



Communication and Information Manual

Second Swiss Contribution to selected EU Member States

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Introduction

Since 2007 Switzerland and selected EU Member States have been striving to jointly reduce economic and social disparities in Europe. According to the motto 'do good and make it known', this manual encourages Switzerland's partner states to share results and make them visible. The aim of this manual is to define the responsibilities, strategies and tools to make the general public aware of Switzerland's cooperation programmes and to ensure transparency as well as consistent communication in the partner states.

The manual specifies the requirements related to communication on the Swiss contribution to selected EU Member States. It states the general requirements and best practices related to the development of a communication concept, communication tools and the provision of meaningful visual material. It also sets out the technical requirements on the use of the logo.

1. Public relations in the partner states

1.1. Roles and responsibilities

The responsibilities of the National Coordination Unit (NCU) and executing agencies (EAs) related to communication are set out in Chapter 13 of the Regulations. The NCU shall designate a communication manager¹ who plays a key role in coordinating, designing, promoting and implementing public relations regarding the Swiss cooperation programme in the partner state.

Chapter 13 of the Regulations: Information and communication

13.1 Dissemination of information in the Partner State

1. The Partner State shall widely disseminate information on the Cooperation Programme to the public. The wider public in the Partner State shall be informed about the Cooperation Programme in general, the funding provided by Switzerland as well as the Support Measures and their results.
2. All the communication related to the Cooperation Programme shall be in line with the Communication and Information Manual provided by Switzerland.

13.2 Responsibilities of the NCU

The NCU shall have the following responsibilities in relation to communication:

- a) developing a communication concept and presenting it to Switzerland in its first annual cooperation programme report;
- b) coordinating and supporting all communication activities with regard to the Cooperation Programme in the Partner State;
- c) publishing the information specified in the Communication and Information Manual in the language(s) of the Partner State and in English on a website dedicated to the Cooperation Programme or – if agreed with Switzerland – on the website of the NCU;
- d) providing information material and professional pictures and videos for communication activities in Switzerland;
- e) ensuring that the Executing Agencies fulfil their obligations;
- f) ensuring that the logo of the Swiss Cooperation Programme and the logo of the Swiss Confederation are correctly used on all the information and communication material related to the Cooperation Programme;
- g) inform Switzerland about upcoming events in advance, so that possible Swiss participation can be arranged;
- h) organise, in consultation with Switzerland, a launching and a closing event for the Cooperation Programme with outreach and visibility to the broader public.

13.3 Responsibilities of the Executing Agencies (EA's)

1. The Executing Agencies shall ensure that all beneficiaries are aware of the support provided by the Swiss Cooperation Programme.
2. The Executing Agencies shall ensure that the Swiss support is explicitly visible at all construction sites, on physical objects, on infrastructure, in publications and other

¹ In partner states with a smaller contribution, another arrangement may be mutually agreed with Switzerland.

information materials related to the Support Measure and the Cooperation Programme.

3. Each Project Operator and Programme Operator shall plan and implement communication activities that include at least a launching and a closing event for each Project and Programme. The communication activities shall be described in the Support Measure proposal. A budget line for communication activities shall be included in the Support Measure budget.

1.2. The tasks of the communication manager

- **Identify communication opportunities:** The communication manager should regularly come up with ideas for communication activities regarding the Swiss cooperation programme in the partner state. This process should be creative and, ideally, involve other staff of the NCU and the EAs.
- **Decide on key communication activities:** Set realistic goals that match the budget and available human resources.
- **Coordinate the communication activities in the partner state, raise staff awareness and exchange ideas:** Communication issues and topics related to the Swiss cooperation programme should be regularly discussed within the NCU and with the EAs. Involving communication professionals is also recommended.
 - The communication manager depends on the assistance of colleagues and EAs, for example in updating information on the website, generating ideas for communication opportunities and informing Switzerland about communication activities. For this purpose, the EAs must keep the communication manager informed about all their upcoming events, delegation visits to Switzerland, produced photo material and videos as well as about upcoming calls for proposals and public tenders.
 - It is recommended that the communication manager organises workshops to share experiences and to ensure that all the EAs are aware of their responsibilities in terms of communication.
 - The communication manager must ensure that goals and principles outlined in the communication concept are met and that the planned communication activities of the NCU and the EAs are implemented. This includes the correct use of the logo and the visibility of Switzerland as the donor.
 - To ensure visibility and make communication attractive at the start, during and after completion of the support measures, it is important to engage professionals who produce photo material and videos. The aim should be to make the results and the difference between before and after visible.
- **Act as a contact point for Switzerland:**
 - In the Annual Cooperation Programme Report and at the Annual Meeting, the communication manager shall inform Switzerland about the communication activities at national level carried out in the past year and about the communication activities of national importance for the coming year. The communication manager must also ensure that all the EAs provide information on their past and future communication activities in their Annual Support Measure Report.
 - The communication manager must ensure that Switzerland is informed about the dates and content of all the upcoming events in advance, so that possible Swiss participation can be arranged.
 - The communication manager shall inform Switzerland in due time about upcoming delegation visits to Switzerland by state officials, EAs or other beneficiaries.

- The communication manager shall share the produced photo material and films with Switzerland and provide additional material upon request by Switzerland.
- The communication manager must ensure that Switzerland is informed about upcoming calls for proposals and specific public tenders (identified by Switzerland during the approval procedure for support measures), so that they can also be published in Switzerland.

Best practice example from the first Swiss Contribution

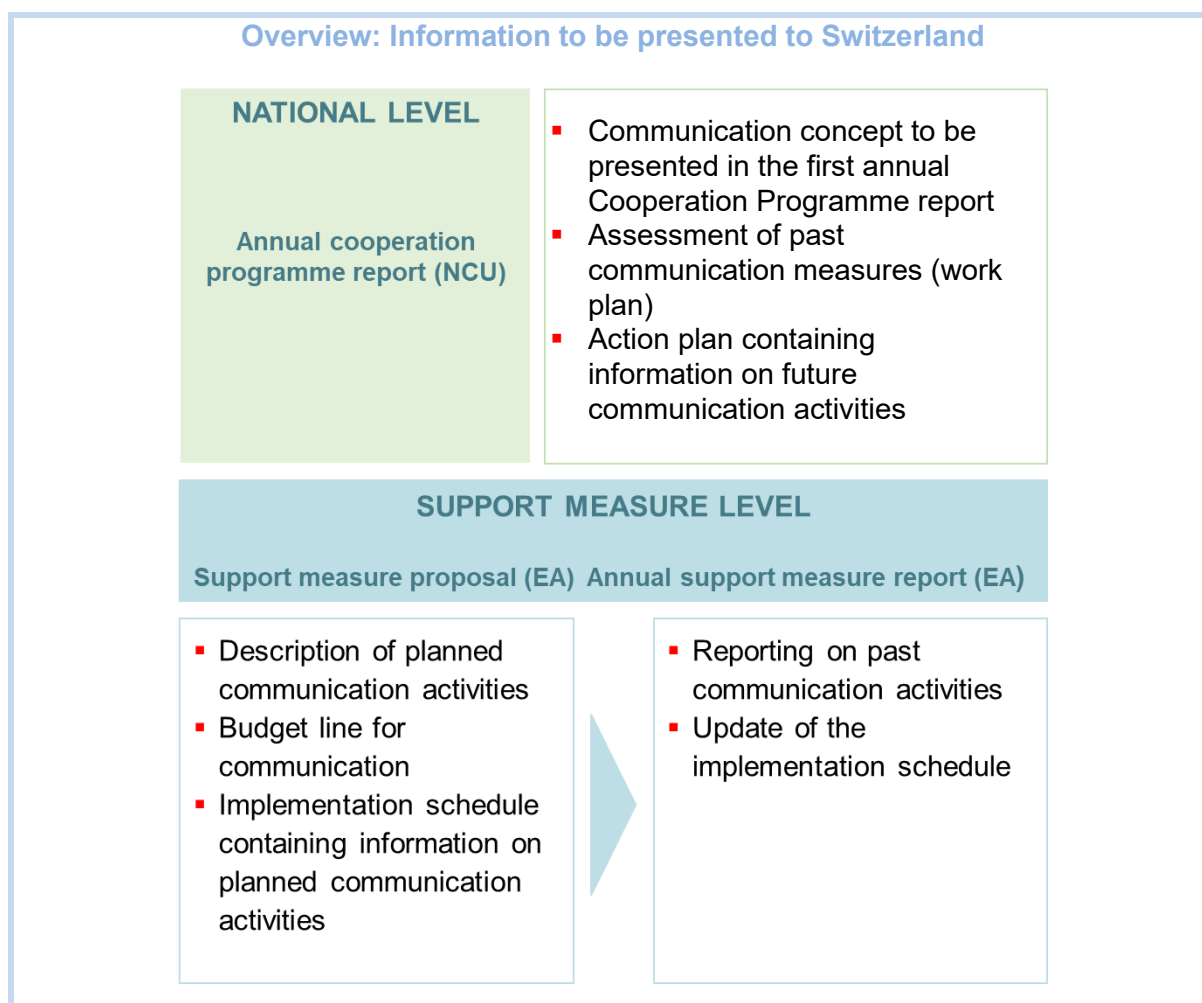


In Slovenia, energy efficiency and the use of renewable energy was promoted in public buildings, mainly schools and pre-schools. To raise awareness of the topic, eight workshops for teachers were organised, and teachers and students participated in an education programme on the sustainable use of energy. A teachers' handbook on renewable energy was also published. An Eco House was built where school classes from all over Slovenia can learn about sustainability issues. A total of 44 schools participated in a competition for renewable energy projects and the winners were invited on a study tour to Switzerland. 'Renewable energy groups' were set up in each of the schools involved in the projects with the aim of teaching pupils about energy efficiency and renewable energy, training young people to become 'energy managers' who in turn raise awareness of this topic among their peers. In addition, screens showing the production of renewable energy and CO₂ savings were set up in schools.

1.3. Communication Concept

A communication concept shall be developed at country level and submitted to Switzerland for comments with the first Annual Cooperation Programme Report. The communication concept outlines the purpose, goals and target audiences of an organisation's internal and external communication activities, defines the roles, responsibilities and processes, and names the key tools. It ensures that communication is coordinated, effectively managed and meets the information needs of the specified target audiences. The communication concept does not need to be extensive to be effective and useful – in fact, the shorter and the more to-the-point, the more likely it is to be read and used. The communication concept should be written in a way so that it also serves as a guidance document for the EAs.

The communication concept shall include an annex with an annual action plan, which includes national activities as well as the thematic and regional activities foreseen in the communication plans of the EAs (communication concept to be submitted once, annual action plan to be updated and submitted yearly). The annual action plan lists and specifies communication opportunities and goals, identifies target audiences, lists the key tools and instruments (press conferences, brochures, exhibitions, youth contests, thematic seminars, field trips for local journalists to selected support measures, flyers etc.) and sets measurable targets, deadlines and responsibilities. Maintaining the website and updating the information on it as well as handling media enquiries should be listed as recurring communication tools every year. The planned communication activities must be mentioned in the work plan (retrospect; containing activities in general) annexed to the NCU's Annual Cooperation Programme Report.



Best practice example from the first Swiss Contribution



Switzerland supported the continued training of medical personnel and the modernisation of hospital infrastructures in 27 Lithuanian maternity wards, and increased energy efficiency in 24 of these hospitals. To promote the programme, the Lithuanian Ministry of Health created a [facebook](#) page where pictures and films were published. The mothers-to-be in these maternity wards received socks and hats for their babies which provided information about the Swiss contribution to Lithuania. Several visits to the hospitals for high officials and journalists were organised. Partnerships between Lithuanian and Swiss hospitals were established.

2. Tools for external communication

2.1. Website

The website dedicated to the cooperation programme is one of the most important tools for external communication. Creating a stand-alone website for the Swiss cooperation programme is recommended. It is one of the essential communication tasks to ensure that the website is up-to-date, informative and attractive. Also, the EA shall properly maintain its website and provide information on results, open calls, events and other possibilities to get involved.

The cooperation programme website shall provide the following information as a minimum in the language(s) of the partner state and in English:

- information on the objectives of the cooperation programme
- the funding provided by Switzerland
- a description of all support measures financed and the results achieved
- information on upcoming and ongoing open calls and other possibilities to get involved
- information on events related to the cooperation programme
- a visible link to alert suspicion of mismanagement of funds
- a link to the Swiss website on the cooperation programme
- press releases about the cooperation programme
- relevant and attractive photos and films
- contact information

Best practice example from the first Swiss Contribution



In Latvia the infrastructure of 57 schools was improved to ensure higher safety standards. In order to raise awareness of fire safety and to inform school children about Switzerland, a contest called 'Lord of Fire' was organised at the local, regional and national levels. The final contest was broadcast on prime-time TV the day before the official autumn start of school in Latvia. It was hosted by a popular TV moderator and featured the Swiss ambassador and the Swiss project partners. A special homepage for the contest had over 21,000 followers. At a later stage an educational online game was developed.

2.2. Social media

The use of social media is recommended because they are very useful to complement other information channels and to generate traffic to your website. As social media need to be managed actively however, being strategic and focusing on a high-quality presence on selected social media is recommended.



Recommendations for social media

Set your goal and audience

What do you want to achieve with your presence on social media and who is your target audience (politicians, media people, young people etc.)? Having a clear objective and knowing who you are addressing will help you produce good content for your social media channel(s).

Make a posting strategy

When you have chosen your social media channel(s), create a posting plan where you set the content, language and information you want to share on your channel. This will make it easier to follow a clear and regular line of communication on your social media channel.

Short and sweet

Social media is generally a more informal way to communicate with your audience. Nevertheless, try to be short and concise with your messages.

Use images and films

Photos and videos attract the attention of your audience. Try to be creative in your communication and include visual elements.

Be friendly and responsive

Social media is a good way to interact with your audience. Do this by answering their questions and comments. Always be friendly, helpful and responsive. If you encounter negative feedback or comments, answer them in a calm and objective way. Abusive, racist or hateful comments are not to be tolerated – block or report the person(s) concerned.

Best practice example from the first Swiss Contribution



Switzerland joined forces with the Polish National Institute for Public Health to launch a project for the prevention of hepatitis C. The project was accompanied by a national awareness-raising campaign. Local YouTubers, groups of medical experts and a professional [campaign website](#) informed the general public about hepatitis C and prevention options. This innovative and broad-based campaign reached some 10 million Poles.

2.3. Publications

Only make publications if you have a clear target group and distribution channel. For example, if you are planning an event, it may make sense to print a publication and distribute it at this event. Keep it simple and consider producing short leaflets and fact sheets. Larger publications may be more suitable towards the end of the Swiss cooperation programme (see examples of final brochures in chapter 4). Do not forget to make a digital version of the publication available on the website and remember to use the Swiss logos in all publications (see chapter 3).

Best practice example from the first Swiss Contribution



In Bulgaria a publication with extraordinary photo material was published. An infographic was used to give an overview of the Swiss contribution to Bulgaria.

2.4. Events

Public events are effective communication and awareness-raising tools because they reach a broader audience directly. At public events the public can engage directly with those involved in the support measures. The NCU is required to organise in the first and the final year of the cooperation programme, in consultation with Switzerland, a launch and a closing event for the cooperation programme including outreach activities and visibility for the broader public. The EAs must organise at least one launch and one closing event for each support measure. It is

also possible that several EAs jointly organise a launch event or closing thematic conference across several support measures.



Lessons learnt and ideas from the Swiss cooperation programme 2007–19

- Thematic conferences: These events give visibility to Switzerland and enable the exchange of knowledge, expertise and best practices at the same time. Consider also inviting Swiss experts to strengthen bilateral relations. This is particularly suitable for innovative support measures or support measures with less tangible results.
- Support measure visits: If the support measure involves visible results such as the rehabilitation of buildings, local residents or journalists could be invited on a guided tour or for an open day.
- Contests, field trips or educational events for students or pupils: This is a good way to combine awareness raising with Swiss visibility and to involve the audience emotionally. The messages need to be adapted to the different age groups.
- Study visits to Switzerland: Organise them at the beginning of the support measures so that the exchange of experience is useful for the implementation of the support measures. The target of the study tour and objectives for the participants should be discussed and agreed upon with Switzerland in advance. This also allows Switzerland to decide on its own participation in the visits and to propose additional meetings.
- Support measure signing events and inaugurations.
- Photo exhibitions at a public library or in another public space (such as shopping areas).
- Stands at fairs or conferences.

Each event is different – but all events require careful planning well ahead of time and with special attention to details. Ensure that you spend enough time on whom you want to reach and invite. Use the website and social media channels to raise awareness of the event. Switzerland should also be informed of the events in advance so that Swiss representatives can participate. Make sure that participants at events are always made aware of the Swiss support (see chapter 3 on the use of Swiss logos for example on invitations and power point presentations).

Best practice example from the first Swiss Contribution



The Hungarian Pro Vértes Public Foundation organised a 'Day of Birds' and 'Trees Competition' for pupils to raise young people's awareness of nature conservation. It was widely advertised by mailings to every school, media releases and Facebook. A total of 765 pupils participated in the two-day-programme (birdwatching, identifying birds by their sounds, building a camouflage tent, planting the Tree of the Year etc.). The local media broadcast news reports about the competition, reaching approximately 150,000 people. In addition, 777 pupils participated in a photo and video contest with more than 3,000 works.

2.5. Media releases and media events

The main purpose of a media release is to draw the attention of the media to an event to which the media are invited (e.g. a media conference, a handing-over ceremony of a support measure or a celebration to mark its completion), or to inform them about an issue, an announcement or a high-level visit. The purpose of a media release is not to give journalists all the information you have on a given topic but to get them interested in the issue so that they will call you or consult your website for further information. Any media release must contain an acknowledgement of the support from Switzerland.

If you have newsworthy information at key moments of the cooperation programme, a media conference is a good way to disseminate the information to a broad audience via the media. A media visit to a specific support measure could attract even more attention and gives the journalists the opportunity to talk to people, take pictures and make films. Information material and visual elements should be prepared in view of media events.

Keep a record of articles and broadcasts following a media conference in order to monitor coverage. In general, professional media monitoring is expected in the partner country. In its Annual Cooperation Programme Report, the NCU must regularly describe how the cooperation programme was perceived in the country based on observation and media monitoring.

If you receive an enquiry from Swiss or international media or if a media enquiry concerns issues that could be politically sensitive for Switzerland or negatively affect Switzerland's reputation in the partner state, please contact your Swiss counterpart immediately.

2.6. Film

Films are becoming increasingly important in the age of new media, particularly in social media. The interplay of sound and image can communicate much more information in a short time frame, and with emotional impact. Switzerland intends therefore to make increasing use of

films to show the results its cooperation programme, also for the Swiss public, and therefore relies on input and the support of the partner states in this respect. Films are a good tool to illustrate the current challenges and what has been achieved with a particular support measure.



Five rules for film production

Keep it simple

Keep the messages as simple as possible, so that the film can be presented in a way that is immediately understandable. Stick to basics as the viewer often knows little about the subject matter. Avoid specialist jargon and abbreviations.

Make your film short and catchy

Make clear in the first 30 seconds what the film is about and grab the viewer's attention. The entire film should not be longer than five minutes.

Let the viewer dive into the cooperation programme

Use the added value of the film medium and show the situation on site. Give voice not only to the head of project, but also to the beneficiaries for higher credibility. Make interviews not in offices, but on site.

Reach a wide audience

Contact the Swiss authorities responsible for visual communication (cdbund@eda.admin.ch) before producing a film. They are communication experts and provide support. The goal is to make maximum use of the final product, so that the film or parts of it can be used for multiple channels, as well as social media platforms. Films are essential for communication in Switzerland. The possibility to add subtitles in English and/or the Swiss national languages should be discussed.

Mention the donor

Do not forget to mention the Swiss contribution (see chapter 3 on the use of Swiss logos).

Best practice example from the first Swiss Contribution



Estonian laboratories and environmental monitoring stations obtained modern equipment and trained their staff. This programme was also used for an exchange of know-how between experts. For example, in collaboration with the Swiss Paul Scherrer Institute, the Estonian Environmental Research Centre carried out comparative measurements for research purposes. An easy-to-understand cartoon explaining the purpose of environmental monitoring for the general public was put on [YouTube](#).

2.7. Photo material

For communication to be compelling, using images is important. Switzerland also needs good-quality photos for its communication in Switzerland. In this respect the Swiss authorities rely on your support as you are on site and closer to the support measures.

While good quality amateur photos can be used as illustrations on occasion, experience from the previous Swiss Cooperation Programme has shown that hiring a professional photographer to document Swiss-funded support measures, activities and events is a good investment. It is therefore a requirement that the partner states mandate professional photographers who take pictures at the start, during and after completion of each support measure. A contract must be set up specifying that the rights of use and of exploitation as well as all intellectual property rights, including copyright and their dissemination, are the property of the customer. Ensure that the donor institution also has full rights to use the photo material as often as it wants.



Four rules for better pictures

Select images showing people in action

Select images showing the challenges before the implementation of the support measure, the work being carried out as well as tangible results. People and their activities should be at the centre of the photographs. When photographing events avoid taking shots of large groups. Rather, focus in on the main actors.

Get people's consent when taking their photo

There are a couple of special rules that apply when taking pictures of people but the most important thing is respect. Always ask for consent when photographing people and explain how you intend to use the photos. Written consent is sometimes necessary for example when photographing vulnerable groups or children.

Getting that extra piece of information is a must

When you take pictures of people, remember that even a small piece of additional information about them can be very valuable. You can find out their name and situation with two or three questions. For example: "Gabor Cselle (58) has spent three years looking for a job..." Always note the place, date and name of the support measure.

It may also be useful to get the contact details of the person you have photographed in case you want to contact them again at a later date for a support measure evaluation, for example.

Make sure the photographers geotag the images. Correct coordinates are a requirement for the metadata of all publishable images.

At a later stage, you will need to make a description of the picture that is short but as complete as possible: date, place and country, name(s) of the people in the photograph and their positions, and if possible, a short description of the activities being depicted and to which area, theme or support measure they belong.

Taking high-resolution photos

The width of the image should be at least 3000 pixels or higher. Always keep the original image in its original size.

Good pictures show...

...beneficiaries in action



...a close glance at eye level



... new perspectives



Bad pictures show...

...workshops



...no action



...conferences



...no people



3. Logo and Swiss corporate design

3.1 Logo of the Swiss Cooperation Programme

The logo of the Swiss Cooperation Programme is the central element in the visual identity and must be used on all information and communication material related to the Swiss Cooperation Programme (website, social media, presentations shown at public events, publications, films, promotional items, billboards, letters etc.).

There should be a clear distinction between the funding level (the Swiss Contribution) and organisations involved in implementation. The guiding principle for use and placement of the logo is that the Swiss Cooperation Programme logo is superior to all other logos. It should be understood at first glance where the funding is coming from. If used together with other logos, the Swiss Cooperation Programme logo should be on the left and/or on top. The creation of additional logos at the level of Support Measures is not allowed.

In the annex 1 and 2, the technical specifications for the use of the logos on billboards, commemorative plaques and in office applications are described in more detail. The logos in EPS (vectorised) and JPG format are provided together with this manual.

3.2 Swiss Corporate Design

If Switzerland is co-author or co-publisher of the communication material, the logo of the Swiss Confederation must be used in addition to the logo of the Swiss Cooperation Programme. This is also the case for communication material of high importance such as billboards on construction sites, commemorative plaques or stickers. On this communication material of high importance, the Partner States should put the logo of the Swiss Confederation to acknowledge Switzerland's contribution to the Support Measure. As the authorities of the Partner States will naturally also want to place their own logo on this communication material, the logo of the Swiss Cooperation Programme should be placed on the top with the logos of the Swiss and Partner States' authorities underneath (exception for commemorative plaques: logo of Swiss Confederation on top, see annex 1).

If Switzerland is not co-author or co-publisher, mention Switzerland, whenever feasible, in the communication and information material related to the Swiss Cooperation Programme as donor and partner and show also the logo of the Swiss Confederation in this context.

The manual on the logo of the Swiss Confederation is provided together with this manual. It informs in general about the technical specifications of the Swiss Corporate Design. The logo

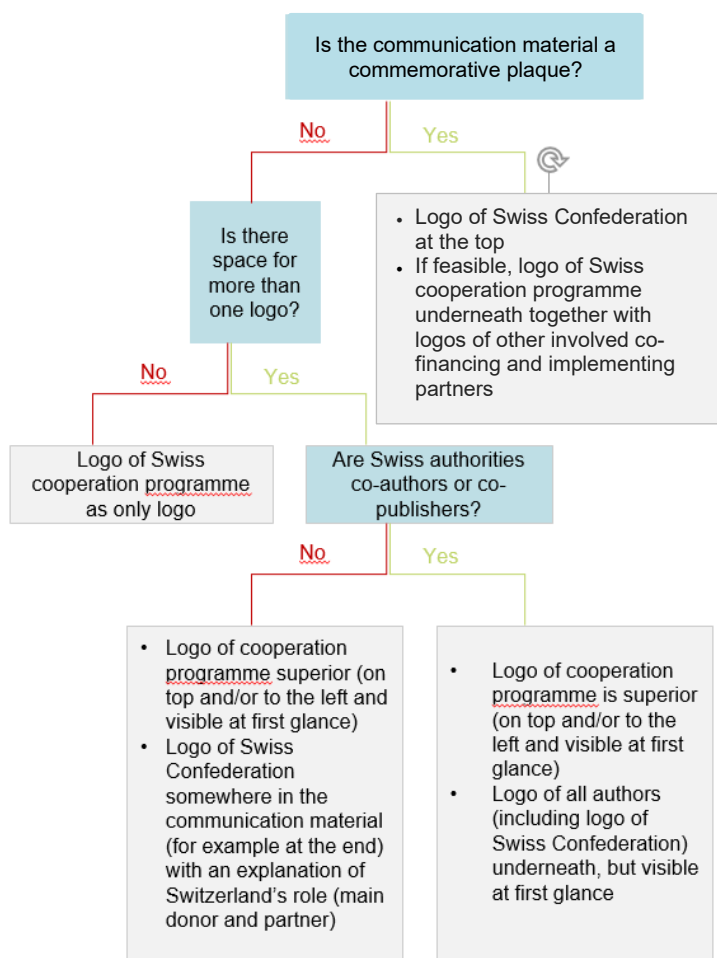
of the Swiss Confederation is to be treated as one unit and includes the Swiss coat of arms and the text in Switzerland's four official languages. The elements of the logo (such as the coat of arms) cannot be used on their own.

3.3 Accompanying text and hierarchy of logos

Whenever feasible, the logo of the Swiss Confederation shall be combined with the following text: Supported by the Swiss contribution to reducing economic and social disparities in the EU.

If Switzerland is co-author or co-publisher, but there is not enough space for the logo of the Swiss Confederation (for example on promotional items), it can be left out because the logo of the Swiss Cooperation Programme is in general superior. The only exception to this general rule are commemorative plaques. On commemorative plaques the logo of the Swiss Confederation is compulsory.

Decision tree for the use of the Swiss logos in communication material produced by the partner state



Best practice example from the first Swiss Contribution



In Czech Republic, Switzerland supported measures to improve public transport. A commemorative plaque at the bus stop informs about the Swiss support.