

COMMUNICATION AND DISSEMINATION STRATEGY

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1. Executive summary

This document is presneting the overall Communication Strategy to be applied for the Finance4SocialChange project.

Communication Plan provides guidelines for communication management for the projected and partners involved. It presents the bases of the work package, contains uselful instructions to partners and description of objectives target groups, communication channels, deliverables and outputs, external and internal communications for project visual identity.

Main objective of the project:

Finance4SocialChange works towards creating the first "Social Impact Investment Strategy for the Danube region" by paving the way for promoting more social innovations and social impact investment ready social enterprises through Increasing competences for business and social innovation sector.

Specific objectives:

Increase competences for business and social innovation.





2. Introduction2.1. Project overview

Acronym: Finance4SocialChange

Project title: Levering Finance for Positive Social Change

Reference number:

Specific objective: Increase competences for business and social innovation

Duration: 01-07-2018- 30-06-2021 Total budget in Euro: 2.013.975, 00

Finance4SocialChange answers a key gap in Danube region's policymaking sphere, namely the joint understanding of social impact as well as the creation of more sustainable start-up and scale-up social enterprises in the Danube region through improved regulatory frameworks. Finance4SocialChange's main result is to intensify the cooperation of project partners (policymakers, financial intermediaries, social enterprise catalysts, research institutes) with target groups (start-up and scale-up social enterprises) in the Programe.

The project answers a key need in all participating regions, namely the growing need for social impact financing. By establishing the "Social Impact Investment Community Network" bringing together social ventures, impact funds and impact investors to catalyze new debt and equity investment capital for local social enterprises that have demonstrable social and/or environmental impact. The project fits with and benefits of this long term commitment and delivers straight-forward value proposition for each of the actors involved.

Partnership:

Role	Official Name in English	Country
LP	IFKA Public Benefit Non-Profit Ltd. for the Development of the Industry	Hungary
ERDF PP1	ZSI Centre for Social Innovation	Austria
ERDF PP2	Financing Agency for Social Entrepreneurship	Germany
ERDF PP3	Executive Agency for Higher Education, Research, Development and Innovation Funding	Romania
ERDF PP4	BSC, Business support centre L.t.d., Kranj	Slovenia
ERDF PP5	Steinbeis 2i GmbH	Germany
ERDF PP6	Sofia Development Association	Bulgaria
ERDF PP7	Union of Slovak Clusters	Slovakia
ERDF PP8	IDEA IN ACTION ASSOCIATION	Croatia
ERDF PP9	ASHOKA Austria / CEE	Austria
ERDF PP10	University of Heidelberg / Centre for Social Investment	Germany
IPA PP1	CCIS Chamber of Commerce and Industry of Serbia	Serbia



ENI MD PP1	Organization for Small and Medium Enterprise Sector Development	Moldova
ENI UP PP1	Institute of Market Problems and Economic-Ecological Researches of NAS Ukraine	Ukraine
ASP 1	Central European Initiative Executive Secretariat	Italy
ASP 2	UnLtd, The Foundation for Social Entrepreneurs - GSEN Global Social Entrepreneurship Network	United Kingdome
ASP 3	EURADA European Association of Regional Development Agencies	Belgium
ASP 4	Ministry of Economy	Moldova
ASP 5	NESsT Foundation Romania	Romania

Table 1: List of Project Partners

2.2. Project Summary

Finance4SocialChange (F4SC) works towards creating the first "Social Impact Investment Strategy for the Danube region" by paving the way for promoting more social innovations and social impact investment ready social enterprises. The project delivers 130 hours of "blended" learning experiences through the "Social Impact Investment Transnational Design Academy", and launches the first "Business Plan Competition" warm-up 2-stage investment ready competition", funded through EUR 200,000 investment capital. A mentorship pool, the "Social Impact Investment Community Council" will be established to provide mentoring to scaling up SEs, and will continue beyond the lifetime of the project by merging with GSEN.

2.3. Common Challenge

Social entrepreneurship (SE) has become increasingly relevant in today's economic setting as social changes have mounted (World Economic Forum, 2017) while at the same time, public funds in many countries are under pressure. The Danube region currently lags behind global trends in the field of SE and social impact investments (EVPA Annual Survey, 2016). Statistics show that only 2% of global social impact investment (with a potential for growth of up to 450 billion EUR by 2019) is targeted towards the Danube region social enterprises, compared to 78% reaching Western Europe. Evidence shows that in the Danube region, there is lack of "blended" financial instruments which would complement non-repayable grants with new forms of finance (venture capital, equity, impact investments microcredit, and fundraising). In addition there is a lack of impact investors and policies to support the improvement of social impact investment markets.

3. Communication Strategy



The Communication and Dissemination Strategy is designed to help the project communicate effectively achieve its core objectives. The document is created to provide all relevant information and key messages from F4SC project. All activities are directed to enhance and promote in clear and effective way outputs and specific messages described in the document. Documents target specific audiences within the program in order to achieve both the overall and specific goals and objectives of the F4SC.

Communication Strategy is a strategic tool of the F4SC project. Its implementation will bring successful public understanding of the project's goals and objectives.

The strategy foresees internal as well as external communication. Therefore, it consists of two sections:

- The Internal Communication Plan
- The External Communication and Dissemination Plan

In order to provide clear guidelines for communication between partners, internally and with relevant target groups, externally, templates have been created by communication team and LP with aim of incorporating visual elements requested in the Danube Transnational Program. All partners should use these templates:

- Presentations
- Reports
- Deliverables
- Outputs
- Meeting Minutes etc.

3.1. Internal communication

Internal communication supports everyday communication within the project F4CH and to ensure the smooth operation of project activities. Its aim is at keeping partners updated on current activities and to enable exchange of opinions, discussions.

Efficient internal communication is of major significance for success. F4SC Internal Communication should:

- Ensure all messages are consistent across the partners;
- Communicate mutual activities;
- Coordinate properly joint efforts;
- Bring to efficient understanding of all partners activities in real time.

Internal communication will have following elements:

- Emails from Lead Partner summarizing activities for project partners, communicating next steps in the work plan.
- Communication with financial manager in order to ensure smooth financial management and elaboration of 6 monthly progress report and financial reports.
- Emails with communication managers in cooperation with LPs project manager to support project's communication activities
- Bilateral and multilateral skype calls and telephone conferences between Steering Committee meetings and continuous update of the content on the Basecamp systems.
- Outputs which will be uploaded onto the project webpage with access to wider public.



 Personal project meetings, Steering Committee meetings, exchange of experience meetings, peer reviews every 6 months to discuss results, further tasks and take decisions.

3.2. External Communication

External communication will be directed to relevant target groups in order to fulfil project communication objectives as listed below using project tools such as project's website, social networks profiles (Facebook, LinkedIn, and Twitter):

- To provide clear message on F4SC activities and aims which shape public opinion of social entrepreneurship in Danube region;
- To provide communication and dissemination activities for visibility of SE in the region;
- To clearly transmit the message to selected target groups;
- To provide knowledge about financing instruments designed to support SE growth.

3.2.1 Key message

Key messages of the project Finance4Social Change are:

- Social Impact Investment Strategy in the Danube Region will pave the way for stronger development of financial instruments for social enterprises
- Building capacity of social enterprises in social impact investment is crucial for sustainable business;
- Building a strong social impact investment framework is crucial for sustainability of social enterprises.

3.2.2. Communication objectives and their target groups

During implementation of the Finance4SocialChange project, project partners have to reach following target groups.

Target group description	Minimum target value	Number reached as of Period 2 progress report
Financial Intermediaries and social impact investors	15	69
PAC Steering Group members and coordinators	20	2
Social enteprises (start up and scale up)	400	146
Social Enterprise Catalysts and business support organizations	10	65
National and regional authorities, research institutes.	60	30

Table2: Target groups



Finance4SocialChange partnership defined following objectives for project communication and defined target groups and related communication activities and channels:

Specific Objective	How do you plan to reach target groups	Communication tools
Enabling supporting regional system for social enterprises	Target groups will be reached via newsletters, common visual identity, project leaflets and press conference to disseminate Social Impact Investment Community Strategy for DR as well as through organizing Transnational Community building workshop in Budapest, Policy learning dialogues and workshops in Austria, Croatia and Romania	Official website updates, social media channels, press releases, reports on project events will be used to reach and promote the strategy to wider public and expert community relevant for building sustainable eco system for social enterprises.
Raising awareness regarding social enterprises and social impact investments	Target Groups will be reached through organization of Regional Stakeholder Groups and Local Policy Focus groups at partner countries. Lessons learnt will be promoted through 2 scientific articles, while outputs and deliverables will be presented at Thematic Capitalization Events, Pool of experts in the Danube Region.	Official website updates, social media channels, press releases, reports on project events will increase awareness regarding importance of social enterprises and importance of social impact investments for sustainable business of social enterprises.
Promotion of social impact investing and other tools for SE financial sustainability	Target groups will be reached through dissemination information and success stories, newsletters, multimedia content (interviews).	Educational program (WP5) and transnational competition of social enterprises (WP6) will bring the SEs from 11 partner countries together with social investors.

Table 3: Communication Objectives



3.2.3 Summary of indicators and activities

Under Activity 2.1. Start activities including communication strategy and visual identity (1.7. 2018- 1.10.2018.) following deliverables will be carried out:

Deliverable Number	D.2.1.1	D.2.1.2
Deliverable Title	Finance4SocialChange Communication & Dissemination Strategy (Internal & External & Post-Project) including detailed timeline and budget estimation of all management, process and result-related communication activities compiled by IPA PP1	with information about the project in minimum size A3 by all PPs (14
Delivery Date	10.2018.	10.2018.
Responsible partner	CCIS	CCIS + All PPs
Available budget per partner	/	300€
Target Value	1	14

Table 4: Deliverables with Activity 2.1.

Under the Activity (2.2.) - Media relationships (1.7.2018. - 1.6.2021) following deliverables shall be carried out:

Deliverable Number	D.2.2.1	D.2.1.2	D.2.1.3	D.2.1.4
Deliverable Title	Press releases produced to disseminate the Finance4SocialChange Transnational Policy Learning Instrument,Social financial vehicle and Social Impact Investment Readiness self-assessment tool by all PPs	Report on the press conferences organized to disseminate the Social Impact Investment Transational Design Academy by all PPs	Report on the press conferences organized to disseminate the Finance4SocialChange' Transnational Business Plan award-based competition per country by all PPs	Media package&Short introduction videos and personal interviews filmed by partners to disseminate the activities and raise awareness of the concept within and beyond the programme area by hosting PPs



Delivery Date	10.2019.	01.2020.	01.2020.	10.2020.
Responsible	All PPs	All PPs	All PPs	CCIS
partner				
Available budget	1 000 €	/	3 000€	10 000€
per partner				
Target Value	14	14	14	50

Table 5: Deliverables within activity 2.2.

Under Activity 2.3. - Publications (1.07.2018. - 1.06.2021.) Following deliverables will be created:

Deliverable Number	D.2.3.1	D.2.3.2	D.2.3.3	D.2.3.4
Deliverable Title	6-monthly electronic newsletters circulated to key policy-makers, social enterprises, financial intermediaries and financial investors, academia, NGOs, (social) enterprise accelerators on the progress of the implementation codeveloped by PPs	Design and printing of 1250 brochures at partnership level and posted to PPs to disseminate good practices and mainstream policymaking tools twice during the lifetime of Finance4SocialChange designed by LP		Report on the management of project website (hosted by the INTERREG DANUBE Programme website) and PPs' institutional websites
Delivery Date	6.2021.	09.2019 and 05.2021	6.2021.	06.2021.
Responsible partner	CCIS	CCIS and All PPs	ZSI + Heidelberg	CCIS
Available budget per partner	/	300 €	1 000€	/
Target Value	6	2	2	1

Table 6: Deliverable within activity 2.3.



Under Activity 2.4. – Event open to public including INTERREG Danube Programme events following deliverables will be created:

Deliverable Number	D.2.4.1	D.2.4.2	D.2.4.3	D.2.4.4	D.2.4.5
Deliverable Title	Finance4SocialChang e Opening Conference (75-100 participants) organized by Lead Applicant (establishment of the SII Community Council Expert Network by signing a Memorandum of Understanding) organized by LP	Finance4SocialChang e Closing Conference (75-100 participants) organized by LP (possible co- organization with Thematic Pole projects addressing similar topic(s) organized by LP with PPs' and ASP's participation	Participation in INTERREG Danube Communication s / Lead Partner Training organized by the JS (Lead Applicant, WP2 leader) by LP and IPA PP1	Participatio n in INTERREG Danube Thematic and / or Annual Events / Conference s organized by the JS	Participation in DTP Capitalization Events organized by the JS and by coordinators within T3 Entrepreneuri al Learning Systems (Lead Applicant) and in thematic external conferences by LP and PPs
Delivery Date	09.2018	05.2021	06.2021	06.2021	06.2021
Responsibl e partner	IFKA	IFKA	IFKA + CCIS	IFKA + All PPs	IFKA + All PPs
Available budget per partner	6 000€	6 000€	1 200 €	IFKA 8 000 €	IFKA 19 000 €
Target Value	1	1	6	3	10

Table 7: Deliverables Activity 2.4.



3.2.4. Communication Tools

Project Website

Link: http://www.interreg-danube.eu/approved-projects/finance4socialchange

Project website will present main communication tool and it will be embedded in to DTP official website. WP leader is responsible to updated it while every project partner will be asked to send news and relevant update to WP leader.



Picture 1: Project website

All PPs are obligated to supply CCIS with a short report and photos immediately after each event organized by them, or where they have participated representing Finance4SocialChange project.

Newsletter

Explanation: 6 newsletters will be published and distributed to political/institutional communities.

CCIS has created a subscription for a newsletter on the project web-page and all PPs should send out an email to local stakeholders inviting them to subscribe.

http://www.interreg-danube.eu/approved-projects/finance4socialchange/campaigns

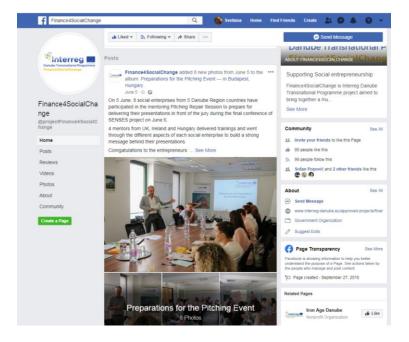
Project Facebook Profile

Link to Facebook profile:

https://www.facebook.com/projectFinance4SocialChange/

Explanation: WP leader is responsible to keep an updated facebook page while project partners are asked to fully contribute with relevant information to WP leaders.





Picture 2: Project Facebook profile

Brochure

Explanation: Brochures will be distributed to stakeholders and target audience during public project events. Brochures will be a tool for raising awareness.

Project Poster

Explanation: Within first reporting period (six months from beginning of the project) each partner printed out a project poster and place it on visible spot (minimum size A3) which will contain information on the project, budget, support stated by EU. Poster need to stay visible during whole lifetime of the project. Poster was designed by the WP leader using the template provided by Danube Transnational Program.



Picture3: Project Poster



Individual Partners Website

Explanation: Each partner should post basic project information on its website, together with the link to the official page of the website. Partners are encouraged to publish articles and images about project activities in regular intervals on their websites and collects statistics of visitors to those articles.



Picture 4: Project Partners Website



3.2.5 Timeline of Activities

Within communication work package every activity contains various numbers of deliverables. In the following chart a time plan is presented regarding deliverables in each period.

Delivery period							
Activity	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
number							
A.C. 1.	D.2.1.1		update				
	D2.1.2						
A.C. 2	D.2.2.1						
	D.2.2.2						
	D2.2.3						
	D.2.2.4						
A.C.3.	D.2.3.1						
	D2.3.2		1 st brochure			2 nd brochure	
	D.2.3.3						
	D.2.3.4						
A.C.4.	D.2.4.1						
	D2.4.2						
	D.2.4.3						
	D.2.4.4		Annual Forum			Annual Forum	
	D2.4.5						

Table 8: Timeline of Activities



3.2.6. Finance4Social Change Project Communication Team

Each partner will appoint communication manager who is responsible for implementation of Communication plan at the partner organization level. Lead partner will appoint Project Communication manager who coordinates communication activities on the project level. Project Communication manager on partnership level is Branimir Gajic from Chamber of Commerce and Industry of Serbia. Other partners' communication managers include:

- Serbia, CCIS, Svetlana Jovanovic, svetlana.jovanovic@pks.rs
- Hungary, IFKA, Szabó Bernadett, szabo.bernadett@ifka.hu
- Germany, Steinbeis Zentrum, Clémentine Roth, <u>roth@steinbeis-europa.de</u>
- Slovakia, UKS-Unia Klastrov Slovenska, Dominika Pančáková, info@uksk.sk
- Slovenia, Regional Development Agency of Gorenjska, Franja Gabrovšek Schmidt, franja.gabrovsek.schmidt@bsc-kranj.si
- Moldova, ODIMM- Organization for SME Sector Development, Kamelia Fliştoc kamelia.flistoc@odimm.md
- Bulgaria, Sofia Development Association, Sevdalina Voynova, s.voynova@sofia-da.eu

The project managers ensure the visibility of the project activities by ensuring the realization of the communication activities.

Each local communication manager coordinates local communications activities and sends timely information on project activities to Project Communication Manager who will update DTP website, manage social media profiles, engage stakeholders on social media and report to Lead partner about all activities.

4. Project visual identity

Visual identity of the project will make sure all communication activities and tools are visually aligned. By following visual identity guidelines, we will achieve better recognition and add brand value to our project's visibility.

According to Danube Transnational Programme visual identity guidelines, project Finance4SocialChange will share the programme's brand by just adding the project acronym below in the colors of the priority the project belongs to.

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.

The project logo must be always included in all communication materials produced both at programme and project level. It must be placed in a central and visible top position of the material (in the first/main page) and it can never be smaller than any other logo included in the same material.



4.1 Logo specification

The elements of the logo represent a unit which is defined as invariable. They must not be shown separately. The composition of the logo elements follows specific rules and must not be changed. The project logo in all versions and formats will be available for download to public and every member of the project team in the Library section of the project's website:



Basic unit

The basic unit used for the definition of the logo composition is the width of the letter "e". This measure is used to define the space between the elements as well as the clear space around the logo.

European flag

The space between the logotype and the European flag equals two thirds of the basic unit. The height of the flag is the same as the letter "I".

European Union reference

The European Union reference is aligned with the descender of the letter "g". It is always exactly as wide as the European flag. Following the regulation, the European Union reference is set in Arial.

4.2 Logo usage and sizes

Standard logo / Full color version

The standard logo is the full color version. This version should be used whenever possible. Ideally the logo should be used on white backgrounds only. Using the logo on a colored background is possible if there is no alternative, but it has to be a very light background.

Greyscale logo / Black and white logo / 1-colour logo

For single color reproductions, a greyscale / black and white / 1-colour (reflex blue) logo version of the logo should be used. These versions should only be used whenever full color is not available. These versions are recommended when applied through serigraphy and engraving procedures or/and on restrictive surfaces of certain materials - fax, stickers – whenever the full-color version of the logo cannot be applied.

Negative logo

This version of the logo should be used whenever we are using reflex blue background.



Logo sizes

The minimum usable size of the Interreg logo is 38,1 mm. From this data we get the minimum usable DTP logo size as 45,5 mm. In special cases (for the production of small items such as pens and pen-drives etc.), when there is no larger space for placing the logo, an exceptional use is allowed and accepted.

For those cases, if the mention 'European Union' under the EU flag is not visible, this text can be omitted, but the EU flag cannot be left out in any circumstances. Otherwise, if it is visible according to the used material and the quality of the printing, it should be included. Some logo versions are proposed which are exceptionally allowed to be used when small-sized logo for very small items apply.

4.3 Logo colors

Colour	Pantone	CMYK	HEX	RGB	Priority
	Reflex Blue	100/80/0/0	003399	0/51/153	
	2716 C	41/30/0/0	FFCC00	159/174/229	
	Yellow	0/0/100/0	9FAEE5	255/204/0	
	109 C	0/24/90/2	fbbf18ff	251/191/24	Innovative and socially responsible Danube region
	382 C	21/0/88/15	abd91aff	171/217/26	Environment and culture responsible Danube region
	Cool Gray 4 C	0/0/1/30	b3b3b2ff	179/179/178	Better connected and energy responsible Danube region
	3145 C	71/14/0/47	277588ff	39/117/136	Well-governed Danube region

4.4 Specification related to the use of other logos

According to Article 4 point 5 of the Commission Implementing Regulation No 821/2014: "If other logos are displayed in addition to the Union emblem, the Union emblem shall have at least the same size, measured in height or width, as the biggest of the other logos."

All DTP projects must strictly follow the above-mentioned article. Taking this into consideration, if a DTP project would like to display in its materials any additional logo (e.g. the partner institution one), the EU emblem included in the project logo (in other words: DTP logo including the project acronym) should be of at least the same size in height OR width as other logos displayed.

Thus, other logos cannot exceed the EU emblem in height and width. The logo is normally considered to be only the graphic element and not the name of the institution.

The information and communication rules of the Danube Transnational Programme do not require the use or display of any additional logo apart from the project logo (in other words: DTP logo including the project acronym and the EU emblem) to be "always clearly visible and placed in a prominent position" as well as the funding information (specification somewhere in the material/document of the ERDF, IPA and ENI funds received.



4.5 Symbol

The symbol in the programme logo represents splashes in the water, thus being clearly linked to the Danube river. This symbol shows how different projects from different countries can create something together putting their individual know-how into a common goal and how the impact of their results can be multiplied and linked to other project results.



4.5.1 Symbol usage and colors

Standard symbol / Full color version

The standard symbol is the full color version. This version should be used whenever possible. It is rarely used without the logo. Contrary to the full color logo version, the full color symbol can be used on both white and reflex blue backgrounds .

Greyscale symbol

The greyscale symbol version is used when we want to reach a watermark effect. This is used partly on printed materials and on internal documents. It is always used on white background.

Negative symbol

Standard appearance

This version of the symbol should be used whenever we are using reflex blue background.

Greyscale versions





Negative appearance

white 20 %



4.6 Typography

For programme and project logos (programme and project name) and the reference "Programme cofunded by the European Union" the typeface Montserrat Regular, exceptionally Calibri (Body) was chosen.

4.7 Fund mention

In all communication tools and activities, the reference to the funding by the European Union must be clearly indicated.

EU funding to the project is granted from three different funds: European Regional Development Fund (ERDF), Instrument for Pre-Accession Assistance II (IPA II) and European Neighbourhood Instrument (ENI). Considering this, the general reference "Project co-funded by the European Union" needs to be included in small size in all communication materials.

Whenever possible (i.e. written documents), the specific funds should be mentioned:

- Project co-funded by the European Union
- Project co-funded by European Union funds (ERDF, IPA, ENI)

This reference to the European EU funding should be written in the typeface Calibri (Bold). In the case of Word and PPT documents, Calibry (Bold) should be used.

The colour of the text can be

- · white
- · reflex blue
- · grey (CMYK 0.0.0.50)

As for the position, the fund mention must be placed on the left bottom of the page. In case the slogan is already placed there, it can be written under the name of the project or vertically on the right-hand side of the layout.

4.8 Application of the visual identity

4.8.1 Poster

Within six months after the approval of the project, each project partner has to place at least one poster with information about the project (minimum size A3), including the financial support from the EU, at a location visible to the public, such as the entrance area of a building. The poster needs to stay visible for the whole duration of the project. Partner in charge of communication will create and distribute posters to all implementing partners.



4.8.2 Stickers

In case of equipment purchasing, stickers will be used in a visible place; the stickers will contain the following mandatory information:

- the Programme's logo and website address,
- the European Union's logo and the reference European Union,
- the budget of the project,
- the name of the project.

A sticker should be placed on every piece of equipment. Recommended dimensions: minimum 1/16 of the most visible surface of the equipment. For rain or sunshine protection, a PVC sticker with UV polishing is recommended.

5. Monitoring and Evaluation

Each communication objective should have indicators for following up the success in reaching the objective in order to be able to evaluate and show how well the DTP Communication Toolkit for projects communication was done.

Accordingly, Finance4SocialChange project will be collecting feedback - in order to improve the communication and dissemination strategy and achieve optimum results:

- through surveys;
- collecting comments;
- analyzing the impact of communication for example number of visits to the site, number of downloads of a published document.

The monitoring and evaluation of communication and dissemination activities is subdivided into:

- half-yearly monitoring and evaluation (with possible adjustments) according to the reporting periods;
- final evaluation.