

# EU PPF INTERNAL / EXTERNAL COMMUNICATION MANUAL

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# DOCUMENT CONTROL SHEET

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**Louis Berger**

**giz** International Services

**Stantec**

**epcco**

EU PPF is implemented by the consortium of Louis Berger, GIZ, Stantec, Epcco and Louis Berger doo

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Original	EU PPF Internal/External Communication Manual				
	Prepared by	Reviewed by	Approved by	Contracting Authority	Beneficiary Institution (MEI)
Name:	Sanja Babić	Senad Pločo Christian Weltzien Johan Schaapman	Daniel Serafimovski Ognjen Mirić	Valentina Di Sebastiano Aleksandar Đorđević Jovana Jovčić Tijana Tasić	Marija Stankov Pavlović Đorđe Radoman Ivana Đurić Milica Marković Tomić Aleksandra Radinović

Revision No.1	EU PPF Internal/External Communication Manual				
	Prepared by	Reviewed by	Approved by	Contracting Authority	Beneficiary Institution (MEI)
Name:	Sanja Babić	Senad Pločo Christian Weltzien Johan Schaapman	Daniel Serafimovski Ognjen Mirić	Valentina Di Sebastiano Aleksandar Đorđević Jovana Jovčić Tijana Tasić	Marija Stankov Pavlović Đorđe Radoman Ivana Đurić Milica Marković Tomić Aleksandra Radinović

## Key Contacts

EUD	Valentina Di Sebastiano	Programme Manager	Delegation of the European Union to Serbia Vladimira Popovića 40/V, 11000 New Belgrade, Republic of Serbia Phone: +381 11 3083200 Valentina.DI-SEBASTIANO@eeas.europa.eu
MEI – Key Beneficiary	Aleksandra Radinović	Division for planning and programming of EU funds and development assistance in the area of economic and infrastructure development	Ministry of European Integration Nemanjina 34, 11000 Belgrade, Republic of Serbia Phone: +381 11 3061 100 aleksandra.radinovic@mei.gov.rs
	Stefan Jugović	SPO/Head of Section for Preparation, Implementation and Monitoring of the Implementation of Projects Financed from EU Funds	Ministry of European Integration Nemanjina 34, 11000 Belgrade, Republic of Serbia Phone: +381 11 3061 149 stefan.jugovic@mei.gov.rs
	Marija Stankov	Project Manager	Ministry of European Integration Nemanjina 34, 11000 Belgrade, Republic of Serbia Phone: +381 11 3061 212 marija.stankov@mei.gov.rs
	Đorđe Radoman	Project Manager	Ministry of European Integration Nemanjina 34, 11000 Belgrade, Republic of Serbia Phone: +381 11 3061 136 djordje.radoman@mei.gov.rs
CFCU – Contracting Authority	Jovana Jovčić	Programme Manager	Ministry of Finance, Department of Contracting and Financing of European Union Funded Programmes, Sremska 3-5, 11000 Belgrade, Republic of Serbia Tel/Fax: +381 11 2021 142 jovana.jovcic@mfin.gov.rs
Louis Berger Office in Serbia	Daniel Serafimovski	Project Director	Bul. Vojvode Mišića 15a, 11000 Belgrade, Republic of Serbia Phone: +381 11 40 40 717 dsarafimovski@louisberger.com
GIZ Office in Serbia	Ognjen Mirić	Project Director	Resavska 28, 11000 Belgrade, Republic of Serbia Phone: +381 11 364 0514 ognjen.miric@giz.de
Louis Berger PPF6 Project Office	Senad Pločo	Team Leader PPF6	Bul. Vojvode Mišića 15a, 11000 Belgrade, Republic of Serbia Phone: +381 11 40 40 723 sploco@ppf.rs
GIZ PPF7 Project Office	Christian Weltzien	Team Leader PPF7	Resavska 28, 11000 Belgrade, Republic of Serbia Phone: +381 11 364 0514 cweltzien@ppf.rs
Louis Berger PPF8 Project Office	Johan Schaapman	Team Leader PPF8	Bul. Vojvode Mišića 15a, 11000 Belgrade, Republic of Serbia Phone: +381 11 40 40 724 jschaapman@ppf.rs

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## LIST OF ABBREVIATIONS AND ACRONYMS

DG NEAR	(EU) Directorate General for European Neighbourhood Policy and Enlargement Negotiations
EU	European Union
EUD/EUDEL	European Union Delegation (to the Republic of Serbia)
EU PPF	All PPF projects
EU PPF Team	All team members working on all PPF projects
EU PPF Units	PPF6, PPF7, PPF8 projects
EU PPF Unit Team	All team members of the specific PPF project
IFIs	International Financial Institutions
IPA	(EU) Instrument for Pre-Accession Assistance
IPF	(EU) Infrastructure Project Facility
JASPERS	(EU) Joint Assistance to Support Projects in European Region
MEI	Ministry for European Integration
MEP	Ministry of Environmental Protection
MoF - CFCU	Ministry of Finance - Department for Contracting and Financing of EU Funded Programmes
MoCTI	Ministry of Construction, Transport and Infrastructure
NAD	'Needs of the Republic of Serbia for International Assistance 2014-17 with projections until 2020'
NIC	National Investment Committee
NIPAC	National IPA Coordinator
PPF6	Project Preparation Facility 6 – Project Preparation of Investment Projects
PPF7	Project Preparation Facility 7
PPF8	Project Preparation Facility 8
PSC	Project Steering Committee
ToRs	Terms of References



# FOREWORD

Relationships between people do not exist without communication – people need to communicate in order to organize themselves, and subsequently to communicate in order to implement and control their activities. A team of people is the context in which communication takes place, but the communication itself is much more than that: if we want to have effective communication we need to determine what and how to communicate. **Amongst the main types of communication within one team, we can differentiate internal and external communication.**

Each team has a need for internal communication, but what it means to them, and what is the attitude of the team members towards it – depends on a case by case basis. Effective communication begins with the recognition of the importance of internal communication, as an effective method of communication at all levels, from bottom to top, from top to bottom and horizontally. In order to successfully coordinate and exchange messages, it is important to develop a strategic approach to the distribution of messages and information, and to establish a clear pattern of communication which defines who, when, why, how and with whom is communicating. Moreover, internal communication must ensure for information to flow in a timely manner, for them to be true and accurate, and that all team members are adequately informed of all relevant developments. A well-developed internal communication scheme enables members of a team that do not even sit in the same office, a feeling of unity and partnership.

**Internal communication in this manual refers to communication between members of EU PPF Team.**

On the other hand, external communication in its basis implies how EU PPF Team communicate about what has been done and/or needs to be done with other interested parties and the EU PPF programme stakeholders. In our context and for the purpose of this Manual, the external audience are: representatives of Contracting Authorities, Beneficiary Institutions, PIUs, stakeholders listed within EU PPF Communication plan with Action Plan (November 2018), other institutions and organizations and targeted public and media.

**By communicating externally, we send a message to the public about the EU PPF, its goals, mission, achieved results and outputs – we create a certain image about the EU PPF and contribute to its visibility in general.**

The main purpose of this Manual is to provide guidance to EU PPF team members on how to organize effective information flow and knowledge sharing among all EU PPF stakeholders, as well as to enhance the image of the EU PPF in Serbia. The Manual will provide clear and specific guidelines on internal and external communication models and mechanisms, as well as on their use. The goal is to as efficiently as possible document EU PPF progress and contribute to further promotion of the project outputs, activities and results achieved in the field. Specifically, the Manual will instruct all EU PPF team members how to use EU PPF I/E communication tools in order to document EU PPF progress. Additionally, the Manual will provide concrete templates both for internal and external communication, which should be used by EU PPF team on a regular daily basis, while communicating on EU PPF matters and activities.

Communication is part of the implementation of each project, and represents a practical, important and effective tool for improving project management, while at the same time its quality contributes to the successful implementation of the entire EU PPF programme. Establishment of a clear scheme of internal and external communication, both among members of a project team and between the project team members and key stakeholders – will secure smooth and organised information flow, which will ultimately result in further enhancing of the EU PPF efforts and visibility in general.

This document is prepared in accordance with [Communication and Visibility Manual for EU External Actions](#) and with [Visibility Guidelines of the EU Delegation to Serbia](#).

# 1. INTRODUCTION

## 1.1. General Situation Analysis

Projects from the 'Project Preparation Facility' scheme represent technical assistance financed from European Union funds, the aim of which is to strengthen technical and administrative capacities of the administration of the Republic of Serbia with regard to the management and use of EU funds, and to support infrastructure project preparation.

Three PPF projects (jointly named as EU PPF) are currently ongoing:

**PPF6 – EU Project Preparation Facility – Project Preparation of Investment projects / (IPA 2013)**

Service Contract Number is: 48-00-145/2014/28/EuropeAid/135637/IH/SER/RS

This Project is implemented by the consortium of Louis Berger, GIZ, Louis Berger doo and subcontractor EPCCO.

**PPF7 – Project Preparation Facility / Support to IPA Programming, Trainings and Project Preparation (IPA 2013)**

Service Contract Number: 48-00-00204/2014 28/EuropeAid/137119/IH/SER/RS

This project is implemented by the consortium led by GIZ (International Services – InS) in partnership with Louis Berger, Louis Berger doo and EPCCO.

**PPF8 – EU Project Preparation Facility / (IPA 2014)**

Service Contract Number (CRIS)2016/381-052/ EuropeAid/137044/DH/SER/RS

This project is implemented by the consortium of Louis Berger, GIZ, Stantec, Louis Berger doo and Epcco.

EU PPF projects are managed jointly by EUDEL, MEI and CFCU, as well as by the relevant line ministries, while the main Beneficiary Institution is MEI. Other stakeholders are informed on EU PPF progress through the EU PPFs Steering Committee and regular progress meetings. It is important to emphasize that EUDEL or CFCU has the role of a Contracting Authority within the framework of the EU PPF.

To carry out the main operational functions and ToR assignments EUDEL, MEI and CFCU assembled a dedicated EU PPF Team, which comprises the following units:

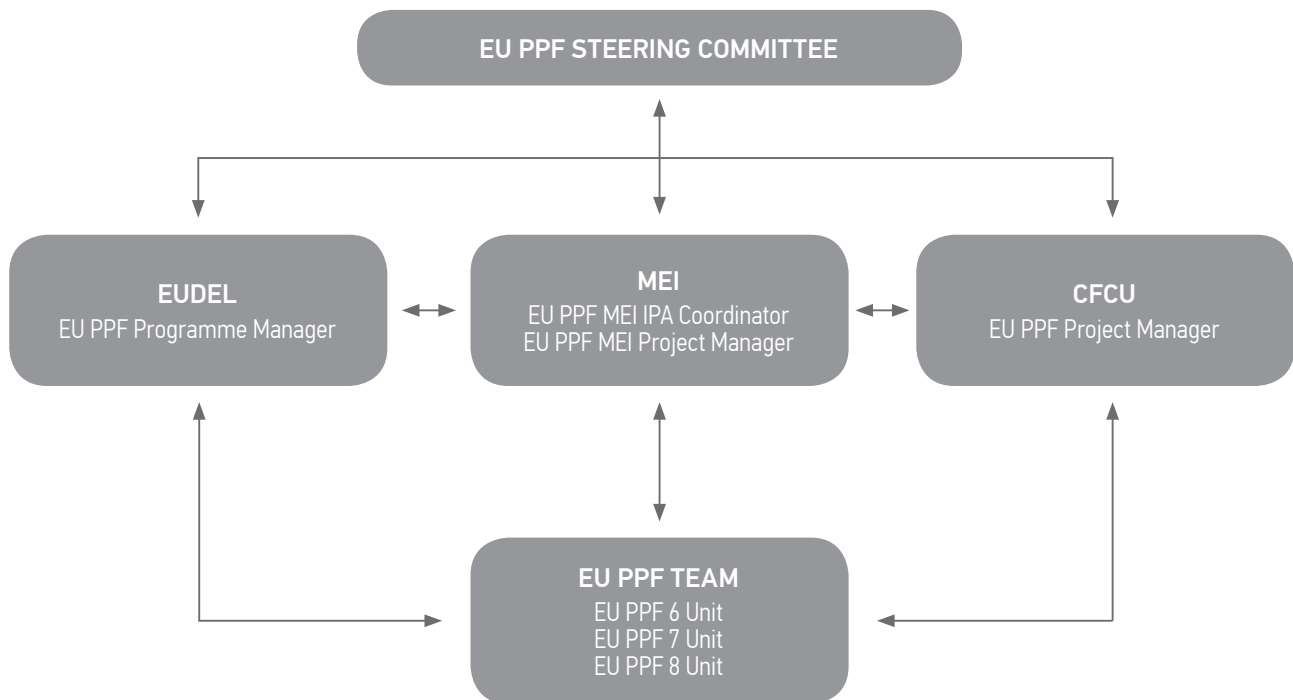
1. EU PPF 6 Unit
2. EU PPF 7 Unit
3. EU PPF 8 Unit

Main objective of the EU PPF Units is to provide full administrative, operational, logistical and technical support to the Contracting Authorities (EUDEL or CFCU) and Main Beneficiary (MEI), as well as to the Line Ministries and other Project Stakeholders, all in accordance with the Project Activities which are described in ToRs for each separate PPF project.

EU PPF governance and coordination structure is designed to ensure a high degree of coordination between all EU PPF stakeholders. This structure is presented within chart no. 1 and shows the main interested parties and communication lines which secure effective information flow among all entities.



Chart 1: EU PPF Coordination Structure



## 1.2. EU PPF Units

With its headquarters in Belgrade, (Serbia) three units of the EU PPF Team (PPF, PPF7, PPF8) are responsible for:

- Preparation of all deliverables/project outputs as per specified project activities per ToR
- Reporting to EUDEL, CFCU and MEI on a regular basis.

Each EU PPF Unit – consists of the Team Leader, Deputy Team Leader, Sector Project Managers, Project Director, Consultants and administration support staff.

### Responsibilities of the members of the EU PPF Unit

**The EU PPF Team Leader (TL)** is responsible for management and adequate coordination of all activities foreseen in EU PPF specific ToR. He/She is responsible to liaise with the Steering Committee and consortium management team. TL ensures that all experts are able to focus on their professional activities and deliver effective technical assistance in accordance with schedules, budgetary requirements and quality standards. The Team Leader reports to the Project Director.

**EU PPF Deputy Team Leader (DTL)** is responsible to assist to the Team Leader in managing the project and for implementation of all duties of the Team Leader, during Team Leader absence.

The role encompasses:

- Clearly defined job responsibilities and allocation of work among project and office staff, along with a clear system for local accountability
- Co-ordination of Contracting Authority and Beneficiary inputs, with the relevant documentation
- Integration of all project components
- Completion of all project components within agreed time frames

- Specific project monitoring tools
- Issuing of the relevant documents related to project outputs
- Regular submission of reports
- Submission of financial accounts for management and audit purposes.

**EU PPF Project Director** is responsible for overall contract management and liaison with EUDEL, CFCU and MEI on contractual issues, financial control of the project and coordination of the logistical and technical support to the EU PPF Unit, and Quality assurance of the contractual project's outputs. Daily communication and information flow is based on two way communication with EU PPF Team Leader/Deputy Team Leader, as well as other EU PPF Unit Team members if necessary. EU PPF Project Director is also acting as a contact point for Consortium Technical Committee that is in charge for technical advice and supervision of the implementation of the EU PPF.

**Team of EU PPF Experts** consist of a Senior and Junior Experts from the EU PPF field of expertise and they are responsible for deliverables on overall segments of the EU PPF like: Communication and Visibility, Monitoring, HR Programming, Technical Aspects, Regional Procedures, Risk Management, Procurement, Tender Dossiers, Environmental issues, Health and Safety, etc. EU PPF Experts are responsible for specific EU PPF deliverables and they are reporting to EU PPF Team Leader/Deputy Team Leader on their outputs and activities preformed.

**EU PPF Support staff/Administrative team** consist of team members responsible for implementation of the tasks and outputs as per EU PPF TL, DTL, Project Director and Sector Project Managers instructions.

As previously indicated, three PPF projects (jointly named as EU PPF) are currently ongoing, and they are implemented by different Contractors which consist of different members of Consortium.

Chart 2 gives details on EU PPF Units:

EU PPF6 - EU Project Preparation Facility - Project Preparation of Investment projects (IPA 2013)		
Service Contract Number is: 48-00-145/2014/28/ EuropeAid/135637/IH/SER/RS		
This Project is implemented by the consortium of Louis Berger, GIZ, Louis Berger doo and subcontractor EPCCO		
POSITION	NAME AND LAST NAME	CONTACT
Team Leader	SENAD PLOČO	<a href="mailto:sploco@ppf.rs">sploco@ppf.rs</a>
Deputy Team Leader	ILJČO JOVANOSKI	<a href="mailto:ijovanoski@ppf.rs">ijovanoski@ppf.rs</a>
Project Director	DANIEL SERAFIMOVSKI	<a href="mailto:dserafimovski@louisberger.com">dserafimovski@louisberger.com</a>
EU PPF7 - Project Preparation Facility / Support to IPA Programming, Trainings and Project Preparation (IPA 2013)		
Service Contract Number: 48-00-00204/2014 28/EuropeAid/137119/IH/SER/RS		
This project is implemented by the consortium led by GIZ (International Services – InS) in partnership with Louis Berger, Louis Berger and EPCCO		
POSITION	NAME AND LAST NAME	CONTACT
Team Leader	CHRISTIAN WELTZIEN	<a href="mailto:cweltzien@ppf.rs">cweltzien@ppf.rs</a>
Deputy Team Leader	KATARINA JURLINA OLIVERA ANTIĆ	<a href="mailto:kjurlina@ppf.rs">kjurlina@ppf.rs</a> <a href="mailto:oantic@ppf.rs">oantic@ppf.rs</a>
Project Director	OGNJEN MIRIĆ	<a href="mailto:ognjen.miric@giz.de">ognjen.miric@giz.de</a>
EU PPF8 – EU Project Preparation Facility (IPA 2014)		
Service Contract Number (CRIS)2016/381-052/ EuropeAid/137044/DH/SER/RS		
This project is implemented by the consortium of Louis Berger, GIZ, Stantec, Louis Berger doo and EPCCO		
POSITION	NAME AND LAST NAME	CONTACT
Team Leader	JOHAN SCHAAPMAN	<a href="mailto:jschaapman@ppf.rs">jschaapman@ppf.rs</a>
Deputy Team Leader	MARINA ILIĆ	<a href="mailto:ilic@ppf.rs">ilic@ppf.rs</a>
Project Director	DANIEL SERAFIMOVSKI	<a href="mailto:dserafimovski@louisberger.com">dserafimovski@louisberger.com</a>

## 2. COMMUNICATION

### 2.1. Internal communication

Good internal communication involves regular and effective two-way communication among all EU PPF team members at all levels and is one of the main aspects of project communication and management. As most important internal communication is considered as a vital tool for binding a project team, enhancing employee morale, promoting transparency and reducing attrition. Internal communication encourages a sense of identification with the goals, mission and procedures of the project unit which can result in a sense of “making a difference”. This can have a direct impact on motivation, effort and efficacy of the whole EU PPF team.

To be specific, internal communication:

- Provides information and encourages sharing by driving and supporting the project team short-term and long-term goals and objectives
- It ensures that these initiatives are implemented and followed
- It ensures that knowledge sharing, and communication processes are part of the daily workflow across all functions of the project activities

The following sections of this Chapter will introduce the basic principles, procedures and models of internal communication among the members of the EU PPF team. The main objective of the communication models that will be presented is to achieve a maximum of functionality in communication between all members of the EU PPF team, both at the local and national level. Having in mind the specific structure of the EU PPF programme (PPF6, PPF7, PPF8), achieving functionality in communication will ensure the unimpeded flow of information which is extremely important for meeting the defined project results and overall exchange of programme related information among all team members, especially in the field of project visibility and promotion.

It is very important how we gather relevant project information, how we communicate, and who and how we inform on the project activities and the results achieved. This is very important in terms of overall visibility of the EU PPF and planned communication activities which are defined within the EU PPF Communication Plan with Action Plan and Associated Annexes adopted on 21 November 2018. Information is valuable only if we deliver it on time, to the right person, in a specific form. The Deliverables mentioned in this manual like Monthly Reports, Interim Reports, Minutes of the meetings, success stories, presentations on EU PPF trainings and procedures, are a valuable source of information on activities preformed, results achieved and programme outcomes. Effective reporting and timely situation analysis contribute to better understanding of the EU PPF environment at the same time influencing performances and outputs of EU PPF Units engaged to support EU PPF initiative. Therefore, it is essential that the members of the EU PPF team get introduced to the rules, procedures and objectives of internal communication models and to comply with them.

EU PPF internal communication should be classified and performed at two operational levels:

**Primary level of internal communication – refers to communication between members of the same EU PPF Unit,** (i.e: EU PPF6 Unit), and is subject of a regular, daily communication routine. Main actors of this type of communication are team members with assigned positions and tasks and are subject to the general working environment inside the team. Rules and procedures for primary level of communication are described within the section 2.1.1 this Chapter.

**Secondary level of internal communication – Refers to internal communication between the EU PPF Units** (EU PPF6 Unit team, EU PPF7 Unit Team and EU PPF8 Unit Team). Main actors of this communication level are:

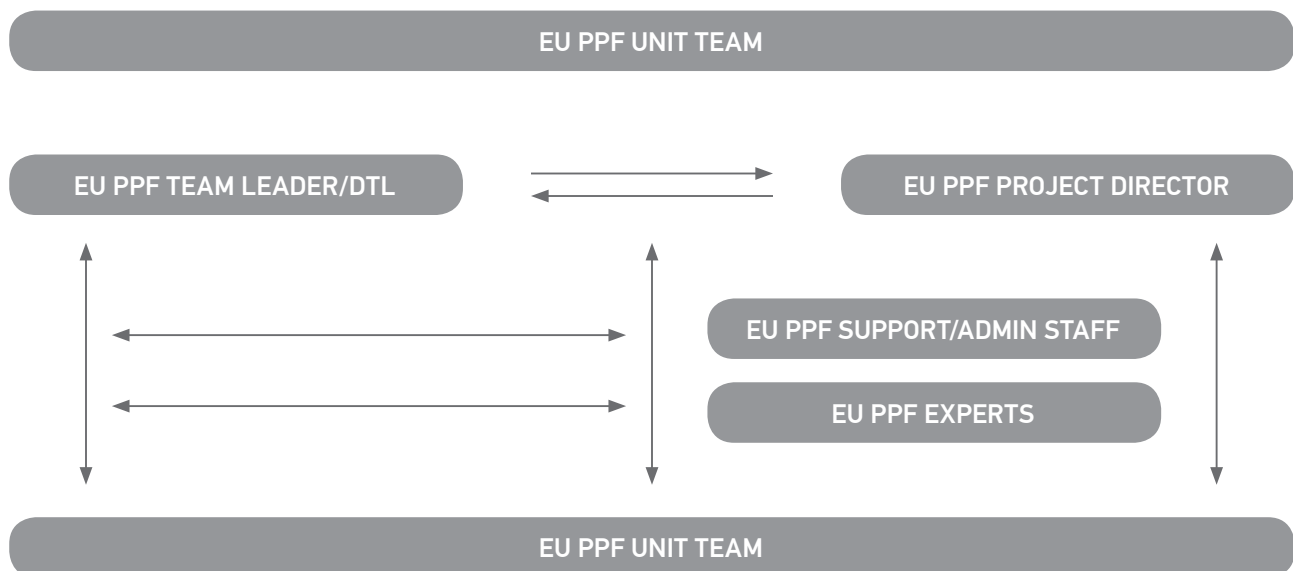
- On behalf of EU PPF6: Team Leader and/or designated deputies or Experts
- On behalf of EU PPF7: Team Leader and/or designated deputies or Experts
- On behalf of EU PPF8: Team Leader and/or designated deputies or Experts

Communication at the primary level entails managerial decisions that will impact on activities/decisions and/or future steps of the EU PPF TA contracts as per the needs expressed by EUDEL, CFCU and MEI in order to support EU PPF implementation. Rules and procedures for secondary level of communication are described within the section 2.1.2 of this Chapter.

## 2.1.1. Primary level of Internal Communication

Internal communication at the level of EU PPF Unit is organized in line with roles and responsibilities assigned and under the supervision of the EU PPF Team Leader and/or his designated deputy. The model of internal communication is established in such way that it guarantees all EU PPF Unit team members to communicate with each other, in all directions without special restrictions, with EU PPF Team Leader/EU PPF Deputy Team Leader in Cc: of all relevant e-mails. For details see chart No.3 EU PPF Unit Team internal communication:

Chart 3: EU PPF UNIT TEAM internal communication



In order to secure stable and regular information flow, EU PPF Unit Team members will need to follow basic rule of internal communication procedure:

If you are member of EU PPF Unit Team: before any official contact or agreement with representatives of EUDEL, MEI, CFCU or other project stakeholders, always consult your EU PPF Team Leader or Deputy Team Leader and after making an internal agreement on further actions keep them regularly in cc. of your email correspondence. The same is related to dissemination of project activities, results or outputs to wider public.

At the end, all EU PPF Unit Team members are responsible to their EU PPF Team Leader and/or designated deputies for adjusting activities and performances according to assigned tasks. Changes, amendments and innovations in performing regular tasks should be fully coordinated with EU PPF Team Leader/or designated deputies and documented by brief report and properly archived.

Gathering of information on project related activities performed by EU PPF Unit Team members, documenting of progress, results and impact of the EU PPF at national and local level, lessons learnt and exchange of knowledge on EU PPF procedures are main priorities which present the baseline of developed EU PPF internal communication model.

Therefore, in order to secure proper and timely information flow on defined priorities, all members of the EU PPF Unit should follow procedures developed for each specific IE communication tool or type of deliverable described below:

## A) E-mail correspondence

E-mail correspondence is the primary channel of communication and represents important source of information on EU PPF programme development, achievements, and exchange of valuable data. Therefore, in order to document progress on your EU PPF activities and outputs, store important e-mails in your personal e-mail archive. Always include your personal e-mail signature with contact details at the end of your e-mail, whether you're sending mail or answering mail.

**Current situation:** PPF6 and PPF8 project started with its project activities in 2017. At that period EU PPF programme did not exist as a unified EU programme scheme: EU PPF. Therefore, PPF6 and PPF8 Unit Teams registered domain with specified PPF numbers: for PPF6: @ppf6.rs and for PPF8: @ppf8.rs. Usage is ongoing by PPF6 and PPF8 Unit Team members for the last two years but considering future project extension - all members of the EU PPF Units PPF6 and PPF8 should register their e-mail with ppf.rs extension and switch their addresses to unified ppf.rs domain during February 2019. PPF7 Unit Team does not have separate ppf7.rs domain till date, so all team members should obtain e-mail addresses with unified extension ppf.rs.

Within e-mail signature EU PPF Unit Teams will insert EuropeAid number of their PPF project in order to differentiate EU PPF Units.

For Example:

**Sanja Babić**

Viši stručnjak za komunikacije i promociju EU PPF  
Senior Communication and Visibility Expert EU PPF  
PPF6/EuropeAid/135637/IH/SER/RS | PPF8/EuropeAid/137044/DH/SER/RS

Тел / Tel: +381 11 4040 721  
Мобилни / Mobile: +381 63 509 427  
E-mail: sbabic@ppf.rs  
www.ppf.rs



РЕПУБЛИКА СРБИЈА  
МИНИСТАРСТВО ЗА ЕВРОПСКЕ ИНТЕГРАЦИЈЕ  
МИНИСТАРСТВО ФИНАНСИЈА  
Сектор за уговарање и финансирање програма  
из средстава Европске уније



Пројекат финансира  
Европска унија



Сачувајмо природу! Размисли пре него што одштампаш овај е-маил

All future Unit Teams of the EU PPF programme schemes should register their e-mail accounts with extension **ppf.rs**.

Within the Annex I of this Manual you will find enclosed example e-mail signature and instructions on graphic standardization and e-mail set up will be provided by EU PPF Web Designer.

Official domain of the EU PPF team members e-mail address is: **@ppf.rs**

If you are new member of the EU PPF team, please contact respective EU PPF Unit Project Assistant in order to get your PPF e-mail address and account settings details for MO package.

If you have problems with inserting e-mail signature within your EU PPF e-mail account, please contact EU PPF Unit Visibility Expert for assistance.

## B) Signatures

Each request to the third parties, regardless to its nature and form, should be signed with name, last name and job position of the responsible person: usage of generic signatures is not appropriate due to the lack of information on ultimate responsibility of the person who is standing behind request sent. Generic signatures can be used only if e-mail has attached Cover Letter signed by authorized person with contact details enclosed.

## C) Official Letters, Faxes and Memos

All official administrative correspondence on EU PPF matters should be prepared in official EU PPF I/E Templates. Official correspondence should be saved in appropriate pdf./word/jpeg format and stored within EU PPF Unit Team archive in order to document EU PPF Progress and outputs. Templates for administrative correspondence on EU PPF are presented within Annex I of this Manual. Each EU PPF Unit Team have its own reference number for the documents issued which is located in the right upper corner of the EU PPF templates. Please contact your EU PPF Unit Project Assistant to obtain proper document reference number.

## D) Presentations on EU PPF activities, WP and any other issues of concern

Presentations should be prepared in appropriate formats and should respect EU PPF visual elements presented within Annex I of this manual / EU PPF Power Point Template. Prior to the presentation held, always consult your EU PPF TL/DTL on the content of your presentation. Presentations should be brief, precise and with clear messages in terms of content. Prior to preparation of presentation agree with the TL/DTL on the duration of the presentation. Fit the number of slides so that you have not more than 10 slides for each 10 min of your presentation. Submit your EU PPF presentation to your EU PPF Unit Team for file server archive. They are valuable source of information and they also document the activities, outputs and progress of EU PPF in general. Please see Chapter 6 of this Manual – EU PPF Training and Visibility and follow instructions and tips for preparation of the EU PPF project presentations.

## E) Inception/Monthly, Interim and Final Reports

EU PPF Team Leader is responsible to prepare Inception/Monthly/Interim/Final Reports based on the inputs provided by DTL, Sector Project Managers and other experts, to gather all reporting segments and to compile them in the Final Version of the corresponding report. The content of the reports should consist of facts and information provided in clear and direct manner that document progress, activities and results achieved by the whole team and announcing plans and expectations of activities for the future period. EU PPF Team Leader may ask from the EU PPF expert more detailed reports on some specific project issues related to the assignment of the EU PPF Expert. EU PPF Expert should provide information/reports from his/her field of expertise to the EU PPF Team Leader no later than one week before



the end of the month for which the report is prepared. The EU PPF experts should deliver all their reports with styles and formatting agreed to be used for preparation of the project reports.

## F) Reports prepared by the Short-term Experts

All reports prepared by EU PPF Unit Team Short-term experts should present:

- short description of progress (technical and financial) including problems encountered during reporting period
- planned work/ key activities for the next reporting period
- report on documents/outputs produced
- outline activities performed, and outputs produced per each visit and shall contain an outlook on the subsequent mission and specify anticipated outputs, related activities and duration
- overview of minutes of the meetings collected during the month
- an invoice and the expenditure verification report

EU PPF Team Leader is responsible to submit Final Reports to the Contracting Authority as agreed format of reporting document where major results, achievements and/or challenges of his team are elaborated and properly documented.

## G) Minutes

After meetings, consultations, or participation at other important events, the head of team members, who participated to the event, should submit draft minutes to EU PPF DTL who will thereafter submit this MoM to the TL. Draft MoM should be prepared by the head of the EU PPF team member, not later than two days from the meeting held. EU PPF Team Leader should appoint EU PPF Team member who will act as a minute taker. The appointed minute taker should prepare draft version of minutes which should then be revised first by the EU PPF DTL, thereafter by the TL, and then sent to relevant parties included within minutes distribution list allowing participants to make some comments on draft final version. Revision procedure of the minutes should be performed in a timely manner and submission of the draft final version should not take longer than 7 days from the meeting held. Final version should be properly stored within EU PPF Unit Minutes Archive. Minutes are important as they confirm the decisions that are made during the meeting or event held. They also record any agreed actions to be taken as well as who has been allocated any tasks or responsibilities. Finally, they also provide details of the meeting/event to anyone from EU PPF Unit Team who was unable to attend it. They will be used as a valuable source of information for further effective planning of EU PPF activities by EU PPF Management, and on the other hand they serve as a tool for monitoring progress of EU PPF. Final version of the Minutes should be archived within the EU PPF Unit Team File Server System.<sup>1</sup>

## H) "Success stories"

Reports from the field and other operational documents should be gathered and filtered with specific attention paid on information that may be used for further promotional processing. To strengthen the role and brand of the EU PPF, EU PPF Unit Team Experts should prepare a list with proposed "success stories" that may be selected by respective EU PPF Team Leader. These lists and/or proposals should be, upon the decision taken by the EU PPF Team Leader, submitted to EU PPF Senior Visibility Expert for further developing and editing. After editing done by EU PPF Senior Visibility Expert should be submitted to the responsible members of EUDEL, MEI and CFCU Info Units, as well as to MEI IPA Coordinator. They act as the final decision makers on the content, approach and tone of external communication activities. Once when EUDEL, MEI and CFCU Info Units agree on final wording of success stories, EU PPF Senior Visibility Expert processes the materials and includes in EU PPF external communication activities. For further information, please contact EU PPF Senior Visibility Expert who can provide some templates to be used for preparing "Success stories".

## I) Photos and videos

A Photo and video data base should be developed and maintained by the EU PPF Unit Office Team and delivered to EU PPF Junior Communication and Visibility Expert who is responsible for maintenance of the EU PPF Photo and Video Gallery. EU PPF Unit Team Experts should use all opportunities they have to make photos (or videos) whenever possible:

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<sup>1</sup> If you are member of EU PPF Unit Team please contact your EU PPF Unit Project Assistant to provide you with official EU PPF Minutes Template.

photos from the meeting on important issues, photos from the site visits, photos from the site locations, trainings, study tours, etc. These photos, present valuable and durable archive of all EU PPF events and activities preformed. Once when the construction works starts for the selected EU PPF sub projects, photos and videos will serve as digital reports on project development from the first phase of designing, tendering, through works until their closure. Moreover, they can serve as an attractive addition for presentations and trailers on EU PPF development at national and local level. Each photo should be minimum 300dpi size.

## J) EU PPF Unit Team File Server System and Document Sharing

In order to ensure proper and efficient filing of all documents produced by EU PPF Unit Team members, each EU PPF Unit Team (EU PPF6, EU PPF7, EU PPF8) developed specific rules and principles referring to:

- File Server System permission and access
- Instructions for usage of the File Server system: procedures for document sharing, methods of naming documents within file server system and
- Usage of the EU PPF reference numbers and codes for specific types of document.

Considering the internal structure of EU PPF Unit teams, as well as number of Experts engaged in production of various types of documents like Monthly and Interim Reports, Minutes, Manuals, Technical documents, Photos from project site locations, videos, etc., it is from significant importance that these filing procedures and referent system codes are followed by all EU PPF Unit Team members. This system provides easy access to all gathered and produced documents which are essential source of information for monitoring EU PPF Progress, results and impact.

### 2.1.2. Secondary level of Internal Communication

In this context Internal communication refers to internal communication between the EU PPF Unit teams (EU PPF6 Unit Team, EU PPF7 Unit Team and EU PPF8 Unit Team) in all segments of business communication (decisions, directives, proposals, e-mails, faxes, meetings, direct verbal inquiries, letters, phone conversations, conference calls etc.). Main actors of this communication level are:

- On behalf of EU PPF6: Team Leader and/or designated deputies or experts
- On behalf of EU PPF7: Team Leader and/or designated deputies or experts
- On behalf of EU PPF8: Team Leader and/or designated deputies or experts

Communication at the secondary level entails managerial decisions that will impact on activities/decisions and/or future steps of the EU PPF TA contracts as per the needs expressed by EUDEL, CFCU and MEI in order to support EU PPF implementation.

Communication model for internal communication procedures at secondary level:

- All official EUDEL, MEI or CFCU requests on administrative, operational, financial and logistical issues which refers to joint cooperation between EU PPF Unit teams (PPF6, PPF7, PPF8) should be sent by respective EUDEL, MEI or CFCU officers to the respective EU PPF Unit Team Leader and EU PPF Unit Team Project Director, who will be responsible for realization of the request sent.
- Request for specific Work Packages, which have an impact of use of TA resources – should be sent by respective EUDEL, MEI or CFCU officers directly to the respective EU PPF Unit Team Leader and EU PPF Unit Team Project Director. In case some EU PPF Unit Team members/experts are copied on such e-mails, they should respect the principle of having EU PPF TL/DTL to respond/react first and only if directly asked to do so – EU PPF Unit Team member/expert could join the conversation by sending his/her responses.

## 3. EU PPF TEAM EXTERNAL COMMUNICATION

### 3.1. External communication procedures

External Communication implies a process of information and messages exchange between the EU PPF Team (EU PPF Unit teams) from one side, and other EU PPF stakeholders, organizations, groups, or individuals on the other side. The goals of external communication are to facilitate cooperation between the EU PPF and Contracting Authority, Project beneficiary, Line ministries, wider public, targeted groups and various stakeholders and international organizations, and to present a favourable image of EU PPF, its results and outputs, as well as overall contribution to society at large. A variety of channels may be used for external communication, including face-to-face meetings, telephone conversations, letters, faxes, e- mails, reports, promotional materials, print or broadcast media, and electronic communication technologies such as the Internet (social networks).

There are two basic types of external communication and it is important to be aware of the difference amongst them:

#### A) Formal external communication

This involves exchange of messages between the EU PPF team and identified stakeholders, by using various communication tools such as carefully designed and prepared letters, minutes, memos, reports, presentations, project fact sheets, event protocols, promo materials, media announcements, press releases or social networks (website, blog, Facebook, Instagram, Twitter, LinkedIn, You Tube, etc.). Efficient formal external communication ensures creation of positive image and reputation about the EU PPF programme itself: it provides the external environment with important messages on programme development, results achieved and planned activities.

#### B) Informal external communication

This involves exchange of messages and working documents between the EU PPF team and identified stakeholders and is usually realized as a part of routine project activities. This means that all team members are important informal sources of information for the outside world - every time an employee speaks about the project - he sends a certain message, and thus contribute to the promotion of EU PPF programme in general.

#### C) External Communication procedures

Responsibility over implementation and delivery of outputs of EU PPF projects rests with the EU PPF Unit Teams together with the EUDEL or CFCU as Contracting Authorities and MEI as the Beneficiary. Therefore, official written statements regarding EU PPF implementation can only be made by EUDEL, MEI and CFCU officials, and by EU PPF Team Leaders when approved by EUDEL, CFCU and MEI.

## 4. OPERATIONAL PROCEDURES FOR EU PPF COMMUNICATION AND VISIBILITY DELIVERABLES

### 4.1. Basic principles and rules

In order to effectively promote the EU PPF Programme and the results achieved in the field, both at the local and national level, the operational procedures have been established for the implementation of communication activities envisaged by the EU PPF Communication Plan with Action Plan and associated Annexes officially adopted in November 2018.

This operational procedures regulate mechanisms for collecting and exchange of important documents, as well as mechanisms for providing necessary approvals and distribution of information and materials produced and used for promotional purposes, in order to achieve the greatest possible transparency and understanding of the EU PPF initiative, but also the understanding of those benefits that the project will bring to the end users of the program – citizens of the Republic of Serbia.

EU PPF Communication Plan with Action Plan and associated Annexes is dealing, in detail, with communication activities and tools that will be used in order to, as efficiently as possible promote the EU PPF programme, and in the following paragraph just some of the communication tools and activities that are the subject of operational procedures at the EU PPF team are listed:

- All EU PPF deliverables mentioned within subsection 2.1.1. and section 2.1.2 of this Manual
- Samples of EU PPF Communication Tools and Products presented within Annex II of this Manual (eg. Project Roll up/Banners, Project Fact Sheets, E-Newsletters, Brochures, Publications, EU PPF Promotional Materials, E-Cards, Office Plaques)
- Communication tools and activities envisaged by EU PPF Communication Plan with Action Plan (media relations and media contents, usage and application of EU PPF Visual Identity, usage and application of web tools and content (web editing), development of messages for public statements, production and editing of success stories, photo and video gallery, media events, announcements and press releases, contact lists, etc)
- EU PPF Website and Social Networks (EU PPF official website [www.ppf.rs](http://www.ppf.rs) and active social networks on FB, Instagram, LinkedIn, Twitter and YouTube)

Operational procedures for communication and visibility deliverables, which regulates the roles and responsibilities, the modus operandi of information sharing and distribution of material between EU PPF team and EUDEL, MEI and CFCU, are described within section 4.2 below.

### 4.2. Cooperation between EU PPF and EU PPF Contracting Authority and Beneficiary: EUDEL, CFCU and MEI

Specifically EUDEL Info Unit, CFCU Info Unit, MEI Info Unit and MEI IPA Unit coordinator are responsible for:

- Final approval of all EU PPF Visibility deliverables (such as Manuals, Communication Plans, Project Proposals, Reports)
- Final approval of all media information content before their final distribution to targeted groups
- Final approval of all EU PPF communication tools and products before their final printing and distribution
- Final approval of all communication activities, tools, and actions set out in EU PPF Communication Plan with Action Plan
- Final approval of web and digital content submitted by EU PPF responsible visibility experts (pictures, documents, information's, sub projects fact sheets, video material and other).

In terms of Communication and Visibility EU PPF Communication Experts are responsible for:

- collection and processing of the relevant information contained in the documents and tools described in subsection 2.1.1. and section 2.1.2 of this Manual
- development of promotional tools and products that reflect EU PPF progress both at national and local level
- maintaining regular contacts with EUDEL, MEI and CFCU Info units and MEI IPA Coordinator
- providing technical and logistics assistance to EU PPF in organization of media (visibility) events or certain actions which promote EU PPF
- preparation of informative and graphic material for the EU PPF Website and social networks
- uploading and maintenance of the EU PPF Website and social networks
- increased media coverage.

where:

- EU PPF Senior Communication and Visibility Expert – is responsible for the preparation of the Draft Communication Project Proposals for the activities planned by the EU PPF Communication Plan with Action Plan, for preparation of Annual EU PPF Communication Plans, as well as for monitoring overall implementation of the EU PPF Communication Plan with Action Plan. All activities should be performed in close cooperation with EUDEL, MEI and CFCU Info Units and MEI IPA Coordinator, who are in charge of official approval of all proposed communication actions. EU PPF Senior Communication and Visibility Expert is also in charge of sending the promotional materials to the printing house as well as for updating and reallocation of the EU PPF Visibility Budget.
- EU PPF Junior Communication and Visibility Expert – is in charge of the collection of relevant documents and information that will be used for development of promotional tools and products that reflect EU PPF progress both at national and local level. He/She is also responsible for regular contacts and provision of support to the EU PPF Senior Communication and Visibility Expert, for the implementation and coordination of the activities foreseen by the EU PPF Communication Plan with Action Plan, as well as for the regular attendance at the Coordination visibility meetings between EU PPF Unit teams. EU PPF Junior Communication and Visibility Expert is also in charge of distribution EU PPF Promo materials in accordance with inputs received from EU PPF Senior Communication and Visibility Expert, and for the monitoring of the EU PPF promo stock.
- EU PPF Graphic Designer – is in charge of design of graphic layout proposals for EU PPF communication tools and products, all activities should be performed in accordance with the inputs provided by EU PPF Senior Communication and Visibility Expert.
- EU PPF Web Designer – is in charge of registering of the EU PPF e-mail addresses, upload of all information, documents and materials to the official EU PPF website, (and also for the update of the existing data) and launching of the new pages on the website, if necessary. All activities should be performed in accordance with the inputs provided by EU PPF Senior Communication and Visibility Expert.
- EU PPF Social Media Expert – is in charge of developing and maintaining infrastructure of the unique EU PPF digital platforms (social media like YouTube, Facebook, Instagram, LinkedIn, Twitter accounts), as well as for the media appearances on radio and TV. EU PPF Senior Communication and Visibility experts will provide Social Media Expert with their corresponding communication tools and visibility outputs.

EU PPF Visibility budgets will be managed separately by respective EU PPF Unit Teams (PPF6, PPF7, PPF8 project administration). Reallocation of the budget lines can be discussed during the EU PPFs project implementation with EU PPF Contracting Authority (EUDEL and CFCU) and Project Beneficiary (MEI).

EU PPF Senior Communication and Visibility Expert member of the Unit Team PPF6 and PPF8 will be responsible for coordinating close cooperation with Senior Communication and Visibility Expert member of the Project Unit Team PPF7, as well as with EUDEL Info Department, MEI Info Unit, CFCU Info Unit, MEI IPA Coordinator and the EU Info center in Belgrade ([www.euinfo.rs](http://www.euinfo.rs)) aimed at further promotion of project activities and outputs.

**Contact person:**

Ms. Sanja Babić | [sbabic@ppf.rs](mailto:sbabic@ppf.rs) | +381 63 509 427

EU PPF Senior Communication and Visibility Expert member of the Unit Team PPF7 will be responsible for coordinating close cooperation with Senior Communication and Visibility Expert member of the Unit teams PPF6 and PPF8, as well as with EUDEL Info Department, MEI Info Unit, CFCU Info Unit, MEI IPA Coordinator and the EU Info center in Belgrade ([www.euinfo.rs](http://www.euinfo.rs)) aimed at further promotion of project activities and outputs.

**Contact person:**

Ms. Maja Stojanović | [mstojanovic@ppf.rs](mailto:mstojanovic@ppf.rs) | +381 64 64 111 24

Both Senior Communication and Visibility experts will coordinate and communicate on regular (daily) basis and secure timely exchange of information in regard to all EU PPF visibility and promo activities. Regular internal communication will be established in order to provide timely and successfully implementation of EU PPF Action plan. High profile events and other public events related to EU PPF activities will be presented to EUDEL, CFU and MEI in the form of EU PPF Project Proposals where details on target groups, tools, messages, media channels and budget for implementation will be presented. Before submission of the EU PPF Project Proposals for EUDEL, MEI and CFCU approval, EU PPF Senior Communication and Visibility Experts will coordinate all information on budget and other organizational aspects of the planned events. Regular meetings, cooperation with webmaster and Social Media Manager, e-mail correspondence on any EU PPF activity will be mandatory elements of joint cooperation between EU PPF Senior Communication and Visibility Experts.

## 4.3. Basic principles of communication

EU PPF Senior Communication and Visibility Experts are in charge of direct regular communication with EUDEL, MEI and CFCU Info Unit and MEI IPA Coordinator (with EU PPF Team Leader, EU PPF Project Director, EUDEL Programme Manager and CFCU Project Manager in cc: of all emails). They are responsible for timely informing the Contracting Authority and main project beneficiary on all current activities and actions in the field of EU PPF communication and visibility.

Before sending any information or documents to the EUDEL, MEI and CFCU Senior Communication and Visibility Experts are obliged to check their validity with EU PPF Team Leaders. Information, materials and documents can be available for public, only after official approval is obtained from EUDEL, CFCU and MEI.

EU PPF Graphic/Web Designer exclusively communicates with EU PPF Senior Communication and Visibility Experts and sends him/her all the graphic proposals for review. EU PPF Senior Communication and Visibility Expert delivers these materials to the EUDEL, CFCU and MEI Info Unit and MEI IPA Coordinator for final approval before production or public dissemination.



## 5. EU PPF COMMUNICATION TOOLS AND PRODUCTS

### 5.1. EU PPF Visual Identity

Clear and consistent visual identity is required to assist the audiences in recognizing, accessing and assessing the projects, activities, services and initiatives of the EU PPF – EU Project Preparation Facility.

To maintain a recognizable and unified EU PPF brand throughout the area of intervention, EU PPF Unit teams should ensure that their offices, facilities, services and activities are clearly identified in accordance with the EU PPF visual identity standards. In identifying contributions or activities, prominence is given to the official symbols of the EU PPF, CFCU, MEI and EU. All project offices should display the EU PPF logo, which is the national identifier of the EU PPF, in all information and communication materials, regardless of medium, for internal or external use.

EU PPF team members must be sensitive to differences among and within the various regions in the area of intervention (national characteristics, languages and public habits). They must ensure balance in the communication products and activities so that the needs and interests of local and national populations are properly addressed. In order to successfully accomplish communication objectives, we need to know which techniques and tools we will use, but more importantly - we need to know how to use them correctly. For any communication tool or technique there is time, place, and the right approach to make sense of.

Given that almost every activity we conduct on behalf of the EU PPF represents a special form of communication, whether internal or external, formal or informal, all the means that we use in the implementation of these activities are called communication tools. They are used in realization of certain activities, and in communication with targeted audiences. In future communication activities we will differentiate two groups of developed templates for specific communication tools:

1. EU PPF I/E templates that will be used in further communication on EU PPF programme by members of EU PPF Units
2. EU PPF Communication Tools and Products that will be used in further communication and promotion of EU PPF programme at local and national level, by EU PPF Unit teams and EUDEL, CFCU and MEI Info teams

These two groups of templates for specific EU PPF communication tools are different in visual content and graphic elements and are used in different situations depending on what we want to achieve and with whom we communicate.

Specific samples of the EU PPF templates can be found within the Annexes I and Annex II of this Manual. Full list of EU PPF communication tools is as follows:

#### ANNEX I - EU PPF Internal/External Communication Templates (Portrait/Landscape/Bilingual)

EU PPF Memorandum  
EU PPF Letter  
EU PPF Power Point Presentation  
EU PPF Report Template  
EU PPF Attendance Sheet  
EU PPF Minutes  
EU PPF Email signature  
EU PPF Business card  
EU PPF Screensaver  
EU PPF E-card  
EU PPF E-invitations  
EU PPF Accreditation for events  
EU PPF Training Certificates

## ANNEX II - EU PPF Communication Tools and Products (Portrait/Landscape/Bilingual)

EU PPF Office Plaque  
 EU PPF Roll up  
 EU PPF Brochure  
 EU PPF Leaflet  
 EU PPF Visibility Brief  
 EU PPF Project Fact Sheet  
 EU PPF Infographic  
 EU PPF Poster  
 EU PPF Folder  
 EU PPF Paper Bag  
 EU PPF Pencil  
 EU PPF Notebook a4  
 EU PPF Agenda  
 EU PPF USB  
 EU PPF Mugs  
 EU PPF Calendar  
 EU PPF Exhibition Panels  
 EU PPF Animations  
 EU PPF Video trailers

Each of the above-mentioned communication tools are used in line with the communication activities foreseen by EU PPF Communication Plan with Action Plan from November 2018.

When communicating on behalf of EU PPF please use official EU PPF templates. Contact your EU PPF Unit Project Assistant to provide you with official EU PPF templates.

## EU PPF PROMO KIT

One of the public awareness approaches is also personal contact and interactive approach. Meetings, field trips, trainings, conferences and thematic workshops can be used for dissemination of project information and raising public awareness on the achievements of the project.

EU PPF standard PR kit includes:

- EU PPF paper bag
- EU PPF folder
- EU PPF pencil
- EU PPF leaflet
- EU PPF notebook

...or any other promotional items depending of the type of the event.

All EU PPF Unit Team members acts as a promoter, so please inform respective EU PPF Unit Communication and Visibility Expert on your Field Trips, Meetings, Trainings or any other events relevant for EU PPF Programme promotion.

## EU PPF Photography

Photographs are a best possible mean of presenting the situation in the field as well as results achieved in the project framework. Each training activity or field visit should be properly documented, i.e. photographed so that projects can be monitored, while the photos can also be used for further needs of the project.

EU PPF Programme provides professional Digital Camera which can be used for photo shooting of various events and Site locations (EU PPF Sub Projects).

Please contact respective EU PPF Unit Junior Communication and Visibility Expert or/EU PPF Unit Project Assistant for further instructions.

EU PPF Photo Gallery can be found at EU PPF Unit File server system and all photos should be dated, named and stored at EU PPF Unit photo and Video Gallery.

## EU PPF Sub projects Fact Sheet

Project Fact sheets represent general and specific project information structured as follows:

- Project Name
- Name of the Municipalities involved
- Introduction – General Information
- Project Objectives
- Project Description
- Financing
- Project Status (activities)

Project Fact Sheets are one of the main communication tools which provide crucial information on project status, financing and objectives. It is usually handed out to press representatives during conferences or signing contract ceremonies/MoU.

EU PPF Experts should collaborate with EU PPF Communication Experts on development of EU PPF Sub Project Fact sheets.

Those approved for public can be found at EU PPF Project Website.

## 6. EU PPF TRAININGS AND VISIBILITY

### 6.1. Tips for public appearance and preparation of EU PPF PowerPoint presentations

Communication activities that will be carried out in order to raise the awareness of specific and general target audience about reasons for action, achieved results and the EU PPF project impact are defined within EU PPF Communication and Visibility Plan (issued in its final version and approved as part of the Inception report in September 2017) and within EU PPF COMMUNICATION PLAN with Action Plan for successful promotion of EU PPF project outputs (from November 2018).

One of the two DIRECT OUTPUTS of the EU PPF activities determined through ToR which can be communicated to the wider audience and selected target groups in order to enhance visibility of both EU PPF programme and its results is Capacity building component and associated training modules.

EU PPF Visual Identity has been developed and all communication tools in its final design officially approved by EUD, MEI and CFCU, can be found with EU PPF Unit Team administration and visibility team.

For the Capacity building component of EU PPF presenting information properly is vital.

As EU PPF Training Expert and presenter, you should be concerned only with one thing when presenting to an audience:

“Has the audience come away from this with information that was in-line with the original point of the presentation?”

Every presentation carries something new and different, so it is very important to attract the attention of the audience and, of course, eventually achieve the most important thing - maintaining the audience's attention.

Frequent problem with public appearances and various speeches in front of the audience is that they are hard, incomprehensible or even annoying to the target audience, and the reason for this is either poor preparation, excessive preparation or the presence of a great deal of stress.

As a Training Expert you should be aware that - if people leave your EU PPF PowerPoint presentation armed with confusion and wonder, your presentation has failed. Presentations do not have a problem with lack of information. Most of the time there is too much. The biggest issue is the way you present your PowerPoint presentation.

Therefore, this section of the Manual will provide all EU PPF trainers with some tips which are developed to enhance communication and understanding of the messages by the targeted audience (better transfer of knowledge) and uniform all EU PPF presentation in terms of visual identity.

#### TIPS for public appearance and preparation of EU PPF PowerPoint presentations:

1. EU PPF Cover slide is a main slide which should consist of the name of your presentation, and its subtitle (if necessary and needed). This slide should be screened as the first one while you are presenting yourself to the audience.
2. Before you start with the presentation – present yourself to the audience: give them few short information on your field of expertise, biography, main purpose of the presentation, and always mention that you are presenting on behalf of EU PPF project.

3. As a Trainer Expert of EU PPF, you should always use official EU PPF PowerPoint template and follow developed guidelines, which are mandatory. All guidelines and instructions for proper usage of EU PPF PowerPoint template are described in detail in template itself. You can find EU PPF PowerPoint template within the Annex I of this Manual.
4. A good rule for effective PowerPoint presentations is to put up only your main points and use the screen as a reference. If you run through your PowerPoint presentation (which you must do many times) and you see a slide with more than five points, start a new slide. Your slideshow is not the presentation, it is an aid and therefore respect the time of your audience. Presentations which consist of more than 20 slides are considered as completely non-effective. Case studies shows that the amount of information which can be absorbed by the audience is very small – optimum time of a presentation is 20 minutes. Therefore, be focused on important messages, make a thesis before the presentation, follow them, separate important information from non-important, and be short and simple as much as you can.
5. Basic element - important for effective and quality presentation is the STRUCTURE of the presentation which consist of 3 segments: introduction, the central part of the presentation and conclusion. Introduction serves to profile the audience (answers to question on the benefit of the presentation to the audience, and how the presentation will improve their knowledge). The Central part of the presentation should consist of quality argumentation, while conclusion should be wrapped up in maximum one or two bullet points, which consist of main message of the presentation itself. The goal of the presentation is achieved only if the audience can recognize and understand the main message of the presentation.
6. Always be focused on the audience not on yourself. Follow audience response within the first 5 minutes of the presentation, and if you notice that their attention is dropping – involve them by asking them questions – use interactive approach whenever you can. Good effects of the presentation are often secured by competent and interesting content that you are sharing with the audience.
7. Non-verbal aspect of the public appearances and presentations is also one of the very important elements of successful transfer of the main messages. There is only one chance for first impression in front of the audience. Therefore – practice and exercise of presenting at home can be very helpful, especially if you have the opportunity to practice in front of your friends or members of your family. They can give you feedback on which element of your public performance and the content of your presentation can be improved.
8. The overuse of technological bells and whistles in PowerPoint presentations is an under-rated problem. Many presenters think, "If it's new and dynamic; it will make my PowerPoint presentation much better." There is nothing better than a PowerPoint presentation that is done professionally with only limited effects. (Keep it simple – KIS rule).
9. While the thought process behind these special effects is "This highlights my point and emphasizes the importance," - the outcome is often the opposite. People tend to get distracted by the effects. Especially with sounds, where the presenter can hear the whooshing noise, along with the few in the front of the room. The people in the middle think they heard something but couldn't make it out and the people at the back are wondering why there is a fly somewhere in the meeting room. Laptops were not meant to project sound to fill a room, so don't use them to do that. Want to emphasize a main point? Put it on the screen by itself and let people read it.
10. If you have a quote or a long statement that cannot be chopped up into bullet points, put it up either on the screen and allow people to read it, or read it out loud from your notes, but not both. As much as people like to think the opposite, we can only do one thing at a time. If someone is reading the screen, they are not listening to you, and vice-versa.
11. If only the main points are on the screen, the audience will realize their importance. Don't overwhelm your audience with techno-fluff. The power of technology is neither the point of your PowerPoint presentation, nor the strength of it. The technology should be used only sparingly or to reinforce the information you have to share. After all, your goal is to make sure they leave the room with the right information.

12. Do not use photos or videos with sensitive content – always choose one which are in direct connection with the context of your presentation.
13. At the end of presentation, always introduce the audience where they can find materials or Handbook which follows your presentation, and always give them information on how they can contact you via email directly if they have any additional questions. The last slide of EU PPF PowerPoint template should always be screened while you introduce audience with the Question and Assistance procedure.

Using of EU PPF Template for all EU PPF Presentation is absolutely mandatory

All final documentation, presentations, handbooks or any other materials produced for EU PPF trainings should be delivered to EU PPF Unit Training Coordinator which will then provide Junior Communication and Visibility Expert with final training documentation – these outputs will be, available for download at official EU PPF website platform.

See Annex I of this Manual:

- EU PPF PowerPoint template

## 6.2. Visibility Tool – Successful promotion of project training activities

As any other type of project events TRAININGS (or capacity Building events) can also be excellent communication channel which can significantly contribute to the overall project visibility.

Indicators which can be included at the Final Report on Project Visibility are:

- Number of trainings
- Number of participants per training
- Number and type of promo materials shared
- Number of participants who received EU PPF Training Certificate
- Number of “training news” published via EU PPF Project Website and external shares via EUIC Networks and EUDEL and Ministries networks
- Number of training photo galleries and pictures on EU PPF Project Website and Social media
- Number of video material published, and number of “views” of the video materials

### HOW TO successfully promote project during trainings?

#### EU PPF TRAINING COMMUNICATION TOOLS

##### PROJECT ROLL UP developed in EU PPF Visual Identity

Best possible size of the project roll up or X banner is 2 m x 1 m. Smallest dimension allowed is 2 m x 85 cm. Project teams should have at least two project roll ups: one should be located at the entrance of the conference hall – visible to all participants or guests; second one should be located inside the conference hall where the training will take place, in front of the participants, visible to all of them.

##### POWER POINT COVER SLIDE in EU PPF Visual Identity

This is the first slide which should be screened to project canvas during the gathering of participants. At the end of the presentation EU PPF Training Coordinator should explain to all training participants where they can find all information, documents for download and pictures from the training.



## **EU PPF PROMO MATERIAL – Promo kits**

Set up of the EU PPF Promo material should be done before the participants enters the conference hall. Basic promo package consists of: EU PPF Promo paper bag, EU PPF Folder with notebook and pencil; EU PPF Promo Leaflet and EU PPF Training material developed in EU PPF visual identity.

Sometimes, if training sessions are related to some specific topics – trainers can prepare small brochure e.g. Tips and tricks/Basic Steps – training sum up. Training Brochures are valuable for training participants and they are always developed in cooperation with EU PPF Senior Communication and Visibility Expert.

## **EU PPF TRAINING CERTIFICATES**

All participants who attended and completed the training session should receive TRAINING CERTIFICATE developed in EU PPF Visual identity and signed by EU PPF Team Leader. Those certificates are usually printed in mat or glossy 350g kundstruk paper. Group photo with obtained Certificate is obligatory.

## **PHOTOGRAPHY**

Training Photos are obligatory toll in project communication on trainings. The best photos are those with large photo frame, as well those which shows PPF training material used by participants. Group photo of the participants, and delivery of Training Certificates is also obligatory. These photos are later used for Project website news sections and galleries.

## **VIDEO MATERIAL**

Video material is not obligatory, but sometimes is more important than photos, if the project has capacity to arrange production of this communication tool. Short video clips, of maximum 3 min length are most common tool used in social media, with subtitle and music signed, which can present training atmosphere and project activities in very effective way to the wider audience. They are usually presented via website and project social media channels. Also, they can be used (together with photos) by journalist in further promotion of the project activities.

## **MEDIA ANOUNCEMENT AND PRESS KITS**

Minimum 4 days before training takes place, a specific set of document should be sent to local media in order to provide media representatives who will follow up with news on EU PPF trainings. This action can be done through Municipal media network which can provide local media contacts and invite media (Radio and TV Stations, Newspaper and web portals).

Tools for local media before the training takes place: Media Invitation, EU PPF Project Visibility Brief, EU PPF Project Leaflet and Training Agenda.

If the training is opened by President of the Municipality or PUC, small media conference can be organized, and in this case List of Invitees with Media Conference Agenda is obligatory.

PRESS KITS which are shared during training media conferences consist of: Media Announcement, EU PPF Project Visibility Brief, EU PPF Project Leaflet and Media Conference Agenda, and they are always prepared in EU PPF Folder with a EU PPF paper bag and pencils. Usually 10 pcs of PRESS KIT is enough per one training.

## **MEDIA ANOUNCEMENT ON EU PPF TRAININGS**

In order to provide overall visibility of EU PPF Capacity Building Programme, an overall media announcement should be written and distributed through EUIC and Ministries media networks and social media, as well published on EU PPF project website. This announcement should consist of basic information on number of trainings, topics, locations/cities and its participants (training target groups).

## TRAINING CALENDAR ON EU PPF PROJECT WEBSITE

Training Calendar on Project Website is obligatory communication tool. Calendar should be located from the right side on web navigation panel, visible on each EU PPF website page.

Once when visitor enter the calendar date pop up window should show information as follows:

- Training sheet (See Annex I of this Manual)
- Training Agenda for download
- EU PPF Project Visibility Brief

### 6.2.1. Important notes on training documentation

EU PPF Unit Training Coordinator is responsible for: filling in Training sheet bilingual, preparation of the Training Agenda bilingual, provision of information for preparation of the Training Certificates, collection of all EU PPF Power Point Presentations from Training, making the photos from each Training as described above in chapter 6.2. Training sheet, Training Agenda, Information on Training for training certificates should be submitted by EU PPF Training coordinator at least 7 days before the training take place to EU PPF Junior Communication and Visibility Expert. All EU PPF Power Point presentations and photos should be delivered by EU PPF Unit Training coordinator to EU PPF Junior Communication and Visibility Expert during the last day of Training.

- All documents should be developed in cooperation with EU PPF Junior Communication and Visibility Expert and approved by public distribution.
- Media Announcements should be approved by EUDEL info and MEI Info Department.
- All documents should be developed in EU PPF Visual identity
- All documents for website should be bilingual (Serbian and English)

## 7. EU PPF WEBSITE AND SOCIAL MEDIA

### 7.1. Internet and Electronic Communication

The Internet, social media tools and other means of electronic communication are powerful enablers for building and sustaining effective communication within institutions and with their clients across the area of intervention and around the world. An important tool for providing information and services to the public, the Internet facilitates interactive, two-way communication and feedback.

To ensure congruence with other communication activities, the EU PPF official website and social networks are reviewed regularly by EUDEL, MEI and CFCU who oversees and advises on official website and social networks content and design.

Official EU PPF website address is [www.ppf.rs](http://www.ppf.rs) while the link to other EU PPF social media can be found at the main EU PPF website platform and within icons on generic EU PPF Electronic signature.

These web profiles enables to all interested parties to reach EU PPF as quicker and easier possible, to find all important programme related information and to see and follow all respective TV Covers, Public Information Campaigns and videos of many events organized through EU PPF.

Register yourself on FB, Instagram, Twitter and LinkedIn and become a part of EU PPF professional network or watch EU PPF events on EU PPF YouTube channel.



#### EU PPF SOCIAL MEDIA LINKS:



/euppf



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## 8. QUESTION AND ASSISTANCE

If you have questions about the Manual or how to apply these guidelines, please contact:

### EU PPF Unit Team - PPF6 / PPF8:

Mrs. Sanja Babić  
Senior Communication and Visibility Expert  
sbabic@ppf.rs

Mrs. Tamara Aceva  
Junior Communication and Visibility Expert  
taceva@ppf.rs

### EU PPF Unit Team - PPF7:

Mrs. Maja Stojanović  
Senior Communication and Visibility Expert  
mstojanovic@ppf.rs





# ANNEX 1

## EU PPF I/E Communication Templates















