



REPUBLIC OF SERBIA
MINISTRY OF EUROPEAN INTEGRATION
MINISTRY OF FINANCE
Department for Contracting and Financing of EU Funded Programmes



**#EY
ЗА ТЕБЕ**

VISIBILITY GUIDELINES

for EU-funded projects in Serbia

D1

Rules on the EU and national visibility:

WHAT IS FORMALLY REQUIRED?

1) **Whom to contact?** All visibility materials should be sent to **visibility@euinfo.rs** and with your respective programme manager in copy. In most cases this will be a colleague from the EU Delegation. For many projects primarily managed by the Government of Serbia CFCU Visibility Officer has consultative role in this whole process and the following responsibilities: provision of advice/support to Final Beneficiaries, Contractors/End Beneficiaries. CFCU Visibility Officer can be reached under **visibility.cfcu@mfn.gov.rs**. The EU Information Centre carries out an advisory function while the contracting authority, i.e. the relevant Project Manager, takes the decision. In the case of decentralised/indirect management, the EU Information Centre carries out an advisory function while the contracting authority, in case of the CFCU, is the CFCU Visibility Officer, who gives their consent.

2) **Get familiar with the EU requirements!** The first step which all EU-funded projects need to take is to publish the fact that the European Union has financed or co-financed the project. In the interest to do so, it is important to know the Communication and Visibility Manual for European Union External Actions from 2018. It is vital as it covers the written and visual identity of the EU. It sets out guidelines for briefings, written material, press conferences, presentations invitations, signs, commemorative plaques and all other tools used to highlight EU support. There is one major difference in Serbia: the #EUzaTEBE-slogan downloadable from the webpage of the Delegation of the European Union to the Republic of Serbia <http://europa.rs/euzatebe-logo-and-visuals/?lang=en> and must be applied across the board in this form:

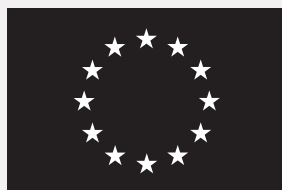


#EUzaTEBE - is the main slogan of the campaign of the European Union Delegation in Serbia and the EU Info Network in Belgrade, Niš and Novi Sad, which promotes the results of EU development assistance to Serbia in the framework of the European integration process. All projects operating in Serbia are obliged to use this slogan together with the EU flag and on case by case basis - depending on the product als the wording "This projects is funded by the European Union" Serbia and the European Union share common values. The #EUzaTEBE campaign will be realised in traditional media, on social networks, in cooperation with state institutions, cultural institutions, civil society organizations, the institutions and individuals. Detailed information on #EUzaTEBE is available on website: www.europa.rs and www.euinfo.rs as well as on social profiles - Facebook, Instagram and Twitter using the hashtag #EUzaTEBE.

Safe zone



Negative



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Positive



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Minimum logo size

#EY
ЗА ТЕБЕ
1.4 cm

#EY
ЗА ТЕБЕ
2 cm

#EY
ЗА ТЕБЕ
3 cm

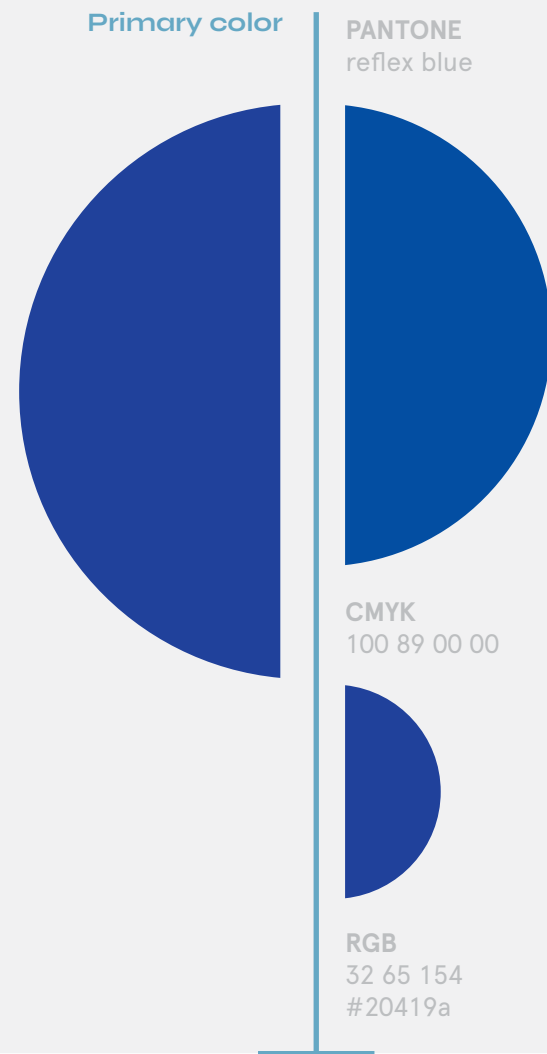
Primary typography

**#EY
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Aa

АБВГДЋЕЖЗИЈКЛЉМНЊОПРСТЋУФХЦЧШ
абвгдђежзијклљмнњопрстћуфхцчш

Averta CY



3) Use Serbian Cyrillic letters!

Although English is the working language for all EU-funded projects, and you will communicate and develop communication and promotional materials in English as well, it is highly recommended to apply Serbian Cyrillic script to all materials you use, distribute and publish off and online.

4) Shorten the name of your project!

If your official project name is long, do use a shorter version on your business cards and project documents. Use official title of the project in official project documents. This must be agreed with your EU project manager.
(Example: Reinforced measures for good conduct in the public service under the framework contract IPA 2018, shortened to "EU4PublicAdministration").

5) Do not create and apply a logo of the project and do not develop an individual project-based web page!

Although you are encouraged to create a recognisable visual identity appealing to the audience and the Serbian public in general, it will neither include the creation of a logo or the slogan of the project, nor will it be applied on any material or product in any circumstances. The same goes for the webpage of the project: do not develop it, unless approved on case by case, by the Delegation. Already developed and authorised webpages which are already online do not need to be deleted.

6) Connect with projects within your sector!

The point is to promote your project as part of a greater effort of the EU in assisting Serbian institutions and organisations to achieve concrete results and benefits for Serbian citizens. A new IT tool for EU-funded projects will be created as a joint hub of EU-funded projects in Serbia. You need to know the colleagues from other projects who cover the same sector (environment etc.) and seek joint communication on a particular sector. Make common communication plans of activities with other projects within your sector, share activities as they are making a larger impact than promotion of each project individually. Grant programmes to civil society organisations and CBC projects follow the same sectoral approach but may use their own insignia and web pages. All EU-funded projects in Serbia are obliged to submit online information to the new IT tool for EU-funded projects which will be available as of October 2019.

All communication tools and products must consist of these visual elements:

- #EUzaTEBE logo in combination with the words “This project is funded by the European Union”
- Beneficiary Institution logo + Ministry of Finance, Department for Contracting and Financing of EU Funded Programmes (CFCU) /or:
- Grant Beneficiary’s logo
- Beneficiary’s contact details
(not an obligation for promo materials, such as: pencils, hats, umbrellas, mugs etc)
- EU Disclaimers
(for brochures, leaflets, publications, audio-visual materials, social media pages, visibility boards at project site locations and commemorative plaques, vehicles.
- Beneficiary Institution and Contracting Authority logo

A very important element of the visual identity for all types of contracts is the usage of the coat of arms of the Republic of Serbia. The coat of arms of the Republic of Serbia (and/or the beneficiary institution and Ministry of Finance, Department for Contracting and Financing of EU Funded Programmes CFCU) and the EU flag need to be particularly prominent. In this regard, particular attention should be paid to the strict application of the Law on the Appearance and Use of the Coat of Arms, the Flag and the Anthem of the Republic of Serbia.



РЕПУБЛИКА СРБИЈА
Министарство за европске интеграције



РЕПУБЛИКА СРБИЈА
МИНИСТАРСТВО ФИНАНСИЈА
Сектор за уговарање и финансирање програма из средстава Европске уније
МИНИСТАРСТВО ЗА РАД, ЗАПОШЉАВАЊЕ,
БОРАЧКА И СОЦИЈАЛНА ПИТАЊА
МИНИСТАРСТВО ОМЛАДИНЕ И СПОРТА

(CFCU and two beneficiaries' case)

Important note: In communication with foreign partners, the EU Delegation to Serbia is obliged to use the English version of the logo. In all other cases, the text for all applicable logos should be in Serbian Cyrillic script.



Click on the link:

All EU-funded projects are legally bound by the terms of the [ANNEX II of the General Conditions applicable to European Union-financed grant contracts for external actions Article 6.](#)

All project beneficiaries need to follow [Communication and Visibility Requirements for EU External Actions - 2018.](#) published by the European Commission.

Graphics guide to the European emblem:
<http://publications.europa.eu/code/en/en-5000100.htm>

Download the European Flag:
https://europa.eu/european-union/about-eu/symbols/flag_en

Recommended colours for the national flag of the RS: "Standards of Flag and Coat of Arms, Parliament of Serbia" from 2010 (in Serbian);
<http://www.mfa.gov.rs/sr/index.php/republika-srbija/simboli-republike-srbije?lang=lat>

Law on the Appearance and Use of the Coat of arms, the Flag and the Anthem of the Republic of Serbia („*Službeni glasnik RS*”, br. 36/09)

02

Rules on the EU and national visibility:

HOW TO IMPLEMENT IT IN PRACTICE?

Important note: In all cases, regardless to whom you communicate your project (national or international institutions), the visual identity of the project requires the following: in the left corner is the coat of arms of the Republic of Serbia (beneficiary institutions, i.e. Ministries) or the flag of the Republic of Serbia. In the right corner is the European Union flag.

Examples of proper usage of communication tools you might need for your projects will be presented in this chapter, both in the English and Serbian version.

а. Business CARDS

The diagram illustrates the layout of a business card in both English and Serbian, with specific font size and logo placement annotations.

English Version (Left):

- Top Left: Republic of Serbia Ministry of European Integration Ministry of Finance Department for Contracting and Financing of EU Funded Programmes (Arial Bold 5.5 pt)
- Top Center: This project is funded by the European Union.
- Top Right: European Union flag and #EY ЗА ТЕБЕ logo.
- Center: NAME OF THE PROJECT IN ENGLISH (Arial Bold 7-8 pt)
- Below Project Name: NAME AND FORENAME (Arial Bold 7 pt), Role or function (Arial Regular 8 pt), Address | City | Serbia (Arial Regular 8 pt), Phone | mobile (Arial Regular 8 pt), E-mail (Arial Regular 8 pt).
- Bottom Left: partners logos (minimum size 5mm).
- Bottom Center: Texts in black 80 %.

Serbian Version (Right):

- Top Left: Република Србија Министарство за европске интеграције Министарство финансија Сектор за уговарање и финансирање програма из средстава Европске уније (Arial Bold 5.5 pt)
- Top Center: Овај пројекат финансира Европска унија.
- Top Right: European Union flag and #EY ЗА ТЕБЕ logo.
- Center: ИМЕ ПРОЈЕКТА (Arial Bold 7-8 pt)
- Below Project Name: ИМЕ И ПРЕЗИМЕ (Arial Bold 7 pt), Функција (Arial Regular 8 pt), Адреса | Град | Србија (Arial Regular 8 pt), Телефон | мобилни (Arial Regular 8 pt), E-mail (Arial Regular 8 pt).
- Bottom Left: partners logos (minimum size 5mm).

b. Project documents For Internal/External communication (Memo, Letters, Faxes, Reports, Press-releases etc.) – Header and footer composition (English version, Serbian Cyrillic version)

The diagram shows the layout for the English version of a project document. At the top left is the logo of the Republic of Serbia, Ministry of European Integration, Ministry of Finance, and Department for Contracting and Financing of EU Funded Programmes. To its right is the text 'This project is funded by the European Union' and the '#EY ZA TEBE' logo. The main header is 'NAME OF THE PROJECT IN ENGLISH' in Arial Bold 12 pt, with a 2.5 cm margin from the top. Below it is the title 'Invitation letter for the kick-off conference' in Arial Bold 11 pt. The body text is in Arial Regular 11 pt, with a 2.5 cm margin from the left and a 0.7 cm margin from the top. The footer contains partner logos (minimum size 8 mm) and contact information: 'Address, City, Serbia', 'Phone, mobile', and 'E-mail'.

The diagram shows the layout for the Serbian Cyrillic version of a project document. At the top left is the logo of the Republic of Serbia, Ministry of European Integration, Ministry of Finance, and Sector for Contracting and Financing of EU Funded Programmes. To its right is the text 'Ovaj projekat finansira Evropska unija' and the '#EY ZA TEBE' logo. The main header is 'ИМЕ ПРОЈЕКТА' in Arial Bold 12 pt, with a 2.5 cm margin from the top. Below it is the title 'Позивно писмо за конференцију' in Arial Bold 11 pt. The body text is in Arial Regular 11 pt, with a 2.5 cm margin from the left and a 0.7 cm margin from the top. The footer contains partner logos (minimum size 8 mm) and contact information: 'Адреса, Град, Србија', 'Телефон, мобилни', and 'Е-пошта'.

c. press materials A very important element of communication with media is a standard boilerplate.
An example of proper usage of the boilerplate is in a press release or other press kit materials.

Republic of Serbia
Ministry of European
Integration
Ministry of Finance
Department for Contracting and Financing of EU Funded
Programmes

This project is funded by
the European Union

#EY
ЗА ТЕБЕ

Arial Bold 12 pt

2.5 cm

PRESS RELEASE

Arial Regular 11 pt

2.5 cm

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore
- magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo

Consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

0.7 cm

Texts in black 80 %

Boiler plate

The European Union's donations to Serbia exceed EUR 3.6 billion from 2000 to date.

The funds have been used to support development, quality of life and reforms in: civil protection, flood relief and protection, education, connectivity, environment, health and consumer protection, culture, rule of law, local development, jobs and growth, public administration, migration, public financial management, civil society and media, social inclusion, youth and sport. EU support is implemented in cooperation with the Government of Serbia.

The European Union is a larger donor of development aid to Serbia than all other international donors put together.

partners logos-minimum size 8 mm

Address, City, Serbia
Phone, mobile
E-mail

Република Србија
Министарство за
европску интеграцију
Министарство Финансија
Сектор за унапређење и финансирање
програма из средстава Европске уније

Овај пројекат финансира
Европска унија

#EY
ЗА ТЕБЕ

Arial Bold 12 pt

2.5 cm

САОПШТЕЊЕ ЗА МЕДИЈЕ

Arial Regular 11 pt

2.5 cm

Овај текст написан на латинском језику, или бар његове две почетне речи познате су штампарима више од пет векова, а последњих година, откад људи масовно праве сопствене сајтове, ушао је и међу „обичан“ свет. Заправо, од око 1500. године, када је непознати штампар сложио овај текст како би направио узорак књиге, Lorem ipsum се користи као модел у слогословачкој и штампарској индустрији.

Уместо да користи текст који, на пример, гласи "Проба, проба, проба..." или "Ово је место за текст, ово је место за текст...", штампар је искористио узорак из стварне књиге, јер у њему не постоји никаква правилност већ некакав реални, насумични распоред слова, пауза и речи."

Мада би се на први поглед могло помислити да пасус има неки необичан смисла, чак и две његове најпознатије речи којим почиње, Lorem ipsum, саме за себе потпуно су безначајне.

0.7 cm

Texts in black 80 %

Boiler plate

Од 2000. до данас, Европска Унија доирала је више од 3.6 милијарди евра Србији.

Средства су коришћена за подршку развоја, квалитета живота и реформи у следећим сферама: цивилна заштита, заштита од поплава и помоћ поплавеним подручјима, образовање, повезаност, заштита околне, задржавна заштита и заштита потрошача, култура, владине правде, локалне развој, послови и привредни раст, јавна администрација, миграције, управљање јавним средствима, цивилно друштво и медији, социјална инклузија, омладина и спорт. ЕУ подршка је имплементирана кроз сарадњу са Владом Републике Србије.

Европска Унија је доирала Србији више развојних средстава него сви други интернационални доиратори заједно.

partners logos-minimum size 8 mm

Адреса, Град, Србија
Телефон, мобилни
Е-пошта

Visibility guidelines

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Important note: In case of co-financing by a government beneficiary please apply the disclaimer as follows:

This project is funded by the European Union and co-funded by the Government of the Republic of Serbia, or:

Овај пројекат је финансиран средствима Европске уније и кофинансиран средствима Владе Републике Србије.

- d. Disclaimers** – As the EU is not responsible for the contents of communication materials prepared by implementing partners, all of them must include a standard disclaimer, translated into Serbian. These are the disclaimers required by the EU for the most commonly used communication tools.

Brochures, Leaflets, Publications

“This publication is produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the grant beneficiary and implementing partner> and may in no way be taken to reflect the views of the European Union”.

„Ова публикација објављена је уз финансијску помоћ Европске уније. За садржину ове публикације искључиво је одговоран/на/но <назив примаоца финансијске помоћи и партнера > и та садржина нипошто не изражава званичне ставове Европске уније”.

Social media

“This site was created and maintained with the financial support of the European Union. Its contents are the sole responsibility of the implementing party <name of the grant beneficiary and implementing party>, and do not necessarily reflect the views of the European Union. © Copyright 2019 <Official name of the Project>”

Ова страница начињена је и одржава се уз финансијску помоћ Европске уније. За њену садржину искључиво је одговоран уговорач пројеката <назив примаоца финансијске помоћи и партнера >, и та садржина нужно не изражава ставове Европске уније. © 2019. <Званични назив пројекта>”

EU Visibility Boards at Project Site Locations and Commemorative Plaques

"This site was created and maintained with the financial support of the European Union. Its contents are the sole responsibility of the implementing partners <name of the grant beneficiary and implementing partner>, and do not necessarily reflect the views of the European Union. © Copyright 2019 <Official name of the Project>"

Ова страница начињена је и одржава се уз финансијску помоћ Европске уније. За њену садржину искључиво је одговоран уговорач пројеката <назив примаоца финансијске помоћи и партнера >, и та садржина нужно не изражава ставове Европске уније. © 2019. <Званични назив пројекта>"

Temporary board

In this respect the contractor is required to:
1. Produce (size 170x150) and maintain the boards **from the beginning of the action until six months after its completion.**

A **temporary board should be placed during the works**, a minimum of two display panels per each contracted site location in addition to the board prescribed by the Serbian law. Recommendation of size is 170x150cm, with 2.2m height of pillars in English and Serbian.

Example of temporary plaque in works contracts:

**ДОНАЦИЈА ЕВРОПСКЕ УНИЈЕ
EUROPEAN UNION DONATION**



**ПОСТРОЈЕЊЕ ЗА ПРЕЧИШЋАВАЊЕ ОТПАДНИХ ВОДА
WASTE WATER TREATMENT PLANT**

**ПРОЈЕКАТ ФИНАНСИРА ЕВРОПСКА УНИЈА
PROJECT FINANCED BY THE EUROPEAN UNION**

Start of works/почетак радова: **01.01.2012.** End of works/крај радова: **01.01.2014.**

Република Србија
Министарство за европске интеграције
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније



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Пројекат спроводе/implementation partners:



Commemorative board - upon completion

2. **Upon completion** of a works contract, the contractor must prepare a **commemorative board** to be placed at the entrance of the constructed building or on the road where the works were executed. Produce a minimum of one Commemorative plaque per each constructed facility (A3 size) in Serbian.

The contractor must consult the EU project manager and the beneficiary institution for instructions on the best placement of the plaques on a case by case basis. The EUD may decide not to include contractors' logos on commemorative plaques.

The following wording can be used:

"This municipality was assisted by the European Union – Овој општини помоћ је пружила Европска унија.

"This road was reconstructed through a donation by the European Union – Овај пут обновљен је захваљујући донацији Европске уније. ."This bridge was constructed with the support of the European Union – Овај мост подигнут је уз подршку Европске уније.

...or other similar text agreed with the responsible project manager and EUIC info team. Such boards should be installed at locations where they reach maximum visibility. Recommendation of size is 170x150cm, with 2.2m height of pillars.

Example of commemorative plaques upon completion of a works contract:



Vehicles and equipment

Equipment and vehicles are visible to Serbian audiences only and should therefore only be branded with stickers in Serbian language.

For items such as equipment/furniture/vehicles etc., there should be a clear designation of the EU logo and sentence of the funding, provided by a sticker or a plaque on the equipment itself.

Vehicles and equipment used in an EU-funded project should be clearly marked, and visibly carry the EU flag.

Vehicles: The following simple wording can be used in most cases: „Донација Европске уније“



Audio-visual materials

Visibility of the EU flag to be visible at the beginning and at the end, using phrase: „This material was produced with the assistance of the European Union. The contents of this video is the sole responsibility of <name of the grant beneficiary and implementing partner> and can in no way be taken to reflect the views of the European Union“.

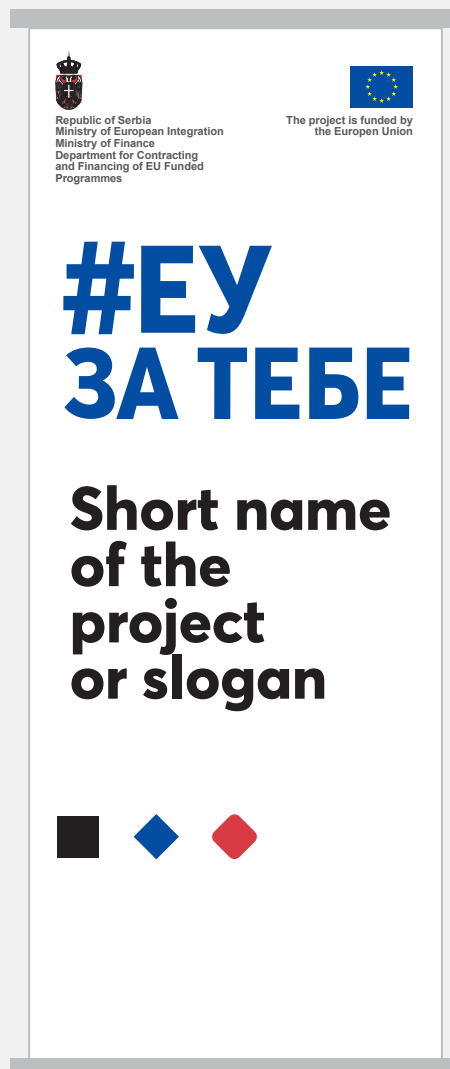
„Овај материјал објављен је уз финансијску помоћ Европске уније. За његову садржину искључиво је одговоран <назив примаоца финансијске помоћи и партнера > и та садржина нипошто не изражава званичне ставове Европске уније“.

Promotional materials

Promotional materials are usually aimed at Serbian audiences and should therefore be primarily in Serbian, Cyrillic or Latin script. The EU funding sentence should always be combined with the EU flag and should be formulated in Serbian as follows: "Пројекат финансира Европска унија". For smaller items such as pens, USB sticks etc. shorter versions can be accepted such as "ЕУ донација", "Финансира ЕУ", "ЕУ пројекат" or simply "Европска унија", together with the EU flag. For t-shirts, caps or other clothing items, it is preferable to indicate "Европска унија".

„Донација Европске уније“

Important note: The application of these logos is obligatory for all promotional materials (Roll-ups, roll/back walls, posters, power point presentations etc.) for all beneficiaries (main beneficiary+ Ministry of Finance, Department for Contracting and Financing of EU Funded Programmes (CFCU)+EU logo + #EUzaTEBE).



Погледај око себе

Република Србија
Министарство за европску интеграцију
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

#EУ ЗА ТЕБЕ

Покрени се!
www.pogledajokosebe.rs

Република Србија
Министарство за европску интеграцију
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

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Република Србија
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Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

#EУ ЗА ТЕБЕ

Покрени се!
www.pogledajokosebe.rs

Република Србија
Министарство за европску интеграцију
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

#EУ ЗА ТЕБЕ

Покрени се!
www.pogledajokosebe.rs

Република Србија
Министарство за европску интеграцију
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

#EУ ЗА ТЕБЕ

Покрени се!
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Република Србија
Министарство за европску интеграцију
Министарство финансија
Сектор за уговарање и финансирање
програма из средстава Европске уније

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03

Strategic communications:

**WHY DO YOU
NEED IT AND
WHERE WILL
YOU USE IT?**

The answer to the question from the title of this chapter is simple: if you want to make an impact with your project - people need to know about its contribution to their issues and needs, and in order to have a greater reach of awareness of the project you need to communicate strategically. In other words: you need to have an effective communication plan, the sooner the better. But in order to prepare successful communication plan, it is necessary to write it systematically, so it can show how the results are relevant to citizens' everyday lives. Although it sounds more complicated than it usually is, this is a table with check-ins that can be followed in an easy manner to produce a communication plan that actually works and is not written just for the sake of contractual obligations.

A few tips& tricks are also provided; not to lose out of sight for whom you are doing your project (for Serbian citizens) and how will you approach them (by simple and clear communication on how they will concretely benefit from it).

How to make communication strategy - Check-ins (Five steps game)

GOALS

- 1) Did you formulate Goals and objectives? Are the objectives specific and measurable?
- 2) Did you specify final and intermediate communication aims of the project?
- 3) What change do you expect to receive from your Audience?
- 4) What impact is intended?
- 5) Does the project envisage ways of measuring communication effects and impact?

AUDIENCE

- 1) Did you analyse your audience? How heterogeneous is it and in what way (sex, age, education, income, beliefs, issues, interests, values, opinion, engagement etc.)
- 2) Did you include all relevant target groups? Can you further specify your indicated audience?
- 3) Who has an interest in your project, who can contribute, who is interested in its results?
- 4) Who would be affected by the outcomes of the project at local, regional and national level?
- 5) Does the project aim to address both a direct audience and intermediaries to reach more people?

MESSAGE

- 1) What does the audience need to know about your project?
- 2) What concrete solutions does your project offer? What are the consequences if no action is taken?
- 3) How does your work relate to everyday life? Does it link to any broader socio-economic and policy issue, so that it will be easier to explain the results and their relevance to policymakers and citizens?
- 4) Does the project's message provide in one sentence the main benefit for each specific target audience? Have you formed a targeted message and are you using the appropriate language for each of the target audience?
- 5) Are you connecting the message to your own communication objectives?

MEDIUM

- 1) Are you using dissemination partners and multipliers? Rather than aiming to build an audience from scratch, the project should indicate which partners to use and how.
- 2) Did you indicate media at local, regional, national level?
- 3) Are you considering different channels of communication?
- 4) Examples of interpersonal communication:
 - Trainings, face-to-face conversation, group discussions, conferences, school visits, journalist tours, round tables, exhibitions, workshops, Open days, policy briefs etc.
- 5) Examples of mass media communication:
 - Radio, TV, video, newspapers and magazines, social media, blogs, Internet debates, press releases, newsletters, manuals, brochures, booklets, flyers, posters, stickers, banners, billboards, city lights etc.

EVALUATION

Output indicators: usually a measurement of those directly reached by activity, i.e. the number and type of participants to an event, the number of people who have seen advertising etc.

Examples: number of articles, TV and radio news, interviews and press releases, number of events, briefings and press conferences organized, number of people attending the event, number of speakers, number of webpage visits, etc.

Outcome indicators: action that the target audience took as a direct effect of a communication activity. Outcome is the expected final result of the project's intervention.

Examples: the attitude of targeted media toward events, e.g. accuracy of news coverage, tone of coverage (positive or negative), key message and quotes used, number or percentage of audience reached by the media, web hits and downloads, number of times the target audience had the opportunity to see your campaign, number of people seeking additional information through webpage, contacts etc., number of digital sharing of content (e.g. tweets, sharing link on Facebook, number of Facebook fans or friends, number of per content, number of people commenting (e.g. on site, Facebook, YouTube), etc.

Impact indicators: measure long-term consequences of project activities (change in attitudes, behavior etc.)
Example: change in number of people informed about the project, positive change in attitude, etc.

TELL A STORY, DON'T JUST LIST FACTS!

People like storytelling, as it touches people's hearts and provokes emotion. It is what grabs their attention, what interests them, and feel will improve their lives. Stories are an effective way to remember the message of the project and to disseminate the results of your project. Having this principle in mind, you should adapt your communication so as to:

- ▶ Create an interest, be it through a press release, a publication, a feature story or an interview, but also in the way that you verbally present your project. People's interest is based around their lives – communicate how the project directly effects and benefits their issues in their everyday lives.
- ▶ Profile your audience and find out what interests specific groups the most.
- ▶ Write short sentences. Use simple words, create pictures with the text, adopt an active voice, engage your reader, etc.
- ▶ Avoid acronyms (CFCU, CBC, SMEs, etc. this means nothing to people).
- ▶ To "tell your story", highlight your achievements, activities, interesting results that (will) affect others and especially the citizens, as the ultimate aim of each project.

- ▶ Do not put too much information at once. You can't say it all, but you have to give the information that is relevant to your reader.
- ▶ Be aware that, what is important for you and your colleagues, and what is important for your target audience may be different in substance.
- ▶ Less is more: we live in the age of smartphone messaging and social media. In texts for publications, a brochure, a leaflet, etc. use sub-titles, boxes, bullet points, bold and other elements that make it easier to read.
- ▶ Quotes (statements) – use them to make a text more lively, real, interesting, human, convincing, etc. Put them in italics.
- ▶ The style with which you write is important. Therefore: avoid technical jargon that people don't understand from your project. Terms of Reference do not make for good communications– do not copy texts from these documents.



Example of poor writing style

Tunisia: "Media and Democracy" Euromed project

The Tunisian Association of Audiovisual and Multimedia Animation (ATAAM), beneficiary of a grant under the first call for proposals of Euromed Youth Program, is implementing its project within the framework of the Action 3 (Training and Networking) Window on the enhancement of the democratic culture through the practice of using multimedia projects from the 25th to 31st March 2012.

With its partners, ATAAM launched since March 5th, 2012 a website including a WEB RADIO which will serve as a platform for citizens to express themselves on topics such as human rights and citizenship.



Example of well writing style

Web radio to promote free speech in Tunisia

A web radio has been launched in Tunisia this month by the Tunisian Association of Audiovisual and Multimedia Animation (ATAAM), that will serve as a platform to allow citizens to express on themes like human rights and citizenship. It is funded under a Euromed Youth grant.

PHOTOS SAY A THOUSAND WORDS! USE THEM!

It is more attractive and effective to accompany your text with a good quality, publishable photo, illustrating what you want to say, to which you will add a caption.



As a form of visual narrative, a photo should also tell a story, using the Rule of the 5Ws, revealing WHO is in the photo; WHAT is happening; WHY is it happening; WHEN did it happen; WHERE it happened.

Example of photo storytelling:



Good example: it is not static, it shows action, portraying a certain action in a spontaneous situation



Good example: it includes people that benefit from the project, a visual reference to EU's involvement (it can be a logo, a sentence, a subtle element in the scene)



Poor example: it does not show the main idea behind a project, its relevance or impact in a community



Poor example: photo showing reconstruction funded by the EU but is does not personify a message, nor does it creates empathy to observer



Photos must have a minimum of 300 DPI resolution (to ensure good quality printing) in JPEG or PNG format;

Photos must weigh no more than 5MB and no less than 1MB;

Each photo must be accompanied by a caption: a short description of the project or activity with no less than 100 and not more than 300 characters including spaces, and include the author of the photo;

Example:

Title: "Celebrating International Women's Day on 8th March 2018" - Delegation of the EU to the Republic of Serbia / (author of the photo: Marko Milanović)

Description: "Young girls celebrate International Women's Day 2018 at the launch of EU Education for Girls Project, which increases educational and training opportunities for Serbian women and girls"

Important note: You always need to acknowledge the copyrights of the photos. Do not use photos simply downloaded from the internet. Use reliable sources (state institutions, EU institutions etc.) that have a policy of open-copyrights, mentioning the source of photography.

04

Rules on the EU and national visibility:

WHO IS DOING WHAT AND WHEN?

4 Check-ins: Who is doing what and when?

The first step in the case of decentralised/indirect management of funds is that the beneficiary institution (the IPA Unit Visibility Officer) and contractor should agree on final draft of visibility material. The IPA Unit Visibility Officer should then send the draft to the EU Info centre for consultations.

After this, the IPA Unit Visibility Officer forwards the improved draft to the CFCU Project Manager and Visibility Officer to the email address visibility.cfcu@mfin.gov.rs.

Final coordination with the EU Delegation Project Manager (or Press Office) is executed by the CFCU (Visibility Officer) who provides feedback on the final/approved version to the contractor.

ROLE IN THE PROJECT	COMMUNICATION EXPERT ON EU PROJECT	IPA VISIBILITY OFFICER IN MINISTRY/ CFCU PROJECT MANAGER AND email to: visibility.cfcu@mfin.gov.rs	EU DELEGATION PROJECT MANAGER	EU DELEGATION INFO, COMMUNIC. & PRESS SECTION (email to: delegation-serbia-info@eas.europa.eu)	EUIC STAFF (email to: visibility@euinfo.rs)
PHASES OF USUAL COMMUNICATION ACTIVITIES					
COMMUNICATION AND VISIBILITY PLAN					
Drafting Communication Action Plan + timetable of planned public events (in the early stage of Inception period)	✓				
Consent to CAP		✓	✓		
Update of CAP, if necessary	✓				
Consent upon adjustment of CAP		✓	✓		
VISIBILITY MATERIALS (templates, visit cards, power point presentation templates, commemorative plaques, stickers etc.)					
Drafting text/ content	✓				
Taking offers	✓				
Design drafting	✓				
Consent (at least one week)		✓	✓		✓
Production	✓				
PRESS RELEASE					
Drafting press release in Serbian and English	✓				✓
Consent to press release		✓			✓
Finalization and final consent				✓	
Distributing PR to media		In coordination with EUD Info			Send few days before event
Posting to beneficiary and EUD/EUIC websites		✓			✓
Provide journalists with copies of PR on the day of event	✓				

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EVENT (press conferences, conferences, roundtables, debates, festivals, concerts, competitions, fairs)					
Coordinated and agreed on data and format (at least 4-6 weeks before the event) – draft programme, main purpose and messages, target audience, proposed speakers	✓	✓	✓	✓	✓
Drafting work package for the event at least one month before the event (event agenda, information on the project, timetable of preparation activities, press release draft, draft list of participants) in Serbian and English	✓				
Agreement on attendance of the officials (esp. agreement for high-level events)		✓	✓	✓	
Consent on work package for the event		✓	✓		✓
Guidance on the protocol		✓		✓	✓
Creating visibility materials for the event (at least 3 weeks before the event)	✓				
Consent on visibility materials for the event (at least 7 working days before the event)		✓			✓
Drafting invitations	✓				
Sending invitations	✓	✓			
Drafting speaking points	✓	✓		✓	✓
Drafting press releases	✓				
Consent on press releases		✓		✓	✓
Sending press releases to media		✓		✓	✓
Giving media statement (in front of EUD roll-up or EU project site board)	✓		✓	✓	✓
PRESS KITS					
Media package (promo materials from project, project background/ factsheet, Q&A, press release and other media relevant materials)	✓ On the day of event				
Consent before event (at least a week before event)		✓			
PRESS CLIPPING					
Receive or collect press feedback and media reports (newspapers, radio, TV)	✓				

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Reporting about evaluation of success of communication activity based on press-clipping (also for Project's reports)	✓				
Archiving		✓			
INTERVIEW/ COMMUNICATION WITH MEDIA					
Sharing information about interview	✓	✓		✓	
Preparation for the interview (optimal version)	✓		✓		
Drafting points (in case needed)	✓	✓		✓	✓
Media appearance	✓		✓	✓	✓
Stocking archive	✓				
AUDIO-VISUAL MATERIAL					
Drafting textual materials/ content	✓				
Consent		✓			✓
Producing raw materials and stock shots	✓				
Final consent (at least two weeks)		✓			✓
Production	✓				✓
PUBLICATIONS (brochures, factsheets, success stories etc.)					
Drafting materials	✓				
Consent		✓			✓
Ensuring the drafting of the design	✓				
Final consent		✓			✓
Production	✓				✓
Sending publications in printed and electronic form to EU Info Centre for further dissemination	✓				
PROMO MATERIALS (pens, mugs, T-shirts, caps, USB-sticks, posters, leaflets, umbrellas, roll-ups, bags, notebooks, etc.)					
Drafting materials and ensuring offers and design	✓				
Consent		✓	✓		
Production	✓				✓



COMMUNICATION NETWORK INDICATORS

European Commission

NEEDS

Needs analysis, problem definition

OBJECTIVES

SMART – Specific, Measurable, Achievable, Relevant, Time-bound

INPUTS

What is needed to plan, design and implement communication

- Ex-Ante evaluation
- Planning
- Budgeting

ACTIVITIES

What is done to produce and implement communications

- Production
- Development
- Distribution

OUTPUTS

What we deliver that reaches and engages the target audience

- Reach
- Exposure
- Publicity Volume
- Deliverables

RESULTS

What the target audience takes out of the communication. Their initial response and sustainable effects

- Awareness
- Recall
- Engagement
- Follow-up actions

IMPACTS

Behavioural and/or cultural shifts in population directly or partly caused by the communication

- Opinion change towards the EU
- Advocacy

NETWORKS



- 1 Number of contacts: visitors, event participants, calls, emails, etc. [counting]
- If applicable, percentage of newcomers [survey, desk analysis]

- 2 Cost per contact [desk analysis]

- 1 Overall usefulness of the contact [survey]
- 2 Percentage of users who declared that they would come back [survey]
- 3 Percentage of users who declared that they would recommend the service [survey]

- 1 Number of people having a more positive opinion of the EU as a result of the contact [Eurobarometer, survey]
- 2 Likelihood to advocate or speak positively about the EU as a result of the contact [survey]
- 3 Number / percentage of target audience who know more about available opportunities and take action [survey, desk analysis]

EVENTS



- 1 Number attendees: physical and online [counting];
- If applicable, percentage of target audience [counting] and percentage of first time attendees [survey]

- 2 Cost per attendee [desk analysis]
- 3 Indirect audience reach – media reach of event [audited circulation and audiences, analytics]

- 1 Overall usefulness of event for attendees [survey]
- 2 Percentage of attendees who declared that they would share or speak positively about the event [survey]
- 3 Percentage of attendees seeking more information or engaging in other follow-up actions [survey]

- 1 Percentage of attendees having a more positive opinion of the EU as a result of the event [survey]
- 2 Likelihood to advocate or speak positively about the EU as a result of the event [survey]
- 3 Number / percentage of target audience who know more about available opportunities and take action [survey / desk analysis]

PUBLICATIONS



- 1 Number of readers / listeners of the publication [web analytics, OP orders]
- If applicable: percentage of target audience and percentage of specific demographic groups [desk analysis]
- 2 Percentage of publications produced in more than one linguistic version [counting]
- 3 Percentage of publications accessible to visually impaired persons [counting]

- 1 Overall usefulness of publication for readers [survey]
- 2 Number of readers who shared the link of the publication with other people [survey]
- 3 How clear and easy to understand was the publication [survey]

- 1 Number of readers having a more positive opinion of the EU as a result of a publication [survey]
- 2 Likelihood to advocate or speak positively about the EU as a result of a publication [survey]

MEDIA RELATIONS



- 1 Number of online views of media releases [web analytics]
- 2 Number of journalists in media events organised by the EC [counting]
- Percentage of Member States coverage

- 1 Percentage of media items published in tier(s) 1–6 in a sample of EC related media coverage [media monitoring]
- 2 Number of media items mentioning a Member of the College in the analysed sample of EC related articles [media monitoring]

- 1 Percentage of citizens that have the perception that they are well informed about the political priorities of the EU [Eurobarometer, survey]

VIDEOS / PHOTOS



- 1 Number of views, embeds and downloads [AV Portal, web analytics, social media metrics, global counting]
- 2 Number of unique visitors to the page of the video on Europa [AV portal, website analytics]
- 3 Cost per view [web analytics / social media metrics / desk analysis]
- 4 Percentage of videos with completion rate of 50% or more and of a 100% [AV Portal, web analytics/social media metrics]
- 5 TV uptakes: number, names and countries of TV channels using Ebs material and videos and number of minutes of Ebs material and videos on TV channels [Teletrax – out of the TV panel of 220 channels]

- 1 Overall usefulness of the video for the viewer [survey]
- 2 Overall usefulness of the portal for the users [survey]
- 3 Long-term: life cycle of the video after the communication campaign [AV portal, social media metrics]

- 1 Number of viewers having a more positive opinion of the EU as a result of the video [survey]
- 2 Likelihood to advocate or speak positively about the EU as a result of this video [survey]

SOCIAL MEDIA



- 1 Number of impressions [social media metrics]
- 2 Number of follower/fans/subscribers [social media metrics]
- 3 Number of posts* [social media metrics]
- *Activity indicator used for calculating performance indicators

- 1 Number of engagement: shares, likes, clickthroughs, print button pushed, comments [social media metrics]
- Cost per result [desk analysis]
- 2 Number of hashtag mentions [social media metrics]

- 1 Percentage of EC social media users having a more positive opinion of the EU as a result of engaging with EC social media content [survey, for corporate campaigns]

WEBSITES



- 1 Number of visits [web analytics]
- 2 Number of visitors identified by browsers [web analytics]
- 3 Number of page views [web analytics]

- 1 Conversion rate: downloads, registrations, form completed, etc. [web analytics]
- 2 Overall usefulness of the site and/or page [survey]
- 3 Number of return visitors [web analytics – only for users accepting long term cookies]

- 1 Number of visitors having a more positive opinion of the EU as a result of the web visit [survey, rating widget]
- 2 Likelihood to advocate or speak positively about the EU as a result of the web visit [survey or monitor “share this content” button, and / or user jump to Social Media icons in footer]

INTEGRATED COMMUNICATION CAMPAIGNS



- 1 Reach: Number of contacts made during the campaign [audited circulation and audiences, analytics]
- If applicable, percentage of target audience [desk analysis]
- 2 Cost per contact [desk analysis]

- 1 Recall: Number of people who can recall a message of the campaign [survey]
- Cost per person recalling the campaign [desk analysis]
- 2 Percentage of people reached seeking more information or engaging in other follow-up actions as a result of the campaign [survey]

- 1 Change of opinion: Percentage of people having a more positive opinion of the EU as a result of the campaign [Eurobarometer, survey]
- 2 Advocacy: Likelihood to advocate or speak positively about the EU as a result of the campaign [survey]

VISIBILITY GUIDELINES

for EU-funded projects in Serbia



REPUBLIC OF SERBIA
MINISTRY OF EUROPEAN INTEGRATION
MINISTRY OF FINANCE
Department for Contracting and Financing of EU Funded
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