

Project “SMART-HUBS”

“Enhancing employment access developing NEET’ skills and capabilities to sustain the economic-SMART transition of socio-cultural-tourist destinations by CCI’s HUBs contaminations”

PROJECT COMMUNICATION STRATEGY

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**Interreg
Greece-Italy**

European Regional Development Fund



EUROPEAN UNION



Co-funded by the European Union
- European Regional Development Fund -
& by National Funds of Greece and Italy

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Preliminary Remarks

This Communication Strategy is drawn up within the implementation of the project “Enhancing employment access developing NEET’ skills and capabilities to sustain the economic-SMART transition of socio-cultural-tourist destinations by CCIs’ HUBs contaminations (SMART-HUBS)” of the Interreg VI-A Greece - Italy 2021-2027 Programme, co-funded by the European Regional Development Fund (ERDF) and national funds of the participating countries.

For the drafting of the present document the following have been taken into consideration:

- Regulation (EU) 2021/1059 of the European Parliament and of the Council of 24 June 2021 on specific provisions for the European territorial cooperation goal (Interreg) supported by the European Regional Development Fund and external financing instruments (published in OJ L 231, 30.6.2021)
- Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and the European Maritime, Fisheries and Aquaculture Fund and financial rules for those and for the Asylum, Migration and Integration Fund, the Internal Security Fund and the Instrument for Financial Support for Border Management and Visa Policy (published in OJ L 231, 30.6.2021)
- The Cooperation Programme Interreg VI-A “Greece - Italy 2021-2027”
- The “Communication Guide for Project Beneficiaries” of the Interreg VI-A “Greece - Italy 2021-2027” programme (version 1.0)
- The experience acquired from the information and publicity programmes that were implemented during the application of the previous Programming Periods.

The current document serves as a coordinating tool, planning aid, and communication device to help identify and convey the key elements of particular efforts and actions to be undertaken by each partner. Proposing the fundamentals, it is intended to provide suggestions and guidelines to partners as they develop their actions and communication activities in implementing the project, so as to derive the most out of the application proposal and out of the short term project initiative. The Communication Strategy is specified by a detailed framework for each

work package (objectives, description of work, tasks and actions, methodology, deliverables, work package time schedule, budget) with specific actions to be undertaken in order to achieve the desired outcomes and goals, as described in the project application form. This guidance is not prescriptive and leaves ample flexibility for partners to adapt their action plan to their particular operational reality of their organization.

Communication is important not only to ensure transparency and knowledge sharing but also to raise awareness amongst citizens within Europe of the benefits accrued from projects co-funded by the European Union. Disseminating project outputs ensures the durability of project results, while having the added benefit of inspiring others to take part in interregional cooperation.

The communication strategy & plan's structure will be closely related to the project's aims and targets. It will be carried out by the Communication Manager (Chamber of Zakynthos) in close collaboration with all partners under the supervision and assistance of the Programme Communication Officer.

The ultimate purpose of these activities is to foster broad knowledge of the project and disseminate its results and achievements. In essence to:

- Raise awareness/ responsibility
- Inform
- Engage
- Promote
- Share experience & expertise, Exchange views & ideas
- Increase skills level
- Develop a common understanding
- Set up the basis for future collaboration
- Better Project's organization
- Contribute to the capitalization of the project

Overview of the Programme

The Co-operation Programme Interreg V/A Greece-Italy (EL-IT) 2021-2027 links three (3) regional units from Greece and three (3) provinces from Italy.

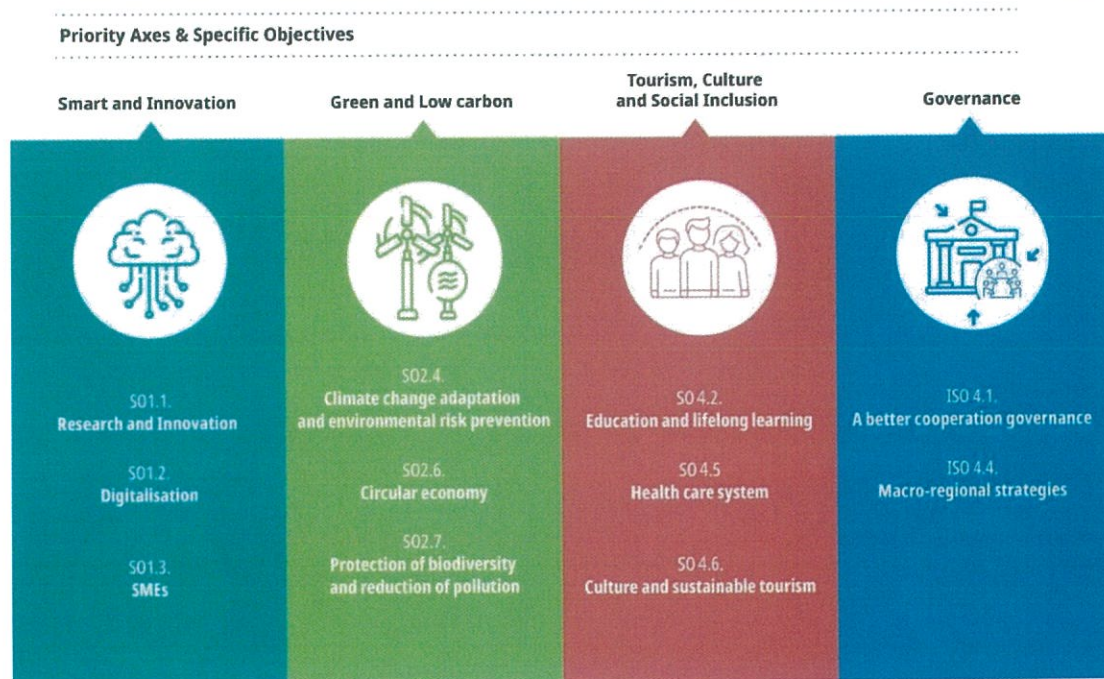
The Programme has a total budget of EUR 106.110.570,67 and is co-financed by the European Regional Development Fund (ERDF) with a total amount of EUR 1.707.368,20 for the 2021-2027 period.

The overall objective is to support strategic cross-border co-operation in order to build the resilience of the participating regions regarding the common challenges being among others economic transition, climate change, and digitalisation. At the same time, cooperation will enable the regions to eliminate their economic and social disparities identified by the territorial analysis.

The Programme envisages enhanced cooperation in the GR-IT area in order to become:

- **more competitive and smarter**, including the continuous support to SMEs in key fields of the area to make them more competitive and enable their resilience and smart transition (digital skills, access to research and innovation);
- **greener and low carbon**, including climate change mitigation, circularity of activities, multimodality;
- **more social and inclusive**, including better employment conditions, reinforced health services and reinforced tourism and culture sectors;
- **enhanced in terms of governance for cooperation** in the Greece-Italy region through improved institutional infrastructure of public authorities and the ability to implement macro-regional and other related strategies.

In line with the above, the Programme has been structured in 4 priority axes and 11 specific objectives as depicted in the following scheme:



SMART-HUBS project focuses on the Priority axis 3: ‘Enhanced cooperation for a more competitive and smarter GR-IT’, Policy Objective 1 “PO1 → A more social and inclusive Europe implementing the European Pillar of Social Rights”, Specific objective SO4.2: “Improving equal access to inclusive and quality services in education, training and lifelong learning”.

In the *SMART-HUBS* project areas, both Greek and Italian regions face challenges due to high NEET (Not in Education, Employment, or Training) rates, which reflect broader digital, economic, and social gaps. This demographic, especially vulnerable to unemployment and disengagement from educational and training pathways, faces a complex transition from education to sustainable employment. This trend is particularly pronounced in Southern Italy and parts of Greece, where NEET rates remain some of the highest in the EU. For instance, Apulia’s NEET rate among young adults (15-29 years) is approximately 22.2%, while Calabria’s is even higher at 27.2%. In Greece, NEETs represent a similarly urgent challenge, ranking second-highest in the EU. The percentage of young people aged 15-29 who are not participating in the labour market or education (NEETs) in the region of Western Greece has reached 16.5%, underlining the need for strong social and educational policy responses (Eurostat-IOBE).

The *SMART-HUBS* initiative addresses these challenges by providing digital skill-building and vocational training to NEETs, specifically targeting young adults in the 15-29 age range. This project supports the EU’s target of reducing NEET rates to below 9% by 2030, offering

digital education and entrepreneurial training through e-learning platforms to ease young people's transition into the workforce. The project promotes inclusive growth in cultural tourism and creative industries, sectors with high potential for sustainable employment in Greece and Italy.

These goals also align with regional and national digital agendas and address NEET-specific challenges through the following frameworks:

- **European Union Digital Strategy:** The EU's 2020 Digital Strategy emphasizes leveraging digital technology for economic and climate objectives. *SMART-HUBs* contributes by equipping NEETs with the digital competencies needed to engage in sustainable and innovative cultural tourism. This approach creates pathways to employment and economic resilience for NEETs, who would otherwise face substantial barriers to joining the labor market.
- **Greece's National Digital Policy:** Greek digital policy targets key areas for ICT development across public administration and society. *SMART-HUBs* aligns with this policy by offering NEETs digital training and cultural preservation skills, empowering them to enter digital fields and address local workforce needs.
- **Italy's Regional Digital Policies:** The Digital Agenda in Apulia and actions in Basilicata reflect strong regional commitments to support digital inclusion and local employment. Through its e-learning platforms, *SMART-HUBs* aligns with these goals by providing NEETs access to digital resources and job-ready skills, helping to fill the workforce gap in cultural tourism and creative sectors.

Overview of the project

The *SMART-HUBs* project is a cross-border collaboration between six partners from Greece and Italy, including regions such as Western Greece, Apulia, Basilicata, and Calabria. The project's central mission is to enhance access to employment and economic opportunities for young people, particularly NEETs (Not in Education, Employment, or Training), by equipping them with digital, entrepreneurial, and green skills essential for the socio-economic and cultural-smart transition of local communities.

Italy holds one of the highest NEET rates in the EU. According to recent Eurostat data, in 2023, approximately 19.6% of young people aged 15-29 in Italy were classified as NEETs, compared to the EU average of around 11-12%. Southern Italian regions report even higher rates, often exceeding 20-25%. For example:

- **Apulia:** Roughly 22.2% NEET rate among young adults.

- Calabria: Around 27.2% NEET rate, among the highest in the country.
- Matera (Province of Basilicata): Close to 24.5% NEET rate.

Greece also ranks high in NEET statistics within the EU, following Italy closely. The 2023 NEET rate in Greece for young people aged 15-29 was approximately 17.1%, reflecting the ongoing structural challenges in the Greek economy and labor market. Greek regions also show regional disparities, with urban areas sometimes faring better than rural areas. The EU average NEET rate for the 15-29 age group is around 11-12%, and the EU has set a target to reduce NEET rates below 9% by 2030. Both Italy and Greece face considerable challenges in meeting this target due to high regional unemployment, limited job opportunities, and educational gaps, particularly in digital and entrepreneurial skills. The *SMART-HUBs* project addresses the significant digital divide in these regions, which hampers social and economic development by limiting access to digital education and cultural heritage resources. In line with EU policy goals and national digital agendas, the project will strengthen local capacities by creating e-learning platforms and providing on-the-job training paths in cultural tourism and creative industries, fields with untapped potential for sustainable employment. Through a robust program of cross-border cooperation, *SMART-HUBs* builds on past successes within the EU Creative and Cultural Industries (CCIs) sector, such as the *CREATIVE@HUBs* network and the *ADRION Thematic Sub-Cluster on CCIs*. By capitalizing on existing knowledge and infrastructure, *SMART-HUBs* fosters digital literacy and vocational training that will empower NEETs to participate in local cultural economies, bridging the gap between education and employment and supporting a vibrant cultural and economic transformation across the regions.

The project work plan includes initiatives for capacity building, innovative cultural event setups, and a joint e-learning platform tailored to the needs of NEETs. Additionally, *SMART-HUBs* will implement pilot projects and deliver digital training programs in collaboration with public and private stakeholders, providing a model for sustainable employment growth in cultural tourism that can be applied across similar regions in the EU.

The role of communication in the project

Communication is a crucial issue when dealing with a joint venture such as a European Territorial Cooperation project. It encompasses the

creation of a common level of understanding on the project scope and the tasks to be carried out, it serves as a basis for collaboration, as well as it provides for accountability against the sponsor, in terms of project management principles.

The role of communication must be considered at different levels:

- Internal communication (among partners) aimed mainly at keeping project partners informed about the development of the different tasks
- External communication, aimed at helping the project partners in defining common goals and in communicating to local stakeholders, new audience and potential beneficiaries the project merits.
- Communication towards the Joint Secretariat in order to keep it informed about the Project advancements.

SMART-HUBS's communication strategy

The communication strategy has clearly defined objectives. Firstly, it aims to increase the visibility of the project and its activities by creating a broad communication network to reach the target groups in an effective and targeted manner. Secondly, the strategy aims to raise awareness of the importance of digital innovation and sustainable solutions, showing how these can improve the competitiveness of SMEs and foster economic growth.

Another crucial objective is to promote cross-border cooperation. The SMART-HUBS project envisages the creation of synergies between different regions, and communication will play a key role in facilitating dialogue and the exchange of experiences between partners. Furthermore, the communication strategy aims to disseminate good practices and results, ensuring that positive experiences are shared and replicated in other areas.

Synthetically, SMART-HUBS Communication Strategy is oriented towards:

1. raise awareness on emerged territorial training/professional needs in cultural-creative tourism and defined educational goals;
2. disseminate knowledge and showcase impact/benefits of new educational experiences provided through the interactive technological setups as real on-the-job environments and the new digital services;

3. Engage with people and change their behaviours and mindset thanks to the SMART-HUBs CB Capacity Building, Education and Training Programmes.

Operating within the partnership, PB3 (ZAKYNTHOS CHAMBER OF COMMERCE) lead **WP2 - Project Communication & Dissemination** and the communication and dissemination activities envisaged therein. It will appoint a skilled professional Communication Officer that will work with the Programme Communication Officer for the visibility of the project.

CS and Communication Plan (CP) (D.2.1) with project coordinated image will be the cornerstone of all communication activities and will be internally updated on a regular basis.

Milestones of the Joint Communication Strategy are the following:

- i. communication audiences of the project;
- ii. communication targets;
- iii. communication message (per audience and/or target);
- iv. indicative communication tools to be used;
- v. indicators for monitoring and evaluating the strategy.

The objective of the implemented actions will be to achieve a wide European, national and regional dissemination of the project results through a mix of online and offline tools.

In detail, the following deliverables were planned within the project with reference to communication:

- *D.2.1 - Communication plan and corporate image*
- *D.2.2 - Promotional materials and events by using the online generator by all PBs (6 informative panels, 600 pens, 600 notepads, 1200 folders, 300 usb sticks, 600 leaflets, 180 bags)*
- *D.2.3 - Management and regularly update website pages hosted within the Programme website and 3 project social media pages*
- *D.2.4 - Opening and final international conferences with stakeholders hosted by PB1 in Patras and PB6 in Maida and media relations.*

Project communication objectives and targets

The overall goal of communication activities is to disseminate the project on a European, regional and local level and to increase the project's impact through several activities.

The general objectives of the communication strategy are:

- A. Awareness: Highlight the importance of the project in reducing the digital divide, developing youth (NEET) skills, and fostering sustainable tourism and cultural heritage preservation,

showcasing the role of the Community and the Structural Funds of the European Union in driving these positive changes.

- B. Transparency: Ensuring transparency as far as access to all the activities and material of the project to the potential beneficiaries.
- C. Engagement: Sharing knowledge and attracting new public in the context of the Project thus enhancing the project impact while strengthening European identity and democracy
- D. Engagement of NEETs and Stakeholders: Actively involve NEETs, cultural organizations, and local stakeholders in training and project activities, establishing a foundation for long-term skills development in digital, green, and entrepreneurial fields.

The SMART-HUBs Communication Strategy is oriented towards:

1. raise awareness on emerged territorial training/professional needs in cultural-creative tourism and defined educational goals;
2. disseminate knowledge and showcase impact/benefits of new educational experiences provided through the interactive technological setups as real on-the-job environments and the new digital services;
3. Engage with people and change their behaviours and mindset thanks to the SMART-HUBs Capacity Building, Education and Training Programmes.

The Specific Objectives of the communication strategy are the following:

- Communicate the project's launch, objectives, and activities to target audiences, providing updates on the current project status and future planning,
- ensure strong, open communications channels within the project, in order to link project partners across the lines of the work packages,
- reinforce awareness of the key role of communications activities among project participants in all work packages, both during the project and subsequent to its completion,
- promote the importance of digital, green, and entrepreneurial skills development as core components of the project, with an emphasis on supporting NEETs to improve employment access and contribute to regional sustainability goals
- promote the benefits of the Programme, facilitating the exchange of best practices, approaches, and lessons learned with other EU projects and stakeholders,
- animate and awaken the potential beneficiaries to an active participation,

- assist in acquiring adequate and consistent data for the statistical analysis,
- disseminate the methodologies designed,
- publicize widely the objectives and results of the individual work packages to stakeholders and decision-makers,
- supporting the creation of the platform and new tools,
- support the training activities towards stakeholders and relevant beneficiaries,
- support the penetration and the mainstreaming of the project's results and solutions,
- facilitate the capitalisation and the exploitation of the results, also beyond the implementation period,
- favour consultation, consensus and joint actions,
- facilitate the exchange of approaches, results and lessons learned with stakeholders and participants of other projects,
- support the long-term impact and sustainability of project results, emphasizing continued skill-building, local digital advancements, and economic growth beyond the project's implementation period,
- preparing the ground for high “demand” of the project's outputs,
- consistently brand the SMART HUBS project with the use of logos and design elements, with linkages to the INTERREG GREECE-ITALY Programme and Community approach,
- Establish tools that will make internal project communications effective.

The SMART HUBS project communication targets can be listed as follows:

- To communicate the reasons and the background of the project
- To communicate project milestones and specific impact metrics, such as progress on digital skills training, NEET participation rates, and regional skill-building achievements
- To provide practical and technical guidance for the promotion of the participation in a successful implementation
- To make available the information that stakeholders need in order to understand the project and to contribute to its implementation
- To highlight the sustainable impacts of the project, showcasing how NEETs and local stakeholders will continue to benefit from skill development, digital tools, and employment opportunities in cultural tourism even after the project concludes

- To attract end users' interest in applying the project results and maximizing the project impact
- Promote the image of the involved territories by giving knowledge and visibility to the outputs achieved at the territorial and GREECE-ITALY area level.
- ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity

Strategy structure

The communication strategy for the *SMART HUBS* project will center on effectively disseminating the project's goals, activities, and outcomes at local, cross-border, and interregional levels throughout the Greece-Italy region. Aiming to maximize outreach and engagement with key stakeholders, *SMART HUBS* will work to address crucial socio-economic challenges in the areas it serves, particularly by supporting NEET populations through the promotion of digital, green, and entrepreneurial skills development.

To foster awareness, the strategy will prioritize raising visibility and understanding of the *SMART HUBS* objectives, beginning with a clear communication of project activities, milestones, and expected outcomes. A core objective will be to increase awareness of the opportunities the project offers to target groups, such as NEETs, cultural heritage managers, and tourism operators, ensuring these groups understand the potential benefits of the digital, social, and economic transformations that *SMART HUBS* seeks to support. As a result, project communications will aim to build a strong foundation of knowledge, encouraging participation and engagement from these groups.

The strategy will also emphasize ease of access to project materials and outcomes, aiming to make these resources available across sectors, particularly for those affected by the digital divide. Targeted materials will be made available online and through partners' communication channels to facilitate access to knowledge, best practices, and tools that support digital literacy and entrepreneurship among NEETs and other audiences. This aspect of the communication strategy will play a central role in addressing disparities in information access, supporting the inclusive goals of the *SMART HUBS* project, and ensuring resources are shared with those who stand to benefit most.

To establish a supportive network, *SMART HUBs* will seek to create lasting connections with organizations that work closely with target groups, such as educational institutions, regional governments, and local businesses in the cultural and tourism sectors. Through these collaborations, the project will facilitate valuable exchanges of knowledge and resources, enhancing the scope of dissemination efforts both within the *SMART HUBs* community and among a wider audience. To ensure sustained impact, project communications will foster a collaborative spirit, linking partner organizations with local stakeholders who can continue to promote the project's values and activities.

A critical aspect of the communication strategy is ensuring that key stakeholders are engaged early in the process. By involving all relevant parties—educational entities, cultural and tourism organizations, regional policymakers, and community leaders—the *SMART HUBs* project will cultivate interest and foster alignment with project goals. This early engagement will support a smoother implementation of project initiatives, as stakeholders become familiar with and invested in *SMART HUBs* activities. Such involvement is expected to lay the groundwork for long-term commitment to the project's aims, reinforcing local ownership of the activities and outcomes.

Throughout the project, a focus will be placed on gathering feedback from target groups and stakeholders to tailor the *SMART HUBs* offerings. Feedback will be actively sought on digital tools, educational services, and resources during their development and pilot implementation phases to ensure these offerings are well-suited to the specific needs of NEETs, cultural organizations, and other groups. This iterative process will be essential in refining tools and services to maximize their relevance and usability, particularly in boosting employability and supporting economic growth in target regions.

At the same time, project communications will aim to showcase the regional benefits and broader societal impacts of the *SMART HUBs* outcomes. By demonstrating how project activities contribute to social, economic, and environmental advancements, the communication strategy will emphasize *SMART HUBs*' potential to spur sustainable growth in Greece-Italy regions, particularly by revitalizing cultural heritage sites, boosting tourism, and creating new opportunities for young people entering the job market. This approach will help stakeholders understand how *SMART HUBs* aligns with regional and EU-level priorities, including green transitions, digital inclusion, and youth employment.

PB3 (Zakynthos Chamber) will lead the communication efforts, coordinating contributions from all project partners. Each partner will leverage their expertise and regional networks to engage local audiences, reinforcing the cross-border nature of *SMART HUBs*. Partners will make use of extensive networks and contacts to reach targeted audiences across regional and interregional levels, building awareness of the project's benefits and encouraging participation.

The *SMART HUBs* communication strategy was initially developed by the Lead Partner (Regional Development Fund of Region of Western Greece) in consultation with project partners during the project's preparatory phase. This strategy document will serve as a flexible framework, adapting over time as project activities evolve and new priorities arise. During the project's initial stages, communication efforts will focus on clearly communicating project goals and establishing a foundational understanding of the *SMART HUBs* mission among stakeholders. As the project progresses to operational phases, communications will emphasize practical applications, successful initiatives, and the tangible impacts of *SMART HUBs* efforts. By project completion, communications will highlight lessons learned, best practices identified, and the significant achievements of the project, ensuring that all relevant stakeholders can benefit from the insights gained and resources created.

For the needs of the *SMART HUBs* project, the communication milestones can be summarized in three phases as follows:

Phase A: General information about the project and its actions; launch event, creation of project identity, establishment of web and social media presence;

Phase B: Creating knowledge & engagement on the project and its individual actions in the various target audiences; enabling access to the training/capacity building actions & the opportunities the project offers;

Phase C: Dissemination of achievements and benefits; demonstrating project results and ensuring sustainability via international events, open & final event.

The *SMART HUBs* Communication Strategy will be guided by the following principles:

- **Transparency:** All communications undertaken by *SMART HUBs* will emphasize transparency, ensuring that project activities, progress, and results are accessible and open to scrutiny by all stakeholders.
- **Consistency:** Messages communicated about the *SMART HUBs* project, its objectives, and outcomes will be clear and cohesive, maintaining a consistent voice to make information as understandable as possible for diverse audiences.
- **Inclusion:** Encompassing multiple regions within Greece and Italy, the *SMART HUBs* project brings together partners from public, educational, and business sectors. It is essential that all relevant and updated information be readily accessible to stakeholders and potential beneficiaries across the project's scope, including those with disabilities. This commitment to inclusivity will ensure that the project reaches and benefits all communities and sectors in the target areas.
- **Simplicity:** Communications will use straightforward language to promote ease of understanding, especially as *SMART HUBs* engages with NEETs, local stakeholders, and the broader public.
- **Targeted Communication:** To maximize impact, communication efforts will be tailored to meet the needs and interests of each target group identified, including NEET populations, regional authorities, cultural heritage organizations, and the tourism sector. By ensuring that each message resonates with its intended audience, the project will increase engagement and strengthen the connection between *SMART HUBs* and its beneficiaries.
- **Sustainability:** Aligned with broader regional and EU goals, *SMART HUBs* aims to promote sustainable social and economic development in the Greece-Italy area. The project's communication activities will emphasize the long-term benefits of digital upskilling, social inclusion, and economic resilience for these regions, fostering sustainable impact well beyond the project's duration.
- **Cooperation:** All work package leaders and team members are encouraged to actively participate in making *SMART HUBs* accessible and relevant to stakeholders at national, regional, and local levels. This collaborative approach will include ongoing communication with stakeholders, beneficiaries, and media, leveraging diverse channels to raise project awareness and engagement.

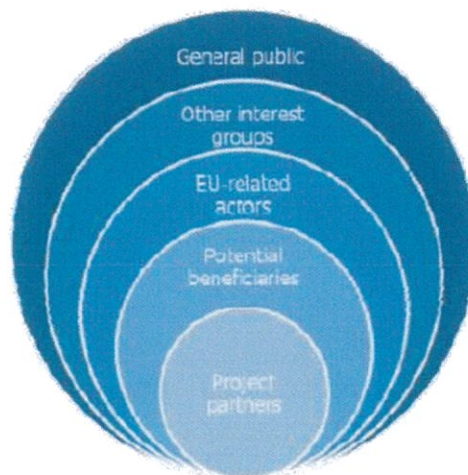
- Accountability:** The communication plan will be closely monitored and reviewed throughout the project's lifecycle, with regular updates and reporting every six months to ensure alignment with project goals and evolving needs. This approach will help ensure that communication efforts remain relevant, targeted, and aligned with *SMART HUBs*' overall objectives.

Target groups

The success of the *SMART HUBs* communication strategy lies in establishing ongoing, productive relationships with key audiences, or target groups, over the project's entire duration. This approach ensures that the groups directly engaged contribute to the project's implementation, while others stay well-informed about *SMART HUBs* achievements and outcomes.

The primary objective of this dissemination activity is to elevate the visibility of *SMART HUBs* and its outputs through a strategic, continuous communication process directed at each target group. The target groups vary widely, with each requiring different degrees of engagement. For instance, while the general public may need to be kept informed with periodic updates, the project partners and beneficiaries need targeted information that supports their roles in the project. The communications will also look beyond obvious audiences to include less apparent stakeholders, whose involvement may inspire interest from more conventional target groups. This broad scope of engagement fosters connections and interest across all related sectors.

All the target groups can be seen in the following picture letting light on the relations between the groups.



Picture 1. The target groups of the Programme communication from widest to narrowest

Project Partners

This group includes the main partners actively involved in the *SMART HUBs* project. These partners are regularly provided with support, updates, and resources to facilitate the project's effective implementation, including the communication strategy, tools like the project website, an online generator, and guidance from the INTERREG GREECE-ITALY Programme. *SMART HUBs* communication manager is available to assist partners with networking activities, coordination meetings, and events, ensuring that they comply with EU and program guidelines, and fostering a cooperative and supportive environment. This collaboration extends to celebrating shared achievements, creating a unified project identity, and ensuring that all partners are equipped to maximize the project's impact.

Potential Final Beneficiaries

The final beneficiaries are directly impacted by the *SMART HUBs* project outcomes, and this group includes:

1. **Citizens and Local Enterprises:** Those benefiting from improved local services. As citizens, NEETs a critical target group that will primarily benefit from the educational and employment opportunities created through SMART-HUBs. For this group, communication efforts should focus on conveying clear information about the training and skills development pathways offered by the project. These pathways will enable NEETs to acquire the digital, entrepreneurial, and green skills necessary for reintegrating into the labor market, particularly in the fields of tourism and cultural industries. For SMEs, instead, operating in the tourism and cultural sectors, the communication strategy must highlight the competitive advantages of adopting digital innovations and sustainable practices. SMEs represent an essential stakeholder in achieving the project's overarching objective of driving economic growth through digital transformation. Therefore, communication efforts directed at these businesses should emphasize the benefits of integrating digital technologies into their operations, showcasing how such innovations can lead to greater efficiency, enhanced market reach, and more sustainable business models. By adopting digital solutions, SMEs can position themselves as frontrunners in a rapidly evolving global economy, ensuring long-term competitiveness and resilience
2. **Public Servants at Regional and Local Levels:** Tasked with implementing the project's digital solutions in their daily

operations. Communication efforts should emphasize how digitalization can improve the management, preservation, and enjoyment of cultural assets, such as heritage sites, museums, and libraries.

3. Policymakers: Regional decision-makers who require relevant tools, data, and insights for sustainable development. Their role in the project extends beyond passive participation, as they are essential for the institutional support and policy implementation required to sustain the project's initiatives. Communication efforts directed at local and regional authorities should focus on how SMART-HUBs aligns with broader regional development goals, particularly regarding economic modernization, job creation, and sustainable tourism. The project provides an opportunity for these authorities to collaborate with public and private stakeholders in developing innovative policies that support the digital and green transformation of their economies. Ensuring that these authorities are fully aware of the project's potential and the benefits it can bring to their communities is key to fostering their active involvement and securing long-term support.

Communication with this group will be managed through mailing lists, direct contacts, and press clippings, as well as through social media and the project's website. Events such as infodays and workshops will ensure beneficiaries have practical information on participating in the project, providing essential insights for those shaping regional policies. Additionally, the research and innovation community forms a critical subgroup here; they will engage in AI and digital tool advancements that strengthen the regional innovation landscape. This subgroup is targeted through publications, workshops, and research collaborations to foster ongoing partnerships and shared research.

EU Related Actors

The Managing Authority of the Programme receives annually two progress reports, on a six-month basis, from the Project as identified in the relevant Programme document. These reports will also include the reporting of the communication activities. The Project Officer & the Communication Officer in the Managing Authority are informed about Project's proceedings and events on a regular base, not least via her/his representation in an advisory function in the Project's Monitoring Committee. Other members of the Managing Authority or relevant DGs

may be reached per emails and posts uploaded on the programme website.

Other interest groups

This group includes organizations that may benefit from or collaborate with *SMART HUBs*. Engaging a diverse array of regional and national authorities, economic stakeholders, social actors, educational institutions, and other cross-border or EU-funded programs enhances project visibility and builds a network of potential collaborators. These groups are provided with detailed, accurate information about the project's goals, measures, and benefits, opening up avenues for potential partnerships. Networking with this group enables knowledge-sharing and insights from various sectors, which is essential for understanding broader social and economic dynamics relevant to *SMART HUBs* objectives.

General Public

The general public is the widest and most diverse group in itself. This group offers many challenges from heterogeneity in different levels to geographical distances between people as well as diverse attitudes from passive ignorance to even opposing the Community. It is important to demonstrate the role of EU and the way how the European funds are spent, ensuring transparency and accountability. Considering the ultimate goals of the Project setting strong focus on anti-discrimination, gender equality and sustainable development, also the individual informational activities should not treat the public as one mass of people, but rather differentiate groups by e.g. age or expected level of knowledge in EU/Programme matters. The messages would therefore also be tailored to the chosen target group's interests addressing familiar issues like unemployment, economic crisis or business issues instead of EU jargon. In fact, for the Project a positive public appearance is very important and a well-conducted public information flow creates positive charge towards the Project and the values and partners behind it. Different media channels are to be used to gain visibility among the general public. Liaising with the general public is also seen as an opportunity to reach representatives of the next target group, the potential beneficiaries.

S.W.O.T. Analysis of the Project (in terms of communication)

Strengths: What have we got that we can use?

- Established organizations in their respected communities;

- Extensive networks across a diverse range of stakeholders;
- Proven cooperation with multiple media partners, particularly in digital media;
- Adequate budget allocated for external expertise, creative design, and promotional materials;
- Large GREECE-ITALY scale: promote advertising
- Support and services of the Joint Secretariat

Weaknesses: What could damage our reputation?

- Limited internal expertise in advanced communications, necessitating reliance on external experts
- Complex multi-sectoral themes require careful coordination to ensure message consistency;
- Challenges in fostering cohesive cooperation across stakeholders and target groups;
- Difficulties to massively educate the general public about the merits of cross-border projects

Opportunities: What could you capitalize upon?

- Low-cost new media, digital communications;
- Target groups well versed in the use of digital media for communication purposes;
- Social networks should be used to reach stakeholders and target groups;
- Strong Greece-Italy area networks can serve as valuable multipliers to amplify communication efforts;
- The project's alignment with EU priorities in digital transformation may attract positive media attention and support.

Threats: What might go wrong of your communication strategy.

- Potential risks in controlling the media stories;
- Broad variety of actors / different stakeholders categories to reach, it can result in a wrong communication strategy or message;
- Missed opportunities for synergy with other projects' communication channels could limit the project's reach and impact;
- The rapid evolution of digital platforms may require continuous adaptation to ensure relevant and timely communication.

Main messages of the Project communication

The main messages identified for the SMART HUBS project are directly aligned with its objectives and the specific needs of NEET individuals:

- Promote the Benefits of Digital and Smart Technologies: Inform stakeholders about the advantages of integrating digital and smart technologies into regional and local services, emphasizing how these advancements can enhance efficiency, productivity, and accessibility for NEET individuals seeking employment opportunities.
- Advocate for Responsible Technology Deployment: Raise awareness of the principles of responsible technology use, including Fairness, Reliability and Safety, Privacy and Security, Inclusiveness, Transparency, and Accountability. This message targets regional operators, policymakers, and interest groups to ensure that NEETs benefit from equitable access to educational and training resources.
- Showcase the Project's Impact on Community and NEET Lives: Highlight the tangible outcomes of the project that positively affect citizens, particularly NEET individuals. This message aims to illustrate the project's role in empowering young people by providing them with skills entrepreneurial, green and digital and opportunities in the creative and cultural sectors.
- Illustrate the EU's Added Value: Demonstrate the importance of EU support for initiatives like SMART HUBS, showcasing how public funds are effectively utilized to foster cooperation and provide resources that directly benefit NEET groups. This message is intended for the general public to build trust and understanding of EU contributions.
- Encourage Participation and Civic Engagement: Foster active participation among NEET individuals and the general public to strengthen cross-border cooperation and promote a shared European identity. This message targets interest groups and the wider community to inspire involvement in initiatives that uplift NEETs and enhance social cohesion.
- Stimulate changes in behavior and mindsets: Stimulate a change of mindset in the target groups, encouraging them to adopt innovative and sustainable solutions, both in economic activities and in heritage and tourism management.

To ensure the effectiveness of main messages, they must:

- Be simple and direct: Messages must be easily understood by all target audiences, avoiding the use of technical or complicated terms.
- Be relevant to the target audience: Each message must address the specific needs and interests of different groups, such as NEETs, SMEs or local authorities (for example, for NEETs, it is

important to communicate training and labour market access opportunities).

- Be consistent and aligned: All project partners should use the same key messages to avoid ambiguity and ensure uniformity in communication.
- Be repeatable and adaptable: Key messages should be flexible enough to be used across different channels and formats, such as social media, brochures, events, ensuring consistency and continuity.
- Be visually supported: The use of images, infographics and videos should reinforce messages, making information more immediate and engaging.

The identification and correct use of key messages are crucial for:

- **Communicate effectively**: Key messages simplify communication and ensure that the audience understands the essence of the SMART-HUBs project and its benefits.
- **Engage the audience**: Well-designed messages motivate target groups to actively participate in the project and collaborate in its success.
- **Strengthen the impact of the project**: Consistent use of key messages enables a clear and strong image of the project, enhancing its visibility and impact potential in the areas involved.

Message Suitability Grid

For the fruitful selection of the communication measures/tools to be used for both the external and internal communication and publicity actions, special attention was placed on the Message Suitability Grid for each one of them.

Method	Purpose: Raise Awareness	Purpose: Respond to interest	Purpose: Encourage involvement	Info capacity	Notes
Posters	▲			Low	To raise awareness, to remind or build an image. Can have powerful images
On site e.g. signs		▲		Low	To raise awareness or to remind. For simple messages particularly about behavior or news

Leaflets		▲	▲	Low	Best used for responding to an existing demand or interest rather than for creating the interest in the first place. Can contain complex messages
Publications	▲	▲		High	Own publications and those for professional audiences can carry complicated messages
Magazines	▲	▲	▲	Medium	For news or more complicated messages for specific audiences
Local newspapers	▲	▲		Medium	For news or general messages. Can develop a story over a long period of time. Charismatic individuals or attractive locations/subjects get covered
National newspapers	▲			Medium	For stories of national relevance, or local/regional stories with major impact
Local radio	▲	▲		Low	For news items. Can show for more complicated messages
National radio	▲			Low	To deliver specific messages to targeted audiences
Television	▲			Low	For awareness. Need attractive locations and/or charismatic individuals. Danger of losing the message in the presentation.
Films/video	▲	▲		High	To explain, educate or create awareness of a complicated subject
Internet/ World Wide Web		▲	▲	High	Content unlimited. Allow users to use at superficial and in depth way for maximum effect

Online info systems	▲			Medium	To deliver information on places to visit, events etc.
Events and exhibitions	▲	▲	▲	High	Platform to distribute messages and literature, also speak to people. To support other communication activities
Training courses and conferences	▲	▲	▲	High	To deliver detailed information to an interested audience
Direct mail	▲		▲	Medium	To create awareness, encourage participation. Opportunity to trigger a response and to develop and manage a database of professional or consumer contacts
Personal contact	▲	▲	▲	High	Most effective form of communication, also expensive. Use selectively

Source: The Countryside agency, Communicating With The Public-Monitoring report (<https://publications.naturalengland.org.uk/publication/61070?category=60007>)

Audience Reached

Furthermore, attention was also placed to the audience reached by each one of the communication tools, taking notice of the following table:

Method	Area:	Area:	Potential Audience	Notes
	Local / Regional	National		
Posters	▲		Small	Commercial sites e.g. bus shelters, shopping centres; free sites e.g. libraries, schools, workplaces, hotels, village halls. Can target audience through site selection; high frequency of exposure to small or medium-sized audience

On site e.g. signs	▲		Small	Locate on notice boards, trees, etc. Can reach small audience to deliver message at a relevant time e.g. at start of visit
Leaflets	▲		Medium	High wastage. Success depends on distribution. Can reach people when they are responsive to messages e.g. providing information on access at tourist information centres or holiday accommodation
Publications	▲	▲	Medium	Message can be 'lost' amongst many others. Difficult to control tone of message in others' publications.
Magazines		▲		Consumer and professional titles. Limited but regular readership. Readership usually well targeted e.g. particular interest groups
Local newspapers	▲		Medium	Readers tend to be loyal, reading every day/week. Each copy read by several people (consider circulation and readership). Readership well targeted geographically.
National newspapers		▲	High	As local newspaper, readership targeted by lifestyle or socio-economic group.
Local radio	▲		Medium	Listeners change throughout the day e.g. mornings/evenings: people at home, commuters in cars; afternoon housewives, retired people. Listeners well targeted geographically
National radio		▲	High	As local radio. Listeners targeted by lifestyle group or by interest (e.g. preferring news and sport or different types of music)
Television		▲	High	National and regional news programmes and advertising. Limited targeting possible on geographical basis and through advertising timed with particular programmes

Films/video	▲	▲	Medium	Effective distribution governs success. Education and affinity groups are likely to respond to this medium
Internet/World Wide Web	▲	▲	Medium/High	Some targeting possible through website links and pro-active use of e-mail
Online info systems	▲	▲	Medium	Access points include libraries and tourist information centres. Possible to 'share' existing delivery systems
Events and exhibitions	▲		Low	For face-to-face contact with limited audience infrequently. Audience likely to be targeted by geography and interest; also likely to be receptive to information or messages.
Training courses and conferences	▲		Low	Opportunity for in depth communication with small, normally professional audience on infrequent basis
Direct mail		▲	High	Purchase addresses by lifestyle, age, geographical distribution, postcode area, profession, membership, interest, purchases made, etc. Very effective targeting. Total control over reach and frequency
Personal contact	▲		Low	Can be regular on site. High quality, but very small audience.

Source: The Countryside agency, Communicating With The Public-Monitoring report (<https://publications.naturalengland.org.uk/publication/61070?category=60007>)

After a thorough examination of the abovementioned aspects, the following measures will be used for both the external and internal communication and publicity actions.

Communication channels

In the context of the SMART-HUBs project, the implementation of effective digital channels to support the economic and digital transition of socio-cultural and tourism destinations is crucial. These channels not only support the dissemination of information, but also facilitate active interaction between various stakeholders, including NEETs, SMEs and cultural institutions. The effective use of digital channels in the communication strategy of the SMART-HUBs project is crucial to achieve the set objectives and obtain numerous benefits

The Project has developed this communication plan to ensure a united and coherent image of the Project being delivered to the target groups throughout the Project's lifetime. The communication material includes the project's logo and visual identity, flyer and other templates to be used and set sentences describing the Programme and descriptions of the European Union.

External and Internal Communication

The communication scheme covers both the external communication from the Project outwards as well as the internal communication among the Project's implementation and management structures and its staff (i.e. MA, JTS, MC, Steering Committees (SC), Paying Authority (PA), and Certifying Authority (CA)). The Project time span can be seen as a three-phase period consisting of the building-up, the implementation and the closing-up. These three parts vary notably in the needed communication actions in relation to both the external and the internal communication. It should also be noted that the Project period will include many individual work package periods and there will be a number of activities beginning and ending during the Project's lifetime.

In the initial phases of the operation the external communication focused at awareness-raising activities to make the Project visible for the different actors within the Project area to attract a satisfactory number of potential beneficiaries to take part. As the Project proceeds and different work packages are implemented the variety of informational needs and also possibilities grow larger. When the Project has deliverables approved and work packages completed, it is important to take the results of these to the public stressing the role of the Community funding. In the final phase of the Project the public needs to be made aware of the overall results, benefits and successes of the Project, which will require intense work by all the different actors of the Project. In the situation with all the results clear, it will be an honor to

make them widely public for which purpose as many media channels as possible will be taken in use.

Logo & visual identity (All Beneficiaries)

Projects that have been funded by the European Union within the framework of the GREECE-ITALY Programme must comply with the visual identity guidelines of the Programme in all their communication materials, as stipulated in the Subsidy Contract and EU Regulations. The Regulations (EU) 2021/1060 (Common Provisions Regulation - CPR) and (EU) 2021/1059 (Interreg Regulation) set the minimum requirements for the visibility, transparency and communication activities for Cohesion Policy.

A visual identity will make sure all communication activities are visually aligned and easily recognised, in order to ensure greater visibility of the Programme. Gr-It visual Identity Brand Manual will be the only reference guide to explain the main rules to respect in the use of programme graphic identity.

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 position of any produced material and it can never be smaller than any other logo included in the same material. LB will be responsible for the design and creative of project's logo.

Project Website (All Beneficiaries)

Project web site will be hosted within the Programme web site and will be the tool for the communication and the dissemination of project's activities/results, events, important steps of the projects to stakeholders and general and specific target. The Programme website (www.greece-italy.eu) is a dynamic up-to-date platform providing both permanent and relevant actual information about the Project to everyone interested. The website includes a log-in feature to the Forum for the different project actors by functioning as a file sharing platform (e.g. meeting agendas and minutes, project applications). The content of the website will be kept up to date continuously, regularly update with news, information on Project's developments/ results and the benefits they bring. The link of the website will be present on each partner institution website, including a short description of the Project (aim, results, financial support from the EU) as stated in the regulations. The link will be on all print items, press releases, paper and electronic correspondence, to our social media accounts, use follow buttons, etc. All partners will contribute to the content development, updates, provide links, etc.

Material provided on the programme website includes:

- ☐ Calendar of Programme events
- ☐ Partner search
- ☐ Mailing list subscription option
- ☐ Link library
- ☐ Visitor statistics collected
- ☐ News
- ☐ FAQ

Apart from that, project partners will dedicate pages on their own websites including basic project information. In particular, each beneficiary should publish a page in his own official website that includes at least:

- a short description of the operation (project), proportionate to the level of support, provided by an Interreg fund;
- aims and results of the project
- highlighting the financial support from the Interreg fund.

The same or other sections of the partners websites, will serve as the application portal for the developed tools and services throughout and beyond the project lifespan.

The website will be held in English. All partners are responsible for regularly updating the content of the website with the project developments (events, deliverables, announcements, tools, etc.). Subpages with content in Greek and Italian may be created on demand.

Social Media(PB3)

PB3 will be responsible for the presentation of the project with up to 3 social media (e.g. Facebook, Twitter, LinkedIn). Links to the social media accounts will be available on the project website. Partners are responsible for further disseminating the project on local social media accounts of similar context.

Materials Produced (All Beneficiaries)

The Project continuously produces different kinds of printed material for information and publicity purposes. The materials vary from those having more permanent nature (general brochures, posters etc.) to those that are made for more targeted use (seminar materials, materials for specific occasions and campaigns etc.). There will be different additional materials. Some materials are produced for simple publicity instead of informational reasons (i.e. gift gadgets with Project logo). When producing all these materials ecological aspects are kept in mind

and the greener options are preferred where possible (electronic vs. printed, choices of eco-materials etc.). The programme online generator will facilitate the design of the promotional material.

Short video (LB)

A short video will be produced by LP for storytelling the project results. The video will be of high quality (i.e. production of professional material) according to the communication guide for Interreg VI-A GR-IT projects.

Posters/Banners (LB, PB2)

In order to promote public events, A3 posters and rollup banners will be designed by LB in Greek & English. Translation of the content will be applied by PBs own staff. Each partner will produce at least 1 banners for its own use.

E-newsletter (PB2, PB3)

Electronic newsletter published at least on a quarterly basis presenting news and proceedings of the Project. It discusses project-related issues in the area, features activities carried out within the Project, deals with current things in and advertises upcoming events of the Project. PB3 will be the responsible partner for the publication of the e-newsletter on the project website. LB's collects input from all partners and creates 8 e-Newsletters in total.

Press releases & media relation (LB, PB6)

Press releases are published as media invitations to the biggest project events where an interest for the media can be seen and distributed in the relevant cross border area. Releases are also made according to the annual implementation schedule of the Communication Plan on the issues where the consortium considers them relevant. The press releases are always provided in the local languages to make the Project more attractive to the local press and to gain wider media coverage. Press releases are foreseen each of them associated with one of the following events: one (1) opening event organized by LB and one (1) final event organized by PB6 and 6 infodays (1 per PP).

Leaflets/Brochures/Booklets(All Beneficiaries)

General leaflets are published to provide overall information about the Project. These are available in all offices of the Project Partners' and handed out in events where the Project is represented. The leaflets serve two purposes: their main purpose is to invite more beneficiaries in the

project applications. The other function is to share project examples and outcomes. LB will design leaflets and each partner will produce at least 100 leaflets.

Event-specific materials (*All Beneficiaries*)

Infodays, seminars, workshops, trainings and other specific events require their own materials to be published (presentation templates, related information packages etc.). These will be in line with Project's design and the rest of the Project materials.

Badges, letterheads, presentation templates etc.

Graphically consistent material is produced for day-to-day working contacts like letterheads; email signature files and PowerPoint presentation templates with the Project logo and contact information to leave an attractive and coherent image of the Project. LB is responsible for graphic material.

Web applications/web platform

The SMART HUBS partnership will develop a web-based toolkit focused on enhancing skills and opportunities for NEET individuals in the context of local governance. This toolkit will serve as a valuable resource for developing entrepreneurial, green, and digital skills among NEET youth. It will be presented on a web platform developed by Partner 3 (PP3) and made freely available to all interested parties, ensuring accessibility for NEET individuals and other stakeholders.

Additionally, a virtual competence center will be established to provide guidance and support tailored to the needs of NEETs seeking to enter the workforce in the creative and cultural sectors. This competence center will be hosted by the Lead Partner (LP), creating a hub for knowledge exchange and skill development.

They will also facilitate the dissemination of further project results, including pilot projects and new web-based services aimed at empowering NEETs and promoting their integration into the labor market.

Events

Launch of Awareness Raising events

The Project's events start with the awareness Raising Event that will be organized as follows: LB will organize one event at local/regional level.

The awareness raising event is the first big publicity step of the Project and is planned to awaken strong interest and win notable publicity in the participating regions paving the way for interest in the Project events in the future. This event will take place at the beginning of the project. It will be open to all potential beneficiaries in order to: a) spread knowledge and competences to engage with development of the project, b) foster awareness and understanding of project development and its benefits, c) mobilize greater support for action and involvement, d) attract the potential beneficiaries, e) assist in structuring the needs analysis and the development plans for e-services.

Local partners may join resources in organizing events together for maximizing participation and effectiveness.

Infodays

Throughout the project's duration, 6 Info Days (1 per PP) will be organized to spread knowledge and skills, encourage active engagement in project development, raise awareness and understanding of its benefits, mobilize broader support, and attract potential beneficiaries.

Organizing 6 Creative Theatrical and Entertainment Cultural Events (*All Beneficiaries*)

As part of Work Package 5 (WP5), the SMART HUBS project will organize six creative theatrical and entertainment cultural events across the participating regions, with one event held at each site. These events will serve as engaging platforms for NEET individuals to showcase their skills and creativity while fostering community participation and cultural exchange. The events will feature a variety of artistic performances, including theater, music, and multimedia presentations, aimed at attracting diverse audiences. Additionally, specialized book-trailer laboratories will be integrated into the events, providing NEET participants with hands-on opportunities to develop storytelling and digital media skills. This immersive approach will not only enhance their creative capabilities but also promote the fusion of cultural and educational experiences.

By positioning these events as attractors for fused experience services, the SMART HUBS initiative seeks to create vibrant community gatherings that highlight local cultural assets while supporting the professional development of NEET individuals. Through these initiatives, participants will gain valuable experience in event

organization, performance arts, and collaborative creative processes, ultimately enhancing their employability in the cultural and tourism sectors.

Indicators of Monitoring & Evaluation

PB3 will ensure the implementation of the communication plan in collaboration with the partners, and will monitor the progress of communication plan and activities, allowing the necessary adaptations. The timing rules the regular development of the activities, so allowing the assessment of integrated results in the overall strategy.

PB3 will particularly monitor:

- the communication plan and its progress implementation by reference to both specific and general initiatives,
- information/training activities and advertising,
- means of communication used.

The monitoring will take place every six months (along with the progress reports).

The general timing of the plan provides the control points.

On the basis of such reports the general communication plan will be annually updated. Indicators for production and results are given as follows.

Indicators for monitoring and evaluation of activities and tools

Tools/activities	Implementation Indicators	Result Indicators
Web site of the project	n. of entries/posts	n. of visitors
Visual identity	Foreseen visual identity	Visual identity realized (target value 1)
Tools (poster/banners)	n. of designed elements	n. of spread elements (during events)
Leaflets/Brochures	n. of leaflets / brochures / booklets produced	n. leaflets / brochures / booklets distributed

Web Applications	n. of Web Applications created	n. of beneficiaries accessed the web applications
Press releases	n. press releases produced	n. press releases published by the media
E-newsletter	n. of newsletters created	n. of sending (list/database)
Awareness Raising / demo days / bootcamp / final event organization	n. of foreseen events	n. of foreseen participants
Workshops & Training activities for stakeholders	n. foreseen training activities/workshops	n. of foreseen participants
Social Media accounts	n. foreseen social media accounts	n. of followers of social media accounts

Evaluation

The information/communication activities will be evaluated in an annual basis delivering the corresponding reports to the Programme Communication Officer in order to allow feedback on their effectiveness/efficiency according to the project objectives.

Resources

A. Project Partners

The Partnership comprises of significant Actors with outstanding combined know-how and experience and with complementary fields of interest, activity and authority. The SMART HUBS project involves regional authorities and agencies, chambers of commerce, and public-private consortia operating in the field of cultural and creative industries, along with innovative technologies. Key partners include the Regional Development Fund of the Region of Western Greece, Aetoloakarnania Chamber, Zakynthos Chamber of Commerce, the Municipality of Nardò, Materahub Cultural and Creative Industries

Consortium, and the Municipality of Maida. The partners' fields of experience, expertise and activity, as well as their capacity of directly involving or significantly affecting strategies, policies and actors related to the project contents (at the National, Regional/Territorial and Local levels), reflect in the total capacity of the partnership and provide a strong basis for the achievement of the project's objectives. Specifically, the SMART HUBS Partnership comprises of the following Partners:

LP: The Regional Development Fund of Region of Western Greece (RDF/RWG) is a special service of the Regional Authority established as a legal entity governed by private law for meeting needs of the general interest (law 2218/1994). In particular, RDF/RWG is responsible for the financial management of the public investment programme and other funding targeted to the Region, the technical support to the regional authority, and the implementation of European projects, according to art. 190 of Law 3852/2010.

PB2: Aetoloakarnania Chamber

The Aetoloakarnania Chamber serves as a pivotal organization for economic development in the Region of Western Greece. It supports local businesses and entrepreneurs by providing guidance, resources, and networking opportunities. The Chamber plays a crucial role in promoting regional economic interests and facilitating collaboration among public and private entities to enhance the local economic landscape.

PB3: Zakynthos Chamber of Commerce

The Zakynthos Chamber of Commerce is dedicated to fostering economic growth and development within the Region of Ionian Islands. It provides support to local businesses through services such as training, advisory support, and access to funding opportunities. The Chamber actively engages in initiatives that promote entrepreneurship and innovation, contributing to the overall economic vitality of the island.

PB4: Municipality of Nardò

The Municipality of Nardò is an administrative body that plays a key role in local governance and community development. It is involved in various cultural, social, and economic initiatives aimed at enhancing the quality of life for its residents. Through its participation in the SMART HUBS project, the Municipality seeks to promote local cultural assets and improve employment opportunities for NEET individuals within its jurisdiction.

PB5: Materahub Cultural and Creative Industries Consortium

Materahub is a consortium focused on promoting cultural and creative industries in the Matera province in Basilicata region. It facilitates collaboration among local stakeholders, including artists, entrepreneurs, and public entities, to drive innovation and economic development. Materahub is committed to enhancing the visibility and viability of cultural heritage and creative sectors, providing valuable resources and support for NEET individuals pursuing careers in these fields.

PB6: Municipality of Maida

The Municipality of Maida is responsible for local governance and community services within its territory. It aims to foster social inclusion, economic development, and cultural promotion. By participating in the SMART HUBS project, the Municipality of Maida seeks to leverage its cultural resources to create new opportunities for NEET individuals, enhancing their skills and employability in the creative and cultural tourism sectors.

B. Budget for implementing the Communication Strategy

The following table summarizes the available Communication budget per deliverable and budget category for all partners:

	Staff	Office and Administration	Travel and Accommodation	External Expertise and Services	Equipment	Infrastructure & works	Total Final Budget
WP2							
PB1	21.460,00	2.575,20	3.219,00	22.000,00	0,00	0,00	49.254,20
PB2	9100,00	1365,00	1365,00	10.000,00	0,00	0,00	21.830,00
PB3	5.600,00	840,00	840,00	11.000,00	0,00	0,00	18.280,00
PB4	2.820,00	423,00	423,00	14.100,00	0,00	0,00	17.766,00
PB5	5825,00	873,75	873,75	7.502,70	0,00	0,00	15.075,20
PB6	3.243,05	486,46	486,46	16.215,27	0,00	0,00	20.431,25
TOTAL BUDGET FOR WP2							142.636,65

Templates of the Communication Material

(deliverable template, presentation template, event invitation template, agenda template, press release template: – to be developed by external expert along with project logo, leaflet, poster, folder) – to be delivered after the project launch.

Patras, 8/11/2024

Nektarios Farmakis
President of RDF/RWG

