

Communication and visibility manual

Joint Operational Programme Romania- Ukraine 2014-2020



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Romania-Ukraine
ENI-CROSS BORDER COOPERATION

COMMUNICATION AND VISIBILITY MANUAL

Specifications of the
Joint Operational Programme
Romania-Ukraine 2014-2020

This manual was developed by the Managing Authority of the RO-UA Programme, by adapting the Communication and Visibility Manual for EU external actions published by the European Commission and created by the Information, Communication and Front Office Unit of the EuropeAid Cooperation Office and includes specific rules applicable to the Joint Operational Programme Romania-Ukraine 2014-2020.

In order to download the official version of the Communication and Visibility Manual for European Union External Action please access the following link:

https://ec.europa.eu/europeaid/sites/devco/files/communication_and_visibility_manual_en_0.pdf

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INTRODUCTION

COMMUNICATION AND VISIBILITY MANUAL FOR EUROPEAN UNION EXTERNAL ACTION

This manual has been designed to ensure that actions that are wholly or partially funded by the European Union (EU) through the Joint Operational Programme Romania- Ukraine 2014-2020 incorporate information and communication activities designed to raise the awareness of specific or general audiences of the reasons for the action and the EU support for the action in the country or region concerned, as well as the results and the impact of this support.

The manual mainly covers the written and visual identity of the EU and that of the Joint Operational Programme Romania- Ukraine 2014-2020. It sets out requirements and guidelines for briefings, written material, press conferences, presentations, invitations, signs, commemorative plaques and all other tools used to highlight EU participation through the Joint Operational Programme Romania- Ukraine 2014-2020. In addition, it offers tools designed to enable the development of a dynamic communication strategy that will highlight the achievements of EU support.

This manual contains compulsory requirements for all beneficiaris of the RO-UA Programme. In all cases the provisions of specific contracts, financing agreements and contribution agreements prevail.

Over and above the basic elements of static visibility and information, and bearing in mind the context of every action, contractors, beneficiaries, implementing partners and international organizations are encouraged, where appropriate, to develop a communication and visibility plan that will highlight in a dynamic way the impact of the EU support. This may require the engagement of outside expertise.

All communication and visibility activities should be carried out in close co-operation with the management structures of the programme (Joint Technical Secretariat, Managing Authority, Branch Offices of the JTS). To this respect all beneficiaries will request an ex-ante approval from the JTS office responsible (as mentioned in section 4.1) for all communication material produced within the project. This measure aims at helping the beneficiaries to use in a correct manner the visibility elements of the EU and of the RO-UA Programme.

2 COMMUNICATION AND VISIBILITY

A STEP BY STEP GUIDE

2.1 APPROPRIATE VISIBILITY

In all Action (projects, programmes, and so on) the communication activities should be properly planned. Communication should focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones. In order to maximise the impact of communication efforts:

- ▷ Activities need to be timely
- ▷ Information used must be accurate
- ▷ Activities should be coordinated closely with the Management Structures of the Programme (MA, JTS, BO)
- ▷ The right audience(s) should be targeted
- ▷ Messages should interest the target audience(s)
- ▷ Activities should be appropriate in terms of resources spent, timing and expected impact

However, there should also be room in any plan to seize a good opportunity. A good communication reflex and the ability to exploit unexpected opportunities to the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be exploited. The communication and visibility plan for any action should seek to maximise synergies with the overall visibility strategy of the programme.

2.2 KEY AUDIENCES AND TARGET GROUPS

In order to communicate effectively, target audiences should be clearly identified in communication and visibility plans. Audiences will include opinion formers and influential figures, as well as those beyond government and media who have a stake in the action, or are affected by it. Contractors, beneficiaries, implementing partners and international organisations should focus their communication and visibility plan on audiences in the beneficiary country, who are the ones for whom the impact of the action will be most apparent and most immediately relevant.

In as much as the financing is available, and the urgency, nature, and context of the action will allow, international organisations should include in their communication and visibility plan audiences within the EU, specifically opinion-formers and “elite” audiences involved in the field of international co-operation.

2.3 COMMUNICATION AND VISIBILITY PLANS

2.3.1 COMMUNICATION AND VISIBILITY PLAN TEMPLATE

A budgeted communication and visibility plan should be included in the work plan of any EU-funded or co-funded action, highlighting the external communication activities that need to take place at key stages in the life of the action. The level of detail should be commensurate with the nature, extent and cost of the communication activities envisaged.

In case a communication and visibility plan is considered, the following template can be useful. In principle, it should be based on the implementation section of the visibility matrix (see Annex 1). The visibility matrix is a simple tool that has been designed to offer basic guidance on the main elements of communication activities at various stages of the project cycle.

General Communication Strategy

Objectives

1. Overall communication objectives

2. Target groups

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

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

Examples of communication objectives:

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

Communication activities

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

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

5. Communication tools chosen include details of advantages of particular tools (media, advertising, events, etc.) in the local context.

Indicators of achievement

6. Completion of the communication objectives

Include indicators of achievement for the different tools proposed

7. Provisions for feedback (when applicable)

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

Resources

8. Human Resources

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

9. Financial resources

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

2.3.2 COMMUNICATION BUDGET

The funds set aside for communication activities should have been included in any contract and should be reflected in the appropriate working document (e.g. annual work plan, etc).

The communication budget should be sufficient to have a real impact, and reflect the size, and, consequently, the likely impact of the action.

2.3.3 DRAFTING AND IMPLEMENTING THE PLAN

While the plan should be agreed with the programme's management structures and partner country officials, other partners (e.g. other donors) may need to be brought into the process, to ensure complementarities of effort.

In devising communication activities to be funded under operational agreements, EU and partner organisation staff should take account of the following:

- ▷ Methods of communication selected and messages given should be compatible with prevailing social or religious norms in the place where the communication activity is carried out.
- ▷ Activities should respect the local environment.
- ▷ In all communication activities, the local language(s) should be used as far as possible.

Outside expertise may be called upon, to be funded from the budget for the action, to carry out the communication activities.

In any event, the resources (human, financial, etc.) needed for implementation of specific communication activities should be carefully assessed during the design of the communication and visibility plan.

2.3.4 REPORTING

The standard reporting requirements are included in the grant contract. These reports should include details on the progress of visibility activities.

3

INTERNATIONAL ORGANIZATIONS

This chapter deals with the specific aspects of communication and visibility in the framework of EC cooperation with international organisations. All this information can be found in the Communication and Visibility Manual for European Union.

Link:

https://ec.europa.eu/europeaid/sites/devco/files/communication_and_visibility_manual_en_0.pdf

4 ADJUSTING THE COMMUNICATION AND VISIBILITY PLAN TO THE ACTION

INTRODUCTION

Contractors or beneficiaries and international organisations are responsible for giving adequate publicity to the action they are implementing as well as to the support from the EU through the Joint Operational Programme Romania-Ukraine 2014-2020.

Different activities may be appropriate at different stages of the project cycle. In any event, communication activities should focus on achievements and on the impact of the action, not on administrative and procedural milestones. The signature of a document, even if it relates to a large amount of money, will not necessarily attract much media attention, particularly in the EU.

The following sections contain an overview of possible communication activities. These elements may be useful when drafting the communication and visibility plan of the project, as well as in the absence of a formal plan.

4.1 BASICS

Before initiating any information, communication or visibility activity, contractors or beneficiaries and international organisations should contact the Information, Communication and Selection Officer at JTS office responsible for their region.

JTS Suceava and its branch offices in Chernivtsi and Odessa area of coverage: Suceava, Botosani, Satu Mare, Maramures, Tulcea counties in Romania, Zakarpattia, Ivano-Frankivsk, Odessa and Chernivtsi oblasts in Ukraine.

Project manager of the lead beneficiary should always be included in contacts with the Information, Communication and Selection Officer from the JTS.

Contractors, or beneficiaries, or implementing partners or international organisations should use their normal stationery in letterheads or fax headers

sheets, but should add the phrase “This project/programme is funded by the European Union” as well as the EU flag and programme logo when communicating on matters related to the action (see Annex 2). The graphic identity of the EU (see Annex 2) and of the programme (see Annex 3) must enjoy an equally prominent place and size as that of the contractor or implementing partner. Specific rules apply for international organisations (See Standard Contribution Agreement, article 6.2 of the General Conditions).

The disclaimer (see annex 2.6) must be included in all publications, website and video publication.

4.2 OTHER COMMUNICATION ACTIVITIES

Other elements of the communication and visibility plan might include:

- ▷ Press releases (see section 4.2.1)
- ▷ Press conferences (see section 4.2.2)
- ▷ Press visits (see section 4.2.3)
- ▷ Leaflets, brochures and newsletters (see section 4.2.4)
- ▷ Web sites (see section 4.2.5)
- ▷ Display panels (see section 4.2.6)
- ▷ Commemorative plaques (see section 4.2.7)
- ▷ Banners (see section 4.2.8)
- ▷ Vehicles, supplies and equipment (see section 4.2.9)
- ▷ Promotional items (see section 4.2.10)
- ▷ Photographs (see section 4.2.11)
- ▷ Audiovisual productions (see section 4.2.12)
- ▷ Public events and visits (see section 4.2.13)
- ▷ Information campaigns (see section 4.2.14)

4.2.1 PRESS RELEASES

Press releases can be a very useful contribution to the communication activities around an action. As

a general rule, a press release should be issued at the start of all actions.

The general policy is that beneficiaries should not issue press releases and make public statements unless cleared with the management structures of the programme.

A newsworthy press release should contain: a heading, a strong leading paragraph summarising the essential facts, the main body of the story, quotes, some background information, and contact details for further information.

The release should be kept to one side of an A4 page whenever possible; if it is longer, 'more follows' should be written at the bottom of every subsequent page. At the end of the document, make sure to write 'End'. After 'End', the press release should provide the name of at least one person whom the journalist can contact for further information. Where possible, both a work and a home telephone number should be provided.

Compulsory visual identity elements:

- ▷ Phrase «This project is funded by the European Union»
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ General statement of the Programme
- ▷ Web-page of the programme:
<http://www.ro-ua.ro-ua-md.net/en/>
- ▷ General Statement on the EU

Compulsory information to be included in the press release:

- ▷ Name and EMS- ENI code of the project
- ▷ Amount of EU funding in euro and in the local currency
- ▷ Date and place
- ▷ Time and date when information may be released (if the case may be)
- ▷ Contact details for further information (in the text of the press release: name, phone number, fax, email address)
- ▷ Logo and contact details of the beneficiary – in the footer
- ▷ «END» at the end of document if it is on more than one page

4.2.2 PRESS CONFERENCES

Press conferences organised in the context of the communication and visibility plan should always be organised in cooperation with the programme management structures. The invitations should bear an

EU flag and programme logo in accordance with the applicable general rules (see section 3.1).

At the press conference itself, an EU flag should be displayed if other flags or symbols are being displayed.

4.2.3 PRESS VISITS

Group visits by journalists to project sites may offer additional visibility opportunities. Such visits should be well timed and focus on tangible achievements. Where appropriate, groups of visiting journalists should be accompanied by representatives of the MA, JTS, EU Delegation, etc.

4.2.4 LEAFLETS, BROCHURES AND NEWSLETTERS

Publications such as leaflets, brochures and newsletters can be useful in communicating the results of an action to specific audiences.

- ▷ Leaflets can provide basic factual information and the address (such as a mailing address or web site) where further information can be found;
- ▷ Brochures can go into greater detail, highlighting the context, including interviews with stakeholders, beneficiaries, and so on;
- ▷ Newsletters are characterised by their regularity, and can be issued to inform on the progress of an action. This is useful, for example for infrastructure projects, training programmes, and so on, where the impact of an action can be appreciated over time.

Publications should always be tailored to the audience in question, and focus on the intended results of the action, not the financial and administrative details. Texts should be short and simple, and photographs used where possible to illustrate the action and its context. If possible photographs should be of the people involved in the action, rather than the officials responsible for its management.

In general, all material produced in paper form should also be made available in electronic form, so that it can be sent by e-mail and posted on a web site. For material in paper form, distribution capacity (mailing lists) should be considered.

Copies, including electronic copies of the publications should be made available to the corresponding office of the JTS as mentioned in section 4.1.

Leaflets and brochures:

Compulsory visual identity elements:

- ▷ Phrase « This project is funded by the European Union »
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ General Statement of the Programme
- ▷ General Statement on the EU
- ▷ Disclaimer
- ▷ Website of the Programme
<http://www.ro-ua.ro-ua-md.net/en/>

Compulsory information to be included in the materials:

- ▷ Title and EMS ENI Code of the project
- ▷ Contact details and the logo of the beneficiary

Newsletter:

Compulsory visual identity elements:

- ▷ Phrase « This project is funded by the European Union »
- ▷ EU flag according to the visual identity manual
- ▷ Disclaimer (must be under the front lower banner)
- ▷ Programme logo according to the visual identity manual
- ▷ General Statement of the Programme
- ▷ Web-page of the programme
<http://www.ro-ua.ro-ua-md.net/en/>

Compulsory information to be included in the materials:

- ▷ Title and EMS ENI Code of the project
- ▷ Contact details and the logo of the beneficiary
- ▷ The upper banner of the newsletter as is designed as in Annex 4 (section 4) from the visual identity manual

4.2.5 WEBSITES

Websites are increasingly a basic requirement for communication, but separate websites are not always required for all actions since information could simply be made available via the website of the programme or the partner's website, for example.

If the action is designed to have a long life, and will give rise to significant material that could be communicated on a web-site (photographs of the evolution of the action, short interviews, material for the press, etc.), it may be agreed in the communication and visibility plan to establish an independent web-site related to the action.

The site should be established in close cooperation with the JTS office responsible (as mentioned

at point 4.1) that can ensure coherence, and provide links to the relevant programme and Commission sites.

As a minimum, links should be made to the websites of the programme, and the EuropeAid Cooperation Office as follows:

http://ec.europa.eu/europeaid/index_en.htm

<http://www.ro-ua.ro-ua-md.net/en/>

Compulsory visual identity elements:

- ▷ Phrase « This project is funded by the European Union »
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ General statement of the Programme
- ▷ Web-page of the programme
www.ro-ua-md.net
- ▷ Links to the web pages: http://ec.europa.eu/europeaid/index_en.htm
- ▷ Disclaimer

Compulsory information to be included within the website/web page:

- ▷ Name and EMS ENI Code of the project
- ▷ Contact details and the logo of the beneficiary

4.2.6 DISPLAY PANELS

Infrastructure-related actions funded by the EU through the Ro-Ua Programme may be identified as such by means of display panels describing the action. The display panels should be clearly visible so that those passing are able to read and understand the nature of the action. The display panels should be erected beside access routes to the site where the action is taking place and should remain in place from the start of the action until six months after its completion.

Contractors or beneficiaries or international organisations should also produce a display panel with which to promote their EU-funded action at an exhibition or event, or at the entrance of a training centre or office reception. The shape, size and dimensions of panels vary depending on the amount of information that needs to be conveyed, and whether the panel is intended to be portable or permanent. Lowcost panels can be made using self-adhesive lettering and a well-positioned EU flag in the upper left hand corner and the programme logo. When contractors or beneficiaries consider it appropriate to add the logo of a part-

ner organisation on the display panel, it should be positioned in the upper right hand corner. Specific arrangements should be agreed with international organisations.

Compulsory visual identity elements:

- ▷ Phrase «This project is financed by the European Union»
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ The complete denomination of the programme: «Joint Operational Programme Romania-Ukraine 2014-2020»

Compulsory information to be included:

- ▷ Contact details and the logo of the beneficiary
- ▷ Title of the project and EMS ENI Code
- ▷ Start and end dates of the project

4.2.7 COMMEMORATIVE PLAQUES

Permanent commemorative plaques are an effective way of acknowledging the involvement of the EU in the construction or planning of permanent structures such as houses, clinics, factories, institutions, training centres, roads, bridges, etc.

As part of the opening ceremony of permanent structures erected with EU funding or cofunding, contractors, implementing partners or international organisations should place a permanent plaque in the most visible part of the building, such as the main entrance or in front of the building.

When contractors, beneficiaries consider it appropriate to add the logo of a partner organisation on the plaque, it should be positioned in the lower-right hand corner, and the EU flag should be in the lower-left hand corner.

Compulsory visual identity elements:

- ▷ Phrase «This [school...etc] was funded by the European Union»
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ The complete denomination of the programme: «Joint Operational Programme Romania-Ukraine 2014-2020»

Compulsory information to be included:

- ▷ the logo of the beneficiary
- ▷ Title of the project and EMS ENI Code

- ▷ The upper banner of the plaque as is designed as in Annex 4 (section 8) from the visual identity manual

4.2.8 BANNERS

Plastic or textile banners similar to the example given in Annex 4.6 should be produced when specified in the communication strategy of an action. They are intended to serve as a backdrop for special events such as inaugurations and conferences.

Compulsory visual identity elements:

- ▷ Phrase «This project is financed by the European Union »
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ The complete denomination of the programme: «Joint Operational Programme Romania-Ukraine 2014-2020» or the General statement of the Programme, if the dimension of the banner allows it

Compulsory information to be included:

- ▷ The logo of the beneficiary
- ▷ The name of beneficiary, if the dimension of the banner allows it
- ▷ Title of the project and EMS ENI Code

4.2.9 VEHICLES, SUPPLIES AND EQUIPMENT

Any vehicles used in an EU-funded action should be clearly identified. The company logos of the contractor, beneficiary, implementing partner and other donors may appear on vehicles, although the EU flag and programme logo should be displayed at least as prominently as the logos of all parties involved in the action.

Unless otherwise agreed with the Contracting Authority, any supplies or equipment delivered under an EU funded action should be clearly identified and should feature prominently the necessary visual identity elements in English and in the local language. Any vehicles used in actions supported by the EU should carry vehicle panels (Annex 4).

Compulsory visual identity elements:

- ▷ Phrase “Provided by the European Union”
- ▷ Phrase «This project is financed by the European Union»
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual

Compulsory information to be included:

- ▷ Logo and name of the beneficiary
- ▷ The upper banner of the sticker as is designed as in Annex 4 (section 7) from the visual identity manual

4.2.10 PROMOTIONAL ITEMS

Promotional items should be distributed when specified in the communication strategy of an action. All kinds of promotional items (such as T-shirts, caps and pens) can be produced by beneficiaries, implementing partners, contractors or international organisations as supporting material for their information and communication activities in the framework of their action. Before taking any decision on the production of such items, the Information, Communication and Selection Officer at the JTS should be consulted.

On certain promotional items (e.g. pens and memory devices), the EU flag, the words “European Union” and the programme logo should appear (see also Annex 4).

Compulsory visual identity elements:

- ▷ EU flag
- ▷ Programme logo according to the visual identity manual
- ▷ Phrase “European Union”

4.2.11 PHOTOGRAPHS

Photographs showing the progress of all actions should be taken where appropriate to document the progress of actions and events related to these (their launch, visits by EU officials, and so on) so that they can be used in communication materials.

The following sections should help contractors, beneficiaries, implementing partners and international organisations in their search for pictures to illustrate their communication materials.

4.2.11.1 Picture Selection

Where possible, the communication and visibility plan should make provisions for the use of a professional photographer on a regular basis to illustrate the evolution of an action.

The photos chosen should be those which will best illustrate the results and impact of the action, and should match any written information

on the action. As with written material, people involved in the action are the focus, not the officials involved in managing the action, in holding meetings about the issue, and so on.

4.2.11.2 Picture Archives

Photography should be used in order to facilitate reproduction on web sites and other information material (for producing printed materials, 300 dpi is the minimum quality standard).

Relevant photos should be sent to the JTS Information, Communication and Selection Officer, together with the following details:

- ▷ The name of the organisation or person that owns the picture copyright;
- ▷ The name of the action to which the picture relates, its duration (e.g.2014-2020) and the country in which it was taken.

The programme’s management structures will be entitled to use or reproduce photos submitted to the above archives without payment of royalties.

4.2.12 AUDIOVISUAL PRODUCTIONS

Audio-visual material may be appropriate, but can be expensive to produce, so should only be prepared when there is a realistic chance of it being distributed by the media. However, small video clips can be produced very simply for displaying on web sites, or publicity material.

Compulsory visual identity elements:

- ▷ Phrase «This project is funded by the European Union »
- ▷ EU flag according to the visual identity manual
- ▷ Programme logo according to the visual identity manual
- ▷ General Statement of the Programme
- ▷ Disclaimer (only for video materials)

Compulsory information to be included:

- ▷ Title and EMS ENI Code of the project

4.2.13 PUBLIC EVENTS AND VISITS

Organising a public event (or participating in an event organised independently from the action, for example by the EC Delegation) may offer excellent opportunities for generating interest in an action’s particular achievements.

Such events can include conferences, workshops, seminars, fairs, and exhibitions.

Those attending EU-funded training courses, conferences, seminars, fairs, exhibitions and workshops should be made aware that the EU, through the Ro-Ua Programme, is financing the event. The EU flag, programme logo and general statement should appear on all material.

Depending on the circumstances, the opportunity should be taken to display the European flag and/or banners (see Annex 4) in meeting rooms.

High level visits by Commission officials or political leaders are a potential communication opportunity through press releases, press conferences, events, and through public diplomacy such as photo opportunities when visiting a project site.

The JTS and Branch Office in the beneficiary's country should be closely involved in the preparation and implementation of such events, including contacts with the media.

4.2.14 INFORMATION CAMPAIGNS

Large actions can support the organising of an information campaign during the lifetime of the action. Such campaigns can raise the visibility of the action and the EU by promoting discussion of the issues around an action, such as public health, road safety, the environment, and so on.

Such a campaign requires adequate resources in terms of management, and should always be co-ordinated with the programme's management structures.

4.3. VISIBILITY FOR SPECIFIC TYPES OF ACTION

Specific activities may be more appropriate to some types of action than others.

4.3.1 PROVISION OF SUPPLIES AND EQUIPMENT

This type of action can particularly lend itself to communication activities, given the clear link between the substance of the action and a visible improvement in the functioning of, for example, a building or a piece of infrastructure.

Where the impact of the action is significant in an area likely to arouse public interest, the media should be alerted to the possibility of a photo opportunity when the supplies arrive in the country. Many opportunities will arise to alert the media at installation, first operation, etc.

4.3.2 INFRASTRUCTURE- RELATED ACTIONS

Physical infrastructure actions (roads, bridges, buildings, etc.) or other actions which are tangible in nature (agricultural, forestry, water management, etc.) offer the greatest possibility for significant communication activities, given the direct impact that the action is likely to have on improving people's lives. This is valid regardless of whether the EU is providing funding for the construction, rehabilitation or running of the action.

Aside from static visibility activities such as signs and other visible indications, communication activities can be aimed at explaining the impact of the action on improving people's daily lives – safer transport, warmer housing, better schooling, cleaner water, etc.

4.3.3 TECHNICAL ASSISTANCE ACTIONS AND STUDIES

Since this type of action can be very technical in nature, involving policy advice, or may require a certain degree of confidentiality, particular care will be needed in selecting communication activities.

4.3.4 GRANTS

Given the small size of many grant-aided actions (as compared, to, for example, infrastructure actions) communication activities may be smaller in scale and/or more focussed on a restricted group of people. Nevertheless, due to their proximity to the beneficiary population, they can be extremely helpful in demonstrating the added value of EU support.

4.3.5 BUDGET SUPPORT

This manual is not designed for budget support operations. Nonetheless, information and communication measures should be foreseen as part of the accompanying measures. It is recommended that the contractor or implementing partner involved with these accompanying measures liaise closely with the Contracting Authority to define an appropriate communication strategy.

5

REPORTING

Beneficiaries and/or implementing partners are required to produce administrative reports to update and inform the programme's management structures on the progress and findings of the project. These should have an EU style front cover sporting the name of the action and the date of the report's submission. The report's back cover should contain the following disclaimer:

"The contents of this publication are the sole responsibility of <name of the author beneficiary/contractor / implementing partner> and can in no way be taken to reflect the views of the European Union or of the Joint Operational Programme Romania-Ukraine 2014-2020 management structures".

There are three types of administrative reports covering the different stages of the project cycle:

- ▷ The inception report which defines an action's plan of operations or work plan.
- ▷ The periodical progress reports which cover the activities of an action.

- ▷ The completion report.

Reporting requirements vary from action to action. Details concerning the context, frequency and submission procedure are given in the general conditions of all contracts.

Contractors, beneficiaries and implementing partners should make sure that at least one section of their reports (interim and final) contains a detailed description and evaluation of their communication activities (giving concrete examples) and their impact (illustrating this with a file of press cuttings and audiovisual transcripts whenever possible).

If the report is to be made available to the public, the cover must use the report presentation template.

6

FURTHER INFORMATION

This manual was developed by the MA of the Ro-Ua Programme, by adapting the Communication and Visibility Manual for EU external actions published by the European Commission and created by the Information, Communication and Front Office Unit of the EuropeAid Co-operation Office and includes specific rules applicable to the Joint Operational Programme Romania-Ukraine 2014-2020.

In order to download the official version of the Communication and Visibility Manual for European Union External Actions please access the following link:

https://ec.europa.eu/europeaid/sites/devco/files/communication_and_visibility_manual_en_0.pdf

Further details regarding the specific conditions applicable to the Ro-Ua Programme can be obtained from the following management structures:

Managing Authority

Ministry of Regional Development and Public Administration, Romania

14 Libertatii Avenue, 5th Sector, Bucharest

Tel.:0040372111332

Fax: 0040372111456

Email: info.ro-ua-md@mdrap.ro

Web site: www.ro-ua.ro-ua-md.net/en/

Joint Technical Secretariat Regional Office for Cross border Cooperation

Bistritei Street, no 8A, DAE Office Center Building, Suceava, Romania

Phone/fax: 0040230 530 049

E-mail: info.ro-ua-md@brctsuceava.ro

Branch Office of the Joint Technical Secretariat in Odessa:

Non-government Youth Organization Association "We plus"

3 Pirogovskaya Str., office 83, Odessa, Ukraine

ngoweplus@gmail.com

Branch Office of the Joint Technical Secretariat in Chernivtsi:

Chernivtsi regional public organization "Bukovinian Agency of Initiatives and Development"

20 O. Kobylanska Str., apt. 10, Chernivtsi oblast 5800, Chernivtsi, Ukraine

baid.cv@gmail.com

ANNEXES

ANNEX 1

The Communication Matrix: How and When to Communicate What to Whom?

Communication should occur throughout the life cycle of the action and should be timely. Communication and visibility efforts should be used to announce and accompany key milestones.

In order to tailor visibility activities both to the specific stages of the action (or of the project cycle) and to the target population, the matrix below can be used. This matrix outlines the types of visibility activity appropriate to the various stages of the life cycle of an action.

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

The scope of the visibility matrix goes beyond the scope of individual contracts, contribution agreements or financing agreements (it also covers programming, identification, financing, evaluation and audit). Although it is useful in the context of drafting communication and visibility plans (see section 2.3 above), it should therefore be clear that not all activities proposed under the visibility matrix can be funded in the context of specific contracts, contribution agreements or financing agreements.

Project cycle stage/ communication activity & target groups	Programming	Identification	Financing	Implementation	Evaluation & Audit
Communication objective	Announce EU support	Information on action status	Highlight amount of EC support, and context	Awareness raising	Demonstration of impact
Responsibility	Lead Partner Name	Lead Partner Name	JOP RO-UA	Partner (Name)	MA RO-UA
Type of key message (example)	"The world's biggest donor at the service of the Millennium Goals"	"More, better, faster – Europe cares"	"The world's biggest donor at the service of the Millennium Goals"	"Cooperation that Counts"	"The EU delivers"
Most appropriate tools	Press conferences, events, interviews	Information campaign	Press conference	Events, site visits, TV and radio spots, high level visits	Videos, reports
Beneficiary population	Press conference following pledge	Information campaign to accompany visit of identification mission	Inform via the media when financing is confirmed Public signing ceremony	Information campaign Photo opportunities, (joint) high level visits to mark milestones Formation of multi-donor action steering committees	Make key results publicly available Work with the media to show the impact on the ground
Citizens from programme area	Press conference following pledge	-	Inform via the media, if appropriate Work with specialist press Thematic events	Photo opportunities, (joint) high level visits to mark milestones Broad awareness raising campaigns, using a specific programme as an anchor Thematic events	Inform via the media, if appropriate Make key results publicly available and broaden to include key strategic messages

ANNEX 2

EU VISUAL IDENTITY ELEMENTS

1. THE EU FLAG

The common element branding all EU-funded actions is the EU flag:



Whatever the size, scope or objectives of an action, the EU flag must be prominently displayed as specified in this manual on all materials produced by the contractor, implementing partner or international organisation.

The EU flag constitutes the main element of the European visual identity. For this reason, specific guidelines have been drawn up to ensure its accurate use and reproduction.

While most points on the standard colours that should be used

in the EU flag and on how to create this EU flag are included in the present document, more detailed instructions can be found in Annex A1 of the Inter-institutional style guide available from the following sites:

https://europa.eu/european-union/about-eu/symbols/flag_en

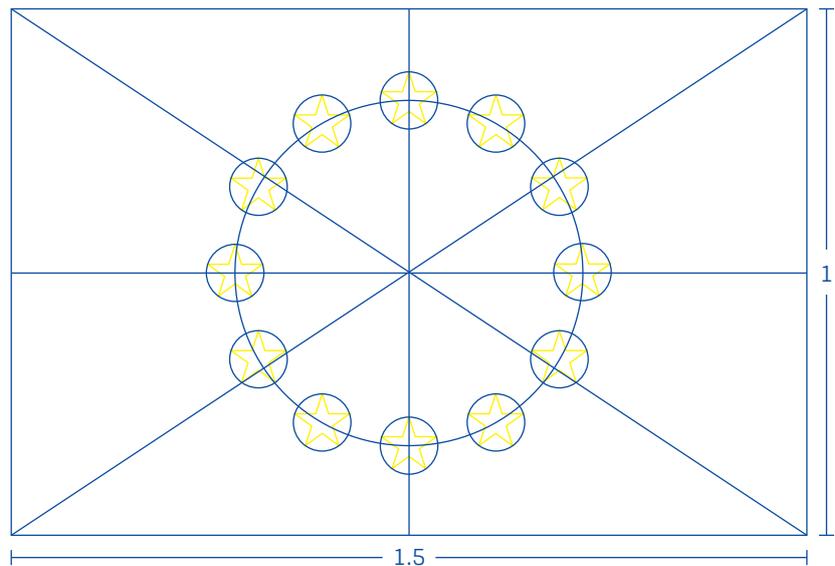
and

<http://publications.europa.eu/code/en/en-5000100.htm>

2. GEOMETRICAL DESCRIPTION

The EU flag is in the form of a blue rectangular flag of which the fly is one and a half times the length of the hoist. The 12 gold stars situated at equal intervals form an undefined circle, of which the centre is the point of intersection of the diagonals of the rectangle. The radius of the circle is equal to one-third the height of the hoist. Each of the stars has five points that are situated on the circumference of an undefined circle of which the radius is equal to one eighteenth the height of the hoist. All stars are upright -that is to say, with one point vertical i.e. pointing upwards, and two points in a straight line at right angles to the mast.

The circle is arranged so that the stars appear in the position of the hours on the face of a clock. Their number is invariable.



3. COLOURS

The flag has the following official colours:

- ▷ Pantone Reflex Blue for the surface of the rectangle.
- ▷ Pantone Process Yellow for the stars.

use the “Pantone Process Yellow” and the “Pantone Reflex Blue”.

The international Pantone range is widely available and easily accessible, also for non-professionals.

Contractors, implementing partners and international organisations must, until further notice,



Pantone Reflex Blue
 CMYK : C100 M080 Y000 K000
 RGB : R000 G051 B153
 Web : #003399



Pantone Process Yellow
 CMYK : C000 M000 Y100 K000
 RGB : R255 G204 B000
 Web : #FFCC00

4. BACKGROUNDS

The flag should preferably be printed on a white background. Multi-colour backgrounds should be avoided, especially those involving a colour that clashes with the blue. Where a coloured background is unavoidable, a white border with a thickness equal to 1/25th of the height of the rectangle must be used.



The EU flag can be downloaded from the following web page:
https://europa.eu/european-union/about-eu/symbols/flag_en

5. ALTERATIONS AND ADDITIONS

Contractors, implementing partners and international organisations should be aware that when reproducing the EU flag in newsletters and other graphic presentations it must be used in its entirety, without any alterations or additions made to it. Thus the EU flag must not be shown to incorporate any flag or symbol of another country, donor or institution. Each should be presented separately from the other.

6. DISCLAIMER

The EU is not responsible for the contents of communication material prepared by contractors, implementing partners or international organisations. These must therefore include the following disclaimer in their publications/materials: “This publication/material has been produced

with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the author/contractor/implementing partner/international organisation> and can in no way be taken to reflect the views of the European Union or of the Joint Operational Programme Romania-Ukraine 2014-2020 management structures.”

7. INTERNET LINKS

All publications produced by contractors or implementing partners should refer to official EU sources for more information and, in particular, to the Europa home page (see Annex 5) and/or EC Delegation home page. In addition, reference can be made to the European Union in the World web portal, which can be found at <http://ec.europa.eu/world/>. This portal contains links to more specialized sites with information on the EU’s external relations.

8. EU VISIBILITY AFTER COMPLETION OF THE ACTION

An action may continue to be managed by the beneficiary or partner after the EU-funded phase of the action has been completed. In this case, six months after the phase funded by the EU has finished, no EU symbol may be included in any communication tools of the action, with the exception of any commemorative plaques.

However, the following sentence must be included on material, with the same prominence as was given to the EU flag: “The initial phase <dates> of this project/programme was supported by the European Union”.

Specific arrangements should be agreed with international organisations.

ANNEX 3

VISUAL IDENTITY ELEMENTS OF THE JOINT OPERATIONAL PROGRAMME ROMANIA-UKRAINE 2014-2020

1. DENOMINATION

The complete denomination of the programme is “Joint Operational Programme Romania-Ukraine 2014-2020”.

The short denomination is “Ro-Ua Programme”.

Both versions of the name are correct and can be used alternatively for lexical diversity.

The correct usage of the programme’s name, in the complete version or in the short one, is compulsory in all the documents and on all advertising materials.

The logo of the Ro-Ua Programme

The logo of the Ro-Ua Programme must not be recreated in any circumstance.

Only the logo versions presented in the manual will be used.

The minimum admitted dimension of the logo is 25 mm, with the exception of promotion materials with dimensions that do not permit the usage of the logo at this dimension (for example memory sticks, pens, etc). The dimension of the logo must in all circumstances be close to 25 mm.



Romania-Ukraine

ENI-CROSS BORDER COOPERATION

2. Logos in different languages (Ro, Ua, En)

There are three versions of the logo, which use the Romanian, English and Ukrainian languages.



România-Ucraina
ENI-COOPERARE TRANSFRONTALIERĂ



România-Ucraina
ENI-COOPERARE TRANSFRONTALIERĂ



Romania-Ukraine
ENI-CROSS BORDER COOPERATION



Romania-Ukraine
ENI-CROSS BORDER COOPERATION



Румунія-Україна
ЄІС-ПРИКОРДОННЕ СПІВРОБІТНИЦТВО



Румунія-Україна
ЄІС-ПРИКОРДОННЕ СПІВРОБІТНИЦТВО

3. Colours

Colour codes CMYK will be used on all printed materials. For printings with special characters the PANTONE colour scale will be used. On the website and on other electronic applications the RGB colour scale will be used.



Pantone 136 C

CMYK : C003 M026 Y081 K004
RGB : R227 G175 B072
Web : #E3AF48



Pantone 2758 C

CMYK : C100 M077 Y000 K024
RGB : R016 G051 B110
Web : #10336E



Pantone 293 C

CMYK : C100 M055 Y000 K000
RGB : R000 G087 B128
Web : #005780



Pantone 3005 C

CMYK : C100 M031 Y000 K000
RGB : R000 G113 B182
Web : #0071B6



Pantone Process Black C

CMYK : C000 M000 Y000 K100
RGB : R000 G000 B000
Web : #000000



Pantone 7540 C

CMYK : C000 M000 Y000 K070
RGB : R096 G093 B093
Web : #605D5C

4. Backgrounds

For the Ro-Ua Programme logo a white background is recommended.



Romania-Ukraine

ENI-CROSS BORDER COOPERATION



Romania-Ukraine

ENI-CROSS BORDER COOPERATION

For the coloured background or on a photo one of the versions presented below will be used.



Romania-Ukraine

ENI-CROSS BORDER COOPERATION



Romania-Ukraine

ENI-CROSS BORDER COOPERATION



Romania-Ukraine

ENI-CROSS BORDER COOPERATION



Romania-Ukraine

ENI-CROSS BORDER COOPERATION



Romania-Ukraine

ENI-CROSS BORDER COOPERATION

5. Spacing

In order to create the maximum impact and visibility, it is not necessary for the logo to be oversized.

The presence of a space around the graphic signature is more efficient, in order to individualize and separate it from the surrounding elements (the margin of the page, other logos, graphic elements, etc.)

It is recommended for the free space to be calculated as shown in the indications below.



6. Forbidden situations

The logo will never be written with another font.



No shadow effects will be applied on the logo.



The logo will not be distorted.



The letters from the logo will not appear in different colours.



No 3D effects will be applied on the logo.



The logo will never be rotated.



The logo will not have transparencies.



All the visual elements presented in this manual are also available on the programme's webpage: <http://www.ro-ua.ro-ua-md.net/programme/communication/>

ANNEX 4

TEMPLATES FOR COMMUNICATION PRODUCTS

Use of the templates below are recommended for contractors, beneficiaries and implementing partners. Electronic versions of these templates are available at the following address:
<http://www.ro-ua.ro-ua-md.net/programme/communication/>

1. PRESS RELEASE



The header of the press release template features a dark blue background with a diagonal pattern of yellow stars on the right side. On the left, there is a logo for Romania-Ukraine ENI-CROSS BORDER COOPERATION and a website URL: www.ro-ua.ro-ua-md.net/en/.

Lorem ipsum dolor sit amet!

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Phasellus euismod,
16. 12. 2018





A project implemented by
(CONTRACTOR)

This project is funded by
the European Union

Address:
Tel:
Fax:

"The European Union is made up of 28 Member States who have decided to gradually link together their knowhow, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders".

2. LEAFLETS

For more information

NAME:
Cristian Munteanu

ADDRESS:
Sos. București Ploiești Nr. 42A, Sector 1,
București Cod poștal: 013696

CONTACT DATA:
tel: +40 721 123 456
cristian.munteanu@roua.eu
www.roua.eu

This programme is implemented by (contractor).

Disclaimer

"This publication/material has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the author/contractor/implementing partner/international organisation> and can in no way be taken to reflect the views of the European Union or of the Joint Operational Programme Romania-Ukraine 2014-2020 management structures."

**JOINT OPERATIONAL PROGRAMME
ROMANIA-UKRAINE 2014-2020**

The industrial development programme

www.ro-ua-ro-ua-md.net/en/

"The European Union is made up of 28 Member States who have decided to gradually link together their knowhow, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders".



The industrial Development Programme for “Partner Country”

The concept

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The objectives

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Programme Components

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Aliquam vestibulum blanditi odio commodo

The industrial Development Programme for “Partner Country”

The concept

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The objectives

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Programme Components

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Aliquam vestibulum blanditi odio commodo

3. BROCHURES



4. NEWSLETTERS

JOINT OPERATIONAL PROGRAMME ROMANIA-UKRAINE 2014-2020

Newsletter Title

This publication/material has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of «name of the author/contractor/implementing partner /international organisation» and can in no way be taken to reflect the views of the European Union or of the Joint Operational Programme Romania-Ukraine 2014-2020 management structures.

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READ MORE

www.ro-ua.ro-ua-md.net/en/

The project is funded by the European Union

Romania-Ukraine
EN-CROSS BORDER COOPERATION

A project implemented by (CONTRACTOR)

The European Union is made up of 28 Member States who have decided to gradually link together their knowhow, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.



5. DISPLAY PANEL



6. BANNERS



7. VEHICLE PANELS



8. COMMEMORATIVE PLAQUES



9.
PROMOTIONAL ITEMS



ANNEX 5

DEFINITION & GENERAL STATEMENTS

1. GENERAL STATEMENTS

If the contractor, implementing partner or international organisation wishes to put a general statement on the EU for its region in written communications such as press releases, fact sheets, publications, project web sites or electronic information materials, it should use the relevant standard general statement. A general statement on the EU and standard definitions for the EU and its institutions are provided below.

Other general statements may be appropriate, e.g. for the instrument under which the action is being implemented, for more general EU development or co-operation objectives, or to emphasise a particular partnership. For defining such statements, the contractor, implementing partner or international organisation should contact the Information, Communication and Selection Officer or project manager concerned.

General Statement on the EU

“The European Union is made up of 28 Member States who have decided to gradually link together their knowhow, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms.

The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders”.

2. DEFINITIONS OF THE EUROPEAN UNION AND ITS INSTITUTIONS

If the contractor, implementing partner or international organisation decides that more detailed information about the EU is needed, the following approved definitions should be used in any communication materials, unless otherwise instructed by the Information, Communication and Selection Officer.

European Union

The European Union is established in accordance with the Treaty on European Union. There are currently 28 Member States of the Union. It is based on the European Communities and the member states co-operation in the fields of Common Foreign and Security Policy and Justice and Home Affairs. The five main institutions of the European Union are the European Parliament, the Council of Ministers, the European Commission, the Court of Justice and the Court of Auditors.

The European Union is a major player in international co-operation and development aid. It is also the world’s largest humanitarian aid donor. Today, the European Community has political and financial responsibility for over 11% of the world’s public aid (ODA), compared with 5% in 1985.

The primary aim of the EC’s own development policy, agreed in November 2000, is the eradication of poverty. To enhance its impact, the EC is targeting its assistance on six priority areas: trade and development; regional integration and co-operation; support to macroeconomic policies and equitable access to social services; transport; food security and sustainable rural development; institutional capacity building, good governance and the rule of law. In addition to these core areas, important crosscutting issues are being mainstreamed into development activities namely: human rights, gender equality, environment and conflict prevention. <http://europa.eu/>

European Community

The European Communities consist of the European Community (previously the European Economic Community before it was redefined by the Maastricht Treaty in 1992) and Euratom. These communities share the same institutions and management structures.

European Parliament

The European Parliament is the directly elected expression of political will of the European Union and the largest multinational Parliament in the world. The European Parliament upholds citizens' rights, adopts legislation and monitors the use of executive power.
<http://www.europarl.europa.eu>

Council of the European Union

Usually known as the Council of Ministers, specialised government ministers meet from each Member State to take decisions and resolve national differences in the various policy areas. The European Council, made up of 28 Heads of State or government, meets at least twice a year to set objectives and fix priorities. Each Member State takes the Presidency in turn for a term of six months.
<http://www.consilium.europa.eu>

European Commission

The European Commission is the European Community's executive body. Led by 28 Commissioners, the European Commission initiates proposals of legislation and acts as guardian of the Treaties. The Commission is also a manager and executor of common policies and of international trade relationships. It is responsible for the management of European Union external assistance.
<http://ec.europa.eu>

European Court of Justice

The European Court of Justice provides the judicial safeguard necessary to ensure that the law is observed in the interpretation and application of the Treaties and all legislation based upon them.
<http://www.curia.europa.eu>

European Court of Auditors

The European Court of Auditors is responsible for checking that the European Union spends its money according to budgetary rules and regulations.
<http://www.eca.europa.eu>

Other institutions

European Investment Bank (EIB)

The European Investment Bank is the European Union's financing institution. It provides loans for capital investment promoting the Union's balanced economic development and integration. It is the leading institution for basic infrastructure investments in South Eastern Europe.
<http://www.eib.europa.eu>

European Economic and Social Committee (EESC)

The European Economic and Social Committee represents the views and interests of organised civil society visavis the Commission, the Council and the European Parliament. The Committee has to be consulted on matters relating to economic and social policy; it may also issue opinions on its own initiative on other matters which it considers to be important.
<http://www.eesc.europa.eu>

Committee of the regions (COR)

The Committee of the Regions is the political assembly which provides local and regional authorities with a voice at the heart of the European Union. It has to be consulted on matters concerning regional policy, the environment and education. It is composed of representatives of regional and local authorities.
<http://www.cor.europa.eu/>

European Central Bank (ECB)

The European Central Bank is the central bank for Europe Union's single currency, the euro. The ECB's main task is to maintain the euro's purchasing power and the price stability in the euro area. The euro area comprises the 15 European Union countries that have introduced the euro since 1999.
<http://www.ecb.eu>

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