



**The EU Delegation to Ukraine**

# Communications Toolkit

for EU-Ukraine Cooperation Projects

February 2013



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# 1. EU VISIBILITY

## 1.1 Your legal obligation

The General Conditions of Financing Agreements of EU-funded projects state that you are legally obliged to comply with the EU Visibility Manual: [http://ec.europa.eu/europe-aid/work/visibility/index\\_en.htm](http://ec.europa.eu/europe-aid/work/visibility/index_en.htm)

### This Toolkit

- 1) **Highlights** the EU Visibility Manual's **key points**
- 2) **Adapts** the manual to Ukraine
- 3) **Adds** useful tips for communications strategies (including key messages), **media relations** and **event management**

To support your communications more regularly and interactively, we have also created the following programs:

- 1) The **first web-forum** dedicated to **EU-Ukraine cooperation communications**. Here, you can access advice on how best to communicate your project results. Click here to take a look and **become a member**: [http://capacity4dev.ec.europa.eu/communicate\\_eu-ua\\_cooperation](http://capacity4dev.ec.europa.eu/communicate_eu-ua_cooperation).
- 2) The **monthly EU-Ukraine Cooperation Newsletter**: <http://euukrainecoop.com/>. In addition to sharing success stories and interviews on EU-Ukraine cooperation and political issues, it provides information on EU opportunities, such as calls for proposals and tenders. Please contact the EU Delegation Communications Manager, if you have a story to propose for the newsletter. A journalist will then contact you to draft the article.
- 3) Support to Channel 5's weekly 'Windows to Europe' TV programme. It is aired once a week on Sundays at 18:15. Please add this source to your press list and contact the project manager, Lyudmila Miller (e-mail: [miller@5.ua](mailto:miller@5.ua)) if you have a more developed story or key event to promote.

## 1.2. The EU logo: the Flag

**The EU Flag** must be on ALL project materials. If numerous logos should be included because the project has many partners, the EU flag should always be to the left of all others.

The official colours are *Pantone Reflex Blue* and *Pantone Process Yellow*:

Click [here](#) to download.





No additional logos need to be created for the project. However, additional logos may be justified for:

- 1) Multi-year projects (over three years)
- 2) Projects with substantial budgets (over €30 million)
- 3) Projects that want to further integrate Ukrainian elements into the logo
- 4) Budget Support/Sector Policy Support Programmes

### 1.3. Most important communication elements

All projects **must** have/produce:



- 1) A **communications strategy for sharing project results with partners and a broader audience**. Depending on the project size, this can be very simple, focusing on a clear plan of communication activities and tools, noting persons in charge, target audience and needed budget

*Read more in Annex 5. Model Communication Strategy*

- 2) Both **EU and Ukrainian Flags** of similar size (ca 1,25 x 1,75 meters) for events.
- 3) A **press contacts** list, focusing on media with special interest in the project field, and regional media. (The EU Delegation will offer support with broader distribution to national and more general media.)
- 4) A **collection of photos** (minimum quality of 300 dpi). The best ones should be uploaded to the EU Delegation [flickr account](#). In addition to this Flickr account, you may find also thematic pictures to download for your use at:

<http://ec.europa.eu/avservices/photo/photoByThematic.cfm?sitelang=en>

[http://www.enpi-info.eu/list\\_galleries\\_east.php](http://www.enpi-info.eu/list_galleries_east.php)

For tips on pictures, see [A Photographer's Handbook](#) (available in English and Russian).



**Remember: A picture says 1000 words**

All communication documents and material **require** the following:

1. *'This project is funded by the European Union'*
2. *'For further information':*
  - Project contact name, telephone number (including international code), email, and project website (if one exists)
  - EU Delegation website: [eeas.europa.eu/delegations/ukraine](http://eeas.europa.eu/delegations/ukraine)
  - EU Delegation Facebook page: 'Like our profile on [Facebook](#)'



**Leaflets, brochures, newsletters and/or web pages** may follow the EU templates and **must** include:

**Disclaimer:**

*'This publication has been produced with the assistance of the European Union. The content of this publication is the sole responsibility of (name of the author/contractor/implementing partner/IO) and can in no way be taken to reflect the views of the European Union.'*

**General Statement** on the EU (not required for Reports):

*'The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievement and its values with countries and peoples beyond its borders.'*

**Standard descriptions of the project and programme, including for example:**

A standard 3-5 line description of the project to be included in all relevant material.

For EU programmes, the standard descriptions must be used:

**Sector Policy Support / Budget Support Programme:**

*Within a Sector Policy Programme, the EU and Ukraine agree on a set of concrete goals, based on the country's Strategy in a particular sector, e.g. for Education: renovation of a specific number of schools. Taking into account the opinion of civil society, the EU and Ukrainian partners review if the goals were met. If they are achieved and the overall system of public finances is improving, the EU disburses the agreed amount to the State Budget, to further contribute to the country's reforms.*

**Twinning:**

*Twinning projects bring together Ukrainian and EU Member States (MS) public bodies to share expertise and best practice in the work towards agreed reforms. The Ukrainian institution, together with an EU Member State civil servant, called Resident Twinning Adviser (RTA), based in the institution, runs workshops, training sessions, expert missions and counseling to improve citizen services and the legal framework modeled after good European practices.*

Further standard descriptions can be found on relevant websites, and in the glossary on the ENPI Info Centre website:

[http://www.enpi-info.eu/main.php?id=403&id\\_type=2&lang\\_id=450](http://www.enpi-info.eu/main.php?id=403&id_type=2&lang_id=450) (ENP in general)  
or [http://www.enpi-info.eu/main.php?id=59&id\\_type=3&lang\\_id=450](http://www.enpi-info.eu/main.php?id=59&id_type=3&lang_id=450) (ENP-East)

For support, contact the EU Delegation Communications Manager



**Vehicles, Supplies and Equipment:** 'Provided with the support of the EU'

**For the important events** (opening ceremonies for example): a permanent plaque should be placed in the most visible location clearly stating EU support and displaying the flag.

**Events:** use **EU flags and/or banners**.

In addition to the EU-Ukraine templates included in the annexes of this document, standard EU electronic templates can be downloaded here: [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm).



## 2. EU DELEGATION TO UKRAINE COMMUNICATION STRATEGY. HIGHLIGHTS FOR PROJECTS

### **Political Background:**

The current legal framework for EU-Ukraine relations is provided by the Partnership and Co-operation Agreement (PCA). The ambitions of both the EU and Ukraine to enhance their relationship created an opportunity to move beyond cooperation towards gradual economic integration and deepening political association. Therefore, in March 2007, negotiations on a new EU-Ukraine Association Agreement were launched. Finalised in December 2011, the new agreement envisages, among other things, political association and economic integration of Ukraine to the EU.

The EU intends to take steps to sign and ratify the Association Agreement as soon as possible, but this will depend on political circumstances. On Dec. 10, 2012, the Council of the European Union reaffirmed its commitment to signing the Association Agreement as soon as Ukrainian authorities demonstrated determined action and tangible progress in three important areas: legal reforms, election-related questions and politically-motivated cases (Council conclusions on Ukraine). Since it will be some time before the EU-Ukraine Association Agreement can enter into force, the two sides decided to adopt the EU-Ukraine Association Agenda.

### **2.1. Communication Objectives**

The EU Delegation has three key objectives in communicating EU-Ukraine cooperation that we cannot achieve without your support:

- 1) Create a more coherent and quality message of EU-Ukraine cooperation by facilitating networking and best practice exchange and common events among EU-funded projects.

- This Communications Toolkit will help bring your communications more in line with common EU image and messages.
- The specially-created *capacity4dev* communications forum is a new tool to facilitate networking and exchange of best practices: [http://capacity4dev.ec.europa.eu/communicate\\_eu-ua\\_cooperation](http://capacity4dev.ec.europa.eu/communicate_eu-ua_cooperation)
- We strongly encourage you to liaise with other EU-Ukraine Cooperation projects in your field and region. You should be aware of all other relevant projects. See a list of EU projects on our website: [http://eeas.europa.eu/delegations/ukraine/projects/overview/index\\_en.htm](http://eeas.europa.eu/delegations/ukraine/projects/overview/index_en.htm)



- 2) Emphasise the **policy context** of cooperation by pointing out legal and institutional changes happening in Ukraine or specific improvements that are supported by EU funding.

- What is the EU policy for your project's field of work? What are the EU best practices in your sector?
- How is your project helping Ukraine reform its legislation and/or institutions?
- How will the policy changes or reforms benefit Ukrainian citizens?

- 3) Standardise communications tools regarding the **Association Agreement, Deep and Comprehensive Free Trade Area (DCFTA)**, and where relevant, **Sector Policy / Budget Support**.



N.B. Until the signature and date of the Association Agreement is confirmed, we should focus on PREPARING Ukraine for the Association Agreement.

- How does your project help prepare Ukraine for the Association Agreement? How will this aspect of the Association Agreement benefit Ukrainian citizens?
- For all sectors that receive budget support, what are the key goals in the sector? How does this type of cooperation work? What are its key principles?

## 2.2. EU Delegation Slogan and Messages – For Project Use:

Projects should **promote our common slogan and key messages**. You are also **encouraged** to develop your **own project-specific** slogans and messages.

### EU-Ukraine Cooperation Slogans:

**General: 'EU-Ukraine: Democracy, Stability and Prosperity'**



When **designing a slogan** follow these recommendations:

- Make it short and memorable
- Start by listing basic facts about your project to find the main message
- Avoid negative statements
- Test it with a focus group
- Before choosing the slogan, check to make sure another project is not already using it



**EU-Ukraine Cooperation Messages:**

- 1) The EU supports Ukraine in its move toward a **more democratic, stable and prosperous future**. EU-Ukraine Cooperation supports Ukraine's democratic and economic reform and good governance.
  - EU-Ukraine cooperation is – among many other things – helping to improve citizen services, make the government more accountable and more transparent, support fair elections and parliamentary procedures, and protect citizens' legal rights.
  - EU-Ukraine has a long-term political vision to move Ukraine toward membership in the European Union.
- 2) The Association Agreement offers Ukraine and its citizens **opportunities to improve their lives, welfare and living standards**. A model of **modernisation** is based on **European principles and values**, in particular rule of law, respect for human rights, freedom of speech, and human integrity.
  - EU-Ukraine cooperation is helping to prepare Ukraine to implement the Association Agreement, which will help modernise the country.
  - EU-Ukraine cooperation is based on European principles and values, which focus on the rights of individuals.
- 3) EU-Ukraine cooperation is a **win-win situation**. It benefits both the EU and Ukrainian citizens. It stimulates growth in Ukraine and boosts trade with Europe. In addition, it helps tackle problems in advance, including illegal migration, climate change and food security.
  - EU-Ukraine cooperation is – among many other things – helping to create a European business culture within Ukraine and increase business opportunities and the quality of products in the market.
  - EU-Ukraine cooperation supports the free movement of people, which is progressing through the Visa Facilitation Agreement.

## 2.3. Key Events

Every year, the EU Delegation focuses on one or two key communication events. These events help to promote EU-Ukraine cooperation projects. In 2013, the events will be:

1. **Europe Day**. Since Ukraine celebrates 'Victory Day' on May 9, the government has selected the third Saturday of the month as the official 'Europe Day' in Ukraine. This year Europe Day falls on May 18. EU member states and relevant EU-Ukraine cooperation projects will be invited to promote their countries and initiatives.

Please contact the EU Delegation Communications Manager if you have any relevant activities you could present during this period.



**2. EU Sustainable Energy Week.** Ukraine participated in the worldwide EU Sustainable Energy Week in 2011 and 2012. In 2013, events will take place between June **22** and **30**. EU Sustainable Energy Week showcases activities dedicated to energy efficiency and renewable energy solutions. For more information please visit: <http://www.eusew.eu/>  
All projects that work on energy efficiency and related issues are invited to participate. Please contact the EU Delegation Communications Manager, if you are interested or have ideas.



### 3. COMMUNICATION STRATEGY

**Communication strategies** should:

- (1) Be included in the overall work plan
- (2) Be agreed-upon with your partners, including the EU Delegation Sector manager and Communications manager
- (3) Include activities to mark key results at different stages of the project's life

#### 3.1. Getting Started: Think Strategically

**Start brainstorming and agreeing on the following:**

1. Formulate your **project purposes**.
2. Determine your **speakers/project representatives**. Final beneficiaries of the project are often ideal candidates.
3. Determine your **target audience**.
4. Think about the **key message** you are delivering.
5. Select proper **tools and channels of communication**.

The communication process involves five elements you should consider before planning your actions:

- 1. Why communicate?** What is the main purpose of your communication activities?  
Start with formulating your purposes. These can be **more general**, focusing on the project's overall goal or **more specific** (informing certain group of people about....)
- 2. The sender of the message: who communicates?** Decide who will be your **communication or PR-officer**, providing media relations and managing communication activities. Even if existing human resources do not allow for a dedicated communications officer, one **contact person for journalists** should be selected.  
Many people can contribute to highlighting the project's impact. Final beneficiaries, such as a mother benefiting from an EU-funded childcare centre or a school teacher whose classroom benefited from an EU-funded renovation, are often the best representatives to speak about the project results.
- 3. The recipients of the messages: target audience.** The messages you communicate should be targeted at specific people. Who are those people? What do they already know and what they should learn?



**4. What to communicate: key messages.** Messages must serve as a hook to attract your audience and keep them listening to what you are saying. Therefore, the message must be clear, short and easy to remember.

**5. How to communicate: tools and channels.** There are various communication instruments at your disposal and your choice of which to use will depend on your goals, audience and resources.



*Read more in **Annex 2. Tips for Designing Key Messages***

We also recommend preparing a **short project/organisation fact sheet** – a one-page summary in very simple language answering the following questions:

- Why does your project exist? When was your project launched?
- What are its goals and tasks?
- Why it is special and unique?
- How do you work? What are your main activities?
- What are your main achievements?
- How does your project benefit Ukrainian citizens?

### 3.2. Define your target audience

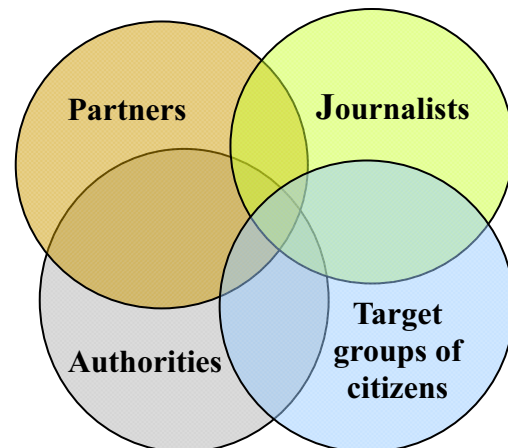
#### ***To whom do you direct your messages?***

A key message is rarely addressed to the general public. It should be developed for a specific target audience: ecological organisations, farmers, schoolteachers, etc.

A project usually demands interactions with several target groups. To define your audiences, answer the following questions:

- Who should be involved in your project activities?
- Who may help in achieving your project's goals?
- Who would potentially be interested in the outcomes of your project?

If you want to multiply your audience, the media should ALWAYS be a target group.





### 3.3. Developing Key Messages

**The key message** is the number one 'big idea' you want your audience to remember or do as a result of your speech, interview or presentation. Think about what your audience knows and what you want them to do as a result of your communication. Adapt your message for each of the audiences you address based on their interests, values and habits.

**Test your message.** First, can you remember it? You should be able to say it without looking at your notes. Test yourself. Then, say it to a friend – see if they can say it back to you. Then ask them to remember it one hour later, and one day later. If they can, well done – you've got a memorable key message. If they say it back to you in an easier way, use this new message.

**Checklist for key messages:**

- Does it correspond with our communication goal?
- Is it short (15 seconds) and easy to remember?
- Is it written in an conversational, clear manner?
- Does it include action verbs in the present tense?
- Is it focused on concrete outcomes and benefits for ordinary people?



Please see Annex 2. *Tips for Designing Key Messages*

### 3.4. Selecting Effective Communication Channels and Instruments

The table below offers an overview of the main advantages and disadvantages of various communication channels and tools.<sup>1</sup>

Type of the communication channel	Advantages	Disadvantages
<b>Printed materials</b> (posters, calendars)	Visual, attractive, long life	- Geographically-limited audience - Good for communicating very short and simple messages.
<b>Printed materials</b> (leaflets and brochures )	Visual, may contain specific messages and arguments	- Expensive design and printing. - Short life

<sup>1</sup> Information is taken from the manual 'Making difference: Strategic Communication to End Violence Against Women'. [http://www.unifem.org/attachments/products/MakingADifference\\_rus.pdf](http://www.unifem.org/attachments/products/MakingADifference_rus.pdf)



Type of the communication channel	Advantages	Disadvantages
<b>Feature placement</b> (in newspapers, magazines)	The article can present the problem in detail and with arguments. Wider audience.	<ul style="list-style-type: none"><li>- Requires effort in establishing contacts with a journalist and editor.</li><li>- Information may be distorted by editorial policy or error of the journalist.</li></ul>
<b>Promotional products</b> (t-shirts, bags, hats)	Visible and touchable, making it possible to inform/engage people. Long life.	<ul style="list-style-type: none"><li>- Expensive design and printing</li><li>- Geographically-limited audience</li></ul>
<b>Social media</b> (internet tools)	Free, easy access, global, interactive communication, wide audience.	<ul style="list-style-type: none"><li>- Requires social media skills</li></ul>
<b>Visual instruments</b> (movies, photos, video clips)	Emotional, interactive, may be shown at special events or shared on internet.	<ul style="list-style-type: none"><li>- Requires significant financial resources</li></ul>

Do not forget to use the [capacity4development](#) website to promote your project to stakeholders. In addition to tips on communicating your project results through the EU-Ukraine Cooperation Communications group, it provides the opportunity to exchange information about your project through thematic groups.

### 3.5. Putting it on Paper: Elements of a Communications Strategy<sup>2</sup>.

Once you have determined the five strategic elements (project purposes, communicators, target audience, key messages, and tools and channels of communication), you are ready to draft the complete strategy. This should include:

#### OBJECTIVES

##### 1. Overall communication objectives.

Is there a clear focus on communication and visibility? Remember: do not confuse communication objectives with those of the project itself. Is there a story to tell?

<sup>2</sup> Based on the communication plan template available in the [Communication and Visibility Manual](#) and is designed to help you in validating a project's communication plan.



For example:

- The objective is to raise awareness of the project and its activities: «*EDU4ALL will bring handicapped kids back to school*» (*communication about the project*)
- The objective is to raise awareness of the fact that «*This is an EU-financed project*» and «*The EU cares about children's rights*» (*EU visibility*)
- The objective is to raise awareness about the rights of handicapped children in schools (*This is one of the objectives of the project itself; it is not a communication objective*).



**2. Target groups.** Are the chosen targets relevant?

*Main targets should be the beneficiary population, local media, and stakeholders (regional and local authorities, civil society, etc.).*

**3. Specific objectives** for each target group related to the action's objectives and the phases of the project cycle. Examples of communication objectives:

- Ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity.
- Raise awareness among Ukrainians of the role of the partner and of the EU in delivering aid in a particular context.
- Raise awareness of how the EU and the partner work together to support education, health, environment, etc.

## COMMUNICATION ACTIVITIES

**4. Main activities.** Are the communication activities well-programmed from the beginning and throughout the duration of the project?

*For example: a launching event at the beginning, a press visit mid-term, and a video with testimony at the end.*



**5. Communication tools chosen.** Are the chosen tools appropriate?

Please make sure that the plan includes at least: a case study, the production of quality photos, at least one press release, and a website if it would be useful. Video testimonies can also be helpful. Events with beneficiaries, or press visits can also be included.

**6. Calendar.** Does the activities calendar match the agenda of the EU Delegation and the main national events?

*For example: Communication activities can have a higher impact if linked to a hook or fail if they are organised at the wrong time.*



Remember to prepare contributions for Europe Day (around May 18) and Sustainable Energy Week (June 22-30, 2013) if such events would be helpful.



## INDICATORS OF ACHIEVEMENT

**7. Completion of the communication objectives.** Include indicators of achievement for the different tools proposed.



*For example: For a press release, include quantitative (number of press releases produced) and qualitative criteria (number of articles published). If the evaluation is not positive, the activities should be adapted.*

**8. Provisions for feedback** (when applicable)

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

**9. Innovation.** Are there any innovative aspects in the plan?



*For example: Social media campaigns, direct marketing tools, cultural events, events targeting specific audiences (opinion leaders, young people, organisations, traditional authorities, etc.).*

**10. Partnership.** Are there partners associated with the implementation of the communication plan?



*For example: It can be relevant to carry out communication activities together with other projects, EU member states or other organisations, etc. Partnerships with local media can also be cost effective.*

**11. Evaluation and adaptation:** Are indicators foreseen to evaluate the effectiveness of the communication activities? Is the adaptation of the plan foreseen during the course of the project and following the evaluation of activities?

## RESOURCES

**12. Communications Budget** (should be part of the contract). Is it available, realistic and 'cost-effective'?



*For example: The budget must be in line with the size and nature of the project. A minimum of €1.000 or 1% of the total budget should be allocated to communication activities.*

**13. Human Resources.** Be sure to account for the number of people and days that will be required to implement the communication activities.

Determine the members of the management team who are responsible for communication activities



*Remember: The communication strategy can evolve to take into account new circumstances.*





## 4. WORKING WITH THE MEDIA

All projects must communicate with the media. The media gives you an opportunity to dramatically expand your audience.

**Activities that will help you in developing effective media relations:**

1. **Monitor media coverage** of the topics related to your project issues. This will help you to be informed about the media's agenda, key experts, discussions and angles of coverage.
2. **Update your media list**, adding to contacts of journalists to work with.
3. **Keep regular friendly relations with journalists.** Keep them informed of news about your project, offer them interviews with your speakers, invite them to your project events, and provide them with extensive information when needed.
4. If your project has a website, **create a separate page for journalists (a press-room)** and update it with press materials, announcements and information about speakers.
5. **Prepare additional informational materials** that can help journalists understand and cover the topic (photos, videos, reports, visual maps etc.).
6. Provide **quick and easy access to your project's** spokesperson; respond to journalists' requests promptly.
7. **Organise special press-events** (press briefings, conferences, lunches, tours) and invite journalists to public events and informal meetings.

### 4.1. Media Networking

As much as your human resources allow, try to go beyond press conferences and interviews. In an ideal situation, media relations are **daily work** to develop loyal cooperative relations with journalists and engage them with your work.

#### What do journalists find newsworthy?

The media decides on stories according to five or six traditional criteria:

- **Timely:** Why publicise the story now?
- **Relevant:** How is it relevant to the reader or viewer?
- **Identification:** Can the readers or viewers see themselves within the topic?
- **Sensation:** Is it surprising or exciting?
- **Conflict:** Does it have conflicting viewpoints?
- **Exclusivity:** Can the media find something unique in your story, or at least be the first to report on it?



### What do different types of media need?

<b>TV:</b>	<ul style="list-style-type: none"><li>- Visual component of the story</li><li>- Topical sound bites</li><li>- Newsworthy topics</li></ul>
<b>Radio:</b>	<ul style="list-style-type: none"><li>- 90-second news, including sound bite</li><li>- Competent speakers for live talk shows</li></ul>
<b>Press:</b>	<ul style="list-style-type: none"><li>- Deep analysis of the situation</li><li>- Clear understanding of your project's impact on society</li><li>- Relevance for a large audience and a human angle</li><li>- High-quality photos</li></ul>
<b>Online media:</b>	<ul style="list-style-type: none"><li>- Up-to-date coverage</li><li>- Well-written releases with background information</li><li>- Interesting quotes (of experts or people affected by your project) and figures</li><li>- Photos</li></ul>

The **golden rules** to remember in your cooperation with journalists:

- **Provide your information quickly and on time.** The world of journalism is the world of deadlines; so, if you want to get your project in the news, be prepared to provide information quickly.
- **Send the event announcement in advance.** After sending the invitation, call the editor (who is usually the one making the decision of whether a journalist will attend the event and cover it afterwards) and make sure they received your announcement.
- **Focus on real people and human-interest stories.** Journalists are often looking for a 'human angles' by covering a real person's story more comprehensively. Provide journalists an opportunity to interview one or several people affected by your project.
- **Maintain friendly relations with journalists.** Organise informal meetings with journalists and share your project's on-going news.
- **Be prepared for every meeting with journalists.** Remember your key message and make sure your information is clear, interesting and easy to understand. Be open, confident and friendly.
- **Never pay for media coverage.** The practice of placing concealed advertising in media is unethical, unprofessional and prohibited by the Ukrainian law. Paying journalists to write about your project means that you agree it does not contain any important and newsworthy information. It also ruins your credibility as a news source.
- **Keep an updated media list.** Before starting your communication work, prepare a list of target media outlets and journalists covering the topics related to your project with their contact information. This list must be updated regularly.



## 4.2. Managing Press Events

A press event is an effective communication tool to draw attention to the issue, share your information and communicate your message. It also provides an opportunity to strengthen networks with your stakeholders (authorities, NGOs, universities, etc.)

**Event planning** should include the following steps:

<b>Identify the goal and format</b>	Make sure that you have news to present and that you set proper goals. The goals should include the following: - Raising awareness - Generating energy for further events - Generating coverage in media	<b>At least 3 weeks before the event</b>
<b>Identify key speakers and guests</b>	Discuss and agree on all key speakers (especially those from the EU Delegation, such as the head of Delegation, Operations or Section) with the EU Delegation sector manager and other event partners. If possible and relevant, engage key opinion leaders and celebrities. Agree on the date and time of the event with all key partners.	<b>At least 3 weeks before the event</b>
<b>Design the event</b>	Press interviews should be immediately after key speeches as speakers have limited time but have more to say AFTER their speeches. Try to include interactive and participative elements (for example, a short video or some outdoor activities). Translation should always be carefully planned and of the best quality. Key speakers should be informed of event scenario and know the key message.	<b>At least 2 weeks before the event</b>
<b>Prepare event material</b>	Prepare all event materials, including invitations, banners and promotional items.	<b>At least 2 weeks before the event</b>
<b>Send invitations</b>	Invitations should, as often as possible, have double headers with the EU on left and partner institution on the right.	<b>Depending on size and type of event: 2-8 weeks before the event</b>
<b>Media invite and press release</b>	Submit the both media invite (simple invitation with key points) and the press release (longer description of the actual event), to be confirmed by the EU Delegation Sector manager and Communications manager, as well as the key partner organisation.	<b>1-2 weeks before the event</b>



<b>Invite journalists</b>	Send the media invitation to target media, news agencies, etc.	<b>1 week before</b> and a reminder <b>2 days before</b> <b>the event</b>
<b>Involve the EU Delegation information sources</b>	Share your information, including press release, with the EU Delegation <u>Communications manager</u> and IPO <u>'Internews Ukraine'</u> , who will help you to promote your event through available information sources.	<b>10 days before</b> <b>the event</b>
<b>Distribute the press release</b>	Distribute the press release to media that didn't attend your event. This will secure additional coverage.	<b>On the day of</b> <b>event</b>
<b>Follow-up (when human resources allow)</b>	Follow-up the event with a phone call. Ask the journalist if he/she got all the materials you sent and whether additional information is needed.	<b>1 day after the</b> <b>event</b>

#### **Event design and logistics:**

- **Venues:** keep it central – the office of your project, news agencies, and hotels are all good options.
- **Reserve** time for press interviews (make it a formal part of programme) and bilateral interviews (during a coffee break in an attractive location with project visibility).
- **Best timing for media** coverage is Tuesday, Wednesday or Thursday between 11:00 and 15:00.
- **Media agenda:** Push for speeches to be as brief as possible and try to leave as much time as possible for questions (about 30 minutes for each).
- **Quality Interpretation:** Simultaneous interpretation is best for most events, except for press interviews and press conferences, where consecutive interpretation is preferable. If only a few do not understand Ukrainian and most do not understand English (the most common case in Ukraine), all spoken English should be translated for all and Ukrainian to English translation whispered to those who need it. The interpreter must therefore be seated in the most convenient seat next to people who need translation (to be agreed upon in advance). Otherwise, interpretation must be fully provided for all.

**N.B.** Remember that consecutive translation requires additional time and speeches should thus be shorter.



## **On the day of the event**

### **The venue**

- Ensure EU visibility. EU and Ukrainian flags should be placed in a visible location, where they can be easily used as a background for photos and videos of speakers.
- Test all technical equipment.
- Prepare all EU visibility elements (banners, flags etc.) and informational materials and present them in an attractive manner.

**Welcome participants and organise general and media registration.** Provide press kits and make sure that you have the contact information of all the journalists who are attending your event.

**Moderation.** Make sure you know who is going to:

- Introduce the speakers
- Moderate the discussion
- Keep time
- Interpret and how/from where

**Record your event!** Take photos, videos, and written notes of the event. You may provide your photo and video materials to be placed in EU Delegation [photo](#) and [video](#) stream. Please contact [IPO 'Internews Ukraine'](#) for further information.

## **4.3. The Power of the Press-Release**

Before distributing the press release, you should **confirm the text** with the Communication manager of the EU Delegation, who can broaden its influence through the EU Delegation's information sources:

- Monthly [EU Newsletter](#) on EU events and developments
- [EU-Ukraine cooperation news](#)
- [EU Delegation news](#)



The structure of the press release should include

- **Heading**, i.e. title with key information
- **‘Chapeau’**
- Strong **first paragraph** including:
  - Purpose of the project
  - Summary of essential facts
- Additionally, the following should be included:
  - Results achieved thus far
  - Quotes
  - Amount of EU funding in Euro and local currency (a must)
  - Name of EU personalities present (a must, if applicable)
  - **Background information**
- Practical elements of the press release:
  - Follow the deadlines (mentioned in the **‘Event planning’** above)
  - Should be limited to one **A4 page**, with **‘END’** written **at the bottom**
  - Include **contact details** for further information

- **The Headline** is the **most important** part of your press release
  - The purpose of the headline is to grab journalists’ attention and give them an idea of what the press release is about. It must be short, pithy and to the point.
  - The headline should focus on the expected **IMPACT** and **RESULTS** and include a verb. For example: *‘The EU and Ukraine work together to improve Air Quality.’*
  - It must consist of no **more than eight words**. Use a big, bold font.
- **‘Chapeau’** (The ‘hat’ is the first two to five sentences)
  - Should include the **key information** and be in ***bold and italics***
  - It should answer the following questions:
    - What?** Title of the conference/workshop
    - When?** Start time and duration of the meeting
    - Where?** Location with as much details as possible
    - Who?** Participants/speakers
    - How?** Working language of the event and whether translation is provided
- **The first paragraph.**
  - You’ve got ONE sentence with which to tell the whole story. If the journalist doesn’t get a sense of it, she or he won’t read on.
  - Remember that it is possible to summarise complex concepts in a simple sentence. Just look at the news stories in the papers to see how they do it.



- **The text of the press release.**
  - It should consist of no more than two or three paragraphs, each of which should be no longer than one or two straightforward sentences. They should expand on what you say in the first paragraph.
  - Keep it simple and avoid jargon.
  - Assume that journalists know very little about your project.
- **Contact details.** Add a heading titled, 'for further information' at the end of the press release.
  - It should provide the name of the contact person with title, phone number(s), email and website.
- **Background information** providing the important information about you project, its aims, achievements and/or related EU **policy** and Ukraine **country context**.

### When to send media invites and press releases?

**Media invites** should be sent twice: once **7-10 days before** the event, and again **2 days before the event**.

The **follow-up press release** should be sent **as soon as possible on the same day of the event**, once all facts and mentioned speakers are confirmed. Unlike the media invitation, it should provide more detailed information, summarising the results of your event and providing quotes from the participants. It should, however, be somewhat prepared in advance, based on planned speaking points. It should be sent to both to journalists who have attended your event and all target media.

### How to send press releases?

Fax and email are the best ways to send press releases. To obtain fax numbers and emails, visit media websites or simply phone the media outlet in question and ask for the fax number of the news desk.

*Read more in **Annex 4. General Recommendations on Press Releases***





#### 4.4. Media Interview

Before the interview, try to learn as much as possible about what questions the journalist intends to ask. Think about what questions you might be asked, including the most uncomfortable ones, and prepare **Q&A (questions and answers)** in advance.

If questions are asked that go beyond the scope of project, answer, *'I'm not in a position to answer this question as it does not directly relate to our EU-Ukraine cooperation project, but I can tell you more about...'*



Read more in **Annex 3. Interview Technique Tips**





## ANNEXES

### Annex 1. Case study: Sample Communication Campaign

#### EU project: 'Women and Children's Rights in Ukraine - Communication Component'

This case study is based on the experiences of the EU-funded project, 'Women and Children's rights in Ukraine - communications component' (hereinafter, **the Project**). It is designed to help you in planning your communication strategy and provides practical examples of communication tools and activities.

The Project was a two-year-long project implemented between September 2009 and December 2011. Its overall objective was to support government and civil society efforts in advancing the status of women and children's rights in Ukraine. The project was focused on the development and implementation of numerous information campaigns aimed at preventing domestic violence, protecting children, and supporting equality of women and men in the workplace.

#### Communication tools and activities implemented within the project:

**Visibility.** The project chose a clear and memorable image - a magenta stripe with the words, 'Stay Human' to raise awareness and encourage resistance to domestic violence. This image sent out a powerful message that there are non-violent ways to resolve conflicts.



#### Publications

The project created publications (brochures, leaflets, flyers) that were easy to read and understand. They provided background information about the project written in simple language, emphasised the core messages of the project, and contained a lot of graphics and imagery.



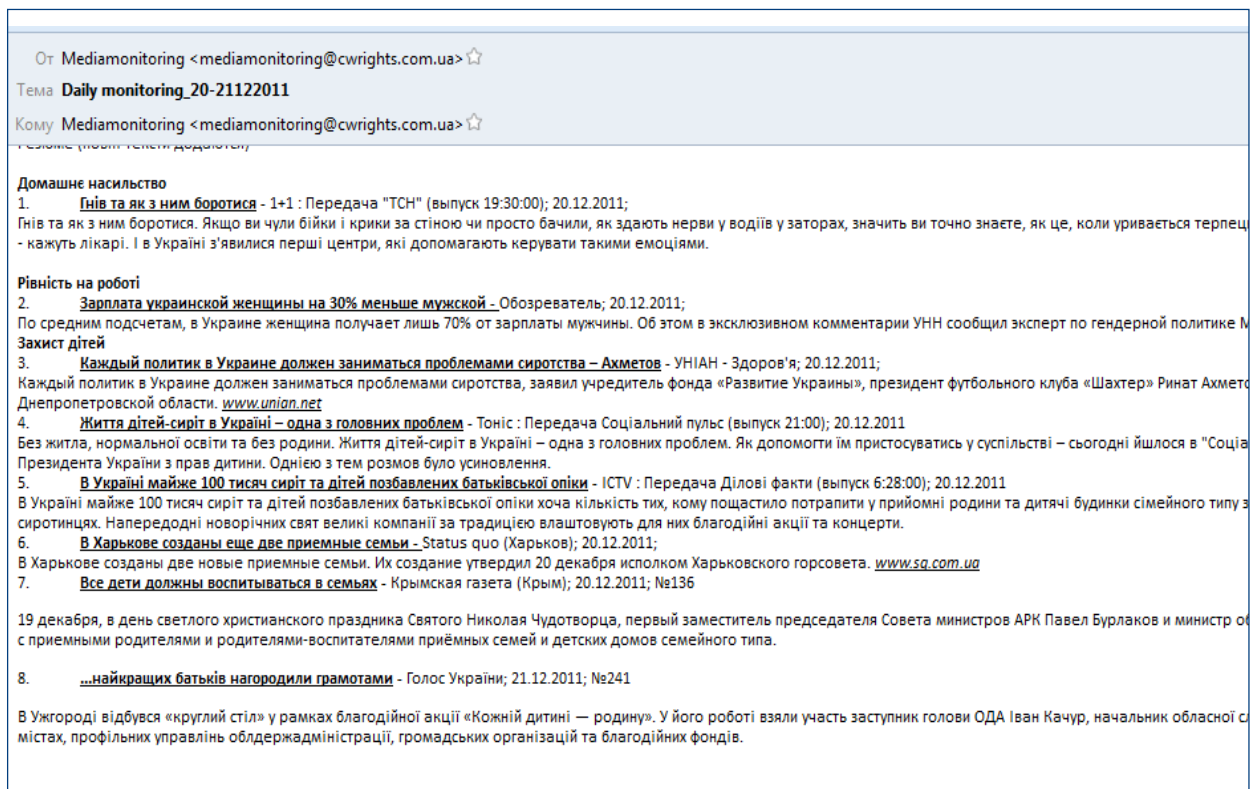


When **designing publications**, the Project followed the following approaches:

- Cut the jargon and keep it simple
- Vary the format of the content using boxes, lists, bullet points and images
- Leave a substantial amount of white space to make the content easier on the eye

## Newsletters

The Project produced a regular electronic newsletter that was a good medium to keep people informed about the project, recent changes, new initiatives, events, interesting articles, and media materials on issues of gender equality, domestic violence and the rights of women and children.



When designing its newsletter, the project used the following approaches:

- Prepare it regularly
- Keep the layout simple, without unnecessary pictures or colour backgrounds
- Conduct regular surveys of subscribers on the quality of the newsletter



## Promotional materials

the Project developed a number of promotional materials (pens, notebooks, cups, key holders, magnets, stickers, lipsticks, pencils, bottle openers, thermoses, etc.) as a way to drive awareness of the project, encourage people to get involved, and persuade them to change their behaviour or attitudes in some way. Promotional products were ingenious carriers of the project's messages.

Examples of the Project's promotional materials:

Залишайся людиною

**Silicone bracelets "Stay Human"**  
(Залишайся людиною)

**Fridge Magnets**  
"Freeze violence"  
(Заморозь насильство)

**Stickers**  
"Violence is a system error"  
(Насильство – системна помилка)

**Key holders**  
"Trust me, and I won't lock myself"  
(Довіряйте мені, і я не замкнуся)

Залишайся людиною

**Cup. "Life is fragile. Even a cup is stronger"**  
(Життя крихке. Навіть кружка міцніша)

**Lip balm. "Take care of a soul. It can be (weather) beaten"**  
(Доглядай душу. Вона може обвітритись)

**Salt And Pepper Shakers. «Don't drive to tears. There is enough salt(pepper)»**  
(Не доводь до сліз. Тут достатньо солі)





Development of promotional materials the Project considered the following steps:

- Used engaging and emotive headlines
- Made it clear and easy for people to respond
- Used active and concise sentences, not passive ones
- Used bold colours, clear layout and design
- Tried to call for attention, interest, desire and action



## Project events

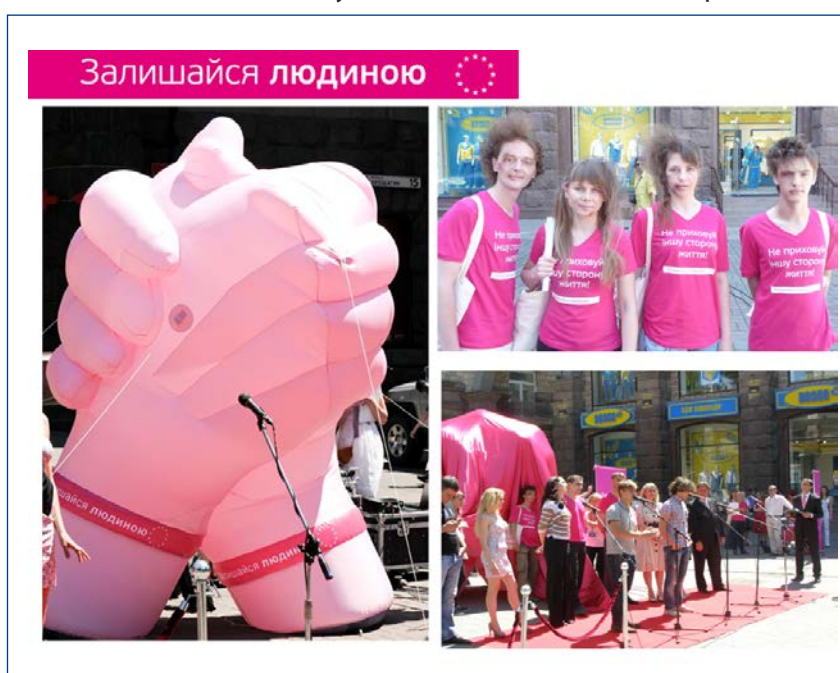
The project held a lot of events to communicate the key messages directly to the target groups. Every event was designed to increase the visibility of the project results by reaching out to as many potential users and media coverage as possible. In order to make events attractive to the target audience, the Project tried to make the agenda of every event diverse, varied and interesting. The most successful events, which reached a wide audience and generated extensive media coverage, were:

### **Example # 1 – Bracelet Campaign**

**Task:** to raise awareness of domestic violence in Ukraine and promote the branded bracelets 'Stay Human' as a sign of support for the campaign to reduce domestic violence in the country.

#### **Solution:**

1. To encourage maximum press interest, an outdoor campaign was organised. A large-scale monument in the form of 'inflatable hand with bracelet' was placed in the downtown of six cities (Kyiv, Lviv, Odesa, Donetsk, Kharkiv, Simferopol) as symbol of changes and actions against violence. The event took place in the central squares of the cities to ensure maximum visibility.
2. The main message of the campaign was, 'I respect those I love,' targeting young people 15-35 years old.
3. Volunteers spread magenta bracelets to passers-by and invited them to join the initiative to acknowledge and prevent violence.
4. To launch the campaign, volunteers were made up to look like victims of domestic violence, with one side of the face pretty, with beautifully coiffed hair and makeup, while the other side of the face was ugly with bruises on the lips or under the eyes and mascara flowing down the cheek.
5. The main message was, 'Do not hide the other side of your life if there is violence in it.'
6. At each press event, government officials, local NGO representatives and celebrities were present to show their support for the campaign. Journalists were also invited to visit shelters in the city where victims can access help.





**Example # 2 – Information cards for victims of domestic violence**

**Task:** To highlight the distribution of 100,000 information cards with a list of family violence support services at public health clinics across the country.

**Solution:**

2. A Press event was organised to launch the distribution of cards for victims of domestic violence in Ukrainian hospitals.
3. The special cards contained information on how to behave in crisis situations, as well as phone numbers of toll-free hotlines on violence prevention.
4. In order to make this event attractive for the target audience and media, the Project added a creative element to the ordinary press briefing.
5. During and after the press event, volunteers wearing white doctor's smocks bearing the message, 'treat violence', were informed clinic visitors and passers-by on where to find assistance in case of violence. This element ensured an interesting picture for the media.
6. To make the event even more attractive to the media, the project organised a visit to a centre for victims of domestic violence, where journalists could interview real victims.





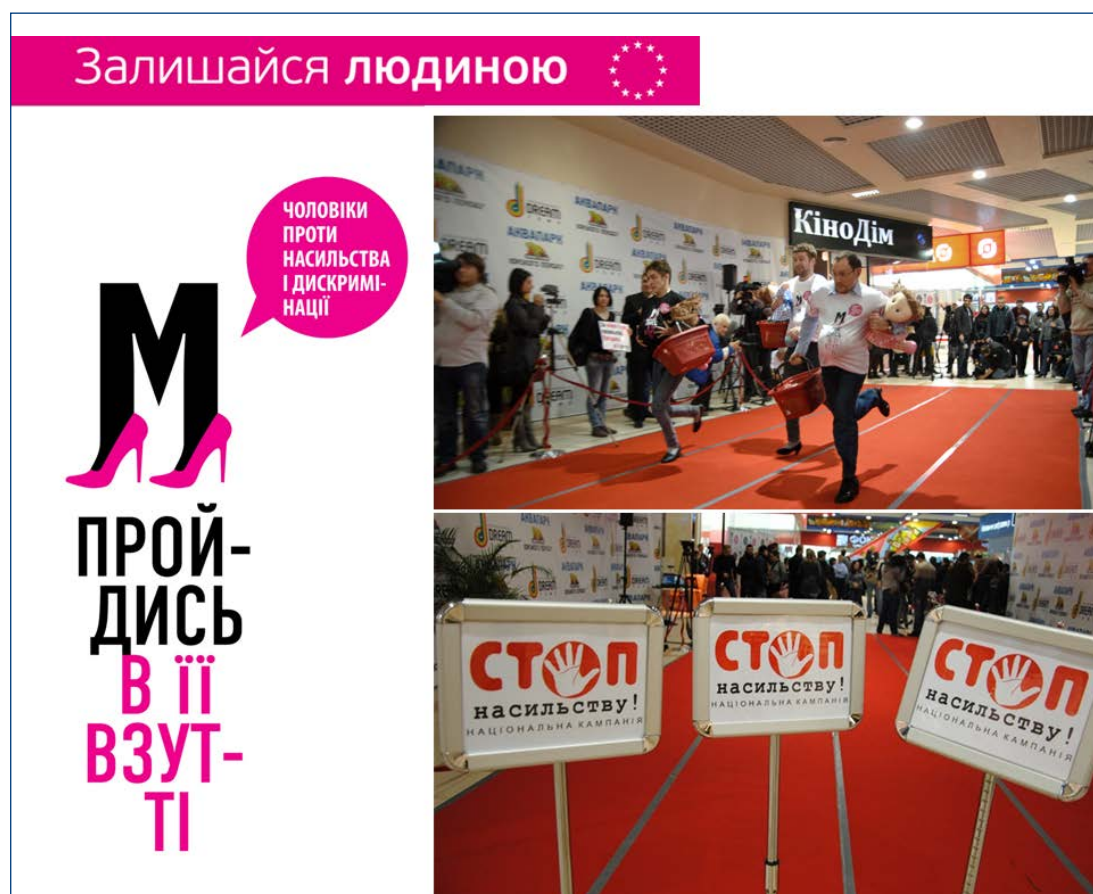


### Example # 3 - Walk a Mile in Her Shoes to Stop Domestic Violence

**Task:** To draw attention to the International Day for the Elimination of Violence Against Women and promote the annual 'Stop Violence' campaign.

**Solution:** In order to make a sombre annual event interesting and attractive, the project decided to hold a creative, unusual and memorable event.

1. The Project enticed Ukrainian men into a race wearing high heels in a shopping mall. It was intended as a fun way to raise awareness of a very serious issue - that women are the main *victims* of domestic violence, and that this problem is due in large part to widespread discrimination and negative stereotypes regarding a woman's role in society.
2. The male volunteers were invited to walk in high-heeled women's shoes. A well-known proverb says that you can't understand another person until you walk 'in their shoes.'
3. In this sense, 'being in her shoes' was about loss of control and power, exactly how victims of violence feel. The creative and innovative approach of the event ensured the biggest media coverage within the project.

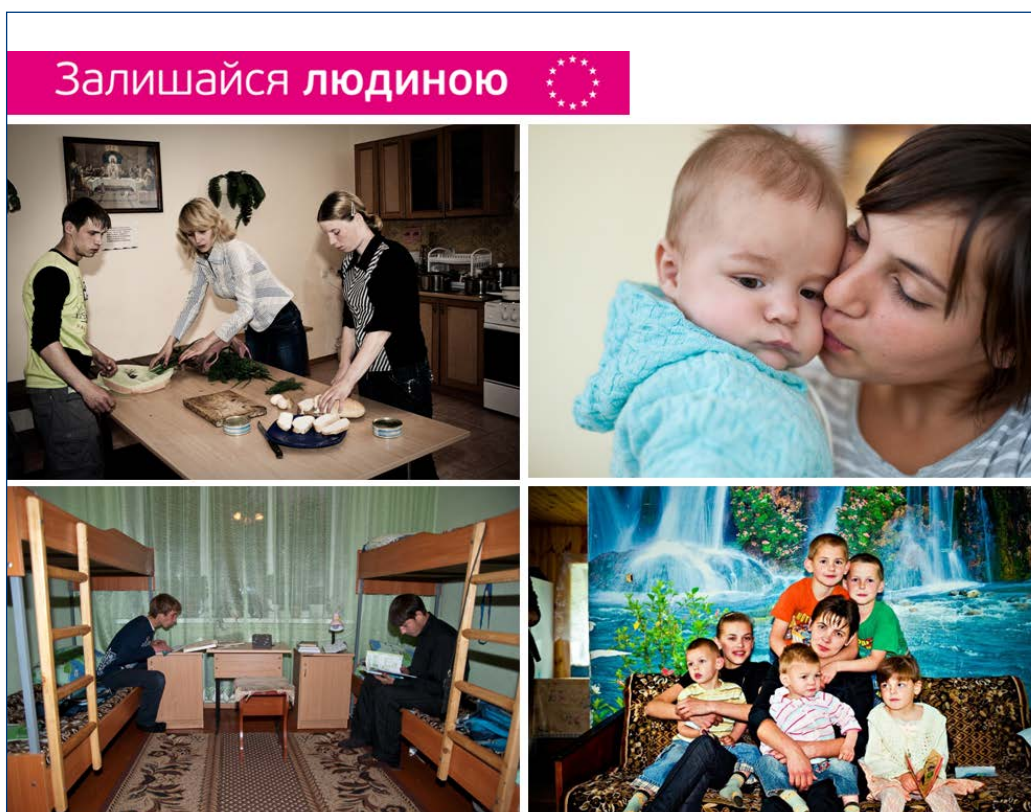


***Example # 4 – Spend one day with an orphan***

**Task:** To attract the attention of the top national media to take part in a press tour to Khmel'nitsky oblast where the pilot project, 'Development of Gatekeeping Policies and Systems for Institutionalised and Other Vulnerable Children' financed jointly by EU and UNCIEF, was held. The Project was aimed at developing tools to change the current public care system for children deprived of parental care into a system to support their lives in caring, family-based surroundings.

**Solution:**

1. In order to show the negative consequences of life a public care institution and the importance of family-based care, journalists were offered the opportunity to become a resident of one of these institutions and experience the life of an orphan for at least one day.
2. Journalists lodged in the orphanages, social dormitory, and the 'mother and child' centre, spent the whole day and night playing and cooking with the children and learning about the institution from inside.
3. The initiative received wide media coverage and resulted in a public discussion of the value of family-based care institutions.







When planning the events and the publicity, the Project considered the following steps:

- Followed four rules to increase the possibility of coverage of the event: interesting people, interesting places, interesting subjects, and good timing.
- Included out-of-the-ordinary touches to the events
- Kicked off the event in a creative – even unusual – way
- Created buzz and attracted media attention to the events
- Assisted journalists by finding interview subjects and newsworthy images
- Invited journalists to take part in the event, not just cover it
- Invited interesting, knowledgeable and skilled speakers
- Invited celebrities to participate making sure the celebrity 'fits' with the event

**Involving celebrities.** Celebrities have tremendous influence over the public and the media. Celebrity support is an easy and efficient tool that enabled the Project to reach out to the target groups. Celebrity support increased the visibility of the events and increased the impact of project's call to action. The Project used different methods of co-operating with celebrities including quotes, video messages, participation in events, co-operation in social media, release of mutual promotional products (For example, a song or calendar).

The Projects managed to **involve the players of the popular Ukrainian football club, Karpaty** in the development of a photo-calendar addressing the problem of domestic violence. The top 13 players of the club participated in shooting the calendar in order to reach out to supporters (men mostly being the violence 'aggressors') with a message, 'I am for fair play both on the pitch and at home.' Every page of the calendar demonstrated the beauty of sport and contained a personal message from a player as well as interesting facts about fair play from the history of football.

## Залишайся людиною



## Celebrities



Поддерживая акцию «Залишайся людиною», я хочу помочь сломать стену молчания вокруг проблемы домашнего насилия. Это не та проблема, которую стоит держать за закрытыми дверями.

**Виталий Уманец,**  
известный украинский боец



Я считаю, что в отношениях должно всегда главенствовать уважение. Поэтому я против насилия и приняла участие в акции «Залишайся людиною». Стань частью этой кампании.

**Анастасия,**  
актриса



Я поддерживаю эту акцию, потому что женские права – это не просто слова, а реальность. Мы должны бороться за справедливость и равенство.

**Дарина,**  
украинская актриса



По своей природе мы все хорошие люди. Но иногда мы забываем об этом. Давайте помнить, что каждый человек достоин уважения и заботы.

**Залишайся людиною**



Самая большая сила на свете – терпимость. Против насилия нужно бороться не только на уровне государства, но и на уровне каждого человека. Давайте создавать встречный поток информации. Поэтому я поддерживаю кампанию «Залишайся людиною».

**Влада Пронина,**  
Глава Благотворительного Фонда «Защитные дети - будущее Украины»



Я не была жертвой домашнего насилия, но когда мне говорят, что ежегодно более 1000 женщин в Украине погибают от рук домашнего агрессора, невозможно оставаться равнодушной. Главное – не игнорировать проблему. Поэтому я поддерживаю социальную акцию «Залишайся людиною».

**Русалка,**  
украинская певица



When planning the celebrity involvement, the Project considered the following steps:

- carried out research to find appropriate celebrities
- looked for an intrinsic link between the celebrity and the messages of the campaigns
- thought of what target audience to reach out and target outreach accordingly
- prepared a short pitch for celebrities with a description of key information on suggested involvement
- explained why celebrities' contribution matters, and how a short amount of their time can make a difference
- thought of what project and celebrities get in return (e.g. articles in the press, TV interviews)

*The use of different communication tools will be showcased through the examples of two awareness campaigns - 'the Stop Violence campaign' and 'Bracelet campaign' implemented within the EU project 'Children and Women's Rights - Communication Component' in 2011.*

- Goals and target audience of the campaign;
- Different kinds and channels of advertising with best examples (TV, print, radio, online, metro lights, buses, billboards, city lights, promoters) - what do you need to know before planning the advertising?
- Corporate/media partnerships to support the campaign - ways of beneficial co-operation of project and media outlets (choice of media outlet, necessary steps of successful media partnerships).
- Engaging celebrities': ways to engage celebrities and expected impact from their participation.
- Off-line events. How to make an event (press conference, round table etc.) attractive for media; examples of successful outdoor events.
- Use of social media and online tools to reinforce the effectiveness of campaigns.



## Annex 2. Tips for Designing Key Messages

Below are few tips that will help you to create an effective, clever and catchy key message:

- 1. Determine your communication goal.** What do you want your audience to remember or do as a result of your presentation? Write down what comes to your mind first. It may need further development, but it's a good start.
- 2. Easy to say and easy to remember.** Make it short. Craft and shorten your message so that it becomes easy to say, easy to grasp and easy to remember. One (two maximum) sentences is enough for a strong key message. You can also test your message by saying it out loud. It must take not more than 15-20 seconds to speak. A simple way to test your message is to check if it fits on a t-shirt or bumper sticker.
- 3. Use a verb in your key message.** The topic of your presentation is not your key message. Check that you're not confusing your audience by ensuring there's a verb in your key message. For example, your topic might be *'Recording health and safety incidents.'* Rewrite it into a key message by turning 'recording' into a present tense verb:

*'We must record every health and safety incident.'*

Consider a subtler example: *'How can you make the workplace safer?'* It contains a verb, but it's not telling your audience anything. Ask yourself: what is the main thing I want to tell the audience about making the workplace safer? The answer is your key message:

*'You can make the workplace safer by looking out for hazards.'*<sup>3</sup>

- 4. Avoid negativity and enhance positivity.** The key message should be positive. Avoid any negative sentences and emphasize things you *can* do, rather than things you (or anyone) *cannot* do.
- 5. Focus on concrete outcomes and benefits that a project can bring** to an ordinary Ukrainian citizen. This will make your messages more clear and understandable.
- 6. It's better to use present tense than past tense.** Avoid past tenses in order to make the message sound factual and topical.
- 7. Write it in spoken language.** Here's an example of written language: *'Educators should maximise the potential of technology in education'* In spoken language it would sound like this: *'Teachers can make better use of technology.'*
- 8. Be specific and concrete.** If your message is too abstract and full of scientific, technical or conceptual jargon, people will not hear it. For example:

*'Implementing urban design principles will ensure that this road project is sustainable'* could be transformed to: *'Adding cycleways and walkways will reduce pollution'*

<sup>3</sup> The examples mentioned in this section were taken from the materials of Olivia Mitchell, communication trainer, New Zealand.



**9. Is the relevance to your audience clear?** Make sure your message sounds clear and relevant to your target audience. One effective way of ensuring this is to include the word 'you' in the key message. For example, *'The forestry sector entered the Emissions Trading Scheme in the first commitment period of the Kyoto Protocol'* will be probably gobbledegook for the foresters. It could be transformed to: *'You can now earn carbon credits from your forests.'*

**10. Focus on the generosity of EU aid.** For example, mention the absence of pragmatic EU interest behind its assistance to projects. When you communicate your messages, focus on the general character of EU norms and standards. For instance, stress that in its assistance, the EU is focusing not on its own self-interest, but on the environment it wants to create in the EU neighbourhood, including in Ukraine.



### Annex 3. Interview Technique Tips

See below some tips on how to achieve your communication goals during an interview:

- **Be informed.** Don't go into an interview unless you're confident that you know your subject and your key messages.
- **Be calm.** This doesn't mean you can't be passionate and enthusiastic - indeed these are good things - but your passion and enthusiasm must be tightly controlled. If necessary, take a deep breath before answering the question. Be polite.
- **Be concise.** It's amazing how little time you get. You must know exactly what you want to say, and say it in as few words as possible, with clarity and determination. The main point must come at the beginning of the interview: you should summarise the whole issue in just one or two sentences before expanding on your theme.
- **It's the answers that count, not the questions.** Before going to the live program you should know exactly what you want to say and how you want to say it. Don't be too scrupulous about answering the question: deal with it as briefly as possible and then get to the points you want to make.
- **Don't try to make too many points.** You should have a maximum of three main arguments. Any more positions and both you and the audience will get lost.
- **Finish your point.** If the interviewer tries to interrupt you before you've arrived at the important thing you want to say, don't be afraid to carry on talking until you've said it. Sometimes it's useful to say, 'just a moment' or 'if you'd let me finish.' Be assertive without being rude.
- **Simplicity.** Make your points as clear as possible. Use short sentences and simple words. Try not to use sub-clauses (a sentence within a sentence), as you might confuse the listener.
- **Turn hostile questions** in your favour. There are several ways of doing this:

**Deal with the question quickly and then move on to what you would like to talk about.** A good way of going about this is to agree with part of the question, then show that it's not the whole story. For instance: *'Yes, of course human welfare is critically important, but that doesn't mean we should neglect animal welfare in Ukraine. At the moment X per cent of all dairy cows die before they're six years old because of the terrible conditions they're kept in. Now that doesn't do them any good or us any good.'* Or: *'Yes, destroying the potatoes will affect the farmer's livelihood to a small extent. But the issues at stake are enormous. If these plants were allowed to reach maturity...'*

- **Deliberately misinterpreting the question.** 'You're right; there were a lot of undesirable elements at the protest. In fact, there's an urgent need to regulate the security industry properly. Do you know that a lot of security guards have criminal records for violent assault? It's symptomatic of the whole road-building industry: they don't care what they do or who they do it to.'





- **Undermining the factual content of the question.** In other words, don't let the interviewer push you into a corner.



For example:

Question: *'But given that biotechnology is necessary to feed the world, what you're really doing is putting wildlife before humanity.'*

Answer: *'In fact you're wrong to suggest that biotechnology is necessary to feed the world. By concentrating food production in the hands of a few multinational corporations...'*

Always bring your answer back to the point.

- **Leave your notes behind.** If you do not know the messages you want to highlight by heart, do not agree to the interview.
- **Project.** You're not having a casual chat with the interviewer or the other guest. You have come to make some important points, and you must get them across in such a way that the viewer or listener can't possibly ignore them.

This means that you should put more emphasis into your voice than you'd do in a normal conversation. It might sound strange to you when you first do it (and practice it before you do a real interview), but on air it will sound fine. In fact, if you don't do it, you'll sound flat and boring. TV and radio are all brightness and colour, and you must sound bright and colourful to make an impact. It's a bit of a balancing act, projecting well while staying calm.

- **Use your body.** On TV, a good rule is that your head and torso should stay fairly still (which makes you seem solid and trustworthy), but your hands should lend emphasis to what you say (they can help to drive your points home).
- **Humour.** If you can do it without making it sound frivolous or irrelevant, a bit of humour can help a lot to win your audience over. Gently satirising your opponent's position is often quite effective.



## Annex 4. General Recommendations on Press Releases

- **One page maximum.** If absolutely necessary, additional pages can include background information.
- It should be **clear whether the press is invited**, and if yes, the press release should provide the EXACT place and time of the meeting.
- Use a **'pyramid' structure**: begin with the most interesting information. As you continue, you can further elaborate. List the relevant information at the end.
- Use **'quotes' and numbers** with common sense. Quotes are best placed after the 'chapeau' and basic information.
- **Avoid abbreviations** (if necessary, spell-out when the acronym used for the first time) and do not include technical details. The content should be of interest to a broad audience. TRY to **translate objectives** into specific **results Ukrainian citizens can get from your initiative**.
- Keep it **short and simple**. Delete any words and phrases that are not necessary. Keep the sentences short (approximately one line). Two short sentences are better than one long sentence.
- Make it **more 'active'** by focusing on VERBS and ACTORS. **Who** does **what**?
- When mentioning EU support, refer only to the **European Union** (and not to the European Commission, which is a PART of EU).
- **An embargo** means that you are instructing journalists not to publish or broadcast the information in the press release before a certain time. There are several good reasons for an embargo:
  - Journalists will know they aren't going to be trumped by anyone else getting in before them.
  - It creates a sense of event.
  - This is the usual format: EMBARGOED till 00.01, Friday May 15.
- Use the **EU template** and include your **project's logo** at the page footer.





## Annex 5. Model Communication Strategy<sup>4</sup>

<b>Project title:</b>	‘Introduction of energy-saving technologies in the schools of *** city’
<b>Project duration:</b>	January 2013 – January 2014
<b>Implementing partners:</b>	*** (name of the organisation)
<b>The overall budget of the project:</b>	200,000 Euro
<b>Budget for visibility / communication:</b>	5000 Euro
<b>Overall communication objective:</b>	<ul style="list-style-type: none"><li>- Raise awareness about EU assistance in implementing energy efficiency</li><li>- Attract attention to the problem of energy conservation in Ukrainian schools</li></ul>
<b>Human resources:</b>	Communication manager, part-time position
<b>Evaluation of achievements:</b>	Generated media coverage

<sup>4</sup> Based on the communication plan template available in the [Communication and Visibility Manual](#) and is designed to help you in validating a project’s communication plan.



#	Activities	Task description (steps to be taken)	Responsible person	Timing	Budget (in Euro)
1	Events	<ul style="list-style-type: none"> <li>- Launch of the project with participation of city authorities</li> <li>- Presentation the final results with the participation of the EU Delegation representatives</li> </ul>	Communication manager, event manager	January 30, 2013 January 20, 2014	1000
2	Development of project's webpage	<ul style="list-style-type: none"> <li>- Development of the website offering detailed information about the project, background information on tasks to be solved by the project, photo reports, comments by experts, etc.</li> </ul>	Communication manager, IT-manager	January 2013 – January 2014	1000
3	Publications	<ul style="list-style-type: none"> <li>- Leaflets, brochures</li> </ul>	Communication manager	July 2013,	500
4.	Photo/ video reports	<ul style="list-style-type: none"> <li>- Photo/ video coverage of press conferences and events</li> </ul>	Photographer hired by the project		500
5.	Media relations	<ul style="list-style-type: none"> <li>• Press releases: <ul style="list-style-type: none"> <li>- announcing press release</li> <li>- press release on the project's interim results</li> <li>- press release on the project's termination</li> </ul> </li> <li>• Managing media requests, feature placement, Arranging interviews with project representatives</li> </ul>	Communication manager	January 2013 July 2013 January 2014 On regular basis	500
6.	Production of promotional items	<ul style="list-style-type: none"> <li>- Developing the logo of the project</li> <li>- Production of branded caps, pens, plaques, etc.</li> </ul>	Communication manager	January 2013 June 2013	1000
7.	Press visits	<ul style="list-style-type: none"> <li>- Organised for local journalists to the presentation of the preliminary results of the project.</li> </ul>	Communication manager	July 25, 2013	500

