



Manual for Communication and Promotion of EU Projects in Local Governments

- **Visibility and Communication Guide for the Exchange 5
Programme grant scheme projects - Support to local
self-government units -**



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1. INTRODUCTION

European Union is a major donor in the Republic of Serbia, and this is the fact general public is not always well-familiar with, which is why one of the important issues in the implementation of the EU-supported project activities is to better inform the citizens about such support. In relation to this, same as during the implementation of the previous phases of the Exchange Programme, we have decided to cover this segment of the project activity with a separate document entitled *the Manual for Communication and Promotion of EU Projects in Local Governments*.

The Manual (also referred to as: the Guide) was prepared for the project teams implementing grant scheme projects, but also for other beneficiaries of the Exchange 5 Programme.

To achieve consistency in communication and project branding, EU has developed a separate manual for communication and promotion of the EU external activities, originally entitled “Communication and Visibility in EU-financed External Actions” which was published in January 2018 and may be found on the website of the European Commission <https://ec.europa.eu/europeaid/node/17974>.

It defines clear requirements concerning drafting communication plans, defining target groups, communication activities and branding communication tools used in everyday communication with the target audience. These requirements are compulsory for all EU-funded programmes, therefore also for all towns and municipalities and other partners in the Republic of Serbia implementing projects under the Exchange 5 Programme. This is why we have dedicated a separate manual to presenting basic rules and procedures to be complied with by the beneficiaries in the implementation of planned promotional activities.

This manual intends to offer specific proposals, ideas and manners of simple and efficient promotion of your project, same as advice on how to develop an appropriate “approach” tailor made to your local context. Communication does not necessarily have to represent an expensive activity - the message of this manual is that there is a plentiful of inexpensive communication activities that can help towns and municipalities to efficiently promote their projects, partners, municipality, town, results. And to promote the benefits such results would bring to final beneficiaries - the citizens.

There are many communication tools and ways to efficiently promote activities, and it is important that you identify the most efficient tools adapted to your projects’ needs. We hope this manual will represent a quality asset for your approach to communication, and help you get organized more easily and strategically plan your communication activities.



2. COMMUNICATION PLANNING AS A BASIS FOR PROJECT PROMOTION

2.1. How to recognize a good communicator

The basic question to be answered in selecting a PR manager pertains to the qualities and expertise such a person would need to possess.

- **Qualities** - good sense of humor, positivism and optimism, ease in communicating with people, ability to talk to anyone, accepting frustration and rejection as a challenge, ability to easily convince another, style, ability to attract attention, ability to gain trust of the superiors, ability to respond to deadlines and urgent tasks, affability, energy, empathy, enjoying people's company, listening to people, objectiveness and prompt understanding of information.
- **Professional characteristics** - A good PR manager is prompted to communicate and finds ways to accommodate such a need. If there is something new going on in the municipality, a good communicator will think of the ways to communicate that to the public. PR managers have to be versatile, apt to extract good and easily comprehensible text from a complex report, must take notes in meetings and events, must always be ready to update a website or social media account, to take or select high-quality photographs, to know how to talk to the press and understand their needs. The most valuable resource implies editorial skills - they need to know how to select or write an adequate text, to illustrate it properly and to be creative when developing a publication or a leaflet.
- **Commitment** - In an ideal world, PR managers have no other duties, their job is to promote the project, present the results and foster that all information delivered by the team accurately illustrate implemented activities. They are a point in which all communication channels intersect, and by creating a specific image with their colleagues and journalists, they establish a relationship of trust contributing to higher quality of communication. High-quality interpersonal relations cannot be created over night, they need to be built and nourished, one must be willing to learn so as to be able to ask for a favor. The media are not always interested in what we consider our focus, sometimes a journalist has to be advised or referred to the right counterpart without expecting/anticipating any personal benefits. Good reputation is the final goal of a good PR manager.

2.2. Communication scheme and basic tools of internal and external communication

One of the most important elements of successful project communication with the target groups is reflected in the existence of a clear internal structure between the Team members, ensuring unhindered flow of information and timely informing of all members about the project activities. In line with this, each team member is required to be familiar with their role, but also with the role of their associates. This is one of the fundamental postulates of quality *internal communication*.

One of the most important tasks to be completed prior to the onset of the project implementation implies defining roles, responsibilities and scheme as to “who and when” communicates with whom. Division of jobs and creation of a communication scheme will greatly facilitate the work of each Team member, given that they will have clear guidelines regarding what is expected of them, and will also be familiar with the tasks set before other Team members. Clear division of tasks and responsibilities will significantly



accelerate communication and enable timely action in crisis situations. The communication scheme is, by the rule, being published on the project website/page, and forwarded to the Exchange 5 Project Team and other stakeholders.

In terms of the project promotion, central place on the Team is taken by the person engaged in public relations - be them a manager, advisor, PR expert or simply a project PR - positions are different, however expectations are the same. For the needs of our manual, we will use the term Public Relations Manager, and briefly explain their duties in the course of the project implementation.

One of the specific tasks of the PR manager is to, together with the project manager, compile a communication scheme, with clearly defined tasks of the team members and their contact details, and familiarizing team members thereabout.

The next step entails preparation of basic tools for *internal/external communication*, such as:

- Project letterhead
- Letter, report, minutes template...
- Uniform contact details of the team members regarding communication by email (signature)

Using common templates containing the project title, personal contact details of the team members (telephone number, fax, email, website address) with the specified role on the team, sends out a clear message to partners and stakeholders about team members having clearly defined roles and knowing their common goal.

Having in mind that we are living in times when email communication has become customary, one should focus on several rules attention should be paid to.

Communication via public domains such as Gmail, Yahoo, Hotmail and others is not recommendable for official communication of officers working with local authorities. All local administrations have system administrators who can rather quickly create an electronic address within the official local government account. Exceptionally, the administrator can open a separate email address for the project team members which will, by its characteristics, indicate the essence of the project (e.g. popisimovine@grad.rs). However, given that project implementation is not always the basic task to the majority of the team members within the local administration, as they continue performing their principal working tasks, it would suffice to have indicated in the official signature, that besides their title, they are also participating in the project implementation, followed by their role on the team.

Please bear in mind that electronic signature (in the meaning of mail signature) serves as a promotional tool: in addition to mandatory contact details (full name and surname, position, full project title, address, landline and mobile phone, fax, email, website address) you can include in your electronic mail signature your project's slogan (basic message), same as the message of the broader social significance (that you care about the environment, animal protection, responsible business, etc.).

Electronic mail signature must be written in the language and alphabet that are in the official use in the territory of the Republic of Serbia. Likewise, if cooperation with international organizations or foreign donors exists in scope of the implementation (in our case the EU), a version of the signature in English (or



in the language used in such an international organization, but only in case you speak that language) should be created.

An example of the letterhead and signature may be found in Chapter 5.1.1

2.3. The Project Communication and Visibility Plan

After having produced the communication scheme and internal communication tools templates - the next step is to timely create a clear, concise and abbreviated communication plan (strategy). Good Communication Plan will provide you with a clear perspective of what you want to achieve and how to get there. To make a good Communication Plan, you need to define the following:

Objectives

1. Communication objectives (overall and specific)
2. Target groups
3. Key messages by target groups

Activities

4. Identification of communication tools and channels
5. Anticipated lead communication activities and their schedule (Communication Action Plan)

Evaluation

6. Indicators by objectives/target groups
7. Evaluation of communication activities (results)

Resources

8. Human resources
9. Financial resources: available budget for communication activities

Do not exaggerate in writing comprehensive chapters and regarding the length of your communication plan. It is important for the plan to have a clearly defined communication approach, target groups and to contain creative solutions (communication activities) enabling you to achieve communication objectives. In addition to listing specific communication activities, it is necessary to specify the week in which such an activity is to be implemented. Describe your activities and pay special attention to defining target groups the specific activity is focused on; besides the citizens or businesses, the audience also involves influential persons, and those behind the government or the media, or having their interest in the project, or those affected by the project. It is also desirable to list potential risks which may jeopardize successful delivery of communication activities.

Bear in mind that communication plan (strategy) is a document which is to primarily serve as a road map, and that communication plans are not being created so as to be strictly adhered to, but to achieve maximum results under the given circumstances. Given that actual circumstances are often not in line with our plans, one must leave some space to adjust the plan to the newly emerged situation, that is, to apply a different but more creative and effective approach to promotion of a particular activity should we estimate the results could be achieved in such a manner.

Communication plan has to be elaborated during the first month of the project implementation. Communication plan is compiled in English and forwarded to the SCTM Exchange 5 Team, who will undertake first review and consultations with the project team on improvements as they might be



needed. SCTM Exchange 5 Team will subsequently forward the Communication plan onwards to the MPALSG and CFCU (Ministry of Finance). The approval may be expected within approximately two weeks. Pursuant to the Grant Agreement, report on the Communication Plan implementation makes one of the binding items contained in the project final report. All participants in the project implementation have to adhere to the requirements of a more efficient promotion (Chapters 5 and 5.1) and to establish quality cooperation to that end.

The project Communication Plan template may be found as Annex V1 to this Manual in open format on a CD enclosed.

The template includes proposed presentation of communication objectives, target groups, key messages and activities per objectives, timeline, etc. Particular attention is to be paid to the formulation of *activities* of the Communication Plan.

Communication should be focused on the local government development in partnership with the European Union, same as on the achievement and effect of those activities, and not on the administrative and procedural issues. In order for the effort invested in improving communication to bring about best possible results:

- Activities have to be timely
- Information used has to be accurate
- Activities have to be coordinated with the SCTM Exchange 5 Programme Team, who will further coordinate the activities with partners.
- Proper target groups have to be selected.
- Messages must raise interest of the target groups.
- Activities must imply adequate value-for-money ratio.

Communication activities in the provided Communication Plan template have to be logically specified, given that each communication activity requires adequate time and place (an example of the filled-in Communication Plan for the Exchange 5 Direct grant is provided in the Annex V1). Communication has to be ongoing during the entire project implementation period and it has to be done in a timely fashion. Efforts need to be invested so as for communication and efficient promotion to follow each of the key activities.

As mentioned, Report on the Communication Plan implementation makes one of the binding items contained in the project final report. For the template of this Report on Communication activities please see Annex V1 where you will also find an example of the filled-in report for the Exchange 5 Direct grant.

3. COMMUNICATION TOOLS

To successfully achieve the set objectives, we need to know which techniques and tools to use, and even more importantly - we need to know how to properly use them. Each communication tool or technique requires specific time, place and approach to be designed, namely, the right medium to offer such a piece of information to. Under this chapter we will try to present in a simple and practical manner some of the basic communication tools and techniques that you can use to promote your project as efficiently as possible. Moreover, Chapter 3.2 is dedicated to writing skills - hopefully it will enrich your techniques and disclose you some of the creative solutions you can use in further communication with your target audiences.



In regard to the media, be aware of the following:

- The media are the intermediaries between those wanting to exchange information
- The objective of the media is to increase the number of their users
- The media are enterprises - profit is desirable, losses are not desirable
- The media very much take care about their image and character
- The media love only NEW information

In this respect, please also take into consideration some practical advises on projects' promotion we have prepared having in mind the specific nature of the Exchange 5 grant scheme/property management topic (see Appendix - *DODATAK – Saveti za efikasniju promociju projekata finansiranih u okviru Exchange 5 grant šeme*).

What is important to stress is that any material/tool you have prepared has to be forwarded to the SCTM Exchange 5 Team for consultations. Harmonized version will be forwarded by the SCTM Exchange 5 Team to the colleagues from the CFCU and from the MPALSG for final approval.

All tools you prepare are done on a letterhead (i.e. a brochure/leaflet of an approved design) and comprise the following visual elements: MPALSG logo, EU logo, Exchange 5 Programme logo, emblem of a municipality/town and SCTM logo (please refer to Chapter 5). In addition, another mandatory element concerns the contact details of the team implementing the project. Chapter 5 of this manual deals with the requirements underlying EU visual identity you will have to comply with when developing different tools and promotional material.

3.1. Informative and promotional materials/ tools

At the beginning of the project, promotional materials have to be developed which will then be used as tools in scope of the communication activities you have set. This usually implies information that is going to be relevant for the press and other stakeholders, and it is prepared in the following formats:

3.1.1. Project Fact Sheet

This document contains information about the project, amount and source(s) of funding, project components, objectives, results, benefit for the citizens and current status. This document is usually used as a material for the press (along with the press releases, protocols and press invitation) and is being forwarded as an addendum to the press invitation in case you are organizing a media event or is being disseminated on spot during registration. Project Fact Sheet has to be regularly updated, and forwarded to all stakeholders (SCTM Exchange 5 Team, town/municipal Protocol Department and stakeholders identified as target groups in the communication plan). Before being released, all information contained in this document has to be verified and approved by the SCTM Exchange 5 Team.

3.1.2. Leaflets, brochures and press releases

Publications like leaflets, brochures and regular notifications are useful means for communicating the results of an action to the target audience. Publications have to always be adapted to the target audience and focused on the desired results of the project, and not on financial and administrative specificities. Text needs to be short and simple, and photographs need to be used wherever possible to illustrate the



action and its context. Where possible, the photographs should show participants in the action implementation, rather than the officials managing it.

Generally, all materials published in a printed form need to be, by a rule, made available in electronic form as well, so they can be forwarded by email or published on a website. Having in mind that we are living in a digital era, some of the materials should not be printed at all - a good designer can transform the dull material into an interesting interactive brochure including hyperlinks and animations, which can produce a good effect. Whether the material is printed or prepared in digital format, you should compile a list of recipients with addresses, i.e. emails.

All leaflets and brochures need to contain basic elements of EU visual identity (EU logo), MPALSG logo, Exchange 5 Programme logo, emblem of a municipality/town and SCTM logo (Chapter 5) and a note about the responsibility regarding the content of the material (Chapter 5.1.3), same as the details concerning the project, name of the contact person, address, phone and fax numbers and email.

Leaflet is usually an A4 paper, folded into two or three parts where necessary, containing basic information about the project, its objectives and benefits for the citizens, information about stakeholders, project components, additional activities, same as information about social media and contact details of the project implementation team. This type of material should primarily focus on the benefits to be enjoyed by the citizens as final project beneficiaries, and it should be written in a simple language, so as to be understandable to anyone. Leaflet is, as a rule, distributed via email in PDF format, or published on the project/municipal website, but also on websites of SCTM and other stakeholders.

Brochures may vary in size, they have more than one page and provide more details emphasizing context; they include interviews with participants, beneficiaries, and provide an answer to the fundamental question “why”. The same requirement applicable to leaflets applies to the visual appearance and publication in PDF format of brochures as well. Selection of photographs in a brochure is highly important: try to obtain necessary authorizations and to include photographs which thematically correspond to the content.

Press releases, as denoted by the term itself, contain information about the newly emerged circumstances in the project delivery. This is a useful tool, given that information about the achieved result is being rather simply (in the email body, attachment to the Word file or by sharing a link to the news on the website) distributed. There is a difference between the fact sheet and this type of notifications: fact sheet at any time contains updated information on the implementation of the entire project, whereas notification focuses on a particular success. Define your target groups for this communication tool and inform them about the progress of the project, however being aware of the fact that not all information is intended for all target groups. The citizens or the media do not find a strictly expert-related delivered objective interesting, this is interesting only to the professional audience, while the general public is to be informed about the result directly improving or facilitating the lives of the citizens.

Press release should be issued at the beginning of the project implementation, same as following completion of a particular project phase general public might find interesting. Releases are always written in Serbian, and in English, should the need arise. Press release is written exclusively on the approved project letterhead (Chapter 5.1), with the note in the press release text that the project is funded by EU, followed by the amount of such funding in Euros. It should be written in an attractive and interesting way



for the media. Technical elements of a press release are the following: headline, title, sub-title, date, place of announcement, text and contact details of person who can provide further information.

Basic guidelines for the press release writing are:

- Press release is always in A4 format, double spacing, aligned, font 12pt.
- The title should be “PRESS RELEASE”, bold. Upper right corner is always reserved for the mark URGENT should it be necessary.
- The release should open by an indication of the place and date, for example: Belgrade, 29 April 2018
- The title should not exceed five words! It should be simple and fact-based.
- A key piece of information is always placed in the introduction to the press release.
- The text should embed messages: no ambiguous phrases, unnecessary words, superlatives and ornamentation - simple, short, written in a consistent style. Each paragraph should contain one message or idea max.
- Numbers from 1 to 9 are always in writing, % is never written using the symbol but wording “percentage”.
- Do not write your release as an advert.
- Use quotations whenever possible: quote the statement of a person relevant for your project. Citing is always marked by inverted commas. If you refer to people, always mention their positions.
- The release should be written in 30 rows max. (up to 250 words).
- Always include contact details at the end of the press release.
- The release should be one-pager! However, if the text still goes on to the next page, numerate the pages as follows: 1/ of 2, 2/ of 3, etc.
- Prior to sending the release, ALWAYS ask approval of all stakeholders!
- If the deadline is over, i.e. this is a yesterday's news - do not send the release!

Invitations for the media and protocols for organization of events are, as a rule, one-pagers, in A4 format, brief, clear with the clearly defined table showing the venue, time, timetable, participants. Elements and requirements of visual identity are the same as in the case of a press release. Media invitations and protocols are always forwarded to all stakeholders minimum 5 working days before the beginning of an event for the first time, and then two days before the event. A day before the event get in contact with the media to check if all invitees are actually coming, so you could provide them with an adequate space (Chapter 4). When organizing an event, make sure you have taken into account technical requirements of medial crews (e.g. cameramen need to be provided with the sound input, so that the cameras could record speeches of participants in addition to the picture, same as with the space for cameramen in front of the place designated for making statement, i.e. space in the hall where the event is being held before the audience).

RECOMMENDATION: It is necessary to avoid large quantities of printed materials, it is important to be focused on promotion of activities through presentations on events and/or on digital platforms (sites, social networks, communication by email...).

3.1.3. List of projects funded by EU in your local government



European Union is the largest donor in the Republic of Serbia and is providing significant support to Serbian local governments. The least we can do is to demonstrate how important we consider that support to be, which (how many) projects have been awarded to a LSG and indicate whether these are ongoing or completed projects in the local government. On the other side, colleagues from the Delegation of the European Union appreciate the promotion of EU-funded projects, namely, they find this piece of information rather useful when organizing visits to municipalities and communicating with the media.

This list must be compiled on an approved letterhead.

One of the main ideas of a more efficient promotion of EU project is reflected in the synergy of all projects at local and regional levels. This idea is based on a simple fact that you should be promoting one another, establish cooperation and share experiences. In that way you are strengthening your own and capacities of others and participate in public campaigns together, whenever possible. You can create it in cooperation with the colleagues from the Local Economic Development Office, both in Serbian and English.

This list is to be submitted to the SCTM Exchange 5 Programme Team, given that besides the project fact sheet, it represents one of the main documents to be delivered to the Public Relations Office of the European Union Delegation to the Republic of Serbia. It is also quite useful as a source of information whenever you are organizing a media event. It can be published on the project website, and if you do not have one, then it can be published on the website of your town/municipality.

3.1.4. Event scenario

Organization of any event is a story for itself, and it depends on the organizer whether the job will be completed successfully or not. Conferences, round tables, cocktails, are events requiring careful organization and must not by any means be left to chance and hope for the best. Technical side of the event organization will be described in the continuation of the text, while here we intend to focus solely on the scenario.

First step in organizing an event entails planning and scenario building. The scenario ought to contain all elements important for the event: time, venue, names of participants, timeline. In the preparatory phase, scenario serves as a reminder whether we have taken all necessary steps (if the venue has been reserved, event moderator engaged, speakers contacted and confirmation of participation received, whether the room has been technically equipped, refreshments organized, duration of addresses set, participants' presentations ensured, etc.).

As the event starts approaching, so will the anxiety regarding its organization grow, and this phase already involves protocols of the officials to participate in the event. As a rule, they seek information about what is expected of the participants at the event, when they are to show up, if the VIP room was envisaged where they can get refreshments before the beginning, how much time they have for their addresses, whether the media statements have been envisaged during or after the event, etc. The event scenario has to include ALL necessary information (and timeline) about the event, so as to allow the participants to properly prepare and potentially plan their time during their visit.

Protocol does not tolerate surprises, and in order to avoid any unexpected misunderstandings, information (scenario) about the event has to be delivered to officials and thus clearly make them aware about the framework they can maneuver in. Of course, if high officials are coming to the event, their coming to the event has to be coordinated with their associates so as to potentially respect some of their requirements or accommodate planned activities during that day (e.g. in addition to participating in your event, a minister has also organized meetings with colleagues from neighboring municipalities, etc.).



3.1.5. Media statements

It is always a good idea to set one person to be in charge with making statements to the media. This person has to be trained for public addresses and well prepared for all potential questions of the press. This is why it would be good to have possible questions and answers prepared in advance, and the PR manager should practice public address with the person in charge of making statements to the media. Before the interview, ask the reporter to furnish you with questions they will be asking, so as to allow the person making statement to adequately prepare for it. It would be desirable to receive the text/statement for authorization prior to its release, so you can make sure that your message was properly transferred. Journalists do not like requests of this kind, however if they accommodate them, you will have to be quick with the authorization because quite often they have deadlines for printing or broadcasting the content.

3.1.6. Promotional text for the media

Write a text you will store in your database, so as to always have ready-made material for local newspapers or some specialized magazines. The text has to contain relevant information about the project, currently implemented activities and anticipated objectives you wish to achieve and one or two statements of the officials about the project relevance. Make sure you have additionally prepared high-resolution photographs illustrating your activities, same as professional photographs of the officials who have made their statements. This text, same as the Fact Sheet, needs to be periodically updated.

Do a research about which papers or magazines are interested in EU projects and topics covered by your project. Same rules apply to this form as for press releases writing: interesting, clear, written in understandable language.

3.1.7. Posters and banners (Roll up, Backdrop)

Posters with an attractive visual solution and clear messages may represent interesting promotional material. They can be disseminated to your associates, kindergartens, schools, they can be displayed at a visible spot in the assembly building, in public utility companies, post offices, info-services, contact centers, local cadastral branch office, ministries, EU Info Center, etc.

Visual solution contained in the poster is also applied on the banner (Roll up, Backdrop) to be used at media conferences as background for making media statements.

The rule is that the defined project design (logo, selected illustration, photograph) will be used in all promotional materials.

3.1.8. Maps/ graphics

Use the possibility to present your project by an interesting map or drawing if possible. People tend to remember drawings and graphics most. Maps/drawings are made in JPEG or PDF. format and contain same visual elements as the previously described tools (Chapter 5). They can be used in various publications, so it comes handy to have such material so as to be in position to send it to an organization or institution financing the development of publication on the topic covered by your project in a timely fashion.



3.1.9. Website banner

Create the project web banner (it can also be animated - gif) to be placed on the website of your town/municipality. If you do not have financial means to develop project website, ask the administrator to open a separate page within the official municipal/town website which would contain basic information. Likewise, you can send this banner to all identified stakeholders, such as: partner municipalities, municipalities implementing similar project, regional development agencies, nongovernmental organizations, Exchange 5 Programme (MPALSG, SCTM, CFCU), EU Delegation to the Republic of Serbia, other EU projects engaged in a similar topic, public utility companies, ministries, etc. In this way you are promoting your project, town, municipality, while using resources of others.

3.1.10. Social media - Facebook, Twitter, Youtube, etc.

Social networks are 21st century platforms enabling large scope of users, they cost nothing, and the only limitation is the good will of the administrator. Given that there are no initial costs, social networks represent one of the most favorable opportunities for promotion of both project results, and communication between the administration and the citizens. However, the very name reads “social networks”, so they require interaction with followers. They are an excellent tool to promote your successes, but also to hear criticism which can bring about more successful delivery of activities, therefore do not forget to allow your followers the possibility to comment and assess the content you have published.

If you opt for this kind of promotion, you will have to be active in the online community, which primarily implies linking up with similar projects, colleagues from other municipalities, civil society organizations, international organizations and support their activities by “likes” and “retweets” so they would support yours in return.

If you have a website, make sure you have linked social networks with your website, namely, post on the social networks links with news from your website. Social media are great to increase the number of incoming links towards your website, and having in mind the importance Google assigns to links when ranking the search results, it means that networking of your link directly affects position of your website on the search engines. If you are unable to make your project website, you can always start a blog where you will promote your accounts in other social networks as well. You may ask your colleagues to write for your blog about the topics you find relevant and so promote the topic you are covering.

Recommendation is that communication on social media should be free of “bureaucratic clamps”, be creative, relaxed, however still taking care not to cross the line of good taste, and bearing in mind that posts on the social networks are being posted on behalf of the project.

Your post on Facebook should not be too long, attach just the basic information, and if additional explanation is needed, along with it a link to the website or published piece of news in the media. Using Twitter will not allow you to use too much text given the character limit, but with this platform also, it is desirable to publish a link to the page containing further information. Bear in mind that picture speaks a thousand words, therefore always post some interesting photographs. Furthermore, in order to ensure



additional visibility of your posts, always in your posts add links to accounts of your partners, public authorities, influential users of networks (dealing with this topic).

Youtube is an excellent platform for publishing video articles, regardless whether you have produced them or they represent media accounts of the project implementation.

Accounts on social networks have to comply with all visibility requirements indicated in this manual.

As a good example, take a look at the accounts of the SCTM on social networks, which have earned large number of visits in a short period of time:

- Facebook– www.facebook.com/skgo.sctm
- Twitter – www.twitter.com/skgo_sctm
- Youtube- <http://www.youtube.com/channel/UCHJVIEACwNz4UKUtaYQC64Q>

Social networks are linked with the SCTM website (www.skgo.org), posts on Facebook and Twitter are published in real time owing to an appropriate software, while videos posted on Youtube may be seen under the section Media, namely within the appropriate piece of news.

3.1.11. Electronic greeting card

Develop an electronic greeting card to be sent to your associates for the New Year's or on the dates relevant for your project.

Check the list of dates celebrated internationally, and select dates corresponding to the topic covered by your project. http://en.wikipedia.org/wiki/List_of_commemorative_days

You may think of a creative message, slogan, and become recognizable by the idea you are advocating.

3.1.12. Photo and video archives

Photo and video archives are of high importance you will become aware of once you start developing a brochure or publication. One of the many duties of the PR manager is to ensure photo and video coverage of important events and activities. This material will be used for compiling promotional material, illustrating reports, and donor always requires the report to be accompanied with a CD with photographs so as to show how the money was spent.

Photographs must be quality ones; it would not suffice to simply take photos using your phone (despite the fact that there are phones with great cameras), given that printing requires photographs in high resolution. Get yourself a quality camera or hire a professional photographer to cover the most important events.

3.2. Writing skills

Good writing skills rest on three golden rules:

1. Write to your target audience - the best way to write to a specific audience is to visualize them, to imagine them reading your text and ask yourself if “Mr/Mrs X would understand what you have written”. First step is to define your target group (“who is this article addressed to?”), and then show a text concept to representatives of this group.



2. Summarize, summarize, summarize - this may well be the most useful skill. Each presentation elaborated by your town/municipality must be summarized in some way if it is expected to have effect. Summary is a very short description of something - a document, event, situation - with the purpose to transfer the point in a few words. Always keep in mind that there are not many people who like to read dull texts written over several pages, i.e. it is very difficult to keep the attention of your listeners if the presentation is overburdened with small font and a large number of bullet points.
3. Always use titles - PR managers are often facing a serious problem when they are to write a summary of an official report or new legislation, given that writing such a summary may place them in an awkward position in relation to the author who may be in a senior position. An efficient way to avoid this is to simply write a short title for the summary relating to the document and referring to it. Titles may, in addition, be used as links on the Internet. For example, there is a proposed piece of legislation relevant for the municipality. An adequate title (and link on the municipal website) could read as "A new proposed piece of legislation on X. Click here for further details". This approach implies multiple advantages: it is quick; you do not have to do a thing with the original document (unless to convert it into PDF or other adequate format), given that the title helps people decide quickly whether they wish to be introduced to the content.

Promotional messages, titles, headers and abbreviations - any communication training involves the use of promotional messages; however they are hard to master and easy to make a mistake with. These messages are usually designed by advertising agencies and other marketing professionals. This does not mean that municipalities should not try compiling their own promotional messages or slogans.

Promotional message or slogan is a statement communicating (using language adapted to the target group) what the project is doing and what the purpose of specific activities is. It is similar to the title, however more flexible and may be used as a title or as a verbal "message" in a conversation. If we opt to use slogans, it is advisable to define it at the beginning of the project and stick with it throughout the entire implementation. Naturally, the project topic (property management) shall directly influence the slogan of a municipality; it has to be clear and to serve to attract people/audience, to raise their interest to find out more and engage.

Title should vary depending on the type of text that follows, same as on the target groups it is intended to, and having in mind that this manual is dedicated to project promotion and its presentation to the broader public, let us focus on that aspect. A good title sells the news, the simpler they are, the better they are - less is more. The title has to be clear and attractive and announce in an interesting way what the text is all about. In the context of public relations, if the title is too long and technically-oriented, it will fail in attracting attention of an average message recipient, but will only be recognized by experts in that particular area, which is not the objective of communication with the citizens. Good title is a signal that something important is going on, and as such it should not contain more than five words.

A good basis for efficient communication lies in an assumption that target audience is not interested in what municipality is trying to communicate to them, and that they know little about the respective topic. A challenge for the PR manager is to overcome such indifference and create material which will raise interest in the target audience, the material which will attract them and motivate them. Headlines, messages and headers make useful tools in this process.



In our closing remarks on the writing skills, a few words must be said about abbreviations and jargon. They represent an important barrier to efficient communication, and this barrier is, unfortunately, widespread. Many official texts are overloaded with abbreviations denoting entities only small circle of people is familiar with, thus prohibiting wider audience from understanding them.

However, besides the negative effects abbreviations may raise, they are necessary in communication within organizations and groups where contracting technical terms they use is necessary. In, government,/administration, social and educational institutions and the media, abbreviations are unavoidable. But, one must keep in mind that abbreviations, despite being necessary in internal communication, are not desirable in external communication.

A general rule is to use only the abbreviations well-known to the general public like - EU, UN - or to adequately explain them on each page of the text, like journalists do. It is a fact that a majority of readers will give up on further reading if they run into an abbreviation (or a jargon term) they are unfamiliar with. Abbreviations also bring up guilty conscious in people for not knowing what they mean, and can be understood as if the author of the text is imposing their superiority on them.

4. COMMUNICATION ACTIVITIES

Here are some examples of communication activities not requiring major financial expenses, which have, on the other side, proven to be useful in practice:

4.1. Project promotion in a town/municipal assembly building

At the very beginning of the project implementation, organize a press conference in the town/municipal assembly building - use the authority of the mayor to promote your project. Prepare an interesting and attractive announcement and focus on the promotion of benefits citizens will enjoy from the project, while not forgetting to emphasize donor support of the EU, and cooperation with MPALSG, MFIN and SCTM in the entire process of project delivery. Item 3.1.4 explains the procedures underlying organization of media events you are bound to comply with.

4.2. Project promotion in the media (press, radio, TV, social networks)

Do try to purposefully and in a planned and regular manner inform the selected media on the project development and actions you are implementing. Contact professional magazines covering your topic, offer them an interesting piece of news, compile a list of the media to be regularly informed about your planned actions. Be active on social networks. If you think you have something interesting to communicate to the citizens - contact representatives of local or national radio and TV stations to make a statement. Remember to keep press clipping and send it to the SCTM Exchange 5 Programme Team, for their archives. Press clipping is important because it serves to evaluate the success of the communication activities you have implemented - it is used to evaluate the achieved results.

4.3. Cooperation with the SCTM EXCHANGE 5 Team

Your PR manager is bound to, as of the beginning of the municipal project implementation, establish relationship with the person in charge of communication on the SCTM Exchange 5 Programme team. All



the news, announcements about promotional actions, results and media events you are organizing- need to be coordinated with the SCTM Exchange 5 Programme team who will support to your activities and coordinate further with the MPALSG, CFCU and EU Delegation.

Important notifications and information about Programme activities, same as on other supported project, may be found on the website <http://www.skgo.org/projekti/detaljno/47/program-exchange-5>. Here you can also download all important documents, relevant for the implementation of the municipal grant. All activities you undertake within the project will be published on the Programme (micro) website and in the SCTM publications. Likewise, you are bound to regularly forward to the SCTM Exchange 5 team stories about successfully implemented actions or benefits the project has brought to the citizens. These stories will be used as promotional material for the media.

4.4. Cooperation with other EU projects in the town/municipal territory and at national level

Get in contact with your colleagues working on the implementation of other municipal EU projects in the territory of your town/municipality or region. Agree with them on joint actions where you have perceived joint interest. One of the important things is the synergy between projects funded by the EU in different activities in the field. Be open for the possibility to transfer your experience and knowledge to your colleagues from another project, and to learn something from them.

4.5. Cooperation with the EU-funded projects in the region/internationally

Establish cooperation with municipalities/towns and with the states in the region which have implemented or are implementing projects with EU assistance. If possible, organize study visits and working fora to strengthen your capacities for the municipal project delivery. Publish the news on the study visit, exchange banners for websites, follow the examples of good practice- especially coming from the countries that are already members of the European Union.

4.6. Cooperation with institutions of public importance

Establish cooperation with institutions of public importance and such cooperation may be the basis for joint promotional actions. You may also organize a lecture to the topic relevant for the project in (high)schools (if the topic is appropriate), at universities etc. You can deliver presentations in the municipal/town assembly building (or in some other institutions defined as target groups) and in that way transfer your experiences in project preparation and implementation, and how you acquired funds - in that way you will be promoting both your project and the assistance provided to Serbia by the EU.

4.7. Cooperation with partner municipalities, regional development agencies (RDA), civil society organizations (CSO)

Organize joint activities with partner municipalities and institutions, regional development agencies, CSOs if possible and depending on the type of the municipal project being implemented. These can imply different promotional actions, round tables, debates, conferences, visits, etc. Such activities may contribute to more efficient promotion in all media. Promote your municipal project and in cooperation with the partner municipality organize joint actions in the territories of your municipalities.



4.8. Cooperation with the EU Info Center

EU Info Center www.euinfo.rs is a place where you can find answers to all questions concerning the European Union, its institutions and European integration. Moreover, given that its purpose is to be the info service to the citizens, you may use the resources of the EU Info Center to promote your municipal project. Upon consultations with the SCTM Exchange 5 Programme team, contact your colleagues from the EU Info Center and agree on the meeting to identify joint actions to be organized.

The EU Info Center has its offices in Belgrade, Nis and Novi Sad. EU Info Center - <http://euinfo.rs/>
Follow their work on Facebook: <https://www.facebook.com/euinfo.rs> to obtain regular information about all activities being organized. EU Info Center will gladly promote your activities if you send them interesting information about the events and actions you are organizing.

4.9. Promotional info actions in the city center

This type of an action can be organized together with public utility companies, schools, representatives of civil sector, partner municipalities and other stakeholders you have identified as relevant for your project. In the city center you can set up a booth and distribute flyers, brochures and other promotional material you deem convenient.

4.10. Organization of media events

Under media events hereby we primarily refer to the following: press conferences, contract signing ceremonies, visits to locations (construction/refurbishment/delivery sites) and opening ceremonies. These events are to be planned in cooperation with the SCTM Exchange 5 Programme team. When organizing media events, you will have to comply with the visibility requirements in all materials used.

Prior to organizing any media event, you will have to, minimum 30 days before the event organization, inform the Exchange 5 team so as for your request to be considered and communicated to Programme partners and to inform all stakeholders about the event you are planning to organize. Likewise, it is important to adhere to this timeline so as to allow the event to be logistically planned for properly. Depending on the type of event and its importance, it can also be attended by high officials of the Contracting Authority, ministries, EU Delegation and Government of the Republic of Serbia. Successful media event is the result of timely and detailed planning.

4.11. Press visits

Group press visits to the project sites may provide additional opportunities for project promotion. Such visits have to be very well planned in terms of time and focused on tangible achievements. Wherever possible, a group of journalists should be accompanied by representatives of the EU Delegation, CFCU, MPALSG and SCTM Exchange 5 Programme team. It is vital for you to timely inform your colleagues from the SCTM Exchange 5 Programme about these actions in order to allow all stakeholders to get organized in due time.



4.12. Visit conferences, round tables, fora and fairs

Try to be informed about different events like conferences, round tables, fora, fairs and alike, organized by other institutions/organizations on the topics you find relevant. For example, Local Government Fair can be used to present your project at the stand of your town/municipality and establish necessary contacts. Just the same, closing conferences of EU technical assistance projects akin to your municipal project may be used as a channel to promote your project, if possible, or to establish important contacts with your target groups.

4.13. Evaluation of communication activities

After having completed certain communication activities, make sure you have evaluated them. Find all announcements in the press, on the radio and television (Press clipping). Prepare your report and keep it in your archives. Send the report to the SCTM Exchange 5 Programme team right after the event had ended. This is extremely important for the purpose of monitoring the results of the communication plan - in this way, the success of your communication activities is being evaluated. Moreover, you may find the data from this report useful for drafting a final project implementation report.

5. REQUIREMENTS OF EU PROJECTS PROMOTION

This chapter contains part of the manual “Communication and Visibility in EU-funded External Actions” (issued in January 2018) relevant for the project teams working on the delivery of projects financed within the Exchange 5 Programme. Likewise, on the website of the Delegation of the European Union to the Republic of Serbia you may take a look at the project visibility guidelines <http://europa.rs/eu-visibility-guidelines/>

Let us list here some of the most important requirements for efficient promotion of EU projects:

1. Local governments in Serbia are responsible and liable to, as project beneficiaries, ensure appropriate publicity of the project being implemented, and to ensure efficient promotion of the support provided by the European Union to the Republic of Serbia.
2. All promotional material/communication tools concerning internal and external communication and used as means of EU project promotion must be prepared respecting the following procedures and abide by the rules regarding visual identity:
 - **Any material/tool you have prepared has to be forwarded to the SCTM Exchange 5 Team for consultations. Harmonized version will be forwarded by the SCTM Exchange 5 Team to the colleagues from the Ministry of Public Administration and Local Self-Government. After adjustment, final drafts should be sent to colleagues from the Contracting Authority (CFCU) for final opinion. Information about the final acceptance will be delivered to the beneficiary by the SCTM Exchange 5 team within 15 working days of the day the final version has been submitted (the said deadline may be extended depending on the period of submission, e.g. annual leaves, Christmas and New Year's holidays, etc.).**
 - All tools you prepare are done on a template you have received with this manual and comprise the following visual elements: EU logo, logo of the Ministry of Public



Administration and Local Government, Exchange 5 Programme logo, SCTM logo and emblem of the town/municipality. In addition, they should include basic contact details: address, phone number, fax, email, website address (if any). Chapter 5 of this Manual deals with the requirements underlying EU visual identity you will have to comply with when developing different tools and promotional material.

Important note:

The SCTM Exchange 5 Programme team will prepare and forward to all local governments the following materials:

1. Commemorative plaques
2. Leaflets - information about the Exchange 5 Programme
3. Stickers with the donor logo for purchased equipment - number and size of stickers are to be agreed for each individual project.

5.1. Elements of the EU visual identity

5.1.1. Template for internal/external communication tools

Project funded within the Exchange 5 Programme grant scheme will use the approved template (letterhead) for internal/external communication tools described in Chapter 2.2 (letter, fax, report, meeting minutes, invitation letter) and Chapter 3 (Communication tools) of this manual. Basic visual element of a template for internal/external communication tools are as follows:

1. In the document header: MPALSG logo, EU flag, SCTM logo, emblem of town/municipality in the corners, Exchange 5 Programme logo in the central part and the name of the project. All logos must be of the same size.

An example of the approved model template (letterhead) may be found annexed on the CD (in annex 4 together with this manual/guide) both in Serbian and English versions:



			LOGO OF LSG	
Project "....."				
	Project implemented by the "LEAD PARTNER" and "OTHER PARTNERS, funded by the European Union in the scope of Exchange 5 Programme which is implemented by the Ministry of Public Administration and Local Self-Government in cooperation with the Standing Conference of Towns and Municipalities			

- In the bottom part of the document (footer) the following sentence must be stated: Project implemented by the "LEAD PARTNER" and "OTHER PARTNERS, funded by the European Union in the scope of Exchange 5 Programme which is implemented by the Ministry of Public Administration and Local Self-Government in cooperation with the Standing Conference of Towns and Municipalities. Partners must not use EU logo on their letterheads, business cards or correspondence via regular mail or email.



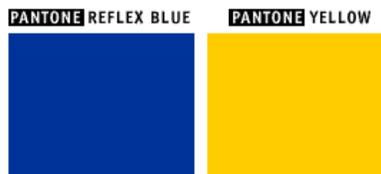
5.1.2. Logo (emblem) of the European Union

EU flag with the mandatory text European Union is the main element of the European visual identity. Regardless of the size, scope or objectives of the action, EU flag has to take a prominent place on all materials produced by the lead partner (local government) and/or partners. It never and by no means can be smaller than other logos applied.



EU flag is a blue rectangular flag whose horizontal size is one and a half times longer than the vertical one. Twelve golden stars are distributed in equal sequences along the contours of an unmarked circle the center of which is located at the intersection of diagonals of a rectangular. Radius of a circle is equal to one third of the vertical side length. All stars are five-pointed, with the points of each arm distributed in equal intervals along the contour of an unmarked circle whose radius equals to the eighteenth part of the vertical side length. All stars are vertically oriented - meaning, with the point of one arm facing upwards and two arm point in one line under 90 degrees in relation to the vertical side. The circle is organized so as for the stars to be located at the positions of markings of hours on a clock. Their number is unchangeable.

Official colors of the flag are: Pantone Reflex Blue for the rectangular surface, Pantone Process Yellow for the stars. Exceptionally, the flag can be printed in a negative depending on the printing requirements.



This is important to know so as to provide the printing house with accurate instructions about the colors, and to avoid the situation to receive the material from the printing house which are not in line with the marked pantone categories indicated above.

It is desirable to print the flag on the white background. Multicolor background should be avoided, especially if it contains colors not matching blue. In cases when the colored background can not be avoided, white borderline must be used in the width of one twenty fifth part of the vertical side length.



The rules for the use of a logo:

- Minimum logo height is 1 cm.
- Name of the European Union has to be spelled in full (example: This project is funded by the European Union).
- The allowed fonts for the logo use are: Arial, Calibri, Garamond, Trebuchet, Tahoma or Verdana. The use of italic, underline or any other effects is not permitted.
- There are no requirements in relation to the text position in relation to the logo, however the text should not cover or touch the logo.
- Font size has to be proportional to the logo size.
- Depending on the background, font color may be the same as the flag color, black or white.

5.1.3. Disclaimer

European Union is not responsible for the content of the communication material prepared by the local governments (beneficiaries) and/or partners. Therefore, the following disclaimer has to be added:

For publications in printed or electronic format:

“Ova publikacija je napravljena uz finansijsku pomoć Evropske unije. Za sadržaj ove publikacije isključivo je odgovorna <ime lokalne samouprave /partnera > i nužno ne predstavlja zvanični stav Evropske unije”.

“This publication has been produced with the assistance of the European Union. Its contents are the sole responsibility of <name of local government/ partner > and do not necessarily reflect the views of the European Union”.

For websites and social media accounts:

“Ova/j (internet prezentacija/nalog) je kreiran/a i održava se uz finansijsku pomoć Evropske unije. Za sadržaj ove publikacije isključivo je odgovorna <ime lokalne samouprave /partnera > i nužno ne predstavlja zvanični stav Evropske unije”.

'This <website/account> was created and maintained with the financial support of the European Union. Its contents are the sole responsibility of <name of the author/partner> and do not necessarily reflect the views of the European Union'

For video and other audio-visual materials:



“Ovaj (video/film/program/snimak) je napravljen uz finansijsku pomoć Evropske unije. Za sadržaj ove publikacije isključivo je odgovorna <ime lokalne samouprave /partnera > i nužno ne predstavlja zvanični stav Evropske unije”.

'This <website/account> was created and maintained with the financial support of the European Union. Its contents are the sole responsibility of <name of the author/partner> and do not necessarily reflect the views of the European Union'

5.1.4. Internet links

All publications published must refer to the official EU sources for further information, and especially to the official website of the European Union and/ or official website of the EU Delegation to the Republic of Serbia.

5.1.5. EU visibility after completion of the action

The action may continue to be managed by the coordinator or other grant beneficiary after completion of the EU-financed phase. In such a case, after the six-month period of the completion of the EU-financed action has elapsed, the EU marks must not be included in any new communication tools, with the only exception of commemorative plaques. However, the following phrase must be included in the material, with equal visibility that was given to the EU flag:

'An earlier phase of this project (<date 1 - date 2>) was supported by the European Union'.

If the subject of donation is a vehicle or vehicles, implementing partners are required to remove the EU emblem and other EU visibility marks when transferring ownership of the vehicles on completion of the action.

5.1.6. Websites

Websites are increasingly becoming a basic means of communication; however it is not necessary to have separate websites for each project given that access to information may be enabled via the website of your town/municipality.

Website needs to contain all EU visibility marks and a disclaimer (Chapter 5.1.3), it has to be regularly updated and links must be functional.

As a minimum, links to the websites of the European Union Delegation to the Republic of Serbia (www.europa.rs), Ministry of Public Administration and Local Government (www.mduls.gov.rs) and SCTM (www.skg.org) have to be ensured. Do not forget other stakeholders: to this purpose, you may open a separate page where you would list all links relevant to you. After the action is completed, website database should be copied to a CD-ROM and forwarded to the Delegation for potential further use in general communication activities and for archiving.



5.1.7. Display panels and commemorative plaques

Visibility of infrastructure activities financed by the EU may be ensured via display panels (in practice they are also called construction site panels). Display panels must be clearly visible so that passers-by are able to read them and understand the nature of the action. Display panels are usually erected inside the construction site at the beginning of the project during the first media event at the location suitable for media statements. In that case, display panel is erected in a suitable place so as to allow the camera to shoot in the wide angle the very site, display panel and event participants. After this media event, the display panel is erected along the access roads to the construction site of the plant/facility in a visible place. Display panels are prepared in Serbian and English. Graphic solutions are forwarded to the SCTM Exchange 5 Programme team so as to ensure all necessary approvals. Local project team is responsible to maintain them from the beginning of the action until six months following its completion. If smaller facilities are concerned where there is no possibility to erect the panel in the vicinity of the facility during the organization of the first media event and project promotion - panels are to be posted in front of the entrance to the facility in an adequate, visible spot. It is important to emphasize that in the case of several construction sites - each must have its own display panel. Dimensions of the display panels are: 170x150 cm.



Permanent commemorative plaques are an effective way to mark the EU participation in the implementation of projects such as: construction/refurbishment of institutions, training centers, business incubators, contact centers, etc. They are erected in the final phase of project implementation.



Commemorative plaques are produced in A3 or A4 formats, depending on the need. It is always better to select a larger format for the maximum visibility of the plaque.

The SCTM Exchange 5 Programme team will prepare and print out display panels for projects funded in scope of the Exchange 5 Programme and forward them to local governments.

5.1.8. Banners

Banners (roll-ups) should be produced when so defined under the communication strategy/plan of a particular action/project. Their main purpose is to serve as a background during special events like conferences, workshops, trainings, etc. Graphic solutions and types of banners are prepared in agreement with the SCTM Exchange 5 team.

5.1.9. Vehicles and equipment

All vehicles used within the EU-funded action should be clearly marked, with the EU flag and the following sentence posted in a visible spot: 'Provided with the financial support of the European Union' - "Ovu opremu je donirala Evropska unija" both in English and Serbian. Logo of contractor, project implementation partners or other donors may be highlighted on the vehicle, with the EU flag being posted at least equally prominently as the markings of other participants in the action.



Example of stickers for vehicles and equipment

All equipment purchased within the EU-funded projects must be clearly labeled, with the EU flag highlighted in a visible place and the following inscription both in Serbian and English.

“Provided with the financial support of the European Union” - “Ovu opremu je donirala Evropska unija”

Stickers for the vehicles and equipment will be delivered to you by the SCTM Exchange 5 Programme team.

5.1.10. Promotional material

All type of promotional items (like T-shirt, hats, pencils, etc.) may be produced by action implementing partners, contractors or international organizations in view of support to information and communication activities in scope of their actions. Promotional items need to be clearly marked by the EU flag and, if possible, inscription “European Union” and key messages or phrases. Following are the examples from the EU Exchange 4 Programme phase:



DESNA STRANA



LEVA STRANA





Before printing, design of promotional material needs to be sent to the SCTM Exchange 5 team for consultation and further approval.

5.1.11. Photography

Photographs illustrating progress of the action should be taken whenever possible in order to document the progress and relevant events (launch of the action, visits of EU officials, etc.) so as to be used within communication material at the later stage. One should select photographs which in the best way illustrate results and effects of the action, in line with the written material accompanying that action. When it comes to written material, one should focus on the people involved in the action rather than on the officials managing it.

Duplicate photos need to be sent to the SCTM Exchange 5 Programme team.

File with photographs must contain the following information: (a) name and contact details of the person sending photographs, (b) name of the organization or name of the person who is a holder of copyrights, (c) title of the action/project the photographs refer to, its duration (e.g. 2018-2021) and the name of the state in which they were taken. Duplicate photographs need to be submitted along with the interim and final project reports.

European Commission retains the right to use and multiply submitted photographs without paying dues related to copyright.

5.1.12. Audio - video materials

Audio-video material is useful, but its production is rather expensive so it should be produced only when there is a realistic opportunity for media distribution. However, short video clips are easy to film, and they can be used for websites, social networks or as promotional material to be displayed at various events like conferences, presentations, fora, round tables, etc. Establish cooperation with the local TV station which can help you out and document most important activities. Such cooperation may be mutually beneficial, TV station can acquire news for its informative shows, and project video archives that can be used in promotional purposes later on.

Same as with other promotional materials, these products should also indicate EU support, by visibly highlighting EU flag and disclaimer both at the beginning and at the end, but only if paid for from the project funds.

Project teams must ensure that copies of the promotional material are made available to the European Union in the contractually envisaged format, with information where material was broadcasted and what the effect was. In addition, the following descriptive data needs to be furnished: title, description, dates of filming and broadcasting, who filmed it, name of the director and the language of the material.

5.1.13. Events of public importance and visits

Organization of events of public importance (or participation in events organized independently of project activities, for example by the EU Delegation) may represent an excellent opportunity for promotion of



project results. These events imply conferences, workshops, seminars, fairs and exhibitions, and all participants in these activities need to be informed that the event is funded by the European Union. For details regarding the requirements underlying organization of media events please consult Chapter 3.1.4.

EU flag should be visible on all materials. One should use the opportunity to present the flag or banner with EU marks in the premises where meetings are being held.

Likewise, visits of high officials of the European Commission or high government officials create a potential opportunity for project promotion via press releases, press conference or simply by photographing them at project sites.

6. QUESTIONS AND ASSISTANCE

If you have any questions or you need assistance in interpreting particular chapters in this manual, the Exchange 5 Programme team is at your disposal.

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