

HORIZONTAL FACILITY FOR THE WESTERN BALKANS AND TÜRKİYE

Communication and Visibility Guidelines



FOR YOUR RIGHTS: TOWARDS EUROPEAN STANDARDS

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Background

Since 2016 the Horizontal Facility has been a joint endeavour of the European Union and the Council of Europe to support human rights, democracy and the rule of law in the Western Balkans region and Türkiye. The first two phases of the programme, which ran from May 2016 to May 2019 and from May 2019 to December 2022, respectively, have already produced significant results bringing the Beneficiaries closer to European standards. This initiative represents a key instrument for promoting joint European Union and Council of Europe standards and values to a wider target audience.

The implementation of the Horizontal Facility for the Western Balkans and Türkiye III takes place over a four years period (1 January 2023 – 31 December 2026), with a budget of € 41.175 million. Through the third phase of the Horizontal Facility programme, the Council of Europe continues to provide technical assistance and expertise to Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, North Macedonia, Serbia and Türkiye in four thematic areas:

1. strengthening justice;
2. fighting corruption, economic crime and money laundering;
3. promoting anti-discrimination and protection of the rights of vulnerable groups and
4. promoting and protecting freedom of expression and freedom of the media.

The initiative pursues a two-fold approach:

- a. technical assistance tailored to assist Beneficiaries in the implementation of key recommendations/opinions from the Council of Europe monitoring and advisory bodies and the European Court of Human Rights (ECtHR) case-law;
- b. legal expertise/advice linked to priority-related reforms through the Council of Europe Expertise Co-ordination Mechanism (ECM).

The programme communication and visibility effort is guided by the [Communication and visibility plan](#). The CVP outlines communication activities to be undertaken, and channels to be used to reach out to all key stakeholders, ranging from official justice sector representatives to civil society and citizens, as final beneficiaries of the programme.

The following guidelines will help support the implementation of the CVP (and subsequent actions' CVP) by providing the staff engaged in the implementation of the respective actions with a clearly defined framework.

The HF communication and visibility should be of strategic nature, as agreed between the institutions.

All communication should be based on the principle of strategic/highest-possible level of communication, using non-technical language, with a focus on results, or expected results, and contributing perceptibly to outcomes and impact of the Horizontal Facility.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

1. Communication objectives

The overall communication objective of the Horizontal Facility is to **promote the added value and contribute to the increased visibility of co-operation of the beneficiary institutions, civil society organisations, European Union and the Council of Europe in bringing the results of the HFIII closer to the rights-holders.**

Specific HF communication objective is:

Promote the results and achievements of the programme in an understandable and appealing way, making them visible and useable.

- 1) Outcome: Better engagement with relevant stakeholders and beneficiaries

Output: showcasing and disseminating examples of the impact of the programme and therefore contributing to the exchange of good practices.

- 2) Outcome: Increased involvement and empowerment of the right-holders of the Beneficiaries

Output: awareness-raising of the rights-holders, including youth and vulnerable groups, on the protection of fundamental rights.

- 3) Informing and raising awareness about the HF actions and their results in a coherent and systematic manner.

Output: regular and up-to-date information provided on the actions defined in the Quadrennial Plan of Action (QAPA) as well as on the Expertise Co-ordination Mechanism.

All communication under the Horizontal Facility III aims to **promote the benefits and expected positive effects of the actions** and to explain to target groups how and why Horizontal Facility actions aim to improve and enhance their quality of life.

A human rights approach should be applied to all communication and visibility to ensure that all voices are heard and represented as much as possible in all films, photos and other communication about the actions. Communication should aim to be gender-sensitive and use inclusive language.

The implementation of the CVP will ensure that target audiences are informed about the added value of European Union and Council of Europe joint actions in the Western Balkans and Türkiye, taking into account the Beneficiary commitments under their membership of the Council of Europe when relevant. At the same time, it will demonstrate that Council of Europe assistance contributes to supporting Beneficiaries in their EU accession path where relevant.

Each HFIII action will define specific objectives in their respective communication plans, linked with the programme communication objectives. [See section planning communication]

2. Target audiences

Target audiences for the HFIII communication will be defined on both programme and individual actions' levels. Still, all HFIII communication activities aim to engage the broadest relevant audiences, including general public and interested persons, **in particular** (the below lists are not exhaustive):

Target groups

- academia;
- media professionals/journalists;
- legal professionals;
- civil society organisations;
- public institutions.

End beneficiaries

- youth;
- women victims of gender-based violence or domestic violence;
- victims of trafficking in human beings including labour exploitation;
- LGBTI and other vulnerable groups;
- law students.

Certain audiences serve also as multipliers of the messages, and HFIII programme will put an additional effort into reaching out to them. As **youth** represent a group to benefit the most from the reform process long-term, a concerted effort will be made to reach the youth in the Beneficiaries, mainly through social media and online platforms that youth are present on and used as a source of information. Similarly, **media professionals/journalists** but also **legal professionals** represent important target audiences. Special emphasis will be put on strengthening relations with these groups.

Each HFIII action will define target audiences and communication multipliers in their respective communication plans, including groups which will benefit directly/indirectly from the action, partner institutions and other relevant groups. [See section planning communication]

At transversal level, the Horizontal Facility III target audiences include:

- governmental bodies at all levels in all Beneficiaries (notably ministries of justice, interior, ministries responsible for public administration; parliaments; public structures with specific responsibilities in the relevant areas, such as anti-corruption and anti-money laundering bodies, etc.);
- the judiciary, judicial professions and judicial supervisory bodies in the Beneficiaries;
- independent institutions of the Beneficiaries;
- local authorities.

Stakeholders

The main stakeholders of the programme are the European Union (DG NEAR in the HQ and EU Delegations in the Western Balkans and Türkiye (EUDs)/ EU Office in Kosovo (EUO)), the Council of Europe (HQ and Council of Europe Field Offices) and the beneficiary institutions and civil society organisations. Building on the experience of the previous phases of the Horizontal Facility programme, the role of beneficiary institutions in communication is crucial, thus they will be encouraged to share

results of the actions they are participating in through their communication channels, followed by many citizens.

3. Key messages

Three key messages, aiming at different target audiences, have been defined under the Horizontal Facility and are part of the Description of the Action ([Annex XII: Communication and Visibility Plan](#)). They reflect the common goals of the Horizontal Facility and are designed to have cross cutting relevance for all Horizontal Facility actions.

Each project team implementing the relevant action should define their own specific key messages based on the following predefined messages: This is a key element for the preparation of Communication and visibility plans for actions [See section planning communication]

Horizontal Facility Beneficiaries' authorities

The European Union and the Council of Europe are supporting the Beneficiaries of the programme to meet their commitments as Council of Europe member states where relevant and to strengthen institutional capacities and related resources of the beneficiary institutions within the momentum of the European Union enlargement process.

Through tailor-made actions and the Expertise Co-ordination Mechanism, this partnership provides important assistance to strengthen the rule of law, counter terrorism, violent extremism and economic crime, support education, fight against discrimination and enhance the protection of vulnerable groups, as well as to strengthen freedom of expression and of the media.

Through adoption and implementation of the *acquis* and by supporting reconciliation through regional co-operation and good neighbourly relations, the Horizontal Facility contributes to the credible EU enlargement perspective, where relevant.

Civil society organisations

The European Union and the Council of Europe are working in partnership with Horizontal Facility beneficiaries and civil society organisations to improve the lives of citizens through better protection of human rights.

They are working hand in hand to support reform processes in the fields of strengthening justice; fighting corruption, economic crime and organised crime; promoting anti-discrimination and protection of the rights of vulnerable groups and promoting freedom of expression and freedom of the media.

Expertise and field work of the regional and local civil society organisations are valuable assets in this partnership, contributing directly to the main aim of the programme – to strengthen the reform processes and improve the lives of citizens.

People of the Western Balkans and Türkiye

The quality of life of people in the Western Balkans and Türkiye is improved, and their rights better protected in line with the European standards thanks to the partnership between the European Union and the Council of Europe, working together with the Western Balkans Beneficiaries and Türkiye.

Key messages are delivered in combination with the slogan of the second phase of the programme.

“For your rights: towards European standards” has remained the slogan of the third phase of the Horizontal Facility and it highlights the overall aim of the programme.

The slogan is translated to all local languages:

English	For Your Rights: Towards European Standards
Albanian	Për të Drejtat Tuaja: Drejt Standardeve Evropiane
Bosnian	Za vaša prava u skladu sa evropskim standardima
Croatian	Za vaša prava u skladu sa evropskim standardima
Macedonian	За твоите права: во согласност со европските стандарди
Montenegrin	Za vaša prava u skladu sa evropskim standardima
Serbian	Za vaša prava u skladu sa evropskim standardima
Turkish	Haklarınız için: Avrupa Standartlarına Doğru

4. Communication planning

The Horizontal Facility actions should develop communication and visibility plans based on these guidelines. The action CVP will guide the communication and visibility over the lifecycle of the project, provide structure and possibilities to monitor progress.

Communication supports the changes that the actions aim to achieve and should not promote the action itself, but particularly its benefits and expected positive results. Project teams are encouraged to plan their communication activities incorporating thematic approach to communication and, when possible, thereby demonstrating synergies in a given thematic area.

Templates of Communication and Visibility Plans can be found in Appendix I to this document as well as in [HF SharePoint](#).

Guidance on creating a project communication plan can be found on the [project management methodology communication page](#) including [Guidelines on how to write a project communication plan](#) and [Project communication toolbox](#).

Planning is essential for the success of communication actions. Different tools and processes will facilitate better planning and co-ordination of communication efforts [see co-ordination section].

5. Visual identity

All actions should be branded through the systematic use of HF’s visual identity. It is an essential element for associating the Horizontal Facility with its results.

The key components are:

- the logo,
- the graphic line

As for all EU / Council of Europe Joint programmes, the use of the logo is contractually agreed between the Council of Europe and the European Union through the overarching document: “[Annex I - Joint communication and visibility guidelines to the Financial Framework Partnership Agreement \(Oct 2020\)](#)”. The practical implementation and use of the graphic line for all communication and

visibility activities and materials is in line with the [Council of Europe Visual Identity and Graphic Charter Manual](#).

5.1 Joint logo

Staff engaged in the implementation of the Horizontal Facility is contractually obliged to ensure that the agreed logo appears on all documents (agendas, reports, etc.), publications, websites and promotional material produced under the Horizontal Facility. The logo must be printed in its entirety including all symbols and text, without alteration, it is not permitted to add the title of the action to the logo.



The logo has also been translated to local languages:

English	Co-funded by the European Union	Co-funded and implemented by the Council of Europe
Albanian	Bashkëfinancuar nga Bashkimi Evropian	Bashkëfinancuar dhe zbatuar nga Këshilli i Evropës
Bosnian (Cyrillic)	Суфинансира Европска унија	Суфинансира и имплементира Вијеће Европе
Bosnian (Latin)	Sufinansira Evropska unija	Sufinansira i implementira Vijeće Evrope
Croatian	Sufinancira Europska unija	Sufinancira i provodi Vijeće Europe
Macedonian	Кофинансиран од Европската Унија	Кофинансиран и имплементиран од Советот на Европа
Montenegrin	Sufinansira Evropska unija	Sufinansira i sprovodi Savjet Evrope
Serbian (Cyrillic)	Суфинансира Европска унија	Суфинансира и спроводи Савет Европе
Serbian (Latin)	Sufinansira Evropska unija	Sufinansira i sprovodi Savet Evrope
Turkish	Avrupa Birliği ile birlikte ortak finanse edilmektedir	Avrupa Konseyi ile birlikte ortak finanse edilmekte ve uygulanmaktadır

Business cards and letterheads

The joint logo is **not to be used** on e-mail signatures, business cards or correspondence (either by post or e-mail), including invitation letters signed only by CoE representatives. Where the title “Horizontal Facility for the Western Balkans and Türkiye” is mentioned in letters, business cards, e-mail signatures, it must be followed by the phrase “Funded by the European Union and the Council of Europe”.

All language versions of the joint logo can be found on the Council of Europe [reference webpage](#) as well as in the [Horizontal Facility SharePoint](#).

5.2 Partner logos

The materials relating to events/activities organised in collaboration with partners (agenda, list of participants etc.), for example the authorities at the Beneficiary level, should prominently display the logo of the Horizontal Facility as the main carrier of the event/activity, and as appropriate, display the logo of the partner.

The joint logo should appear first (on the left) and partner logos should follow. No logo should be bigger than the EU logo (if we refer to the height of the logo).

The written material should define the roles as follows: “The joint European Union/Council of Europe action (*name of the action*) would like to invite/inform you/etc.”

Staff is encouraged to pay particular attention to this and to seek guidance as needed from their respective Heads of Units/Divisions or the HF Co-ordination Team.

5.3 Graphic line and templates

A graphic line has been designed for the programme (blue colour + birds). It is recommended to use it on all generic visibility materials and transversal and action level.

Dark blue colour of visual identity will be used for all Horizontal Facility actions and for ECM. Colour specifications are Cyan: 100, Magenta:82, Noir:18 (RGB 24/54/128).

A set of Horizontal Facility design templates using the graphic line can also be found on the [Horizontal Facility SharePoint](#). These templates are to be used and adapted by each action:

- Roll-ups (also known as top-expos and banners); two general Horizontal Facility roll-ups and one backdrop (dimensions 299 x 225 cm) are available in each Council of Europe Office in the Western Balkans and Türkiye;
- Online meetings backgrounds;
- Cover page for note pads (that can be adapted to publications);
- Conference folders;
- A visual identity for websites;
- PowerPoint presentation elements;
- Word document cover page (colour and black and white);
- Certificates;

- Pens.

All provided design templates are editable and can be adapted or transferred to other visibility items produced in the framework of the programme, as needed.

5.4 Visual identity for publications

All publications produced under the Horizontal Facility should follow the Joint programme's visual identity. The use of photos with a human centred approach is particularly encouraged for publication covers. **Detailed instructions are available in the [Graphic Charter Manual](#).**

All publication designs must be cleared by HF communication officers and EU before publication [see section on Approval of communication and Visibility materials]

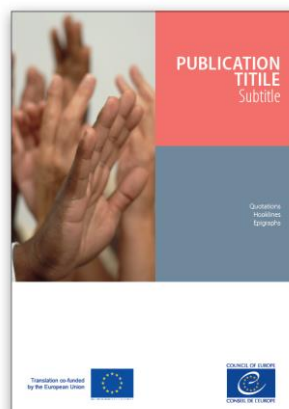
Logos: All publications under the Horizontal Facility III should display the Horizontal Facility logo on the front and back cover. There are two exceptions to this rule:

1. Publications which are **translations of Council of Europe texts** will have:

Front cover page: the Council of Europe logo on the right and a separate EU logo (can be found in all languages in the HF [SharePoint](#)) on the left side of the front cover page (this is to preserve the Council of Europe's intellectual copyright of the original publication).

Back cover page: the same logos as on the front cover page and the institutional texts on the back cover. These publications should also carry the disclaimer on the copyright and on the back-cover page.

Translation co-funded
by the European Union



This logo translates into local languages as:

English	Translation co-funded by the European Union
Albanian	Përkthimi është bashkëfinancuar nga Bashkimi Evropian

Bosnian (Cyrillic)	Пријевод суфинансира Европска унија
Bosnian (Latin)	Prijevod sufinansira Evropska unija
Croatian	Prijevod sufinansira Europska unija
Macedonian	Превод кофинансиран од Европската Унија
Montenegrin	Prevod sufinansirala Evropska unija
Serbian (Cyrillic)	Превод суфинансирала Европска унија
Serbian (Latin)	Prevod sufinansirala Evropska unija
Turkish	Bu çeviri Avrupa Birliği ile birlikte ortak finanse edilmektedir

2. For Venice Commission Opinions requested under the ECM, an individual EU logo will be placed on the bottom of the front page of the Opinion, in the footer, centred and accompanied by the following textual mention, **without a disclaimer**.

Opinion co-funded by
the European Union



Institutional texts: All publications under the Horizontal Facility should display the European Union and the Council of Europe institutional texts on the back cover.

Institutional text of the European Union:

English

The Member States of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

www.europa.eu

Albanian

Shtetet Anëtare të Bashkimit Evropian kanë vendosur të lidhin së bashku dijen, burimet dhe fatet e tyre. Së bashku, ata kanë ndërtuar një zonë të stabilitetit, demokracisë dhe zhvillimit të qëndrueshëm, duke e ruajtur kulturën diversitetit, tolerancën dhe liritë individuale. Bashkimi Evropian është i angazhuar t'i ndajë arritet dhe vlerat e tij me vendet dhe popujt përtej kufijve të tij.

www.europa.eu

Bosnian

Zemlje članice Evropske unije odlučile su da udruže svoja znanja, resurse i sudbine. Zajedno su izgradile zonu stabilnosti, demokratije i održivog razvoja, zadržavajući kulturnu raznolikost, toleranciju i individualne slobode. Evropska unija poklanja posebnu pažnju razmjeni postignuća i vrijednosti sa zemljama i narodima izvan svojih granica.

www.europa.eu

Croatian

Države članice Evropske unije odlučile su povezati svoja znanja, resurse i sudbine. Zajedno su izgradile zonu stabilnosti, demokracije i održivog razvoja, pri tome zadržavajući kulturnu raznolikost, toleranciju i osobne slobode. Evropska unija posvećena je dijeljenju svojih postignuća i svojih vrijednosti sa zemljama i narodima izvan svojih granica.

www.europa.eu

Macedonian

Земјите членки на Европската Унија одлучија да ги поврзат своите знаења, ресурси и судбини. Заедно тие изградија зона на стабилност, демократија и одржлив развој, истовремено одржувајќи ја културната разновидност, толеранцијата и индивидуалните слободи. Европската Унија се залага за споделување на своите постигнувања и вредности со држави и народи и надвор од нејзините граници.

www.europa.eu

Montenegrin

Zemlje članice Evropske unije odlučile su da udruže svoja znanja, resurse i sudbine. Zajedno su izgradile zonu stabilnosti, demokratije i održivog razvoja, zadržavajući kulturnu raznolikost, toleranciju i individualne slobode. Evropska unija poklanja posebnu pažnju razmjeni postignuća i vrijednosti sa zemljama i narodima izvan svojih granica.

www.europa.eu

Serbian

Земље чланице Европске уније су одлучиле да удруже своја знања, ресурсе и судбине. Заједно су изградиле стабилно окружење, демократију и одрживи развој задржавајући културну разноликост, толеранцију и индивидуалне слободe. Европска унија је посвећена дељењу својих достигнућа и вредности са земљама и народима ван својих граница.

www.europa.eu

Zemlje članice Evropske unije su odlučile da udruže svoja znanja, resurse i sudbine. Zajedno su izgradile stabilno okruženje, demokratiju i održivi razvoj zadržavajući kulturnu raznolikost, toleranciju i individualne slobode. Evropska unija je posvećena deljenju svojih dostignuća i vrednosti sa zemljama i narodima van svojih granica.

www.europa.eu

Turkish

Avrupa Birliği üye ülkeleri bilgi, kaynak ve geleceklerini birleştirmeye karar vermiştir. Bu ülkeler, birlikte, kültürel çeşitlilik, hoşgörü ve bireysel özgürlükleri korurken, istikrar, demokrasi ve sürdürülebilir kalkınma bölgesi oluşturmuşlardır. Avrupa Birliği, bu kazanımlarını ve değerlerini sınırları

ötesindeki ülkeler ve insanlarla da paylaşmaya kararlıdır.

www.europa.eu

Institutional text of the Council of Europe:

English

The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

www.coe.int

Albanian

Këshilli i Evropës është organizata kryesore e kontinentit për të drejtat e njeriut. Në të bëjnë pjesë 46 shtete anëtare, përfshirë të gjithë anëtarët e Bashkimit Evropian. Të gjithë shtetet anëtare të Këshillit të Evropës kanë nënshkruar Konventën Evropiane për të Drejtat e Njeriut, dokument i cili është hartuar për të mbrojtur të drejtat e njeriut, demokracinë dhe shtetin e së drejtës. Gjykata Evropiane mbikëqyr zbatimin e Konventës nga shtetet anëtare.

www.coe.int

Bosnian

Vijeće Evrope je glavna organizacija za zaštitu ljudskih prava na kontinentu. Obuhvata 46 država članica, uključujući sve članice Evropske unije. Sve države članice Vijeća Evrope su potpisale Evropsku konvenciju o ljudskim pravima, sporazum koji ima za cilj da zaštiti prava čovjeka, demokratiju i pravnu državu. Evropski sud za ljudska prava kontroliše implementaciju Konvencije u državama članicama.

www.coe.int

Croatian

Vijeće Europe vodeća je organizacija za zaštitu ljudskih prava na našem kontinentu. Broji 46 država članica, uključujući sve članice Evropske unije. Sve države članice Vijeća Europe potpisale su Evropsku konvenciju o ljudskim pravima, međunarodni ugovor kojemu je cilj zaštita ljudskih prava, demokracije te vladavine prava. Europski sud za ljudska prava nadgleda provedbu Konvencije u državama članicama.

Macedonian

Советот на Европа е водечка организација за човековите права на континентот. Таа се состои од 46 држави членки, вклучувајќи ги сите држави членки на Европската унија. Сите држави членки на Советот на Европа ја потпишаа Европската конвенција за човекови права, која претставува меѓународен договор за заштита на човековите права, демократијата и владеењето на правото. Европскиот суд за човекови права ја следи примената на оваа конвенцијата од страна на државите членки.

www.coe.int

Montenegrin

Savjet Evrope je vodeća organizacija za ljudska prava na kontinentu. Obuhvata 46 država, uključujući sve članice Evropske unije. Sve države članice Savjeta Evrope potpisale su Evropsku konvenciju o ljudskim pravima, sporazum čiji je cilj zaštita ljudskih prava, demokratije i vladavine prava. Evropski sud za ljudska prava nadgleda primjenu Konvencije u državama članicama.

www.coe.int

Serbian

Савет Европе је водећа организација за људска права на континенту. Обухвата 46 држава, укључујући све чланице Европске уније. Све државе чланице Савета Европе потписале су Европску конвенцију о људским правима, споразум чији је циљ заштита људских права, демократије и владавине права. Европски суд за људска права надгледа примену Конвенције у државама чланицама.

www.coe.int

Savet Evrope je vodeća organizacija za ljudska prava na kontinentu. Obuhvata 46 država, uključujući sve članice Evropske unije. Sve države članice Saveta Evrope potpisale su Evropsku konvenciju o ljudskim pravima, sporazum čiji je cilj zaštita ljudskih prava, demokratije i vladavine prava. Evropski sud za ljudska prava nadgleda primenu Konvencije u državama članicama.

www.coe.int

Turkish

Avrupa Konseyi Avrupa kıtasının önde gelen insan hakları kuruluşudur. Kuruluş, Avrupa Birliği'ne üye tüm ülkeler dahil olmak üzere 46 üye ülkeden oluşmaktadır. Tüm Avrupa Konseyi üyeleri insan hakları, demokrasi ve hukukun üstünlüğünü korumaya yönelik Avrupa İnsan Hakları Sözleşmesini imzalamıştır. Avrupa İnsan Hakları Mahkemesi, Sözleşmenin üye ülkelerdeki uygulamasını denetler.

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Bosnian

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Macedonian

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Bosnian

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Turkish

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ISBN numbers: there are Council of Europe [guidelines on ISBN numbers](#). They can only be allocated by the Directorate of Communication, please contact publishing@coe.int.

5.5 Reference to EU support

The phrase **“This action is part of the joint European Union and Council of Europe programme “Horizontal Facility for the Western Balkans and Türkiye”** should be added when communicating on matters related to the action. The title of the programme should be used as **“Horizontal Facility for the Western Balkans and Türkiye” only**, without mentioning the years of implementation or the phase of implementation.

Any supplies and equipment provided by HF should carry the joint logo and the phrase “Provided with the support of the European Union and the Council of Europe” in English and the local language.

5.6 Naming the Beneficiaries

Each of the seven jurisdictions covered by the Horizontal Facility will be referred to as a ‘Beneficiary’ (not ‘country’). Please note that the term “beneficiary” (spelled with small B) is used to designate beneficiary institutions and individuals benefiting from the programme.

Term “national” should be avoided at all situations and replaced by “Beneficiary-specific”, “local” or “domestic” if suitable.

Maps and flags are **not to be used** by the Horizontal Facility actions in any of the visibility and communication products, including in presentations, online meetings, etc.

The first reference to **Kosovo**, when it is not a part of a name or a title of institution, in any text is to be accompanied by an asterisk and the text of the footnote used for joint programmes with the European Union: **“This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo Declaration of Independence.”** The footnote translates into local languages as:

Albanian:

*Ky përkufizim është pa paragjykim ndaj qëndrimeve për statusin, dhe është në pajtim me Rezolutën e Këshillit të Sigurisë të Kombeve të Bashkuara 1244/1999 dhe Opinionin e GjND-së mbi shpalljen e pavarësisë së Kosovës.

Bosnian:

*Ovaj naziv je bez prejudiciranja statusa, i u skladu je sa Rezolucijom Savjeta bezbjednosti Ujedinjenih

nacija 1244 i mišljenjem Međunarodnog suda pravde o Deklaraciji o nezavisnosti Kosova.

Croatian:

*Ovaj naziv je bez prejudiciranja statusa i u skladu je s Rezolucijom Vijeća sigurnosti Ujedinjenih naroda 1244 i mišljenjem Međunarodnog suda pravde o Deklaraciji o neovisnosti Kosova.

Macedonian:

*Оваа ознака не ги прејудира ставовите за статусот и истата е во согласност со Резолуцијата на ОНСБ 1244 и Мислењето на МСП за Декларацијата за независност на Косово.

Montenegrin:

*Ovaj naziv je bez prejudiciranja statusa, i u skladu je sa Rezolucijom Savjeta bezbjednosti Ujedinjenih nacija 1244 i mišljenjem Međunarodnog suda pravde o Deklaraciji o nezavisnosti Kosova.

Serbian:

*Овај назив је без прејудирања статуса и у складу је са Резолуцијом Савета безбедности Уједињених нација 1244 и мишљењем Међународног суда правде о Декларацији о независности Косова.

*Ovaj naziv je bez prejudiciranja statusa i u skladu je sa Rezolucijom Saveta bezbednosti Ujedinjenih nacija 1244 i mišljenjem Međunarodnog suda pravde o Deklaraciji o nezavisnosti Kosova.

Turkish:

*Bu ifade, statüye ilişkin görüşlere halel getirmez ve BM Güvenlik Konseyi'nin 1244 sayılı Kararı ve Uluslararası Adalet Divanının Kosova'nın Bağımsızlık Deklarasyonu hakkındaki Görüşü ile uyumludur.

However, the asterisk should not be placed on the names of institutions (e.g. Kosovo Judicial Council), but on the following mention of Kosovo in the text.

When communicating about the Horizontal Facility both internally and externally, term “actions” should be used instead of the word “projects”.

5.7 Style of writing

Language used for communication is of particular importance. It should be adapted to the target audience.

A few key points:

- target audiences – who are they? what language does your audience speak? [writing for a webnews is different than for a reporting exercise]
- key message should answer the question – **why are we doing this?**
- **texts should be result-based – no need to communicate about each activity unless there is a specific purpose for your target audience**
- short, concise, clear sentences
- no jargon
- no passive sentences
- no acronyms or abbreviations (e.g. European Court of Human Rights instead ECtHR).

Relevant resources on this matter are available on the [PMM website](#) including advice on writing press releases and news.

They can also refer to the [Council of Europe Style Guide: better English and style in print and online](#). External reports produced under the Horizontal Facility III should be produced in Calibri font 11.

6. Communication tools and methods

Horizontal Facility project staff is responsible for the communication and visibility of their action(s). Once they have identified their actions' key messages and target audiences, they are to identify which communication tools will best reach their target audiences. This may differ from one local context to another.

6.1 Promoting public and high-profile events

An important lesson from the implementation of the programme is that timely information on planned communication events is an absolute requirement so that all involved stakeholders can ensure appropriate participation and visibility.

It is important to inform the relevant EUDs/EUO and authorities at the Beneficiary level of the intention to organise any high-profile events, and to provide them with ample opportunity to provide comments on the proposed content and timing of the events. High level participation can be secured only in case the interested parties are informed on time, thus timely communication and co-ordination about the event is crucial.

Staff involved in the implementation of the respective actions is responsible for regular communication with their counterparts in the EUDs/EUO, *inter alia* to seek their inputs and suggestions and to inform them well in advance of any planned activities, in order to facilitate their possible participation.

Accordingly, information for all visibility events must be communicated already during the planning stage and the latest two weeks ahead of the event a short concept, draft agenda and draft list of participants must be shared with the DG NEAR project manager as well as the focal point of the Beneficiary concerned in which the event takes place.

In the case of a regional event this information will be sent to all EUDs/EUO HF Focal Points in all Beneficiaries concerned. For all visibility events DG NEAR is kept in copy.

Joint European Union/Council of Europe press releases about high profile events are to be encouraged.

Staff is also strongly encouraged to discuss such events with the HF Co-ordination Team at the planning stage.

For events that are likely to have a wider public interest, for example events/interviews with well-known public personalities, the respective portfolio managers should also contact the HF

Communication Officers who would liaise with the press officer in the Directorate of Communication in advance to ensure an appropriate media coverage [see section on Media relations].

Public events (such as conferences, workshops, seminars, debates, training courses, fairs and exhibitions) which are financed by the communication budget to publicise the objectives or achievements of the action **must be approved by, and co-ordinated with, the European Union**, whether the events are organised directly by the implementing partner or not.

The Horizontal Facility logo must be prominently displayed on all related materials, online, and at venues, to ensure that people attending such events are aware of the EU's financial support.

6.2 Websites

Horizontal Facility website <http://horizontal-facility-eu.coe.int> promotes the various actions under the Horizontal Facility, and each theme has a separate section within the site.

The HF Co-ordination Team regularly updates the website with material provided by the staff engaged in the implementation of the actions, including short news items on activities, photographs and reports (where appropriate). **Photos for the website need to be a minimum size of 870x489 pixels.**

The news items must be sent to the Horizontal Facility team **no later than three days after the event**. Otherwise, the news will not be newsworthy any longer and will not be uploaded to communication channels of the programme.

In addition, it is recommended that relevant actions create their own separate web pages on Council of Europe Office websites as appropriate.

The project staff should liaise with the Horizontal Facility Communication Officers prior to creating subpages and should be kept informed once the page created to make mutual links.

A visual for these pages is available in the [SharePoint](#) and should point towards the [HF website](#).

A **restricted page of the Horizontal Facility website** will keep being used. It is accessible to all staff engaged in the implementation of the Horizontal Facility II (both in HQ and field offices), DG NEAR and EUDs/EUO. This will ensure that everyone has access to the same information on the planned and implemented activities and results achieved. The restricted area contains the information which is not available to the general public, such as:

- Description of Action;
- Annexes to the description of Action;
- List of finalised QAPAs;
- Workplans for each action;
- Inception report;
- Brief synopsis reports;
- Contact details of Council of Europe staff engaged in the implementation of the Horizontal Facility II;
- Contact details of the HFBCs;
- Upcoming activities.

6.3 Social media

Social media will be used as a primary tool for an effective way of delivering messages to target audiences. News that was cleared by the respective portfolio managers may also be shared by the HF Co-ordination Team through the social media accounts of the Horizontal Facility III:

Facebook: [jp.horizontal.facility](https://www.facebook.com/jp.horizontal.facility)

Twitter: [@CoE_EU_HF](https://twitter.com/CoE_EU_HF)

Some selected quality images illustrating major milestones of the action, together with a brief text on the scope and impact of the activity/product can be shared with HF Communication Officers for publishing in social media as timely possible.

Note that creation of new social media accounts is **strictly forbidden in the framework of the programme**. Instead, the use of existing social media accounts of the: Horizontal Facility III, the Council of Europe local offices in the region as well Council of Europe central thematic accounts should channel the HF messages and content. The Horizontal Facility communication officers should be duly informed of the usage of Council of Europe central thematic accounts for multiplication of HF materials.

6.4 Publications

All publications **must be first reviewed and approved by the HF Communication Officers. After that all publications should be cleared by the European Union before publication**. For this purpose, project staff should ensure that a PDF of all publications are sent to the Horizontal Facility Communication Officer(s) first, who will liaise with the EUD/EUO and, once approved, upload on the HF website.

Please note that publications should be **mainly in electronic format**, printing of publications should be limited and considered only if specifically relevant for the target audience.

6.5 Quarterly update

The Horizontal Facility Co-ordination Team will be producing **Quarterly update**, aimed at the beneficiaries and stakeholders. It is based on the content of the website provided by project teams and selected so it covers major achievements in all programme areas.

6.6 Video and photos

Quality photos should be taken of activities, where possible a professional photographer should be used. It is encouraged to hire professional photographers for high-level events/meetings. See guidance in the [PMM project communication toolbox](#).

Photographs and filmed testimonials should be gathered throughout the programme implementation in order to document the impact of the interventions on the final beneficiaries.

Staff must **obtain consent from persons concerned** (or, in the case of minors, from the persons exercising parental authority) for the specified use of their image/voice and keep the consent on file

as the EU may request copies. A template “Media consent form” in English and all local languages is appended and is also available in the [Horizontal Facility SharePoint](#).

The **exception is the group photo** (such as those taken at the end or beginning of events including attendees), a “Media consent form” will not have to be signed by all members of the group. In these cases, it is sufficient for all members of the group to be informed orally that a photo will be taken and how the photo is going to be used (e.g. published in the project report and as news on the website). The group members should then be informed that it is not compulsory to be in the photo, and if they do not want to be in it, they should simply stand out of frame.

To reduce the administrative burden placed on project teams and the realities of managing events on the day, it is advised to only take photos when necessary. As numerous photo guides states, including those produced by the EU, **a photo needs to tell the story of the project and express the project’s spirit**. The classic meeting room photo fails to do this, whereas an arranged photo in a particular location may work much better. The latter ensures that consent can be easily gained from the selected individuals taking part in the photo and that the administrative burden of seeking consent from all attendees raised by taking random and numerous photos of a meeting room is avoided.

It is encouraged to gather human-centred stories to support the impact of respective actions in a form of **video testimonials**. If you are planning on producing the videos within the programme, please refer to the [Guidelines for videos on social media & web](#). The HF Communication Officers need to be consulted prior to recording videos, so that the concept can be discussed well in advance and before hiring external service providers.

6.7 Promotional and visibility items

Each action can produce its own visibility items with its own budget, such as information sheets, brochures, leaflets etc. (in electronic format mainly). They should, as other materials be branded with the programme visual identity. As a minimum requirement the items should include the logo and the Horizontal Facility slogan, and birds visual whenever possible.

The overall principle as regards promotional items for co-operation programmes is to **avoid the systematic production of materials** but instead focus on targeted items that indeed bring an added value to the programme visibility in the case of certain events or activities.

Please refer to the [Check list - Visibility items - Project Management Methodology \(coe.int\)](#)

Production of the new visibility materials will be **approved only when necessary** and all materials produced within the programme **should be eco-friendly**. The use of plastic is strictly forbidden in choosing visibility items.

A sample of each visibility item produced needs to be stored and kept until the end of the programme.

6.8 Media relations

Each Council of Europe Office should use its media network/ mailing list to promote the activities of the Horizontal Facility in the respective Beneficiary. All interviews, statements and press releases should acknowledge the EU's role as a partner and source of funding.

Any communication by the staff to the media should conform with the article 190 (statements to the media and on social media) of the [Staff Regulations and Staff Rules](#).

Press releases must be agreed in advance with the EUD/EUO, and press conferences must be organised in co-operation with the EUD/EUO.

Field and programme offices are encouraged to:

- Liaise with the EUD/EUO Communication Officer for joint European Union/Council of Europe media advisories and press releases;
- Send out press releases disseminated via their mailing list to media outlets, HF website (and where applicable the action specific website) and individual journalists;
- Include information on their office websites regarding the implementation of the respective actions;
- Prepare background press materials on the actions that are implemented under the respective QAPAs that will be available on a dedicated section of the Horizontal Facility's website and used for further promotion of the action on the Beneficiary level (complemented by the materials provided by the HF Co-ordination Team);
- Issue regular invitations to the press for launching and closing events, briefings, etc.;
- Arrange for media interviews of Horizontal Facility experts and beneficiaries whenever possible.

In addressing the media, the individual actions should always be placed in the context of the overall programme, this background information should be added to all press releases and other action publicity, whenever possible.

"The Horizontal Facility is a co-operation initiative of the European Union and the Council of Europe aiming at supporting Western Balkans and Türkiye to comply with European standards. The initiative, focuses on four thematic areas:

- 1. strengthening justice;*
- 2. fighting corruption, economic crime and money laundering;*
- 3. promoting anti-discrimination and protection of the rights of vulnerable groups and*
- 4. promoting and protecting freedom of expression and media.*

Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and Türkiye (hereinafter: Beneficiaries) will benefit from technical co-operation to support their progress towards complying with the Council of Europe standards and European Union *acquis* in the framework of the enlargement process, where relevant.

The Horizontal Facility will follow a complementary two-fold approach:

1. **technical co-operation** in the form of capacity-building, advice and other forms of technical support tailored to the needs of each Horizontal Facility beneficiary to achieve increased compliance with European standards and
2. the **Expertise Co-ordination Mechanism**, which foresees the provision of Council of Europe legislative expertise and policy advice in response to requests from Horizontal Facility Beneficiaries on topics covered by the Horizontal Facility, as well as on certain constitutional issues falling within the mandate of the Venice Commission.”

7. Evaluating communication

Staff need to monitor the impact of communication activities over the lifecycle of the action (e.g. checking the local press coverage of an event, keeping note of most popular posts on Facebook etc.), also given that such statistics will facilitate reporting.

Emphasis should be put on the changes brought thanks to communication actions: e.g. feedback should be collected from target audiences

Evaluation of communication can be done quantitatively or qualitatively. Please note this is guided by the individual action CVP.

8. Reporting on communication

Contractual reports on actions’ activities should include the implementation of the actions’ communication and visibility plan, evaluating the outcomes of the communication measures carried out in support of the action and illustrating their evaluation using press cuttings, photographs¹, samples, audio and video files, transcripts etc.

When actions come to an end, all key materials and documentation generated by the action (photos, videos and technical outputs such as studies and training materials) should be made available to the EU in an appropriate format.

Project teams may need to contribute to the overall reporting on communication and visibility of the programme in regular reporting cycles or upon specific requests.

Each project team is expected to collect media reports on their media events and provide HF communication officers with figures on communication activities-based indicators as set in individual CVPs.

9. Co-ordination and support contacts

¹ Photos should be accompanied by metadata with the photographer’s name, date of production, place of production and a short description the image including names and functions of any identifiable individuals. Instructions on how to add metadata to photos will follow after consultations with DIT.

The HF Co-ordination Team, in collaboration with DGI and DGII, will support and oversee the communication between the respective actions and with the EU (DG NEAR and the relevant EUDs/EUO), as well as externally to the numerous target groups across the region. Realising this communication in a timely and effective manner will be the responsibility of the staff engaged in the implementation of the actions.

Co-ordination Matrix

The Horizontal Facility Communication Officers will be collecting information on visibility events and activities for all HF actions at the end of the month for the upcoming month. Project officers will be asked to fill in the table with the information on the upcoming events, so that communication efforts are co-ordinated and results easier to achieve. The Communication Co-ordination Matrix is available on the [Horizontal Facility SharePoint](#). Based on the inputs collected through the Communication Co-ordination Matrix, the HF communication officers will liaise with the Directorate of Communications regarding relevant media events to be announced through the Week in Brief tool.

Timely communication on planned communication events is an absolute requirement so that all involved stakeholders can ensure appropriate participation and visibility. Accordingly, **information for all visibility events must be communicated already during the planning stage and the latest two weeks ahead of the event a short concept, draft agenda and draft list of participants** must be shared with the DG NEAR project manager as well as the focal point of the Beneficiary concerned in which the event takes place. In the case of a **regional event this information will be sent to all HF Focal Points in EUDs/EUO in all Beneficiaries concerned**. For all visibility events DG NEAR is kept in copy.

Staff involved in the implementation of the respective actions is responsible for regular communication with their counterparts in the EUDs/EUO, *inter alia* to seek their inputs and suggestions and to inform them well in advance of any planned activities in order to facilitate their possible participation.

The DPC Communication Officer, Pauline Cadeac, and the HF Regional Communication Officers Marija Simic and Besnik Baka will be responsible for co-ordinating the implementation of the communication guidelines by the Horizontal Facility III team and project managers. If in doubt, their advice should be sought to ensure that all the publications and visual identity products meet the contractual obligations.

Staff seeking support on communication issues should send their requests for information/advice to the HF Co-ordination Team, addressed to Marija Simic (Marija.SIMIC@coe.int, +38 1 63 60 13 37) and/or Besnik Baka (Besnik.BAKA@coe.int, +355 69 21 78 430) copying the Horizontal Facility mailbox: horizontal.facility@coe.int. The nature of the enquiry should be clearly indicated in the subject line of these e-mails in order to assist the HF Co-ordination Team in managing this information.

9.1 Approval of communication and visibility materials

Each visibility item (media advisories, press releases, films, publications and similar) will have to be submitted for approval well in advance.

The chain of approval **for publications and visibility items** has two steps. First, the materials need to be shared with the HF Communication Officers. Upon their approval, the materials need to be shared with respective EUD/EUO, keeping communication officer and relevant task manager copied. Project Officers are in charge of sending materials to the EUDs/EUO. Contacts of all EUD/EUO Communication Officers are listed in the table below.

When it comes to approval of any **audio-visual materials, materials to be promoted broadly** through social, online or traditional media or **materials developed within the awareness-raising initiatives**, the chain of approval is as follows:

1. materials need to be cleared by the relevant MAE – project team in the field and the HQ team in charge of respective action
2. materials approved by MAE are to be shared with the HF Communication Officers
3. materials will be reviewed by the HF Communication Officers and shared for further approvals – with the Directorate of Programme Co-ordination and with the Directorate of Communications
4. comments and/or approval from both Directorates will be shared with the project team by the HF Communication Officers
5. the material that is edited in line with the comments of the entities above will be shared with the HF Communication Officers for a final check
6. upon HF Communication Officers' approval, the materials are to be shared with respective EUD/EUO, keeping communication officer and relevant task manager copied; in the case of regional actions, the final materials will be shared with DG NEAR for a final approval by the HF Co-ordination team

The DPC Communication Officer and/or the Horizontal Facility Regional Communication Officers will treat your request **within three working days**.

Following the final internal approval of the CoE, material must be sent to the EUD/EUO Communication Officers for a final approval. EUD/EUO Communication Officers will respond to approval request within **seven working days**.

In the specific case of press releases and media advisories, in order to ensure their timely publication, the time for CoE Communication Officer(s) to comment and/or approve these items is reduced to **one working day**. The time for EUD/EUO Communication Officer to send the approval to those materials is reduced to **one working day, as well**.

Following the approval of the CoE Communication Officer(s), communication and visibility aspects of **regional events** must be approved by the EUD/EUO in the host Beneficiary of the event.

If there is any communication/visibility/raising awareness initiative planned within the actions, it should be prepared well in advance, as raising awareness initiatives cannot be approved by the EUD/EUO in respective Beneficiary, but DG NEAR has to be consulted instead.

10. List of useful contacts for communication issues

Council of Europe				
Name	Position	Location	Telephone	E-mail
HF Co-ordination team				Horizontal.Facility@coe.int
Katerina Markovova	Head of Division	Strasbourg	+33 3 90 21 60 98	Katerina.MARKOVOVA@coe.int
Marie-Angèle Orihuela	HF Co-ordinator; contact person for contact for granting access to HF Sharepoint	Strasbourg	+33 3 90 21 40 45	Marie-Angele.ORIHUELA@coe.int
Pauline Cadeac	DPC Communication Officer	Strasbourg	+33 3 90 21 43 93	Pauline.CADEAC@coe.int
Marija Simic	HF Regional Communication Officer	Belgrade	+38 11 71 55 517, +38 1 63 60 13 37	Marija.SIMIC@coe.int
Besnik Baka	HF Regional Communication Officer	Tirana	+35 56 92 17 84 30	Besnik.BAKA@coe.int
Tatiana Baeva	Media Officer / Spokesperson, Directorate of Communication	Strasbourg	+33 3 88 41 21 41	Tatiana.BAEVA@coe.int
Dusan Vojnovic	Media Officer / Spokesperson, Directorate of Communication	Strasbourg	+33 3 90 21 56 99	Dusan.VOJNOVIC@coe.int
Andrew Cutting	Media Officer / Spokesperson, Directorate of Communication	Strasbourg	+32 223 50 509	Andrew.CUTTING@coe.int

More information on the roles and responsibilities of the HF Co-ordination Team can be found in the internal [Horizontal Facility II Implementation guidelines](#).

European Union				
Name	Position	EUD	Telephone	E-mail
Amarildo Topi	Communication Officer	Albania (Tirana)	+355 4 22 283 20	Amarildo.TOPI@eeas.europa.eu
Dasara Zeneli	Communication Officer	Albania (Tirana)	+355 4 22 283 20	Dasara.ZENELI@eeas.europa.eu
Edita Kabasaj	Communication Officer	Bosnia and Herzegovina (Sarajevo)	+387 33 254 764	Edita.KABASAJ@eeas.europa.eu">Edita.KABASAJ@eeas.europa.eu
Amel Jakupovic	Communication Officer	Bosnia and Herzegovina (Sarajevo)	+387 33 254 768	Amel.JAKUPOVIC@eeas.europa.eu
Fjolla Ceku Sylejmani	Information and Communication Officer/Projects Manager	Kosovo (Pristina)	+383 38 51 31 200	Fjolla.CEKU@eeas.europa.eu
Nadezda Dramicanin	Communication Officer	Montenegro (Podgorica)	+382 69 126 653	Nadezda.DRAMICANIN@eeas.europa.eu
Magdalena Sarlamanov	Communication Officer	North Macedonia (Skopje)	+389 23 248 589	Magdalena.SARLAMANOVA@eeas.europa.eu
Patrick Schmelzer	Communication Officer	Serbia (Belgrade)	+381 11 308 32 64	Patrick.SCHMELZER@eeas.europa.eu
Deniz Yenil	Communication Officer	Türkiye (Ankara)	+90 312 459 8700	Deniz.YENIL@eeas.europa.eu

Appendix I – Communication and visibility plan

Template and guidelines Communication and visibility plan (action-level)

NOTE :

The HF Communication and Visibility should be of strategic nature, as agreed between the institutions.

All communication should be based on the principle of strategic/highest-possible level of communication, using non-technical language, with a focus on results, or expected results, and contributing perceptibly to outcomes and impact of the Horizontal Facility.

This communication and visibility plan is a tool to support and guide this communication effort throughout the implementation of the action. It is a living document that derives directly from the [Strategic communication and Visibility plan of the Horizontal Facility](#) [programme level].

Communication supports the changes that the actions aim to achieve and should not promote the action itself, but particularly its benefits and expected positive results.

This communication and visibility plan should be short and concise.

Title of the action

[Explain in one sentence what is the action about]

1. Communication objectives

[please list objectives at impact and outcome level. Objectives need to reflect what can be reasonably expected to happen as a result of the communication effort.]

2. Target audiences

[please list the specific target audiences for your communication actions]

3. Messages for each target audience

[Messages are linked to the communication objectives of your action]

4. Communication approach and tools

4.1. Tools

[It is here important to present targeted tools and channels and explain why they were chosen, in particular in the local context. No need for a long “shopping list” .

This can include for instance, website, social media, leaflets, newsletters, professional photos, videos, etc. and their advantages in local context]

4.2. Communication activities

[What are the specific activities you will carry out using the tools above. Adapt the list below to the key activities that are relevant to your specific action]

Press and media engagement

[please explain how you will ensure relationship building with relevant media, thus having the action's achievements visible through traditional media, as well]

Online communication (website and social media)

[please explain specific web or SoMe effort as relevant planned during the actions]

Raising awareness initiatives

[if there is a raising awareness initiative/activity planned within the action, please explain briefly the aim, target groups and how it would be implemented]

Photos and videos

[please explain specific photos or video projects planned in the context of the action]

Communication activities forecast including events

Example:

Event / Activity	Communication activities planned
Example: Presentation of the report on violence against women May 2023 Estimated budget for communication: cca 4 000 EUR	<i>Preparation and distribution of media advisory prior to event</i> <i>Preparation of media kit</i> <i>Preparation and distribution of press release</i> <i>Preparation of infographics presenting findings of the report</i> <i>Livestreaming of the event on social media platforms – establishing a Facebook event one week ahead of the event, accepting questions from persons following the event on social media</i> <i>Distribution of the report to beneficiaries – institutions, civil society organisations, etc</i> <i>Other (please add)</i>

5. Measuring impact

[Key indicators have been defined at the programme level. The list of communication indicators for your action will contribute to measure not only the changes brought by the action and its communication effort, but also the overall outcomes and impact of the programme. Indicators are linked with the communication objectives defined for the action. They may be a mix of quantitative and qualitative indicators. When it comes to choosing indicators, more is not necessarily better, a few relevant indicators is sufficient.]

It is important whenever possible to record the effects of the communication efforts. For instance what a member of the target audience has done with the communication products, feedback received from beneficiaries, comments etc.]

Example of indicators include :

Social media : Reach, impressions, engagement etc;

Website : number of visitors, time spent on the website etc.

Press : press coverage, number of journalists participating in event, etc.

Events : number of participants, feedback from participants etc.

Indicators should be easy to monitor, please think about the way data/evidence will be collected. This should be reflected as much as possible. See below a suggested presentation.

Activities		Output indicators				Outcome indicators		
		Baseline	Target	Source of data		Baseline	Target	Source of data
Social media platforms (visual content, videos, infographs, etc.)	Number of followers			Social media analytics	Engagement, likes			Social media analytics
	Reach of posts			Online surveys	(Re)posts Sentiment			Online surveys

7. Resources (human, financial and possible outsourcing)

Appendix II – Media consent form



Consent Form

*for the use of images or audio or visual recordings by the Council of Europe in the context of the project
"(XX)"*

I. Background of the project

(XX)

The photographs/video recordings/audio recordings ("the Material") given by you during the interviews (XX) to be held in the framework of the project will be used and stored by the Council of Europe for educational or information purposes to illustrate or promote the above stated event and any Project or Programme related to it. The Council of Europe is the "data controller" with respect to the Material, which means it has the decision-making power in respect of its processing.

The Material may be transferred by the Council of Europe to the European Commission and third parties, for educational or information purposes, provided that these are bound by applicable data protection regulations which ensure the adequate level of protection. In the former case the Council of Europe and the European Commission will be joint controllers in respect of the Material, while the third parties will be independent controllers.

The Material may be made accessible to the public or published on a public network (e.g. the Internet) by the Council of Europe or third parties.

Your personal data as well as any medium in which they are contained will be securely stored by the Council of Europe which put in place appropriate security measures to prevent your personal information from being accidentally lost, used or accessed in an unauthorised way, altered or disclosed. At least one copy of the Material will be stored in the Council of Europe's archives for an indefinite period of time.

II. Consent

I hereby grant an authorisation to the Council of Europe, for the purposes described in Section I of this Consent Form to store, use, edit, reproduce, communicate and modify or create derivative products of the Material covered by this Consent Form. The Material and the resulting end-products ("the Material and Derivatives") may be shared with the European Commission.

I authorise the Council of Europe and the European Commission to make the Material and Derivatives in part or in full available to the public in all forms of media, including but not limited to print, digital media and the internet, and by any means.

I understand that, should a legend or caption be written on or near the Material by the Council of Europe or those acting with its permission, it will preserve my reputation and refrain from any demeaning use.

I accept that any personal data transferred to third parties acting with the Council of Europe's permission will be governed by the data protection regulations applicable to the third parties. The Council of Europe bears no responsibility for ensuring that the third parties act in accordance with the applicable data protection regulations.

I certify that I am fully aware of my rights and acknowledge that I shall have no claim to any remuneration for the exploitation of the Material and Derivatives referred to in this consent form.

I am aware that I can withdraw my consent at any time by sending a message to the following email addresses of the Council of Europe and the European Commission. However, the Council of Europe and the European Commission can only be expected to undertake reasonable steps to stop the processing to which I agreed. In particular, I accept that the Council of Europe and the European Commission can only guarantee that the Material and Derivatives will no longer be published or promoted by the Council of Europe or the European Commission themselves in media over which they can exercise effective control. The Council of Europe and the European Commission bear no responsibility for the use of the Material and Derivatives by any third party or by media over which they cannot exercise effective control.

I have read the above and I consent to give my personal information to the Council of Europe. My signature also indicates that I have received the copy of this consent form.

FOR PERSONS 18 YEARS OLD OR OLDER

I am the subject featured in the Material and I have read and understood this document.

SIGNATURE:

NAME OF PERSON:

DATE:LOCATION: EMAIL ADDRESS:

FOR PERSONS UNDER 18 YEARS OLD

I am the parent or legal representative of the minor. I have read and understood this document.

SIGNATURE:

NAME OF PERSON SIGNING ON BEHALF OF THE SUBJECT:

NAME OF SUBJECT:

DATE:LOCATION: EMAIL ADDRESS:

FOR PERSONS WHO CANNOT READ OR WRITE

I have read this document to the person whose name/story is being used. The person says they understand this document.

SIGNATURE:

NAME OF PERSON SIGNING ON BEHALF OF SUBJECT:

NAME OF SUBJECT:

DATE:LOCATION: EMAIL ADDRESS:

Media consent forms in local languages are available on the [Horizontal Facility SharePoint](#).