

Information and Publicity

Project Partners Guidebook

INTERREG V-A COOPERATION PROGRAMME:

GREECE – BULGARIA 2014-2020

CCI: 2014TC16RFCB022

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INTRODUCTION

Co-funded Projects enable the EU to demonstrate in a practical way how the EU impacts on the everyday lives of citizens. Within this framework the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme’s budget across the European Union amounts to € 129.695.572,00 million (total funding) for the Programming Period 2014-2020.

This guidebook was prepared so that the final beneficiaries involved in Projects funded by the **Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme¹**, co-funded by the European Regional Development Fund (ERDF) and national funds of the participating countries, will be in a position to comply with the Regulation (EC) 1303/2013 and Commission implementing regulation (EU) 821/2014. The guidebook has been designed to ensure that actions funded by the European Union (EU) incorporate information and communication activities designed to raise the awareness of specific or general audiences for the co-funded actions and the EU support for these actions in the country or region concerned, as well as the results and the impact of this support.

This especially designed document mainly covers the way the EU identity and the Projects should be promoted. It sets out requirements and guidelines for briefings, written material, press conferences, presentations, invitations, signs, and commemorative plaques etc.

This guidebook is can be updated or/and revised during the Programming Period. Final beneficiaries are strongly advised to be in contact with the Communication Officer of the Programme for all issues that concern Information and Publicity.

¹ Referred thereafter as “Programme”, as well.

BACKGROUND INFORMATION

The guidelines establish the conditions and procedure for the notification and disclosure of granting and use of the **Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme** funds and for marking of the objects financed by them. For the drafting of the present, Regulation (EC) 1303/2013 has been taken into consideration.

The overall aims of I&P actions with regard to EU funding are:

- To acknowledge the role and support provided by the EU Funds.
- To promote an understanding of the objectives and achievements of interventions co-funded by the EU.

Moreover, the general objectives of any I&P actions concerning Interreg co-funded Projects should be the following:

- **Awareness:** Highlighting of the role of the European Union and the Structural Funds of the European Union for the general public and the promotion of the added value of EU participation in the co-funded Projects;
- **Transparency:** Ensuring transparency as far as access to the Funds is concerned.
- **Equal opportunities and non-discrimination:** Ensure accessibility and as far as visibility implementation is concerned.

INFORMATION & PUBLICITY STRATEGY

Appropriate visibility

Communication activities should be properly planned for all the Projects. Communication should focus on highlighting the role of the EU as partner and on the achievements and impact of the actions taken. Administrative or procedural actions are not considered as communication activities. In order to maximise the impact of communication activities, the following should be taken into account:

- Activities need to be timely.
- Information used must be accurate.
- The right audience(s) should be targeted.
- Messages should be interesting for the targeted audience(s).
- Activities should be appropriate in terms of resources spent and expected impact.

However, there should also be room in any plan to seize a good opportunity. A good communication strategy reflects the ability to use unexpected opportunities for the benefit of the Project. In some cases these opportunities can be as important as the scheduled/planned actions and may be also free of cost. Where such opportunities arise, they should be taken up.

A specific Work Package (WP2) of the Application Form of the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme requires that an I&P strategy shall be laid down. Specific I&P objectives such as i. the basic structure of the Project’s Communication Plan (timetable, milestones etc), ii. the information and publicity measures to be carried out (website, events, publicity material etc), iii. the means of communication to be used to disseminate the Project’s outputs, results and achievements (social media, brochures, promotional material etc) and iv. how the anticipated Project results are going to be promoted at a national and/or at a regional level shall be identified. Derived from this, appropriate I&P activities shall be compiled including mandatory outputs, as described below. However, the I&P actions will be proportionate to the level of funding available. The level of detail should be tailored to the nature, extent and cost of the communication activities envisaged.

The I&P strategy shall guarantee that Information and Publicity becomes an integrated part of any Project funded by the **Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme** throughout its life cycle. The Partners shall plan relevant human and financial resources and allocate the responsibilities among the partnership.

The objective of the I&P strategy shall be to increase the awareness of the general public and/or specific audiences targeted by the Project. Moreover, the transparency of the activities implemented and the EU funds used shall be guaranteed. Furthermore the implementation of an I&P strategy shall ensure that results achieved are disseminated widely and capitalised by policy makers and stakeholders in the eligible area. Besides those general aims, each Project shall define specific objectives in its own I&P strategy, according to the Project's content.

For any clarifications at all stages, please consult the Communication Officer of the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme.

Target groups

In order to communicate effectively, target audiences should be clearly identified. Depending on the objectives, the Project Partners shall identify relevant target groups. In addition, specific target groups have to be addressed by a variety of activities. The aforementioned Communication Plan shall prove the compliance between target groups and activities.

Potential target groups could be (with the list being not exhaustive):

- General public;
- Local, regional, national, European, but also specialized mass-media, which contributes to the promotion of the Project;
- European Commission and Members of the European Parliament;
- Local, regional and national authorities;
- Economic and social partners;
- Universities and research institutions;
- Chambers, Federations and Associations
- NGOs.

The following **mandatory** outputs, unless otherwise stated, must be included in the I&P strategy:

Visual identity

Project's main identity elements

The creation of a visual identity increases any Project's visibility and recognition. This visual identity includes e.g. the definition of symbols, formats, colours and other elements of a brand signature such as a logo, an acronym related to the full name of the Project and in some cases also a motto (brief statement

to express the main idea of the Project) A Project logo constitutes an essential part of the visual identity and shall be used in all Project outputs. All Project beneficiaries must use the following logo template adjusted to each Project.



The use of a motto this is optional however strongly recommended. The file and the technical details of the logo format will be provided by the Joint Secretariat and will be also available on the Programme's website.

Website

Websites are invaluable tools for the Projects and during time they become the first source of information. **Thus, the development of a structured website is an essential part of a Project.** The name of the website shall be short and memorable. It can run under its own Project domain (e.g. www.Projectname.eu or www.Projectacronym.eu) or alternative it can be part of an institutional website (e.g. www.ministry-environment.gr/department-for-water/research-andProjects/Project-name/html).

The website shall be launched in English, which the official language of the Programme, with the possibility of using also the languages of the participating countries, Greece and Bulgaria. The Project's webpage must:

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

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

There is also a need for a **disclaimer** on the bottom of the homepage that the material on the website does not necessarily reflect the official position of the EU, the Managing Authority, the Joint Secretariat and the participating countries. This disclaimer should include the following: *“This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are sole responsibility of <Beneficiary’s name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat”*.

Last but not least, the beneficiaries need to make available at least the **links** to the following websites:

- the website dedicated to EU Regional Policy:
http://ec.europa.eu/regional_policy/index_en.htm
- the Programme’s website: <http://www.greece-bulgaria.eu>
- the institutional websites of the partners

The Project’s website should be launched within the first six (6) months after Project’s start and shall be kept online at least two years after Project closure. Please note that the mandatory 5 years operation of a Project’s website starts from the contractual end date of a Project. In case of an audit check by a competent body (i.e. Second Level Control) the Project Partners must be able to prove that the Project site was operational for this period, that the data corresponded to the needs of the Project and of the Programme, and that all information and publicity requirements were met in accordance with the I&P Guidebook. Please communicate the website’s expiry date to the Joint Secretariat (JS) and more specifically to the Communication Officer and the Project Officer at least four months before the expiration date.

Social Media

Apart from the traditional methods and techniques of communication, the Internet offers an array of modern opportunities to promote the Projects: the so-called social media e.g. Facebook, Twitter, LinkedIn, Google+, Youtube, Pinterest etc. If the Partner’s scheme decides to include in the communication strategy the use of social media, then a specially designed strategy must be developed in addition according the needs of each platform since each platform requires different techniques. If the Partners decide the use of Social Media, then they must also draft an operational plan for implementing the communications for these media. Based on previous experience, there were numerous examples of Projects which their Partners included the use of Social Media in their Communication Strategies only to find out soon that it was difficult to maintain implementation of communications over time. Thus, the use

of Social Media is strongly recommended, only in cases where there is a strong commitment from the Partners side.

Result leaflet

At least one leaflet/booklet, including the Project results, must be published. This leaflet/ booklet must be available in English, Greek and Bulgarian. This leaflet/booklet must be uploaded in the Project's webpage as well as the Programme's webpage. During the drafting the Partners are strongly advised to consult the Communication Officer of the Programme for guidance.

Public final event

At least one conference (if it is one then it must be the final conference) must be organised in order to inform the public about the results achieved during the Project implementation. This activity must include press release available in English, Greek and Bulgarian and audiovisual material (photos, video etc).The Project Partners must inform in advance (at least 10 days before the set date) both the Communication Officer and the Project Officer about the any event related to the Project's activities.

Media relations

In addition to the outputs above, further outputs in the field of media relations are highly recommended and expected up to a certain extent. The communication with and via the mass media is an essential tool for reaching the general public. Many potential activities can be chosen such as press releases, press conferences or press (field) trips, public relations campaigns, paid articles and ads, direct contacts and interviews etc. In order to set the basis for an effective media communication, it is highly recommended to set up a contact database of relevant contact persons/ journalists at the Project start. The Project Partners must inform in advance both the Communication Officer and the Project Officer for any of the aforementioned activities.

Further communication activities shall be tailored according to I&P Strategy, target groups and Project content, such as:

- Project newsletter;
- Production of gadgets (e.g. pens, bags etc) and promotion materials (e.g. posters, banners etc);
- Promotional film or picture presentations.

As a general rule, gadgets shall be suitable for and correspondent to an identified target group and must follow specific guidelines regarding their marking. Please consult the Communication Officer for guidance.

Besides the description of the I&P Strategy in the Application Form of the Programme, it is expected from the Beneficiaries to develop a more detailed Communication Plan immediately after the Project's approval. This allows to further specify objectives and tailor activities to the identified target groups, but also to manifest responsibilities and dedicated budget lines.

Please note that **ALL I&P activities** financed from the Programme's funds have to have an explicit reference to EU contribution and the Programme including a reference to the relevant financing sources

Gender equality and non-discrimination

The objective of non-discrimination refers to the prohibition of any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation². Article 19 of the Treaty on the Functioning of the EU provides the legal base for EU legislation combatting discrimination. Moreover, Article 7 of Regulation 1303/2013 refers to the promotion of equality between men and women and non-discrimination. Besides the legal obligations, there is a strong economic argument, also linked to the achievement of the Europe 2020 targets, to work towards a more equal and diverse society as demonstrated by a wide range of studies, including by the OECD.³ Hence, mainstreaming gender and non-discrimination on Project level and particularly in communication strategy is a key factor in successful dissemination of Project results. In particular, accessibility is ensuring that people with disabilities can access the communication channels (website, promotional material, venues etc.) and that there are no barriers which prevent this. In other words, making something accessible means providing alternative means (formats or options) to access what's on offer if the "standard" offer is not accessible.

Examples of promoting accessible and inclusive communication at Project level

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

Accessibility of information material: Some audiences may need alternate formats in order to benefit from the information to be shared, such as larger print, tactile or oral formats for people who are blind or visually impaired. Others may need a modification of the content in order to make use of the information. People with cognitive and developmental disabilities present a widely varied audience whose individual members may benefit from modified content, as well as alternate formats.

²EU Charter of Fundamental Rights (http://ec.europa.eu/justice/fundamental-rights/charter/index_en.htm)

³ OECD, 2012, Closing the Gender Gap – Act Now

Accessibility of information on the Web: Many of the suggestions presented to make printed materials more readable and comprehensible can also be applied to documents that are presented on the World Wide Web. Multi-media files on the Web can help reinforce the printed words. For example, an audio version can be provided, where the words are read aloud.

Beneficiaries need to keep the Project website simple and clear. It is advised that the website is accessible according to Web Accessibility Initiative (WAI) guidelines of the World Wide Web Consortium (W3C). To help with navigation, use simple icons/colors to identify elements of the site or pages to be accessed. Keep navigation tools in the same place on each page. Consistency in design will guide the visitor⁴.

Corporate Social Responsibility

Project beneficiaries shall integrate social and environmental concerns in their Project implementation, I&P execution and in their interaction with their stakeholders and target groups. By way of illustration, sustainable event management (also known as event greening) is the process used to produce an event with particular concern for environmental, economic and social issues. Sustainability in event management incorporates socially and environmentally responsible decision making into the planning, organization and implementation of, and participation in, an event⁵. For example, large events usually require a large amount of marketing, which would include aspects such as media, communication, public relations and the associated production. It is an important aspect of an event, but should also be done responsibly, as it contributes to the event's environmental footprint. Using cloud based services, mobile conference apps, and digital event displays, the majority of the printed event documentation can be provided in digital formats. Offering paperless events not only reduces the conference footprint but is convenient for attendees. Similarly, the environmental impact can be reduced when an appropriate venue is selected with easy access by the participants and organizers. It also has to be as easily accessible as possible by public transportation. Also, larger places require larger amounts of energy for cooling, heating, illuminating, etc. For this reason, to overestimate the dimension of the building requirements will considerably affect the use of resources. The size has to be in accordance with the number of attendants⁶.

⁴ National Center for the Dissemination of Disability Research, "Making Materials Useful for People with Cognitive Disabilities", *Research Exchange*, Volume 8, Number 3, 2003 (http://www.ncddr.org/products/researchexchange/v08n03/2_materials.html)

⁵ Gerard Blokdijk, *Event Management - Simple Steps to Win, Insights and Opportunities for Maxing Out Success*, International Monetary Fund, 2015

⁶ *Low Environmental Event Guide*, deliverable in the framework of Regions for Recycling (R4R) Project co-funded in INTERREG IVC Programme (<http://www.regions4recycling.eu/upload/public/Reports/Low%20environmental%20impact%20event%20guide.pdf>)

In the same logic, and in response to the new circumstances caused by the refugee crisis, Project beneficiaries shall directly or indirectly link their I&P strategies to this.

USE OF LOGO

Just before entering the Programming Period 2014-2020, European Territorial Cooperation Programmes have decided to joint efforts under a harmonized visual brand mark and a common brand name usable and visible in every language: **Interreg**. Interreg is now the brand name for European Territorial Cooperation and should be used publicly as widely as possible.

The Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme has been approved by the European Commission Decision C(2015)6283 (Decision Date: 09 September 2015). The correct use of the Programme’s name is essential in all documents, Projects’ outputs and advertising materials, as it enforces the Programme’s brand identity.

The fulfilment of the requirements as set out in the following section implies a win-win situation: a clear indication of the Programme’s co-funding will let the Project’s audience know that the EU and the Programme supports the approach developed.

Please note that expenditure for I&P activities that do not comply with the requirements described below is considered as ineligible. The Programme reserves its rights to take further steps in case the requirements are violated.

All Projects or activities financed from the Programme funds have to have an explicit reference to EU contribution, including a reference to the relevant financing sources. e.g. The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme.

Moreover, in order to mark objects and to indicate the European Union’s contribution, all Projects or activities financed from the Programme’s funds have to be marked with the logo. These objects include:

- Buildings;
- Events;
- Machinery;
- Equipment;
- Publications;

- Information and advertising material;
- Digital information carriers and material;
- Television shows, articles and other texts in a technically possible and suitable manner;
- Advertisements in print or digital media;
- Souvenirs.

The logo shall be used in ALL I&P material. This includes .doc, .pdf, .ppt or similar documents, as well as information made available by electronic means and audio-visual material. The logo must always be visible. In case it is not possible to mark the produced material with the logo due to distinctive features of this material, at least emblems of and reference to the European Union must be provided.

Project Partners must mark their websites or the website(s) financed from the Programme funds with the logo, and provide information on the content of the Project, the beginning and end date of the Project and the amount of the Programme funds to be received. Project Partners must place the logo on documents and certificates that will be distributed during implementation or as a result of any Project, to participants or to the public.

Information and communication material such as publications, newsletters, brochures, pamphlets etc must contain a clear indication of the EU's participation on the title page. Publications should include references to the body responsible for the information.

On digital information carriers the logo is placed on front page, in introductory scene or picture, and also on the packaging (e.g. packaging of a CD, DVD etc.).

Project Partners are obliged to send any I&P material to the Communication Officer of the Joint Secretariat.

BEGINNING AND DURATION OF MARKING OBJECTS AND EVENTS

The logo must be placed on an object financed from or completed with the help of the Programme funds immediately after acquiring or completing the object, except for objects on which the logo has been placed already during production. In case construction or other activities are carried out within the Project, the object must be marked with the logo immediately after starting the activities. In case of an event, the location where the event is hosted must be marked with the logo for the duration of the event. The marking of objects must remain legible and correct for at least five years after the last eligible date of the Project activities. Project Partners have to retain a sample copy of ALL I&P materials, advertisements and other similar objects to prove correct marking. In case of activities, the Project Partners have to retain photos and videos (where applicable) or other evidence, which proves marking of events. In case marking of the use of the Programme funds is damaged before the period of marking expires, the Project Partner must replace it.

MEANS FOR MARKING OBJECTS

The Project Partners must mark the objects financed from the Programme funds with a sticker, information sign, billboard or board of gratitude with the logo, or place the logo on the object during production, according to the nature of the object and the conditions prescribed in this guide.

Sticker

The Project Partners are recommended to mark the objects financed from the “Greece-Bulgaria 2014-2020” Cooperation Programme funds with a sticker of the logo as follows:

- Small objects (office equipment, furniture items, smaller means of work etc) with a waterproof/weatherproof sticker of approximately 50×20 mm;
- Larger objects (vehicles, equipment etc.) with a waterproof/weatherproof sticker of approximately 120×50 mm.

Stickers on the objects may not be used, in case there is an information sign in the same room as the object(s) financed from the Programme funds, concerning the co-financing of all objects/ material in the room in total. Additionally, stickers may not be used in case the logo has been placed on the object(s) during production. In this case the JS is to decide on the means of marking the object(s) or on minimum measures of marking an activity. Stickers must remain legible and correct for at least five years after the last eligible date of the Project activities. In case stickers are damaged or wear out the Project Partner must replace them. Please consult the Communication Officer of the Programme.

Information sign

If any buildings, rooms, facilities or other similar objects are rented, purchased, built, renovated or furnished with the help of the Programme funds, and placing a billboard or board of gratitude is not required, an information sign with the logo must be placed in a visible location in these buildings, rooms, facilities or in a place related to these. In case of the information sign, separate stickers do not have to be used to mark single objects. Minimum measures of an information sign should be approximately 220x150 mm. In case of infrastructure or construction with public contribution below € 500.000,00 installed information signs must remain legible and correct for at least five years after the last eligible date of the Project activities. Please consult the Communication Officer of the Programme.

Billboard

If the total public contribution in financing an infrastructure or construction object is larger than € 500.000,00 a billboard will be set up in the location of the object. The billboard must correspond to the following conditions:

- The billboard should be set up in a place visible by the public that is in close proximity to the object to be acquired or built;
- The logo will be placed on the billboard and it will cover at least 25% of the area of the billboard;
- Minimum measurement of the billboard should be approximately 1500x1000 mm;
- The billboard must be made of durable and weatherproof material in case of outdoor use;

It is also permitted to put logos of other authorities connected to completing or financing the object and any other additional information regarding the object on the billboard. Please consult the Communication Officer of the Programme.

Board of gratitude

In case the total public contribution is larger than € 500.000,00 when acquiring an object or financing an infrastructure or construction object, the Project Partner must install a board of gratitude at the location of the object within six months after acquiring the object or completing the works. Public contribution includes the Programme funds, and co-financing by public and public equivalent bodies. In case of financing an infrastructure or construction object, the Project Partner will replace the billboard with the board of gratitude within six months after completing the works. The board of gratitude must correspond to the following conditions:

- Board of gratitude will be set up in a visible place that is located on the object, in close vicinity or at a location connected to it.

- The logo will be placed on the board of gratitude and it will cover at least 25% of the area of the board of gratitude.
- Completion date of the object will be given on the board of gratitude.
- Minimum measures of the board of gratitude should be approximately 500x300 mm.
- The board of gratitude must be made of durable and weatherproof material in case of outdoor use.
- The installed board of gratitude must be retained at least until December 31, 2025.

Please consult the Communication Officer of the Programme.

FURTHER SUPPORT BY THE PROGRAMME

The Lead Partners are asked to inform the Communication Officer of the Joint Secretariat and the Managing Authority on public Project events. If possible, staff members of the Joint Secretariat and/or the Managing Authority will participate to these events and offer promotion material (e.g. Programme banners or posters). The Communication Officer of the JS and the Managing Authority can be contacted for any open questions or doubts. Communication trainings and tool kits will be offered during Project implementation.

MANAGING AUTHORITY OF EUROPEAN TERRITORIAL COOPERATION PROGRAMMES

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ANNEX I: The communication matrix: How and when to communicate what to whom?

Communication should occur throughout the life cycle of the action and should be timely.

Communication and visibility efforts should be used to announce and accompany key milestones. In order to tailor visibility activities both to the specific stages of the action (or of the Project cycle) and to the target population, the matrix below can be used. This matrix outlines the types of visibility activity appropriate to the various stages of the life cycle of an action.

It should be noted that the stages of the Project cycle set out in the matrix are proposed for the purpose of planning only. They are not intended to be the focus of the communication activities; the focus should be achievements and impact. The matrix is intended as a flexible tool and may be updated and adapted at any stage of the action, if necessary.

The scope of the visibility matrix goes beyond the scope of individual contracts, contribution agreements or financing agreements (it also covers programming, identification, appraisal, financing, evaluation and audit). Although it is useful in the context of drafting communication and visibility plans it should be clear that not all activities proposed under the visibility matrix can be funded in the context of specific contracts, contribution agreements or financing agreements.

| | Programming | Identification | Appraisal | Financing | Implementation | Evaluation & Audit |
|--|--|---|--|---|---|---|
| Communication objective | Announce EU support | Information on action status | Information on action status | Highlight amount of EC support, and context | Awareness raising | Demonstration of impact |
| Responsibility | Partner | Partner | Partner | Commission/ Partner | Partner | MA/ Partner |
| Type of key message | "The world's biggest donor at the service of the Millennium Goals" | "More, better, faster – Europe cares" | "The EU and <partner>-delivering more and better aid together" | "The world's biggest donor at the service of the Millennium Goals" | "Cooperation that Counts" | "The EU delivers" |
| Most appropriate tools | Press conferences, events, interviews | Information campaign | Information campaign | Press conference | Events, site visits, TV and radio spots, high level visits | Videos, reports |
| Beneficiary population | Press conference following pledge | Information campaign to accompany visit of identification mission | Inform via the media on selection of partner | Inform via the media when financing is confirmed | Information campaign, photo opportunities, (joint) high level visits to mark milestones | Make key results publicly available Work with the media to show the impact on the ground |
| EU institutions and international community | Press conference following pledge | - | - | - | Information campaign, photo opportunities, (joint) high level visits to mark milestones, joint presentations, thematic events | Make key results publicly available & broaden to include key strategic messages |
| European citizens | Press conference following pledge | - | - | Inform via the media, if appropriate Work with specialist press Thematic events | Photo opportunities, (joint) high level visits to mark milestones, broad awareness raising campaigns, thematic events | Inform via the media, if appropriate Make key results publicly available and broaden to include key strategic messages |

ANNEX II: How to use the EU emblem

Symbolic description & Regulation colours

The logo has 12 stars. There is no correlation between the number of countries in the EU and the number of stars. The use of the colours is strictly regulated. Therefore, the emblem is in the following colours:

PANTONE REFLEX BLUE for the surface of the rectangle.

PANTONE YELLOW for the stars.

PANTONE REFLEX BLUE



PANTONE YELLOW



The international **PANTONE** range is very widely available and easily accessible even for non-professionals.

Four-colour process

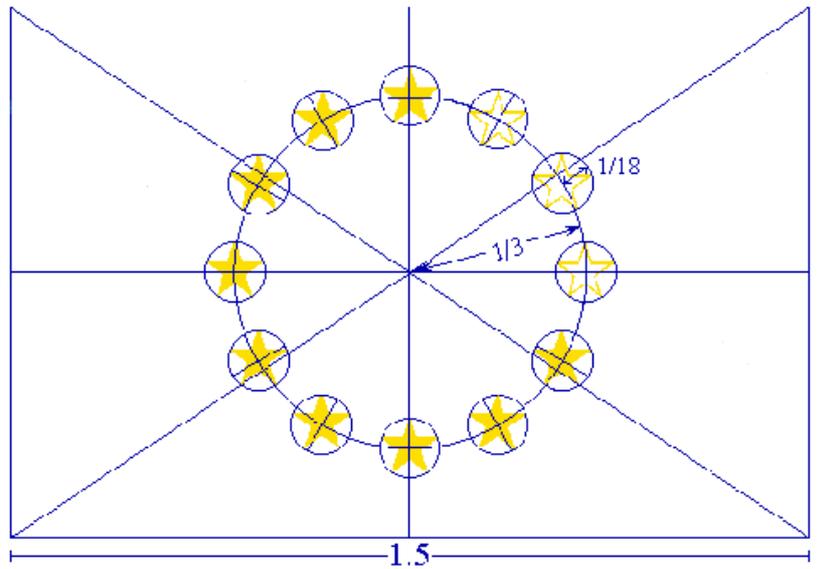
If the four-colour process is used, it is not possible to use the two standard colours. It is therefore necessary to recreate them by using the four colours of the four-colour process. The **PANTONE YELLOW** is obtained by using 100% "Process Yellow". By mixing 100% "Process Cyan" and 80% "Process Magenta" one can get a colour very similar to the **PANTONE REFLEX BLUE**.

Internet

PANTONE REFLEX BLUE corresponds in the web-palette colour RGB:0/51/153 (hexadecimal: 003399) and **PANTONE YELLOW** corresponds in the web-palette colour RGB:255/204/0 (hexadecimal: FFCC00).

Geometrical description

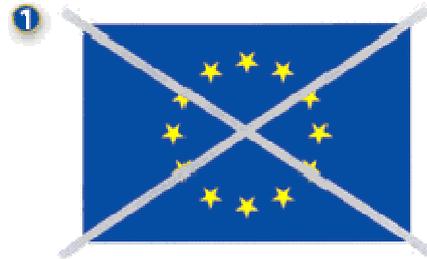
All stars are upright, i.e. with one point vertical and two points in a straight line at right angles to the mast. The circle is arranged so that the stars appear in the position of the hours on the face of a clock. The number of stars is invariable at 12.



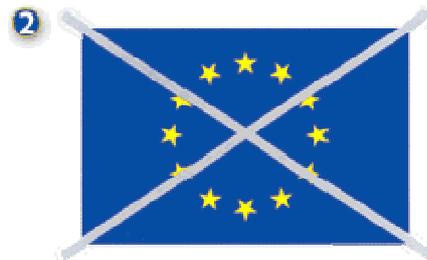
Incorrect uses of the EU emblem

A frequent mistake is to use the emblem upside down. If the stars have a single point each pointing upwards the emblem is the right way up.

- The emblem is upside down



- The stars are not upright



- The stars are wrongly positioned in the circle. They must appear in the position of the hours on the face of a clock



Single colour reproduction

- If only black is available, outline the rectangle in black and print the stars in black and white



- In the event that blue is the only colour available (it must be Pantone Reflex Blue), use it 100% with the stars reproduced in negative white and the field 100% blue



Reproduction on a colour background

The emblem is reproduced for preference on a white background. Avoid a background of varied colours, and in any case one which does not go with blue. If there should be no alternative to a coloured background, put a white border around the rectangle, with the width of this being equal to 1/25 of the height of the rectangle



ANNEX III: Communication & visibility plan template

General communication strategy

Objectives

1. Overall communication objectives

2. Target groups

- Within the country(ies) of the Programme where the action is implemented
- Within the EU (as applicable)

3. Specific objectives for each target group, related to the action's objectives and the phases of the Project cycle

Examples of communication objectives:

- ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity
- raise awareness among the host country population or in Europe of the roles of the partner and of the EU in delivering aid in a particular context
- raise awareness of how the EU and the partner work together to support education, health, environment, etc

Communication activities

4. Main activities that will take place during the period covered by the communication and visibility plan

Include details of:

- the nature of the activities
- the responsibilities for delivering the activities

5. Communication tools chosen

Include details of advantages of particular tools (media, advertising, events, etc.) in the local context

Indicators of achievements

6. Completion of the communication objectives

Include indicators of achievement for the different tools proposed

7. Provisions for feedback (when applicable)

Give details of assessment forms or other means used to get feedback on the activity from participants

Resources

8. Human Resources

- Person/ days required to implement the communication activities
- Members of the management team responsible for communication activities

9. Financial resources

Budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)