiaries [delete as
	otle University of Thessaloniki, Lab of
	outing, Medical Informatics and Biolmedical
	aging technologies (LB1)
	ersity of St. Kliment Ohridski – Bitola,
Facul	ty of Information and Communication
Techi	nologies (PB2)
3. Natio	nal Confederation of Disabled People (PB3)
4. Muni	cipality of Ohrid (PB4)
5. Muni	cipality of Neapoli-Sykies (PB5)
	ute for prevention, treatment and
	pilitation of cardiovascular diseases St.
Stefa	n Ohrid (PB6)
SUBJECT Cross4all	
Project " ageing, e	invite you to participate in the {number of meeting} project meeting of our <i>Cross-border initiative for integrated health and social services promoting safe</i> <i>early prevention and independent living for all</i> " (Acronym: Cross4all), accepted for in the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB
Host:	{Full title of the hosting partner} (PB{Number} in Cross4all)
Dates:	{Month} {dd-dd}, {Year]
Venue:	{Building}, {Street Address}, {Post office code}, {City}.
	f of partner PB{x}, nd position of the person signing the invitation}





PSC authorization letter (Word)

{Letterhead of the PB Appointing a Representative}

Dear Cross4all Project Coordinator,

This is to inform you and the rest of the partners that we have authorized {Name Surname}, {Position in the organization}, to act as our duly appointed representative in the forthcoming Cross4all Project Management Committee in {City}, between the {dd} and {dd} of [month] {year}.

Yours sincerely,

{Name Surname} Legal Representative / Contact Person for the Project (delete as appropriate) of PBX {Name of Organisation}



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Project meeting agenda (Word)

Interreg - iPA CBC 🔚 💥 ссі 2014 тс 16 і5св 009 Cross4all PROJECT Cross4all Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all (Reg. No: 1816 / Subsidy Contract No. CN1-SO1.2-SC015/02.04.2018) Meeting Agenda and Guidance Event {number} Project Meeting Date(s) {Day of week} {dd} and {Day of week} {dd} of {month} {year} Host PB{number} - {Full title of the hosting partner} Venue {Name of the venue space}, {City} Accessibility info¹ **Fully accessible** Status² (date) F ({dd}.{mm}.{yyyy}) Distribution LB1, PB2, PB3, PB4, PB5 and PB6 Local contact (name and Surname) person(s)3 [e-mail address] {contact phone number, preferably mobile}

¹ For persons with disabilities

² F: final, D: working draft

³ For further information on the meeting organization and if support is needed onsite



	DAY 1: {Day of week}, {Month} {dd}, {Year}
	Coordination Group (CG) meeting
13:30 - 14:00	Arrivals of participants - Registration
14:00 - 14:15	State of play of the Project (LB1)
14:15 - 15:45	 Partner presentations: Progress and plans at local level (15' per partner), where each partner will present: The status of their staff recruitments (see JoB, budget line "staff costs", e.g., are there pending assignments?) The status of their Tenders (see JoB, budget line "External Expertise and Services" and "Equipment", in terms of signed contracts and pending, assignment procedures) Their work progress per deliverable (for all deliverables that appear in the JoB), specifying problems and issues The status of their expenditures paid out so far The status of their expenditures paid out until so fur The status of activities performed and/or planned for the dissemination / publicity of the Project
15:45 - 16:00	Item #3 ({Partner responsible for giving the presentation / moderating the discussion}
16.00 - 16:30	Item #4 {{Partner responsible for giving the presentation / moderating the discussion}
	END OF THE CG MEETING

Project Steering Committee (PSC) meeting

17:40-17:55 11	EM #1:	
{t	tle of the item}	
17.55 -18:00 C	inclusions and actions list	

>Social Dinner<











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	DAY 1: {Day of week}, {Month} {dd}, {Year}
	Parallel Technical Meetings
09:30 - 11:00	Joint cloud platform & services - Mobile apps / PART I (LB1, PB2)
	PHR for CB use Mobile sets for preventive health checks
	Mobile sets for preventive health checks Tele-monitoring kits for remote citizens
09:30 - 11:00	Pilot Programme - Equipment acquisition / PART I (LB1, PB4, PB5, PB6)
	Centers in Greece and North Macedonia Coffee break<
11:30 - 13:30	Joint cloud platform & services - Mobile apps / PART II (LB1, PB2, PB3)
1000	e-Prescription and e-Referral
	E-learning (health & digital health literacy) Cross-border Portal for accessible health services
	Mobile app for citizens & medical tourists
11:30 - 13:30	Pilot Programme - Equipment acquisition / PART II (LB1, PB4, PB5, PB6)
	Pilots by PB4, PB5 and PB3 END OF MEETING
	>Light buffet at CAPSIS Hotel<



-	GUIDANCE
	{Photo of the venue building / area}
 Street Venue Venue Venue 	a Fax: {} tion of the venue / area}
{Distances fro	om main transportation entry points and key landmarks} {Map of the area}
Google maps {[URL of the G	Google maps link for navigation to the venue}

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Project meeting attendance list (Word)

	Interreg - IPA CBC
	🔚 🎇 CCI 2014 TC 16 I5CB 009
	Cross4all
	PROJECT
	Cross4all
	Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all
	(Reg. No: 1816)
	PARTICIPANTS LIST
	{number} Project Meeting
Date(s)	(Day of week) (dd) and (Day of week) (dd) of (month) (year)
Host Partner	PB(number) - (Full title of the hosting partner)
Host Partner	

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Interreg - IPA CBC **11** CCI 2014 TC 16 I5CB 009

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Project meeting presentation (PowerPoint)

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Cross-border initiative for integrated health and social serv early prevention and independent livin — Cross4all — — Imp Mix 1067 Storing Corrac Na Cross44-00-501	ng for all
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Presenter: {Name, Surnan {number} Project Meeting, {dd-dd} {	
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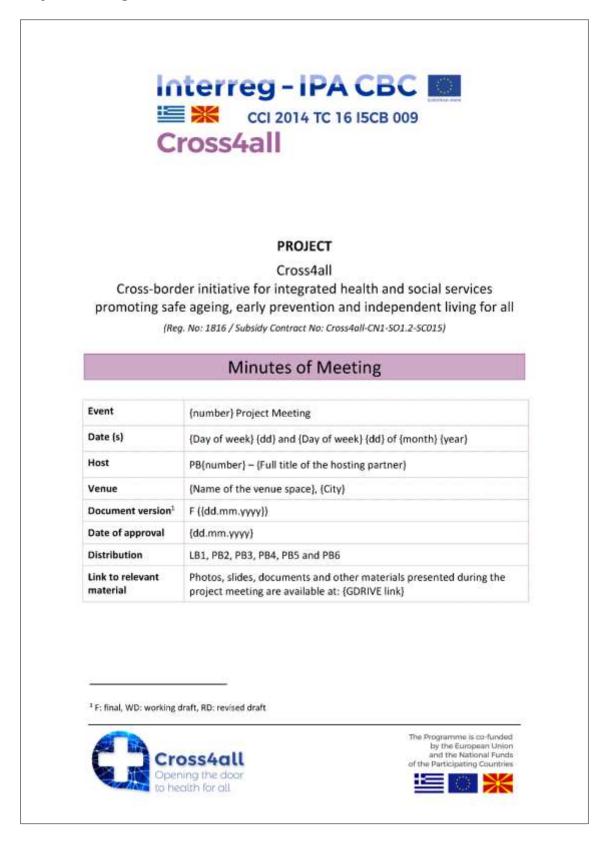
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Project meeting minutes (Word)





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OAY 2: {Day of week}, {Month} {dd}, {Year}8
Title of session
Title of session
Project Steering Committee (PSC) meeting
Innexes











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ist of Abb	reviations		
твс	to be confirmed		
TBS	to be specified		
CP or Programme	Co-operation Programme, and in particular the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009 (download link: goo.gl/Hj3iEj)		
PA	Priority Axis of the Programme		
so	Specific Objective of the Programme		
Cross4all or Project	The Project "Cross-border initiative for integrated health and social services promoting safe ageing, early prevention and independent living for all" with acronym "Cross4all", accepted for funding under the Programme, under PA 1 - Development and Support of Local Economy and SO 1.2 - Improvement of preventive health care and social services of children and elderly population.		
LB1 or AUTH	The Cross4all Lead Beneficiary of the Project: Aristotle University of Thessaloniki, Department of Medicine		
PBs	All Project Beneficiaries of the Cross4all project, i.e., PB2, PB3, PB4, PB5 and PB6		
PB2 or FIKT	The Cross4all Project Beneficiory 2: University of St. Kliment Ohridski – Bitola, Faculty of Information and Communication Technologies – Bitola		
PB3 or NCDP	The Cross4all Project Beneficiary 3: National Confederation of Disabled People of Greece- Branch of Northern Greece		
PB4 or OHRID	The Cross4all Project Beneficiary 4: Municipality of Ohrid		
PB5 or MoNS	The Cross4all Project Beneficiary 5: Municipality of Neapoli-Sykies		
PB6 or CCD	The Cross4all Project Beneficiary 6: Institute for prevention, treatment and rehabilitation of cardiovascular diseases St. Stefan Ohrid		
EC	The European Commission		
РА	Priority Axis of the Programme		
so	Specific Objective of the Programme		
ма	The Managing Authority of the Programme. Is located at Leoforos Georgikis Scholis 65, Zeda Building (Entrance 2, 2 rd floor), 57001 Pilea, Thessaloniki, Greece. It is under the auspices of the Greek Ministry of Economy, Infrastructure, Maritime Affairs and Tourism.		
	T. +302310469600 • F. +302310469602 • Web: <u>www.interreg.gr</u> • email: <u>interreg@mou.gr</u>		
імс	The Joint Monitoring Committee of the Programme		
NA	National Authority of the IPA Beneficiary Country		
ITS or JS	The Joint Technical Secretariat of the Programme. Is situated at the Leoforos Georgikis Scholis 65, Zeda Building (Entrance 4, 2 nd floor), 57001 Pilea, Thessaloniki, Greece. The JS performs the selection of projects to be financed under the various procedures and assists		



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	the Managing Authority, the Monitoring Committee, the Certifying Authority and the Audit Authority in carrying out their respective duties by collecting, checking and preparing draft decisions, payment claims, payment forecasts and implementation Reports. The JS approves minor changes in the projects' contents during implementation.	
	Tel: +30 2310 469648 • Fax:+30 2310 469670 • Web: <u>www.ipa-cbc-programme.eu</u> • email: <u>its-ipa-cbc@mou.gr</u>	
Head of JTS	The Head of the JTS, Mr. Dimitris Gertsos (email: dgertsos@mou.gr • tel: +30 2310469645)	
PO	The Project Officer appointed by the JTS to the Cross4all Project. Is Mr. Zhupan Martinovski (email: <u>zmartinovski@mou.gr</u> • tel.: +30 2310 469652 • fax:+30 2310 469670 • address: 65, Georgikis Scholis Av., Zeda Building (Entrance 4, 2nd floor), 57001 Pilea, Thessaioniki, Greece).	
FLC	First level Control in the Programme	
PI Manual	The Project Implementation Manual of the Programme (download link: goo.gl/iAOvbg)	
I&P Guide	The Information and Publicity Guide of the Programme (download link: goo.gl/QAU5i)	
MIS	Monitoring Information System of the Programme (Greek Ministry of Economy and Development).	
sc	The Subsidy Contract of the Cross4all project signed between the MA and the LB1	
PA	The Partnership Agreement of the Cross4all project signed by all Beneficiaries	
AF	The Application Form (Excel) of the Cross4all Project finally agreed with the JS, signed and stamped by the Lead Beneficiary	
JoB	The Justification of Budget (Excel) of the Cross4all Project finally agreed with the JS, signed and stamped by the LB1	
STPP	The Start-up Time Plan and Procurement Plan (Excel) of the Cross4all Project agreed with the JS	
WPx	Work Package number "x" of the Cross4all Project as specified in the AF	
Dx.y.z	Deliverable of the Cross4all Project as specified in the AF and the JoB, where "x", is the number of the corresponding WP, "y" is the number of the beneficiary responsible for the deliverable in question, and "2", is the number of the beneficiary's deliverable in the WPx.	
PRx	Progress Report number "x" of the Cross4all Project to be submitted by the LB1 to the JS	
PM	The Project Manager of Cross4all (at project level), i.e., Assistant Professor Ioanna Chouvarda (ioanna@med.auth.gr • mob.: +30 6976 678909) from AUTH (LB1)	
PMC or JPMT	The Project Management Committee the Cross4all Project, i.e., the Joint Project Management Team of the project as recommended in the Programme and Project Implementation Manual	
HPM	The Horizontal Principles Manager of the Cross4all Project	
см	The Communication Manager of the Cross4all Project, i.e., Alexandros Mourouzis (<u>mourouzi@auth.gr</u> • mob.: +30 6977 618182) from AUTH (LB1)	

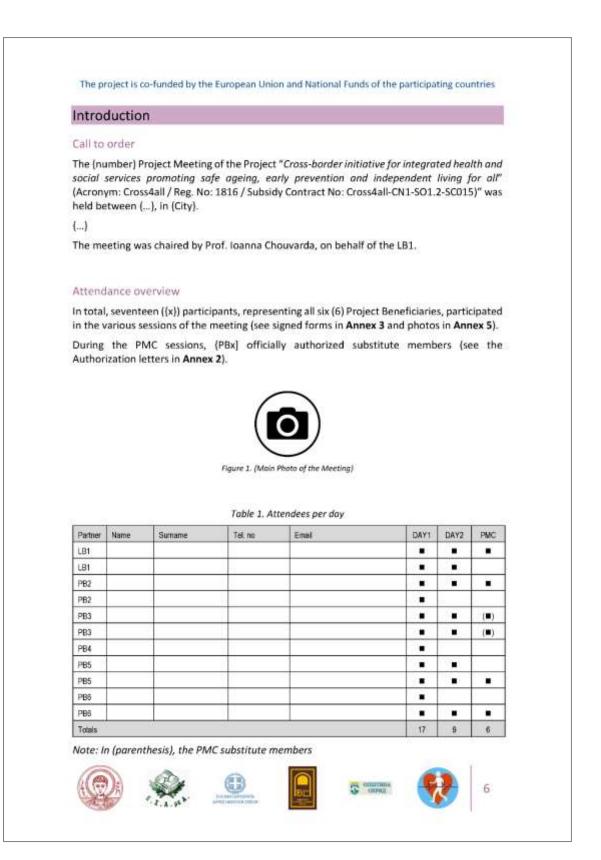




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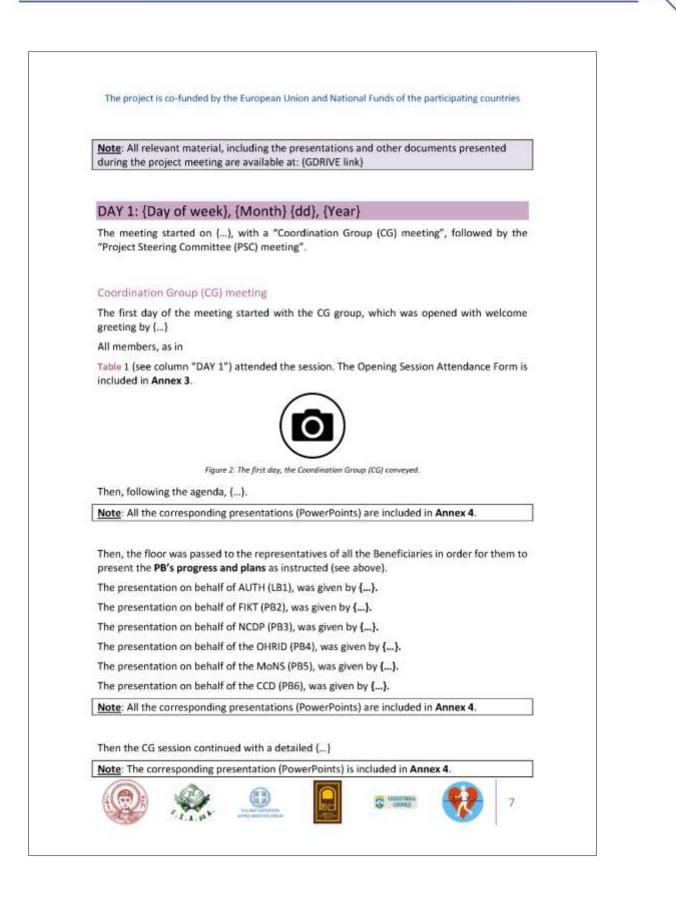




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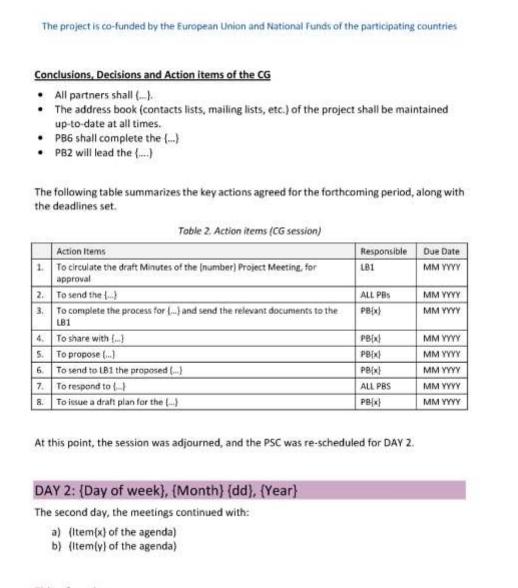
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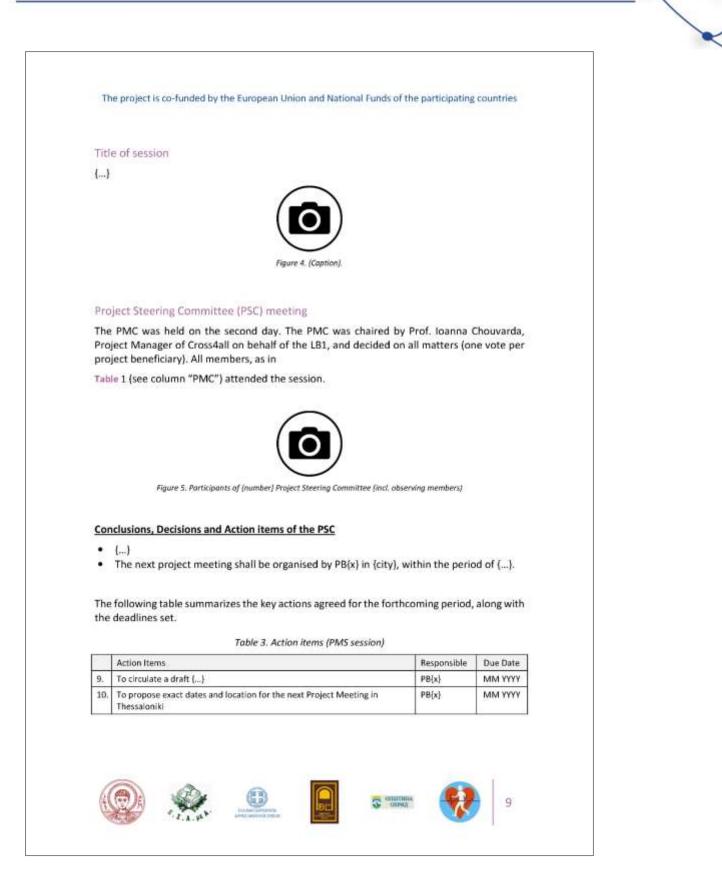
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Annexes

Annex 1. Invitation & final agenda

Annex 2. Letters of authorization for the PSC

Annex 3. Attendance list and signed forms

Annex 4. Materials presented during the meeting (slides, docs, etc.)

Annex 5. Selected photos from the meetings









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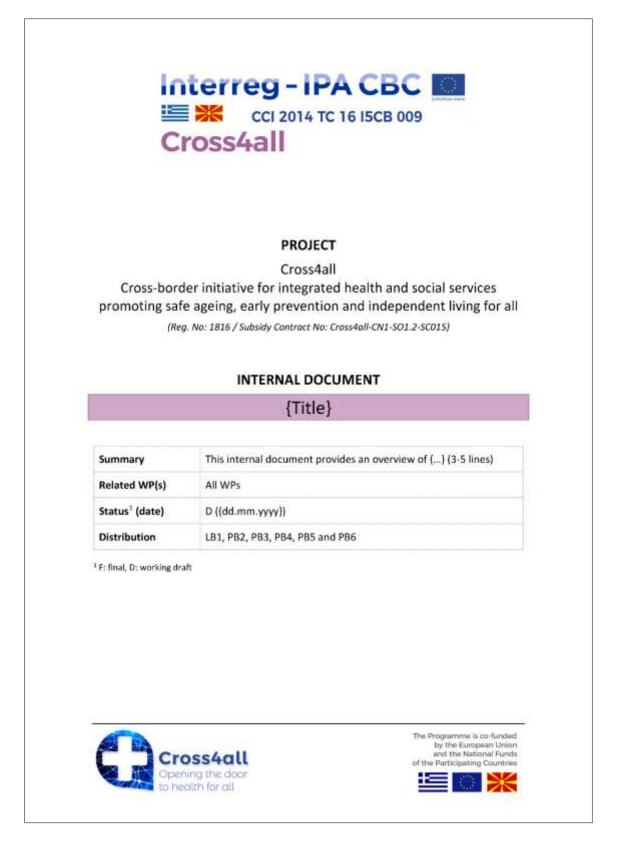
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Internal project document (Word)





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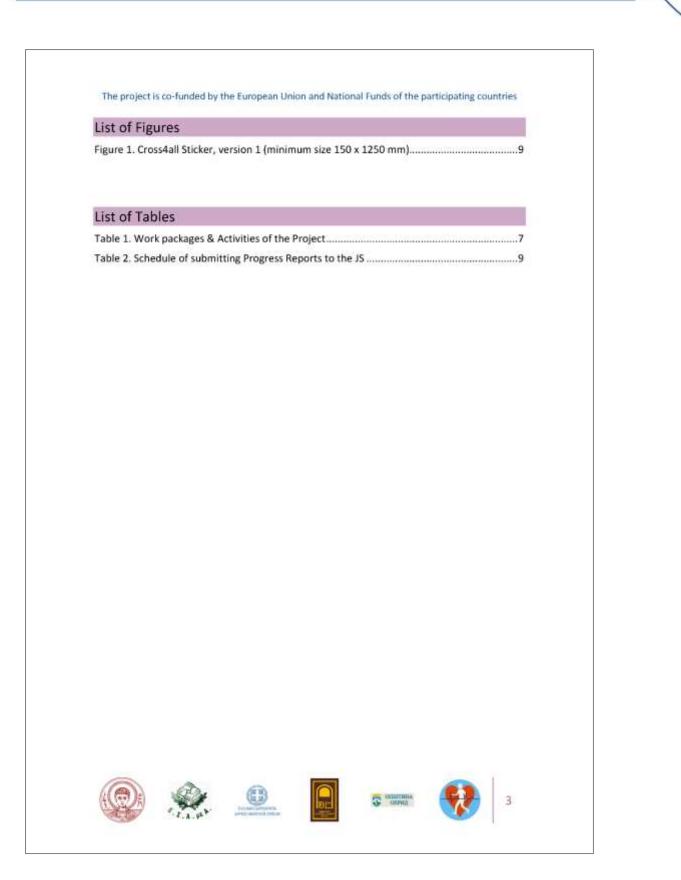




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твс	to be confirmed							
TBS	to be specified							
CP or Programme	Co-operation Programme, and in particular the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 ISCB 009 (download link: goo.gl/Hj3iEj)							
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	T. +302310469600 • F. +302310469602 • Web: www.interreg.gr • email: interreg@mou.gr							
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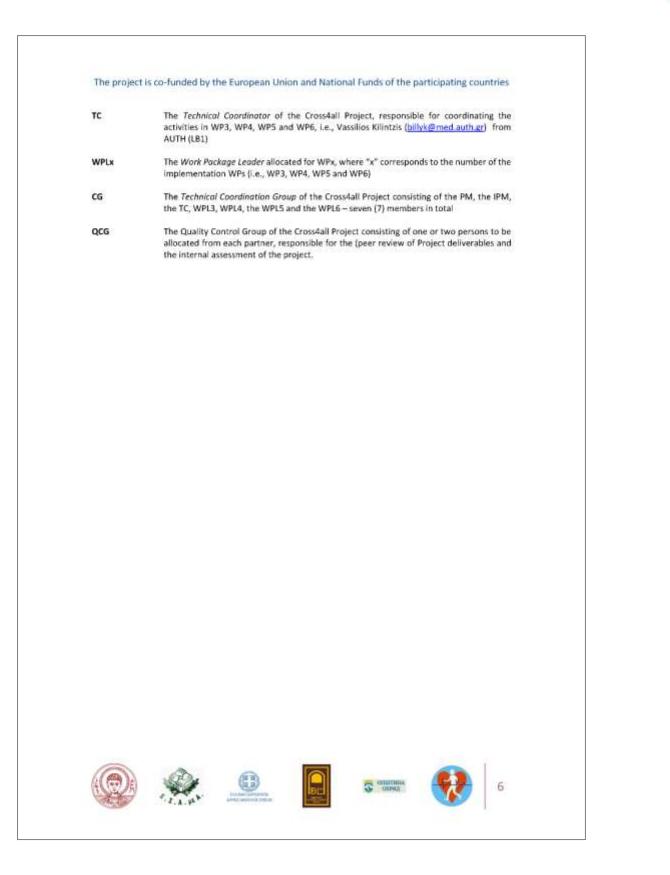




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Introduction

This internal document provides {...}

Table 1. Work packages & Activities of the Project

WP1	Project Management & Coordination WP Leader: AUTH	Duration: M01 – M24	Cost: 121.318,80 €
Activity 1.2	Project management (coordination, reporting,	and tools)	
Activity 1.3	Project Meetings	allania provincija.	
Activity 1.4	External technical support		
Activity 1.5	Audits		
WP2	Communication & Dissemination WP Leader: AUTH	Duration: M01 – M24	Cost: 41.936,60 €
Activity 2.1	Dissemination strategy & monitoring		
Activity 2.2	Communication material & tools		
Activity 2.3	Public Project events		
Activity 2.4	Project website (WCAG 2.0, AA)		
WP3	Needs analysis & Capacity building WP Leader: NCDP	Duration: M02 – M24	Cost: 224.326,70 €
Activity 3.1	Joint study of needs and gaps		
Activity 3.2	Inspections and data collection		
Activity 3.3	Common strategy, action plan & guide		
Activity 3.4	Workshops (health & social care professionals)	0	
Activity 3.5	Awareness and activation raising campaign		
WP4	Joint cloud platform & services WP Leader: AUTH	Duration: M01 – M24	Cost: 274.513,60 €
Activity 4.1	Cross-border Portal for accessible health servic	e5	
Activity 4.2	PHR for CB use		
Activity 4.3	E-learning (health & digital health literacy)		
Activity 4.4	e-Prescription and e-Referral		
Activity 4.5	Help desk & Public Information Points		
WP5	Mobile tools & applications WP Leader: FIKT	Duration: M02 – M24	Cost: 224.052,80 €
Activity 5.1	Mobile sets for preventive health checks	in procession of the second	a second second second
Activity 5.2	Tele-monitoring kits for remote citizens		
Activity 5.3	Mobile app for citizens & medical tourists		
WP6	Pilot Programmes & Capitilization WP Leader: MoNS	Duration: M02 – M24	Cost: 259.141,50 €
Activity 6.1	Pilot programme with Municipalities		
Activity 6.2	Pilot Mobile Units programme		
Activity 6.3	Lessons learned & Impact assessment		
Activity 6.4	Sustainability & Transferability plans		
Activity 6.5	Study visits abroad		



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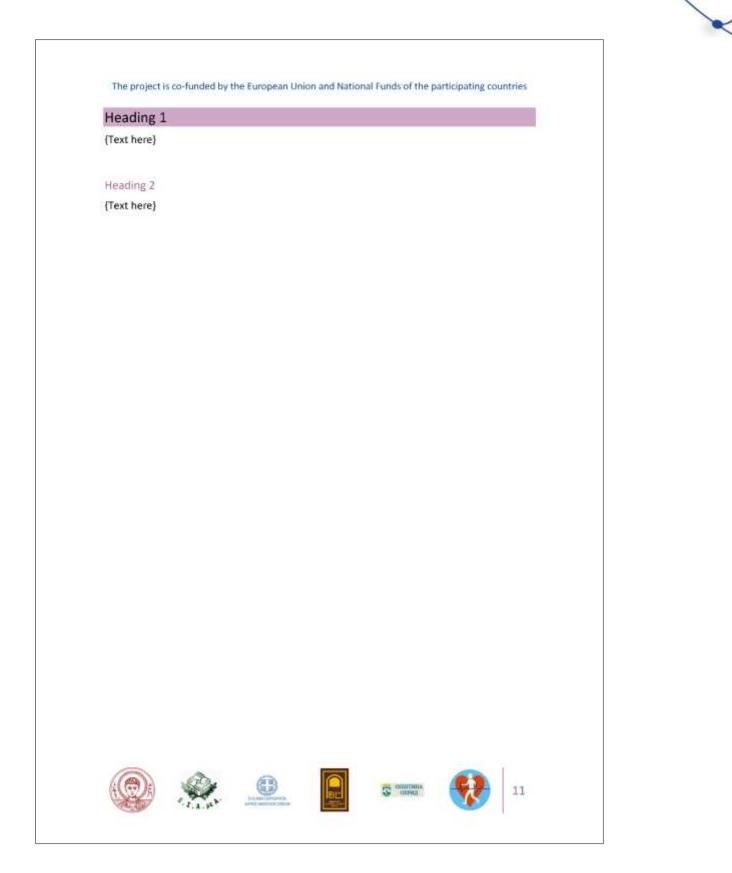
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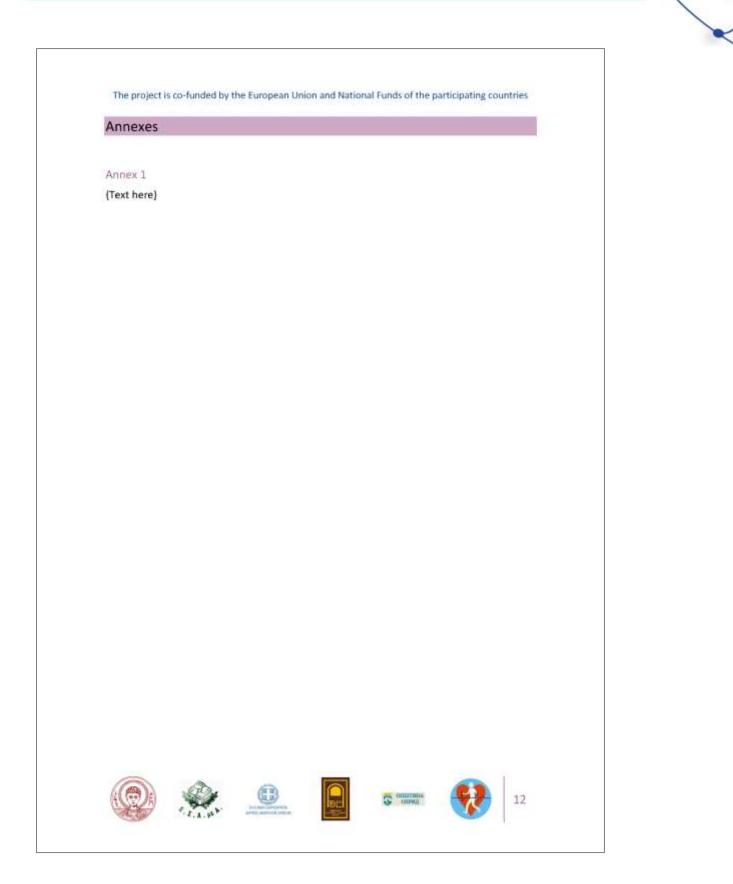
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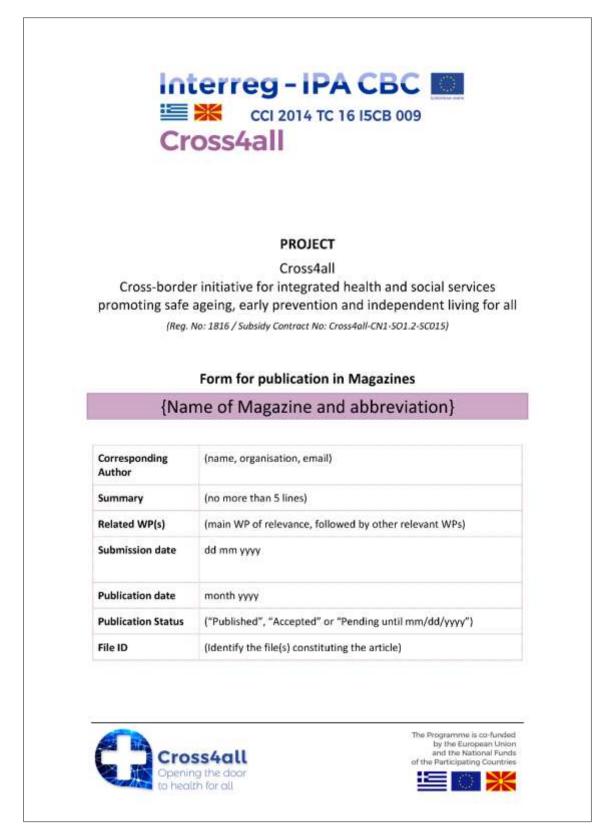




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Dissemination reporting forms (Word) – Magazines / Conferences / Others



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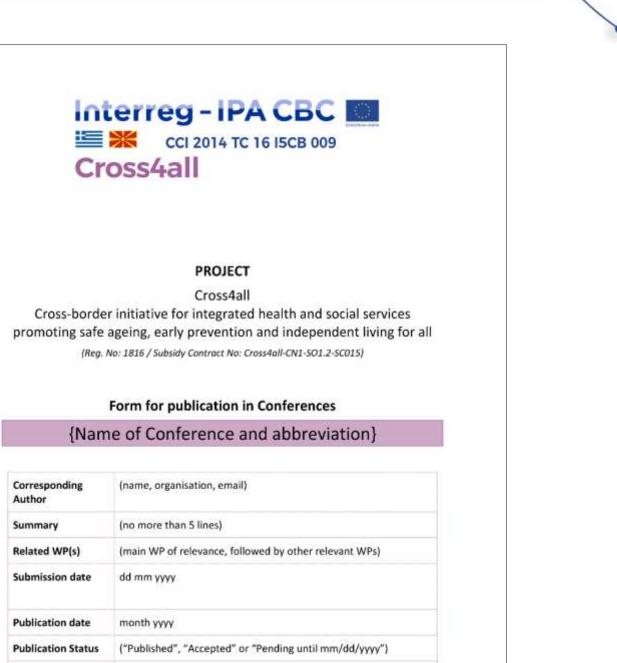


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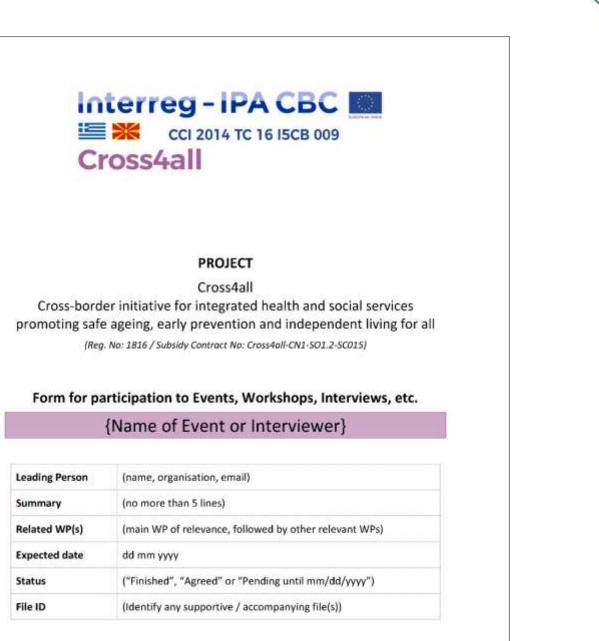




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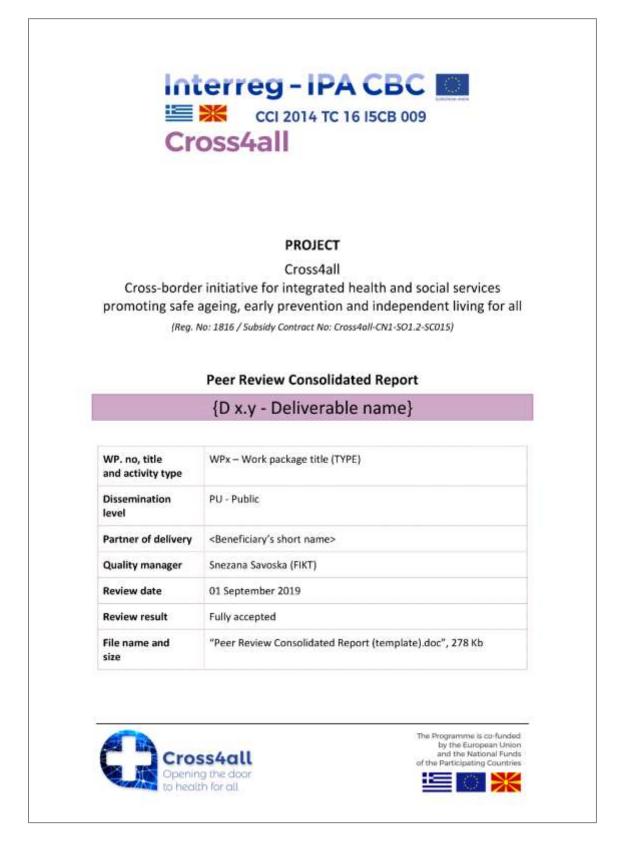
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Output peer review form (Word)





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Introduction

The **Cross4all** Consortium uses the **Peer Review** process for its internal quality assurance for deliverables to assure consistency and high standard for documented project results.

The Peer Review is processed individually by selected reviewers. The allocated time for the review is about two weeks. The leading author of the corresponding Deliverable has the final responsibility to collect the comments and suggestions from the Peer Reviewers and decide what changes to the document and actions are to be undertaken.

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Summary of suggested actions

(Text edited by the QM)











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	General comments
 Innovation 	ence to project and programme objectives
Relevance:	Specific comments: Reviewer's comment:
	Authors' response:
Response to user needs	Reviewer's comment:
	Authors' response:
Methodologic al framework soundness	Reviewer's comment:
	Authors' response:
Quality of achievements	Reviewer's comment:
	Authors' response:



Quality of presentation	Reviewer's co	omment:		
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	General comments
 Innovation 	contents thoroughness level ence to project and programme objectives Specific comments:
Relevance:	Reviewer's comment:
	Authors' response:
Response to user needs	Reviewer's comment:
	Authors' response:
Methodologic al framework soundness	Reviewer's comment:
	Authors' response:
Quality of achievements	Reviewer's comment:
	Authors' response:



Quality of presentation	Reviewer's cor	mment:		
	Authors' respo	onse:		
Deliverable Layout / Spelling / Format	Reviewer's car	mment:		
	Authors' respo	onse:		

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The project is co-funded by the European Union and National Funds of the participating countries

Document Log

Please maintain this log throughout the writing lifecycle of the Peer Review Report.

Date	Summary of input / changes	Author (s)	
1			
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	Date	Date Summary of input / changes	Date Summary of input / changes Author (s)

Important Deadlines (Official Deadline: Month XX)	
Circulation of <i>Template</i> for input (QM)	Day, dd month yyyy	~
Send input (Reviewers)	Day, dd month yyyy	
Provide Leading Author with Comments (Reviewers and QM)	Day, dd month yyyy	
Provide answers to Reviewers' comments (Leading Author)	Day, dd month yyyy	

Note: Indicate with """ the deadlines already met, and highlight with **bold** the document's next approaching deadline.









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Modification request form (Word)

io	terreg - IPA CBC 🔤	CORRECTIVE ACTION REQUEST FOR PARTNER:
🔚 🈹 CCI 2014 TC 16 I5CB 009		(Desteas Assessor and pumber)
Cr	oss4all	{Partner Acronym and number}
	CORRECTIVE ACT	ION REQUEST
The cl	ange concerns:	
	Adjustments between the partner's o	wn deliverables.
	Adjustments between budget lines/w	ork packages.
	Administrative information in the App contact details, addresses and other r	Contraction of the state of the state of the second state of the state
	Changes of bank accounts.	
	Adjustment of start and end dates of affecting the end date of the project a	
	Adjustment of the Specification/justif affect the scope of the project or any	
		et of each beneficiary. The percentage o vill be calculated on the initial approved
	Extension of the end date of the proje	ect.
	Redistribution of resources between partner country, which may result in a each partner's budget (EU + national	a change equal to or less than 10% of
	Other:	
SECTIO	ON 1. PROBLEM AND OBSERVATION D	ETAILS.
Releva	nt Procedures:	



SECTION 2. CAUS	E OF PROBLEM AND OBSERVATION.		
SECTION 3A. IMN	NEDIATE CORRECTIVE ACTION TO BE	TAKEN	
SECTION 3B. PRE	VENTIVE ACTION TO BE TAKEN		
SECTION 4. FOLLO	OW UP ACTION AND EFFECTIVENESS	MONITOR	1
List Effective Cha	nges Made:		
1.			
2.			
3.			
The Corrective/Pr cured the probler	reventive Action has been completed	and has/has not* effectively	

Affected / Modified project documents:

	Modified	Attached	Comments
Subsidy contract	Yes/No	Yes/No	
Partnership Agreement	Yes/No	Yes/No	
Application Form	Yes/No	Yes/No	
Justification of Budget	Yes/No	Yes/No	
Procurement Plans	Yes/No	Yes/No	
Other	Yes/No	Yes/No	

Signed:

Date:

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Internal progress report (Word)

Interreg - IPA CBC	PARTNER: {Partner Acronym and number}
Internal Progr	ess Report
Period:	Date:
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3. Problems per Task / WP, corrective action	ons taken and proposed solutions.
 Comparison of technical progress aga their status and critical assess their dela 	이상 경험에서 그 것은 것 같아요. 그는 것을 만들었다. 그는 것은 것은 것은 것은 것을 가지 않는 것을 하는 것을 것을 수 없다.
5. Planned activities for the next reporting	period.
6. Changes / modifications considered.	
7. Publicity and Information measures carr	ied out aspects:
 Publications and conference presenta 	
Communication and I&P outputs delive	
 Contacts with potential users and the Other aspects of results dissemination 	
8. Annex	
If appropriate, an annex may be used to subr	nit any proofs of publicity.



Internal financial report (Excel)

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Annex III: Project address book

Further to the *Project management and coordination scheme*, the following bodies and roles have been established.

The *Project Steering Committee* (PSC): This is the JPMT that decides on all matters (strategic decisions on major changes, define and update project development, decide about major techniques, resolution of any major conflicts, etc.), on the principle of unanimity and if necessary, the principle of the majority (one vote per beneficiary). Is chaired by the legal representative of the LB1. Each partner shall nominate one (1) representative as an official member of the PSC, and, optionally, up to two (2) substitute members. The PSC shall meet 5 times (see Project Meetings in Activity 1.3) and will be in constant communication, using current tools (emails, Skype, Dropbox etc.).

The *Project Management Board* (PMB): This board shall consist of four (4) members: the Project Manager (Chair), the Communication Manager (CM), the Horizontal Principles Manager (HPM), and the Quality Control Manager (QCM). This board will be responsible for ensuring that all necessary obligations to JS / MA are timely met, in terms of time, quantity and quality. The PMB shall also ensure that all project activities, including those assigned by the beneficiaries to external experts **and service providers, are in line with the Programme's horizontal principles (Equal opportunities** and non-discrimination, Sustainable development, and Equality between men and women), and other relevant ethical issues. The PMB will be responsible for the day-to-day management and monitoring of the project. Shall have frequent communication (2 times a month, at least), for better coordination, identifying implementation problems, obstacles and risks, and recommends to the PSC proposals to address them. PMB is responsible for the compliance with Program requirements and for regular reporting to CBC Managing Authority. The persons assigned for these roles are as follows:

- Project Manager (PM): Ms. Ioanna Chouvarda (AUTH)
- Communication Manager²⁹ (CM): Mr. Alexandros Mourouzis (AUTH)
- Horizontal Principles Manager³⁰ (HPM): Ms. Eleni Vardakastani (NCDP)
- Quality Control Manager³¹ (QCM): Ms. Snezana Savoska (FIKT)

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²⁹ Responsible for preparing the project's communication and I&P strategy and for monitoring its implementation.

³⁰ Responsible for monitoring the compliance to ethics and regulations as appropriate, especially in relation to the horizontal principles of the Programme.

³¹ Responsible for the synthesis of the feedback on each deliverable by the different QCB members, leading to the one of the following outcome variables: acceptance, acceptance with reservation, rejection unless modified as indicated, rejection.



The *Coordination Group* (CG): A *Technical Coordinator* (TC) and four (4) *Work Package Leader*³² (WPL) were allocated for each implementation WP of the Project (WP3 to WP6). The PM, the CM, the TC, the WPL3, the WPL4, the WPL5 and the WPL6 shall constitute this group - seven (7) members in total. The CG will be responsible for the day-to-day coordination and monitoring of the project. Shall have frequent communication (2 times a month, at least), for better coordination, identifying technical problems, obstacles and risks, and recommends to the PMB proposals to address them. The CG shall meet 5 times (see Project Meetings in Activity 1.3) and will be in constant communication, using current tools (emails, Skype, Dropbox etc.) The persons assigned in these positions are as follows:

- Technical Coordinator³³ (TC): Mr. Vassilios Kilintzis (AUTH)
- WPL3: Ms. Eleni Vardakastani (NCDP)
- WPL4: Mr. Vassilios Kilintzis (AUTH)
- WPL5: Ms. Snezana Savoska (FIKT)
- WPL6: Mr. Ioannis Polychroniadis (MoNS)

The *Quality Control Group* (QCG): This shall consist of one or two persons allocated from each partner. The QCG members shall be responsible for the internal assessment of the project outcomes (peer review of deliverables³⁴) and for performing an internal assessment of the project on an annual basis and according to a multi-criteria approach, using a concise assessment methodology. The QCG will be coordinated by the QCM. The QCB members will not have to meet physically but will work mainly by means of communication media.

The *Local Project / Financial Managers* for each beneficiary: Each PB then appointed a local project manager and a local financial manager (in some cases the same person), for their organisation.

• The local project managers are responsible for organising the project's work at beneficiary level. The local project managers shall act as (a) contact persons to whom the PMB members can refer to and (b) a driving force at the beneficiary site mobilising the local implementation team, including any subcontractors, in order to achieve the objectives laid down in the application within the specified deadlines.

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³² Responsible for coordinating the technical progress and timely delivery of each activity in their WPs, as defined in the project work plan.

³³ Responsible for (a) reviewing the technical specifications of all deliverables, including all planned procurements in the project and consults accordingly the PBs and the PMB, (b) reviewing all PBs final outcomes to ensure conformance to the original set of technical specifications, and consults accordingly the PBs and the PMB.

³⁴ Each Project Deliverable will be reviewed by at least 2 appointed members of the QCB, to ensure the high quality reception and compliance with specifications.



• The local financial managers are responsible for the beneficiary accounts and financial reporting. The local financial managers will work in close contact with the local project managers (if not the same person), the local implementation team, the PM, and the controllers in order to enable the efficient financial management of the project at Beneficiary level. The financial manager shall be a person familiar with accounting rules, international transactions, EU and national legislation for the management of ERDF, public procurement and financial control.

The *Activity Leaders*: In each WP, and for each Activity, a partner was assigned as Activity Leader, with the responsibility to coordinate the work inside the Activity, according to the respective WPL instructions, as presented in the table below.

1	1	WP1	Project Management & Coordination
1	4	A1.2	Project management (coordination, reporting, and tools)
1	1	A1,3	Project Meetings
1	З	A1.4	External technical support
1	A	A1.5	Audits
2	1	WP2	Communication & Dissemination
2	1	A2.1	Dissemination strategy & monitoring
2	3	A2.2	Communication material & tools
2	1	A2.3	Public Project events
2	3	A2.4	Accessible project website (WCAG 2.0, AA)
3	3	WP3	Needs analysis & Capacity building
3	4	A3.1	Joint study of needs and gaps
3	3	A3.2	Inspections and data collection
3	3	A3.3	Common strategy, action plan & guide
3	6	A3.4	Workshops (health & social care professionals)
3	3	A3.5	Awareness and activation raising campaign
4	1	WP4	Joint cloud platform & services
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4	3	A4.1	Cross-border Portal for accessible health services
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Under the light of the above, a *Project address book* has been created in the form of an Excel file made available online at the GDRIVE shared folder of the project. The contact information and the mailing lists in this file shall be established and kept up-to-date throughout the project, so that project partners can refer at any time to this file in order to address their communications to the right audiences effectively.

This Excel file consists of the main worksheets:

• the "Contacts" worksheet, which shall be filled-in by each partner for all individuals who are involved in the project implementation from their end (legal representatives, staff members, external experts, etc.).

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Figure 24. Excerpt from the "Contacts" worksheet in the Cross4all address book

- the "Mailing Lists" worksheet, in which the following mailing lists are formulated automatically based on the data entered by the partners in the "Contacts' worksheet:
 - o Project Steering Committee
 - o Local Project Managers
 - o Local Financial Managers
 - Coordination Group (CG)
 - o WP3.1 (Joint Study on Needs & Gaps)

Opening the door



- o WP3.2 (Inspections & data collection)
- o WP3.3 (Joint Strategy & Action Plan)
- o Cross4all ICT systems
- o Pilots programme
- o WP6.5 (Study visits)

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Figure 25. Excerpt from the "Mailing lists" worksheet in the Cross4all address book

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Opening the door



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