



**INFORMATION AND COMMUNICATION  
HANDBOOK FOR EU DELEGATIONS  
IN THIRD COUNTRIES AND TO INTERNATIONAL  
ORGANISATIONS**

**DECEMBER 2012**

**FINAL**

**TABLE OF CONTENTS**

1.	INTRODUCTION .....	3
2.	EU PUBLIC DIPLOMACY AND COMMUNICATION .....	3
3.	PRIORITIES & THEMES .....	4
4.	WORKING WITH PARTNERS .....	5
4.1.	Media .....	5
4.2.	Embassies of Member States .....	5
4.3.	Academic and Cultural Circles.....	5
4.4.	Civil society .....	6
4.5.	Private sector .....	6
4.6.	International Organisations .....	6
4.7.	EU Info Centers .....	7
4.8.	CSDP Missions.....	7
5.	PUBLIC DIPLOMACY AND COMMUNICATION TOOLS .....	7
5.1.	Media relations .....	7
5.2.	Internet, New and Social Media .....	8
5.2.1.	Delegations' websites .....	9
5.2.2.	Intranets.....	12
5.2.3.	Social media .....	12
5.3.	Events .....	13
5.4.	Audiovisual material .....	13
5.5.	Publishing on paper .....	15
5.6.	Publications from outside the Delegations .....	16
5.7.	Promotional material .....	16
5.8.	Contact databases.....	17
5.9.	Prizes / Grants .....	17
5.10.	Framework contracts.....	17
6.	BUDGET .....	17
7.	VISIBILITY OF COOPERATION PROJECTS.....	19
8.	SERVICES FOR JOURNALISTS .....	21
9.	KEEPING YOURSELF INFORMED .....	23
10.	CAPACITY BUILDING.....	24
11.	YOUR CONTACTS .....	25

## **1. INTRODUCTION**

---

Communicating European action and Europe's role as a global player and major aid donor is challenging in many ways. First and foremost the European Union itself is a complex concept in its own right, requiring considerable communication efforts to explain what the EU is and – equally importantly – what it is not. Secondly, and in spite of considerable efforts already being deployed, the role of the EU with regard to addressing global issues or promoting human rights and peace is still not widely understood. Moreover, the current difficult economic situation in the EU calls for particular public diplomacy efforts to show that Europe remains fully engaged in global issues. The communication revolution (mobilizing force of the Internet, social networks and mobile phones) has brought all policy activity closer to public scrutiny. Therefore EU communication activities should make a particular effort to inform the European taxpayer what is being done with their money with a particular emphasis on results and "value for money" in the EU message. In a world of global interdependence and global governance, the EU needs to convincingly demonstrate the effectiveness of its presence in all regions and whilst defending its democratic values, to show that the European Union has a role to play, politically, economically and sometimes militarily.

The EU Delegations play a crucial role in communicating the EU's values, policies and results of its projects towards third country stakeholders. Their work is vital in explaining the EU and promoting a positive image of it in the world, and their role in communication has grown even greater in the post-Lisbon context. The former EC Delegations have now become EU Delegations and this new role should be reflected in all their actions and activities including communication.

## **2. EU PUBLIC DIPLOMACY AND COMMUNICATION**

---

Public diplomacy encompasses a number of elements from advocacy and public persuasion, usually aimed at media and policy-makers, to the kind of basic information provision that is carried out via the internet, social media platforms, publications, or more explicitly in seminars and conferences, often involving informed audiences that include the private sector, academia, organized civil society and the general public, the citizens. The common denominator of all definitions of "public diplomacy" is its ultimate objective of enhancing the public perception/awareness of a world stage actor (i.e. country or organisation). The case of the EU as a "body" engaging in public diplomacy is different in particular in the post-Lisbon context. EU Public diplomacy efforts are not conducted by the Council Secretariat and the Commission (ex-Relex DGs and DG Communication) only as it was the case in the pre-Lisbon era, but now also by the European External Action Service since 1.1.2011, often in cooperation with the Member States. Delegations should target their public diplomacy efforts towards a variety of audiences: think tanks, academia, opinion makers, NGOs, Parliamentarians and other politicians, Civil society, beneficiaries of EU development cooperation, a range of stakeholders including the business community and the general public. The general public audience comprises EU citizens in and outside Europe and in the world, and can be targeted e.g. through multipliers or web tools.

The EEAS and DG DEVCO, together with DG TRADE and other DGs, endeavour to create a communication culture in which Delegation staff works closely together on communicating the impact and goals of the EU's development cooperation, foreign policies and trade. Communication efforts should focus on explaining and illustrating how EU action is improving lives of people around the world in a sustainable way and contributing to

addressing global issues such as climate change or fostering necessary long term change, job creation and sustainable growth

In order to enhance the communication on the EU external action, DG DEVCO has drawn up an ambitious communication strategy:

- access to DEVCO Intranet for [Commission staff](#) - [EEAS staff](#) - [others](#)

#### →STRATEGIES

**EU Delegations are invited to set up local communication strategies defining their target audiences, key priorities and messages, timeline and main activities according to the local context and the EU agenda. They are encouraged to promote EU regional priorities.**

DEVCO and EEAS have set up a number of tools and initiatives to facilitate communication activities at Delegations' and EU funded projects' level.

The Crisis Management Structures (the Crisis Management and Planning Directorate (CMPD), the EU Military Staff (EUMS) and the Civilian Planning and Conduct Capability (CPCC)) give guidance to specialised CSDP staff through the "Handbook for Spokespersons in CSDP missions and operations".

#### →VISUAL IDENTITY

**In order to project a clear common visual identity, most of Delegations' communication should be as EUROPEAN UNION (with the EU flag). Specific visual identities of the EEAS and the DGs of the Commission should ideally be limited to internal communication purposes or institutional issues. This rule applies to staff's business cards and e-signatures as well: whilst HQ staff have the EEAS or Commission's DG logo respectively on their business cards and e-signatures, staff in Delegations shall use the EU flag logo.**

### 3. PRIORITIES & THEMES

---

Communication on the EU's external action must be inspired by the promotion of EU values and based on delivery of peace, security and prosperity.

We encourage the Delegations to focus on messaging and action around five overarching priorities and in cooperation with the Member States:

- Promoting the EU as a major partner in democratic transition in particular in its wider neighborhood
- Promoting the EU as the biggest cooperation and development donor in the world
- Promoting the EU as a global economic power responding to the crisis and using trade as an engine for change
- Promoting Human rights through high level political dialogue with our partners and strategic cooperation programmes including e.g. lobbying for the abolishing of the death penalty.
- Promoting the EU as a security provider responding to global security threats

DG DEVCO strategy is encapsulated in the following three key messages on cooperation and development:

- EU development aid works and is transparent
- EU aid helps to bring about long-term change
- European cooperation is a win-win solution

## **4. WORKING WITH PARTNERS**

---

### **4.1. Media**

Regular contact with the media is the key element for successful information and communication work. Depending on local contexts, direct outreach to the media at every suitable occasion should be the top priority of a Delegation's Press & Information Officer, in close co-operation with Headquarters and with all sections of the Delegation.

Priority attention should be given to the national media in a given country, major international press agencies and locally-based correspondents of EU media including not only accredited correspondents, but also free-lancers who work for the EU press.

Good relationships with local media can yield benefits including when the EU needs to generate media coverage around for instance the EU High representative for Foreign Policy and Security and Vice President of the European Commission (HR/VP), EU Commissioners or any other European Senior EU official's visit. Delegations may localise the message contained in e.g. generic op-ed's as a way to make these better "sellable" to the media. When planning this kind of media activity Headquarters will endeavour to factor in the necessary time for translation in the local language in third countries where foreign languages are not widely spoken.

### **4.2. Embassies of Member States**

The Delegations, when submitting their annual planning and forecast, should share their strategy with Member States and include, where possible, joint outreach events and activities in their planning beyond already existing events such as film festivals and cultural festivals. EU Joint Public Diplomacy Strategies with Member States are encouraged following the examples of Brazil and Mexico.

### **4.3. Academic and cultural circles**

Collaborations with Universities and academic circles are mutually beneficial: Universities are provided with high-level speakers for debates, conferences and seminars while Delegations benefit from the credibility of local partnerships and increased visibility among especially receptive audiences. Such relations also assist in the promotion of studying in Europe, and in particular promoting EU programmes such as Erasmus Mundus.

Culture should be a major element of our public diplomacy and cooperation. Cultural foundations and bodies are important partners for soft power diplomacy activities in third countries. International cultural co-operation is one of the key pillars of our external action<sup>1</sup>.

---

<sup>1</sup> The 2005 UNESCO Convention is an integral element of the *acquis communautaire* and the main framework of our cooperation with third countries in the field of culture

#### **4.4. Civil society**

Openness to dialogue with civil society is an important element in the overall outreach of Delegations. This may include any kind of "Friendship Association" between the EU and the Delegation's country of assignment. NGOs, trade unions and other organised groups can also be partners for change in some areas. It is also important for Delegations to engage in dialogue with those who may be challenging EU policies, such as trade agreements. This goes hand in hand with Civil Society Dialogue activities managed at Headquarters' level<sup>2</sup>.

#### **4.5. Private sector**

There are numerous examples of successful cooperation with well known EU companies or brands. Potential partners may therefore include EU chambers of commerce, EU companies, EU exporters and traders, etc. Please note that for the time being, sponsorship is not allowed.

Although investment promotion activities are not within the legal mandate of the EU and are mainly managed by Member States, with the Lisbon Treaty the EU has acquired competence in investment matters, in particular investment protection in third countries and regions, and Delegations should contribute to this agenda. Tools such as the Market Access Database for EU exporters are also key in this context, see:

<http://madb.europa.eu/>

The Export Helpdesk, on the other hand, focuses on importers from Developing Countries:

<http://exporthelp.europa.eu/>

#### **4.6. International organisations**

International organisations can be key partners to enhance EU visibility at local level or relay EU key messages. Good cooperation with international organisations can also contribute to strengthen EU presence in a specific country. This is even more important when dealing with international organisations, such as the World Trade Organisation, where the European Commission has the exclusive competence of representing EU interests. In such cases, visibility is global, rather than simply local, and should be co-ordinated as such with Headquarters.

#### **4.7 EU Info Centers**

Delegations are invited to maintain regular relations in their country with existing EU Info Centers. There are 500 EU information centres world-wide. Specific Guidelines will be prepared on the functioning of these Centers and how to maintain them active.

#### **4.8 CSDP Missions**

Delegations are invited to consult and liaise with Military and Civilian CSDP missions which may be in their region or zone of influence. CSDP missions (when present) are very important in assisting Delegations in their overall EU Comprehensive Approach strategy. Delegations

---

<sup>2</sup> see TRADE activities: <http://trade.ec.europa.eu/civilsoc/index.cfm> and DEVCO [http://ec.europa.eu/europeaid/who/partners/civil-society/index\\_en.htm](http://ec.europa.eu/europeaid/who/partners/civil-society/index_en.htm)

should liaise with, and consult any Military/Civilian CSDP mission in the region. Ensuring that the local and international audiences (Delegation target audiences) are properly informed on CSDP missions will assist and feed into overall EU strategies for both Public Diplomacy and Public Affairs.

## **5. PUBLIC DIPLOMACY AND COMMUNICATION TOOLS**

**Delegations are invited to set up annual communication strategies and depending on the local context to use the following tools.**

### **5.1 Media relations**

Media relations towards the key media targets defined in the Delegation's communication strategy in the country can involve a wide range of activities going from the organisation of press conferences, briefings and seminars to the set up of media visits of EU funded projects or activities, as well as communication to media on all EU relevant issues. Visits to projects by journalists may be useful, and are most successful when planned as an integral part of an EU funded project, in line with the DEVCO "Manual on Communication and Visibility" for projects. Delegations are also called upon to co-operate with Headquarters in organising press trips with visiting Commissioners, or media seminars in Brussels for journalists from the host country/region.

**Delegations are also encouraged to disseminate to the media and on their website the web releases of the financing decisions which concern them<sup>3</sup>.**

#### **→TRANSLATION**

Delegations are encouraged to translate into local language the relevant press releases of the EU institutions and circulate them through their journalists' networks. Official translation in some of the most important official EU languages comes in most cases from Headquarters.

### **5.2. Internet, New and Social Media**

In addition to Delegations' websites, the main windows to showcase the EU action in the world are the websites of the EEAS and DG DEVCO and DG TRADE, linked to the new and social media platforms:

[http://eeas.europa.eu/index\\_en.htm](http://eeas.europa.eu/index_en.htm)

[http://ec.europa.eu/europeaid/index\\_en.htm](http://ec.europa.eu/europeaid/index_en.htm)

<http://ec.europa.eu/trade/>

A new **DEVCO website** with an attractive layout and functionalities is being developed. It will be accompanied by the rationalisation of the external websites of EuropeAid to present a more coherent and relevant picture of our work in a cost-effective way. The editorial focus of the new website will put a stronger focus on the results of EU development aid and cooperation with the neighbourhood.

---

<sup>3</sup> All annual action programmes and financing decisions are available here: [http://ec.europa.eu/europeaid/work/ap/index\\_en.htm](http://ec.europa.eu/europeaid/work/ap/index_en.htm)

Delegations are encouraged to send success stories and audiovisual material to **Headquarters** for **online** publication. **DEVCO Case studies / EEAS Success stories / TRADE case studies** are one of our strongest communication tools to illustrate our work on the ground. It is very important to produce high quality stories written in a simple and attractive way. The Delegations' sections should coordinate the editing with their Press and Information Officers. The stories can be published simultaneously on all three sites, however depending on the subject a story is rather more suitable for one than for the other site (s).<sup>4</sup>

**DEVCO case studies:** 600 case studies are available online on the Delegations and DEVCO websites. They are widely disseminated through the media, stakeholders and during international fora. Each Delegation should produce at least three case studies every year. An online application gives the opportunity to project managers to build the story of his project.

[http://ec.europa.eu/europeaid/multimedia/case-studies/index\\_en.htm](http://ec.europa.eu/europeaid/multimedia/case-studies/index_en.htm)

**The guidelines are available here:**

- access to DEVCO Intranet for [Commission staff](#) - [EEAS staff](#) - [others](#)

#### **CLEAR WRITING**

Please be aware that some of the general information on projects that are entered in CRIS such as the title is then reused for publicly available information. So attention should be given to the quality of the data entered.

Delegations are encouraged to translate into local language the relevant press releases of the EU institutions and circulate them through their journalists' networks. Official translation in some of the most important official documents is provided by the Headquarters.

**EEAS – Web features** ("Success stories") [http://eeas.europa.eu/top\\_stories/index\\_en.htm](http://eeas.europa.eu/top_stories/index_en.htm)

The EEAS publishes regular web features on its website looking at different aspects of the European Union's foreign and security policy. These are designed to appeal to a wide audience with an interest in foreign affairs. If you have any subjects or interesting topics to share then please contact the Strategic Communications Division.

**TRADE success stories** can be published at: <http://trade.ec.europa.eu/doclib/stories/>

Delegations are invited to identify, draft and share success stories in their host country or region, in terms of trade policy contribution to job creation and economic growth and development, both for local players and for EU businesses and citizens.

---

<sup>4</sup> Example: A story about the results of a successful development and cooperation project in water sector is suitable for both EEAS and DEVCO sites, whereas a story about a cultural festival or about a civilian mission is better placed on the EEAS site than on TRADE site etc.

## 5.2.1 Delegations' websites

The migration of the EU Delegations websites to the new common template has been finalised. (please see the list of all websites at: [http://www.eeas.europa.eu/delegations/web\\_en.htm](http://www.eeas.europa.eu/delegations/web_en.htm))

The websites are jointly managed by the Delegations and HQ (FPI, EEAS and DEVCO) as regards specific sections (see details below). All websites follow the same template to ensure that the visual identity of the EU Delegations remains uniform. Although content is centrally managed, Delegations can add / download their own material on to the site. The responsibility of ensuring the accuracy and quality of a Delegation's website lies with the Head of Delegation. The Press and Information Officers or dedicated web persons in Delegations manage the contents of their pages with the support of FPI and the Contractor regarding functional and technical developments as well as putting up content in case they do not have the web knowhow to do it themselves.

The table below provides a detailed overview of the sitemap of a default EU Delegation website, i.e. which pages/sections of it are managed by the Delegations directly and which ones are managed centrally:

1 <sup>st</sup> -level pages	2 <sup>nd</sup> -level pages	Manager
<b>&lt;country&gt; &amp; the EU</b>		The content of this section is managed by the Delegation.  However, it is important to liaise with Headquarters, in particular to provide for constantly updated trade and investment information and statistics (MISSING or OUTDATED on a number of Delegations' websites!)
	Political & economic relations	
	Trade	
	Technical and Financial co-operation	
	Civil society dialogue	
	Chronology of bilateral relations	
<b>Projects</b>		The content of this section is managed by the Delegation via the DEVCO back office.
	Overview	
	List of projects	
	Case studies	
<b>Funding opportunities</b>		The content of this section is managed by the Delegation via the DEVCO back office.
	Overview	
	Grants	
	Contracts	
<b>Travel to the EU</b>		The content of this section is managed by the Delegation.
	Visa	

	Embassies	
<b>What's the EU</b>		The content of this section is managed by EEAS and FPI.
	What we do	
	EU Member States	
	European Neighbourhood Policy	
	European symbols	
<b>Key EU policies</b>		The content of this section is managed by EEAS and FPI.

<b>Press corner</b>		The content of this section is managed by the Delegation.
	Services for journalists	
	All news	
	Photo library	
<b>About us</b>		The content of this section is managed by the Delegation.
	Welcome	
	The role of the EU delegation	
	Internal organization	
	Vacancies	
	Contacts	
<b>More info</b>		The content of this section is managed by the Delegation.

There is **training** available at Headquarters for uploading your own material. Delegations which haven't received any training yet on how to do updates directly in Documentum, can use the service that the FPI contractor has put in place:

E-mail address for requesting updates: [Update-deleg@esn.eu](mailto:Update-deleg@esn.eu)

### How to update your website?

A guide on how to do updates in Documentum can be found on the wiki-page <http://wiki.esn.eu/confluence/display/delegationweb/Training+materials> specially created for this purpose (all Delegations have got a login/password, if you do not remember it, please contact the FPI contractor: [Website-Deleg@esn.eu](mailto:Website-Deleg@esn.eu))

To allow a quick identification and process of your update, please specify:

- In the **subject** of your email the **country** of the delegation and the **type of page** to update. (Press release, vacancies,...)
- In the **content** of the mail, please indicate the **page** to update/create: **web address**, the section and also all the **necessary information**/attachments for the update.

Note:

1. The files to be uploaded and published in Documentum have to be named with lower case characters, no blank, no special characters and with the language extension (Example : NOT : "Note on new Regulation 879/98.pdf" BUT "note\_reg897\_98\_en.pdf"

2. The updates will be done as soon as possible in the order of arrivals, please avoid urgent last minute request, if not strictly necessary.

Please use the following template to give all information needed. (Just copy / paste in your mail)

<TEMPLATE START>

**Page to update :**

**Section :**

**URL:**

**Languages:**

**Description:**

**Remarks:**

<TEMPLATE END>

In order to help you manage your website, please visit the online tutorial at: <http://delegations.esn.eu/>

### **WEBSITES UPDATES-DEVCO PAGES**

Delegations' websites need systematic and regular updates of their contents, especially sections related to projects, case studies and funding opportunities. Back Office is available on the following link to support Delegations' staff to do so:

[http://www.cc.cec/dgintranet/europeaid/tools/documents/delegation-back-office\\_en.pdf](http://www.cc.cec/dgintranet/europeaid/tools/documents/delegation-back-office_en.pdf)

### **5.2.2. Intranets**

Intranet can be considered as an indirect public diplomacy tool insofar it provides you with useful information for your outreach work, for instance in the form of “best practices”.

**EEASzone**, the External Action Service’s new Intranet site was launched in December 2012. The EEAS TV on its homepage offers a new opportunity to showcase Delegations’ work and share best practices with EEAS and DEVCO colleagues at Headquarters and around the world.

A new **DEVCO intranet** is being developed within the EC MyintraComm and is now available.

**FPI Intranet**, <http://fpis.intradel.net1.cec.eu.int/node/457> gives information on:

- [Delegations' websites](#)
- [EU's \(former European Documentation Centres\)](#)
- [Information products](#)
- [The Press and Information budget for Delegations](#)

### 5.2.3. Social media

**The European External Action Service (EEAS)** was set up to ensure greater coherence and impact of the European Union's foreign policy. Digital age communication tools and platforms, including **Facebook**, **Twitter**, **Flickr**, **YouTube** and **blogs** allow us to engage a wider audience in the work of the EU's foreign policies. Citizens, opinion makers, global influencers, bloggers and journalists are active on social media and we need to ensure our presence. The Arab Spring provides a good example of how important social media are in developing civil society, strengthening civic activism and defending human rights. Freedom of access to the internet has been identified as being an important tool in fighting for rights and liberties. Online and offline, people are changing the world:

[http://www.facebook.com/EuropeanExternalActionService?ref=tn\\_tnmn](http://www.facebook.com/EuropeanExternalActionService?ref=tn_tnmn)

The EEAS on Twitter @eu\_eeas [https://twitter.com/#!/eu\\_eeas](https://twitter.com/#!/eu_eeas)  
Michael Mann - Spokesperson of HR/VP on Twitter <https://twitter.com/EUHighRepSpox>  
Flickr photo sharing account <http://www.flickr.com/photos/eeas>  
The EEAS and Social Media [http://intradel/eeas/webfm\\_send/3581](http://intradel/eeas/webfm_send/3581)

ANNEX I: Tips and Tools for using Social Media [http://intradel/eeas/webfm\\_send/3582](http://intradel/eeas/webfm_send/3582)

ANNEX II Guidelines for EEAS Staff on the use of Social Media  
[http://intradel/eeas/webfm\\_send/3583](http://intradel/eeas/webfm_send/3583)

**We encourage all Delegations to increase their presence on social platforms.**

**DG DEVCO** has recently launched new corporate accounts on Facebook and Twitter to establish a fruitful dialogue on development issues and promote activities organised by DG DEVCO, EU Commissioners and EU Delegations:

DEVCO on Facebook: <https://www.facebook.com/europeaid>  
DEVCO on Twitter: <https://twitter.com/europeaid>

The EEAS and DG DEVCO share a joint account on YouTube – EU in the world :  
<http://www.youtube.com/user/EUintheWorld>

DG DEVCO also posts videos on Daily Motion:  
<http://www.dailymotion.com/EUintheWorld#video=xp9375>

**DG TRADE** latest news and insight are available on the Twitter account of the Trade Commissioner's Spokesperson: <http://twitter.com/eujohnclancy>

## **→SOCIAL MEDIA**

EU Delegations are invited to follow and "like" the existing EU accounts as well as promote them among their contacts and especially EU funded projects. Delegations are also invited to be active on social media either in opening a social media account or in contributing to the blogosphere.

### **5.3. Events**

Well organised events can contribute significantly to increasing the visibility of the European Union to the general public in a third country. If media presence can be ensured, the event can be financed by the information budget. Preference should be given to events that involve the interested public directly, as opposed to traditional prestige events involving mainly the expatriate community.

We emphasise the importance of **cultural events** as a public diplomacy vehicle for promoting the EU. Therefore, also in recognition of the fact that Delegations are taking over tasks formerly handled by the rotating Presidencies, the part of the press and information budget that can be allocated to cultural events is increased from 10% to a maximum of 20% of the annual P&I budget.

Delegations are also invited to actively contribute to the organisation of other thematic events such as trade events and seminars for stakeholders (in particular the private sector) in third countries and regions.

### **5.4. Audio-visual material**

**Television and radio** play an essential role in informing the general public, and the broadcast media offer access to potentially large audiences. As with all products, however, no audio-visual (AV) projects should be undertaken by Delegations unless there is a good chance the material being aired.

In general, Delegations should make sure they obtain good quality photo and audiovisual material, wherever possible, that could also be used at Headquarters and other Delegations. It is an indispensable tool for illustrating websites, leaflets and brochures. Obtaining audiovisual material would imply either hiring the services of a professional photographer or producer or the purchasing a good quality digital photo/video camera for use by Delegations staff. All intellectual property rights of the material produced rest with the European Union. This implies that an assignment of rights should be signed by the photographers/producers in all cases where the audiovisual material is not produced by an official executing his tasks or covered by a framework contract or similar contractual arrangement including a rights clause. Special attention should be paid to image rights of private people who should sign, wherever reasonably possible, a model release form.

For technical details on file formats and resolution as, well as for assignment of rights forms and model release forms see the Guidelines for the central deposit:

[http://www.cc.cec/dgintranet/comm/tools\\_services/av\\_library\\_en.htm](http://www.cc.cec/dgintranet/comm/tools_services/av_library_en.htm)

**Video** is an ideal tool to promote EU action. Projects managers and implementing partners should be encouraged to shoot some footage while visiting projects. This will allow using those images to illustrate our actions and may eventually be used by local media, for EEAS/DEVCO/TRADE websites and other web purposes such as YouTube, Dailymotion etc.

In Headquarters, our audiovisual strategy is simple: the focus is Web-use for finished products, and so-called B-roll (unedited material) for the press. The traditional VNR<sup>5</sup> as a finished product is too long for the web (and often too slow-moving) and rarely accepted by any major media.

In negotiating contractual arrangements it is the responsibility of Delegations to make sure that:

- For material produced by or on demand of the Delegations all intellectual property rights, as far as legally possible, belong to the European Union. This includes the rights of the producer and all third party rights (archive footage, music, depicted artwork and buildings, image rights of depicted private persons).
- For co-financed/co-produced programmes, the European Union is granted unrestricted and free of charge rights of reproduction, communication to the public and secondary use of the programmes allowing to offer them to other broadcasters (including via EbS satellite & Internet).

*For complete and updated information as well as copyright clauses of all contract types please see: [http://www.cc.cec/budg/imp/procurement/imp-080-030-010\\_contracts\\_en.html](http://www.cc.cec/budg/imp/procurement/imp-080-030-010_contracts_en.html). For in depth information on Intellectual Property Rights and clauses in procurement documents please see: [http://www.cc.cec/budg/imp/procurement/\\_doc/\\_pdf/ipr-explanation-en.pdf](http://www.cc.cec/budg/imp/procurement/_doc/_pdf/ipr-explanation-en.pdf).*

As usual, Headquarters should receive copies of final products. One copy may be deposited at the Audiovisual Library of the Commission for long term preservation and publication on the Audiovisual Portal. Please consider the guidelines:

[http://www.cc.cec/dgintranet/comm/tools\\_services/av\\_library\\_en.htm](http://www.cc.cec/dgintranet/comm/tools_services/av_library_en.htm) or write to **COMM DEPOT CENTRAL**

For better visibility, Delegations are encouraged to upload their video products on our YouTube channel, EU in the World (<http://www.youtube.com/user/euintheworld>), so that your audiovisual productions are disseminated to a wider public. For more information on how to upload your videos on the EU in the World, YouTube channel please contact FPI EEAS WEBSITE UPDATES.

**Photography** is a strong and cost effective way to illustrate EU cooperation with third countries. Taking systematically quality pictures exemplifying our work in the field should be encouraged among staff and implementing partners. **DEVCO photo library provides hundreds of development related pictures:**

<http://ec.europa.eu/europeaid/multimedia/photos/library/index.cfm?lang=en>

---

<sup>5</sup> Video News Release

## **→PHOTOS**

**We invite Delegations to upload pictures on the online DEVCO photo library:**

- access to DEVCO Intranet for [Commission staff](#) - [EEAS staff](#) - [others](#)

or on EEAS flickr account.

For in depth information on Intellectual Property Rights and clauses in procurement documents please see:

<http://www.cc.cec/budg/imp/procurement/doc/pdf/ipr-explanation-en.pdf>.

### **FLICKR photo sharing account**

As part of its Digital engagement the European External Action Service has launched its Flickr photo sharing account. <http://www.flickr.com/photos/eeas/>

It serves as a one stop shop for photos of the work of the EU around the world. It concentrates on the full extent of the EU's foreign policies and instruments. Run by the Strategic Communications Division of the EEAS it acts as a valuable photo resource.

These photos can be used by Delegations or the Media providing they put "Copyright EU" or "Copyright European Union". In addition Delegations are encouraged to send their photos to the Strategic Communications team so they can be uploaded on Flickr. They should be sent to [EEAS-SOCIAL-MEDIA@eeas.europa.eu](mailto:EEAS-SOCIAL-MEDIA@eeas.europa.eu). Some Delegations also run their own successful Flickr accounts for their own activities.

### **5.5. Publishing on paper**

While paper newsletters were once seen as the *sine qua non* of any information programme, Delegations' press officers and experts now rate paper newsletters as the least important and effective tool in their range of information products.

Therefore, as of 2011, Delegations have been asked to stop producing paper newsletters altogether and to phase out any remaining contracts to produce them unless they still constitute by the most efficient tool to reach your target audiences. As an alternative, electronic newsletters can be displayed on the web site, and/or circulated as an e-mail. We take account of the fact that online access is limited in most developing countries. Electronic publications should be conceived to be printed easily if needed.

Prior to the preparation of any paper publication, Delegations should draw up a distribution plan, based on a clear understanding of the audience concerned. Printed publication should be reduced to a strict minimum. Whilst we realize that many environments are still more paper-based than the EU environment in Brussels, the main target groups we are aiming for are on the Internet and can increasingly be reached electronically. To be noted that EEAS, DG DEVCO and TRADE are in the process of producing web-based brochures with DG COMM as part of its "policies" series. A minimum number of copies should be printed out and kept at local level for conferences and events.

Distribution should be based on the Delegation's contacts data base, which should be updated regularly. The cost of postage should be covered by budget line XX01030202 (ex A06018) as

stated in the [Budgetary Circular](#). Mailing costs should therefore not be included in the budget for information activities.

Delegations should up-load publications on their websites.

If Delegations wish to include their publications in the different bibliographical databases in the libraries around the world, the Delegations must use the international identification numbers. Before producing any periodical or non periodical publication (leaflets and flyers are not to be considered) Delegations ought to contact [Publications Office \(OPOCE\)](#)<sup>6</sup> in order to get international identification numbers ([ISBN](#), [ISSN](#)). Publications identified and catalogued by the Publications Office will become available in EU Bookshop, single access point to European Union's publications.

### **5.6. Publications from outside the Delegation**

The [EU Bookshop](#)<sup>7</sup> gives online access to official EU publications (books, leaflets, electronic documents and CD-ROMs published by the EU institutions, agencies and other bodies). The service is managed by the Publications Office. It contains over 23 000 titles<sup>8</sup> in a multiplicity of languages. Many of the publications can be downloaded in PDF format free of charge, and if the PDF is not available in EU Bookshop, you can request for it to be added. For orders by individuals, free publications can be sent (limited to one copy of each publication and max. 20 publications per order) free of charge by post.

The "privileged partners' facility" (bulk ordering facility) of EU Bookshop [www.bookshop.europa.eu](http://www.bookshop.europa.eu) allows Delegations to supplement stocks by ordering up to 100 copies of any free publications direct from OPOCE. Access is via a user name and password.<sup>9</sup>

### **5.7. Promotional material**

Both production and purchase of local promotional material should be in conformity with relevant procurement rules. Budget dedicated to these items should stay within reasonable limits. They are intended for the general public and not as gifts for individual VIPs or Government officials.

Promotional items should be distributed free of charge and therefore can also be offered as prizes following a contest or competition among for instance children or young students.

Promotional items to cover the visibility of the cooperation projects are to be covered on the bases of the visibility clauses in the respective contracts (see section "visibility of cooperation projects" below).

DG TRADE has a number of "give-away" items (for instance Export Helpdesk material) that can be provided on demand.

---

<sup>6</sup> Mail box: [IDENTIFIANT-OPOCE@publications.europa.eu](mailto:IDENTIFIANT-OPOCE@publications.europa.eu), copy to Alvaro Mason (FPI)

<sup>7</sup> More information about "how to go about publishing" – please visit the [OPOCE Intranet](#):

<sup>8</sup> Specific links to the EU Bookshop:

- [Publications published by the External Relations Directorate General](#)
- [Publications classified under the main theme 'External Relations'](#)

<sup>9</sup> For technical questions about use of the EU Bookshop: [OP-EUB-BULK-ORDERS@publications.europa.eu](mailto:OP-EUB-BULK-ORDERS@publications.europa.eu)

## **5.8. Contact data bases**

A comprehensive management of data bases is an important factor contributing to the overall success of the Delegations' information and communication activities and strategies. While there is not a unique method across Delegations, for the ease of management, it is recommended that Delegations maintain a unique consolidated database.

## **5.9. Prizes/Grants**

Promotional items can be offered as prizes following a contest or competition among for instance children or young students.

Cash/money prizes are not allowed.

## **5.10. Framework contracts**

Both DEVCO and the FPI have two separate framework contracts in place with professional communication consultancies for our communication and dissemination needs in the field of external relations and development cooperation. Delegations are invited to use these framework contracts for the promotion and visibility of their activities.

The services provided through our private contractors cover a wide range of communication areas, such as:

- support to media relations,
- creation of content and development of communication tools,
- development of audio-visual material,
- networking
- evaluation of communication activities,
- events management

For more information on the framework contracts please visit the following pages:

- [http://ec.europa.eu/europeaid/work/framework-contract/commission2011/index\\_en.htm](http://ec.europa.eu/europeaid/work/framework-contract/commission2011/index_en.htm)

- [http://eeas.europa.eu/grants\\_contracts/contracts/2011/communication/index\\_en.htm](http://eeas.europa.eu/grants_contracts/contracts/2011/communication/index_en.htm)

## **6. BUDGET**

---

**The (EEAS) Delegations' Information and Communication budget is managed by FPI, Public Diplomacy and Elections Observations Unit.**

**Budget-line 19 11 02: Information programmes for third countries**

**Decentralised measures carried out by Union delegations in third countries and vis-à-vis international organisations**

In accordance with the communication goals laid down for each region and each country, the Union Delegations propose an annual communication plan, which, once approved by Headquarters, is assigned a budgetary allocation covering the following activities:

- websites,
- relations with the media (press conferences, seminars, radio programmes, etc.),
- information products (other publications, graphic material, etc.),
- organisation of events, including cultural activities,
- newsletters,
- information campaigns.

### **Legal basis**

Task resulting from the Commission's prerogatives at institutional level, as provided for in Article 49(6) of Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities (OJ L 248, 16.9.2002, p. 1). 29.2.2012 EN Official Journal of the European Union II/849

Delegations are requested to send their Annual report and forward planning by mid-January.

As “**Information programmes for third countries**” is a Commission budget-line, rules of DG BUDGET are to be followed. Please check FPI intranet for more details: <http://fpis.intradel.net1.cec.eu.int/node/496>

**FPI Intranet** <http://fpis.intradel.net1.cec.eu.int/node/457> gives information for delegations on:

- Delegations' websites
- EUi's (former European Documentation Centres)
- Information products
- The Press and Information budget for Delegations

DG TRADE has a limited budget can that be used for projects with Delegations, in particular stakeholder seminars and Export Helpdesk workshops, based on Delegations' needs and demands.

## **7. VISIBILITY OF COOPERATION PROJECTS**

Since 2009, each and every project funded by the EU is required to design and implement a communication plan. To facilitate the achievement of this requirement, DEVCO has elaborated a "Communication and Visibility Manual for EU External Actions".

### **→COMMUNICATION & VISIBILITY MANUAL**

Delegations are encouraged to fully exploit the "Communication and Visibility Manual for EU External Actions". **The Manual contains the main guidelines and useful templates to ensure visibility of the EU external action and to support EU staff in their communication tasks** [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)

In implementing their communication strategy, Delegations will endeavour to refer to existing cooperation projects (collecting pictures, adding presentations to websites, showing results and beneficiaries of projects during EC initiated events, etc.).

Project managers in Delegations, as well as implementing partners, should be appropriately informed and trained to be an integral part of this communication effort. To facilitate such training at local level, a training kit is available on DEVCO intranet visibility pages:

- access to DEVCO Intranet for [Commission staff](#) - [EEAS staff](#) - [others](#)

Mainstreaming of communication is essential throughout the project cycle from formulation to evaluation. General conditions of all types of contracts (financing agreements, grants, supplies, services, works...) have one relevant article covering communication and visibility requirements.

The mention of EU funding should at least appear on all products used for external communication but the communication effort should go far beyond... Our communication should focus on results and the long-term impact of EU funded projects. Above all, it is about how a project has changed people's daily lives and made a difference in the countries we work in. Communication can take place at all stages of the project life from the launch of the project up to its end.

There are many ways to raise awareness on the EU's contribution to development projects: field visits, regular work with the media, websites, printed material, outdoor visual material, audio-visual production, case studies, participating in or organising events, setting up visibility and/or awareness campaigns, photo exhibition or cultural events, etc.

One of the main channels to convey visibility and communication of the EU development cooperation is the Delegations' website. Information on cooperation projects should be regularly updated and presented in an attractive way to reach out to partners, stakeholders, academics, students and the general public.

Special attention should be given to the visibility of EU funding in the case of multi-donor projects and EU funded projects implemented by international organisations. Agreements on joint visibility guidelines have been signed with the UN (2008), the World Bank (2009) and the Council of Europe (2011).

As communicating on budget support operations is a complex issue, there is a special web page on the Intranet to share best practices:

- access to DEVCO Intranet for [Commission staff](#) - [EEAS staff](#) - [others](#)

A variety of tools and information sources are also at your disposal to help you succeed in your communication activities. Among them, the collaborative group dedicated to projects' visibility and communication on the platform Capacity4Dev<sup>10</sup> provides a lot of information, examples and documents to assist programme managers in handling communication issues in an efficient way. **This is a virtual space where PIOs and operational agents can exchange experiences, relevant information and best practices among Delegations.**

<http://capacity4dev.ec.europa.eu/visibility/>

---

<sup>10</sup> <http://capacity4dev.ec.europa.eu/visibility/>

As resources are limited, planning is crucial to achieve realistic communication objectives. We strongly recommended that you put together yearly planning schedule of the main communication activities of projects in line with the delegations' political agenda and communication strategy.

#### **TIPS**

As a good practice, the appointment of a focal point for visibility and communication issues within the Operations section has proven to be very efficient. Other good practices include the organisation of information sessions for projects on visibility.

#### **EXPERIENCE OF POOLING COMMUNICATION RESOURCES IN INDONESIA**

In 2010-11, the EU Delegation to Indonesia and Brunei Darussalem changed its communication approach from communicating on EU development aid through project related visibility to a coherent campaign model, carried out by an international public relations company.

The Delegation pooled the funds that were previously used earlier by projects for their visibility into a single visibility campaign, managed by one external contractor selected through a framework contract procedure.

The EU Delegation saw the project as a pioneering approach to development cooperation visibility activities

DEVCO will issue guidelines on how to replicate this experience. SEE ANNEX

## **8. SERVICES FOR JOURNALISTS**

---

- **Services for journalists**

Delegations are encouraged to do as much media work as possible. The first port of call for journalists are the Press and Information Officers.

Journalists can also contact directly the EEAS Spokesperson's and the European Commission's [Spokesperson's services](#), which includes Spokespersons for the different portfolios. Each Spokesperson is in regular contact with the respective Cabinet and the DG's Information and Communication unit.

If you need Lines To Take, you can contact the Spokesperson's Office of the High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission (HR/VP) or the EEAS Strategic Communication team which will then obtain the line for you as soon as feasible.

At 12.00 (Brussels time), the Spokesperson hold their *Midday Press Briefing* during which journalists can ask any questions related to the news of the day or to other Commission dossiers. Delegations can hear the Midday Press Briefing over the telephone (original version: 61100, EN: 61500, FR: 61700) or watch it on Europe by Satellite. Outside the Commission,

the daily press briefing can be watched on the [Audiovisual Service website](#) through web streaming and it is available on this site in MP3<sup>11</sup>, Pod cast<sup>12</sup> and Vodcast<sup>13</sup> formats.

In order to alert journalists to oncoming news and events, the [Top News](#) planning document is distributed once a week through [RAPID](#).

The *esPRESSo* is an email sent to all journalists accredited<sup>14</sup> to the European Commission in Brussels. It can be a news message (normal email usually with link to RAPID), an announcement (for example invitation to a special briefing in the press centre) or a press release (IP, speech, memo).

Delegations organise **press visits** to Brussels for journalists from non-EU countries, to help strengthen understanding and support accurate reporting outside the EU. Delegations are involved in preparing these trips, including identifying the journalists and their areas of interest, and accompanying groups to Brussels. Standard press visits are organised with the European Journalism Centre and comprise a 4-day programme for 15 journalists, with a range of general and specialized themes addressed by institutional and external speakers. The press visits must be included in the Press and Information budget. Delegations can use the framework contract managed by DG COMM for the purpose (contact: Joëlle Lagast). NB Using the FWC requires the prior approval of DG COMM.

The Communication Unit of DG DEVCO also organizes **journalist seminars** together with the European Journalism Centre. They are usually for the EU MS journalists and take place not only in Brussels, but also in partner countries. In case of later, Delegation should provide assistance, where possible, as this is a great opportunity to raise awareness of the Delegation's work on the ground and successfully implemented projects. Recently DEVCO's Communication Unit started organising seminars for European journalists based in media hubs in third countries.

- **The Commission's audiovisual services for the media**

As well as easy access to some of its partners like [EuroNews](#) or the [European Audio-visual Observatory](#), the Commission offers its own [Audiovisual Service](#). The most used services are the audiovisual library, technical assistance for radio-TV professionals (free use of our cameras, editing facilities and studios) and [Europe by Satellite](#) (EbS)<sup>15</sup>.

---

<sup>11</sup> The Mp3 service can be used online, where all press conferences of the Commissioners are available 30 minutes after the event. The historical series of MP3 files is available from September 2003 onwards.

<sup>12</sup> Since September 2006, the Audiovisual Service provides the Commission's Midday Briefing via the pod cast service on the ITUNES platform. The last five briefings can be retrieved by typing "European Commission" in the general search field or "European Commission" in the author field concerning pod casts).

<sup>13</sup> Vodcasts are special kind of RSS Files where the disseminated information is video Files.

<sup>14</sup> To obtain a list of accredited journalists from your country, please refer to [Pier Soldati](#) (DG COMM) –the EEAS doesn't have access to the directory of journalists accredited to the EU Institutions, we only receive a paper copy

<sup>15</sup> See a brief presentation of the services offered by EbS on [http://fr.youtube.com/profile?v=p8R\\_p8qVIBc&user=eutube](http://fr.youtube.com/profile?v=p8R_p8qVIBc&user=eutube)

The **Audiovisual Library** gives access free of charge to the most extensive collection of audiovisual documents ((film, video, audio and photo) on the construction of the European Union since 1945, covering the main EU milestones as well as the current activities and policies, its products ranging from video news items and raw footage to documentaries and clips, from news photos to thematic and symbolic pictures.<sup>16</sup>

EbS in particular can be of interest for local TV stations. It is the EU's TV news agency that offers, via satellite and on the Internet, live, and recorded transmissions of events, raw unedited pictures with natural sound and full programmes related to the EU. EbS also offers the possibility for the Delegations to promote transmissions of the states visits or their representatives to Brussels. The streaming of EbS' coverage of events can be consulted on the EbS website during one week after transmission – which is useful for people working in other time zones. For more information and for EbS' transmission schedule: <http://ec.europa.eu/avservices/ebs/schedule.cfm>.

EEAS' partner DGs also produce and distribute short videos free of charge and to TV channels. Delegations should promote this kind of material in their contacts with local TV stations and link the relevant videos with their websites. For recent material and more information see the website of the [Audiovisual Services](#)

AV and electronic communication material on topical subjects of EU policies should be disseminated through all existing channels not only within the institutions (EbS, EuroNews, Europa), but also through the increasing number of websites operating outside of the institutions and dealing with European issues.

If you wish to integrate some of your AV material into the Audiovisual library for long term archiving and distribution/publishing via EbS, YouTube or the audiovisual portal, the following guidelines should be respected.

## GENERAL INFORMATION

<b>Publication</b>	▪ Indicate which type of publication is wanted: EbS, audiovisual portal, EU-tube or only for archives
<b>Editorial context</b>	▪ If the material is news/event related, give short information about its context and the desired publication date.
<b>Delay</b>	▪ Name of the editor responsible for the content ▪ Material (including metadata and copyright information) should be sent at least <b>2 days</b> before publication/transmission! ▪ In case of larger quantities of material to be published (multiple videos or multiple language versions), please contact the service in advance in order to fix a reasonable delay.
<b>Whom to inform</b>	▪ <b>In general:</b> COMM DEPOT CENTRAL ▪ <b>EU-Tube:</b> COMM DEPOT CENTRAL <u>and</u> bert.van-maele@ec.europa.eu
<b>Where to send your material</b>	▪ DG COMM Service audiovisuel Médiathèque centrale Sandra Nsambi Nzali BERL -1/ME26
<b>Contact</b>	▪ tél.: <b>59471</b> ▪ e-mail: <b>COMM DEPOT CENTRAL</b>

---

<sup>16</sup> <http://ec.europa.eu/avservices/video/index.cfm?siteLang=en>;  
<http://ec.europa.eu/avservices/photo/index.cfm?sitelang=en>

<b>Technical issues</b>	▪ tél.:	<b>95235</b>
	▪ e-mail:	<b>COMM ETEAM</b>
<b>EU-Tube</b>	▪ tél.:	<b>68684</b>
	▪ e-mail:	<b>bert.van-maele@ec.europa.eu</b>

For more specific information on technical aspects etc please contact [konstantinos.mastakas@ec.europa.eu](mailto:konstantinos.mastakas@ec.europa.eu)

## 9. KEEPING YOURSELF INFORMED

---

The Strategic Communication Division of the EEAS services the Delegations and Missions with daily Lines To Take (LTT) on the most pertinent issues and with background information and press material. All Heads of Delegation and Press and Information Officers are on the distribution list of the “**Daily Flash from Brussels**”.

The **e-bulletin** produced by the Strategic Communication Division summarises the main foreign policy events of the week.

You can also subscribe to the **CSDP e-newsletter**, which provide you regular update on developments under the EU in the field of the Common Security and Defence Policy (CSDP) as well as highlights on broader security related EU activities: <http://consilium.europa.eu/eeas/security-defence.aspx?lang=en>.

In 2011, the Strategic Communications Division resumed the former RIC (Relex Information Committee) meetings under a new title: **External Relations Information Committee, “ERIC”**. The Committee (representatives of Commission’s communications units) has set up a forward planner to better coordinate and inform its member services on ongoing and future information and communication activities. In particular, communication campaigns with Delegations, journalist’s visits from and to Brussels, as well as regional seminars for Delegations’ Press and Information officers are highlighted. As a rule, the seminars are organised in cooperation or participation with Commission’s DGs operating in the regions (DEVCO, TRADE). The meeting reports and the forward planner are shared with the Delegations.

Both EEASzone and DEVCO **Intranet** provide useful information and tools for your daily work.

The FPI Intranet contains plenty of information for Press Officers in Delegations, incl. Budget, Web, Promo items, flags, EUis, etc. : <http://fpis.intradel.net1.cec.eu.int/node/457>

Also reachable via FPI main Intranet page: <http://fpis.intradel.net1.cec.eu.int/> - Tools - Delegations' Corner

Another key tool is the "EU Trade News" or EUTN system. It is a weekly electronic newsletter that conveys on-screen news summaries with links to further information on DG TRADE's website. The newsletter and the subscription page are available in 7 languages (English, French, Spanish, Portuguese, Japanese, Chinese and Arabic) and reaches 28,000 subscribers. Delegations are invited to subscribe and to promote this tool with their audiences: <http://trade.ec.europa.eu/eutn/>

## 10. CAPACITY BUILDING

---

### ***Training***

- Each year, regional seminars are organised jointly by EEAS; DEVCO and TRADE for Press and information Officers. In 2012, **PIOs' regional seminars** were already held in Moscow for ENP in Montevideo for Latin America and the Caribbean, and in Tanzania for Eastern Africa. A seminar for Delegations in G20 countries took place in Brussels.

**Communication trainings** are offered to project managers four times a year in Brussels. The training schedule for 2012 is available on Syslog under the item DEVCO communication and visibility :

[http://www.cc.cec/di/syslog\\_formation/catalogue/catalogue.cfm](http://www.cc.cec/di/syslog_formation/catalogue/catalogue.cfm)

- **An annual CSDP Press and Public Information Course (PPI Course)** has been established in 2006 in the framework of the European Security and Defence College (ESDC). The course aims to provide press and information personnel from EU Member States, EU institutions and CSDP missions and operations with up-to date knowledge of CSDP and to facilitate the sharing of experience.
- **All Commission learning opportunities** in the field of communication are available on:  
[http://myintracomm.ec.europa.eu/icn/resources/Documents/res\\_20090730\\_1training\\_comm\\_broch\\_en.pdf](http://myintracomm.ec.europa.eu/icn/resources/Documents/res_20090730_1training_comm_broch_en.pdf) Staff is invited to participate !
- **EEAS Training Catalogue** (link to be published soon)
- On the collaborative platform **Capacity4Dev**, a "visibility" group has been created in order to exchange best practices on project visibility and communication:  
<http://capacity4dev.ec.europa.eu/visibility/>

\*\*\*\*

## 11. YOUR CONTACTS :

	<b>EEAS</b>	<b>DEVCO</b>	<b>TRADE</b>	<b>FPI</b>
<b>Budget</b>	FPI	--	Jana Masarcova	Andrea Sieber
<b>Communication material</b>	Ross Church	Bernard Verschueren	Constantina Anastassiadou	
<b>Delegations' websites</b>	FPI	Myriam Watson	Sophie Andersson, Fabio Fabbi	Andrea Sieber Kostas Mastakas
<b>Events</b>	Begoña Sampedro	Annie Martinez-Alonso	Fabio Fabbi, Anthony Butcher, Ines Escudero Sanchez	
<b>General enquiries</b>	Begoña Sampedro Ross Church	Aurélie Godefroy Bernard Verschueren	Edson Ramos	
<b>CSDP</b>	Sébastien Brabant Laura Di Rosa			
<b>Press</b>	Delphine Lièvreumont Iulia Costea	Stacey Vickers	Lisa Mackie, Florian Schubert, Christel De Jonge	
<b>Project visibility</b>	--	Bernard Verschueren	Fabio Fabbi, Ines Escudero Sanchez, Andrea Scheidl	
<b>Social media</b>	David Tunney	Rodolfo Perez Saracibar	Sophie Andersson, Edson Ramos	
<b>Strategy</b>	Maria Kokkonen	Stina Soewarta	Holger Standertskjold, Lisa Mackie	

