



# Kolarctic CBC Communication and visibility instructions to projects



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# Introduction

Why should the project take into account these communication instructions?

## You want your project to gain visibility, don't you?

What you do in your project is valuable. You want it to be seen. You did not plan a project in order to hide it, did you? Maybe your project is one where visibility is indispensable for the implementation.



## You have certain duties as a Kolarctic CBC project.



Kolarctic CBC financed project has certain obligations. As a financier, the European Union as well as the participating countries Sweden, Norway, and Finland, have demands towards your project: the programme and the participating countries do not mean to be anonymous benefactors. You must not hide the financial contribution which they have given to the project. The project must carry out communication and visibility activities which raise public awareness of

- The objectives, activities, outputs, results or/and impacts of the project, and
- The Kolarctic CBC and the participating countries' support to the project.

These activities are referred to in this manual as "visibility". Your organisation may have a whole unit with professionals specialised in communication, and if they are involved in your project, it's great. Or you may be a small organisation with not so much updated experience in communication. This document serves you.

# Communication with the Kolarctic CBC

## Managing Authority and the Branch Offices

The Managing Authority is the contact point for any required guidance throughout the project implementation process. For each project, the Managing Authority designates a contact person. As a rule, all communication between the project, i.e. Lead Partner and the Managing Authority, should go through the contact person of the project. The contact person will provide the Managing Authority's guidance throughout the project implementation process and reporting stages. It is the responsibility of the Lead Partner (LP) to communicate with the contact person and to give a regular updated picture of the development of the project. So much of the *internal* communication of the project.

The contact person from MA, and the Branch Office, must be provided with the invitation to steering group meetings, and messages and materials that are distributed to this group. Since this is an information and communication guide, let's say the contact person and the Branch Office must be invited to events – which most often *do* have a communicative nature.

The communication actions of Kolarctic CBC, and its stakeholder groups and contacts might offer your project visibility in different contexts. The programme and its financiers need to show project examples, and your project could be one of them! The MA may also share or re-tweet your social media posts.

## Minimum requirements

### **In short: Basic compulsory requirements – MUSTs - for the projects funded by Kolarctic CBC**

This chapter presents “musts”, minimum requirements concerning all communication and visibility actions of all projects. Failure in following them may lead to rejection of their costs.

### ***A MUST: The logo with an EU emblem***

The implementing partners and contractors of the project may use their normal visual design in documents, but should add the logo given to projects by the Managing Authority when communicating on matters related to the project. The logo must enjoy an equally prominent place and size as that of the project actors. The same applies to supplies and equipment, especially those that are going to be prominently placed, or used on a longer term than the project duration. You can see the alternatives below:



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## ***A MUST: You must acknowledge the support from Kolarctic CBC in written materials and promotion materials***

The projects must also in their written communication indicate that the project is co-funded by the EU-programme Kolarctic CBC programme.

What is written above, applies in practice to

- Training and education materials and
- Information materials such as
  - websites,
  - brochures and leaflets,
  - press releases,
  - promotion materials
  - roll-ups and posters
  - social media applications

## ***MUSTs in construction actions and infrastructure projects: Display Panels. A MUST: Commemorative plaques and signs in permanent structures***

Infrastructure-related projects funded by the programme should identify themselves as such by means of display panels describing the action. The display panels should be clearly visible so that those passing are able to read and understand the nature of the action. The project should erect the display panels beside access routes to the site where the action, e.g. construction is taking place, and they should remain in place from the start of the action until six months after its completion. Get more detailed information and material from your contact person in the Managing Authority.

Signs and panels are recommended in premises rented for the project actions, especially when it is likely that a significant number of the target group is passing by or visiting the premises.

Kolarctic CBC has no ready detailed instructions for commemorative plaques. The material and appearance of it depends on, for example, the place where it is going to be installed. If your project is constructing permanent structures, get instructions from your contact person in the Managing Authority in how to indicate the Kolarctic CBC and the participating countries' support to the construction.

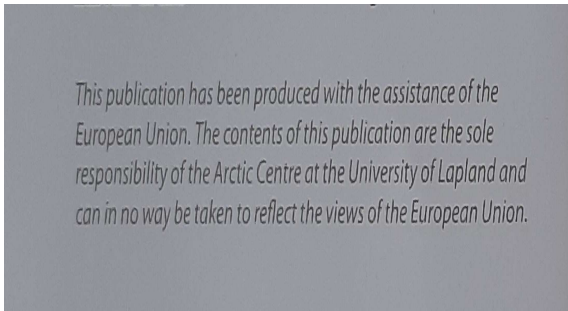
## ***A MUST: Disclaimer***

A disclaimer separates the views of the EU and the project partners.

A disclaimer must be included in all publications where information, views etc. are presented. The wording is:

*"This publication (website, video) has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the author / contractor / implementing partner> and can in no way be taken to reflect the views of the European Union."*

*An example of a disclaimer  
in a project publication*



*This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the Arctic Centre at the University of Lapland and can in no way be taken to reflect the views of the European Union.*

## ***MUSTs when preparing press releases and arranging media events***

Like other information materials, also a media release must visually and in its text indicate the Kolarctic CBC funding.

The project must always inform the contact person of the project and the Kolarctic CBC Branch Office in the country, about press conferences and press visits to come.

At the media event itself, an EU flag should be displayed if other flags (e.g. national flags) or symbols are being displayed.

Representatives of the Managing Authority, and /or the Kolarctic CBC Branch Office in the country, should have the possibility to join the visit.

## ***A MUST concerning publications: brochures, leaflets, guidebooks, media releases***

The project must send copies, including electronic copies of the publications, to the MA (the contact person) and the Kolarctic CBC Branch Office in the country. Send it to the contact person in the same time as you send it to other target groups, and later, when you do an interim report, annex the publication to the report.

## ***MUSTs concerning websites***

As a minimum, the project must make links to the Kolarctic CBC website <http://kolarctic.info>

The Lead Partner must make the Contact Person in the MA aware of the website. At the end of the action, the Lead Partner must copy the website onto a suitable form of data and save it like all other project documents (as instructed in the Project Implementation Manual for Kolarctic CBC projects, Chapter "Closing the project").

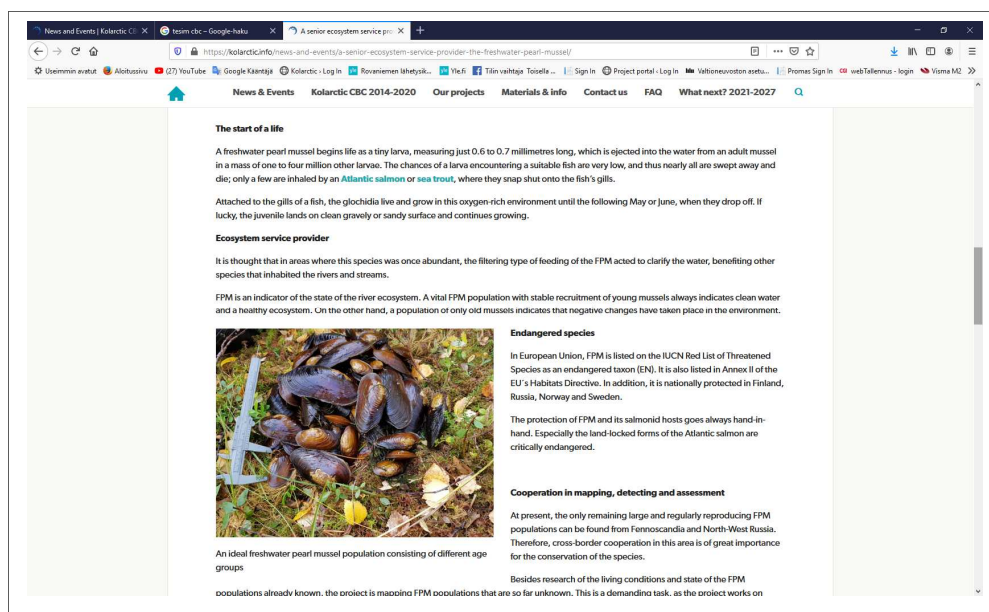
## ***MUSTs Photos, pictures, videos***

The project must send copies of photos, other pictures or videos which are shown in the project's communication materials, and which are made with the support of the project, to the contact person of the project in the Joint Managing Authority of Kolarctic CBC.

The files should be provided with the following information):

- The name and contact details of the person sending the pictures.
- The name of the action to which the picture relates, its duration (e.g. 2018-2020)
- and the country in which it was taken, preferably also the region / place

The MA and the European Commission will be entitled to use these photos without payment of royalties.



The Managing Authority uses the photos of projects in the communication of the MA – and thus promotes the projects as well.



# Planning of communication and visibility activities

An information and communication plan should contain: (the list is from the document: Communication and visibility in EU-financed external actions – requirements for projects, 1. January 2018)

- **a clear communication objective;** what do we need to achieve by the communication of this project? You have written in the project plan the objectives of *your project*. What does the project objectives require of your project communication? Examples: Some projects may need to collect participants. Some projects may have as a central objective to get the approval of the local people to their actions. Some projects may need visibility on e.g. the circumpolar area. These features and needs of your project must reflect on your communication plan.
- **well-defined target audiences;** to whom do we want to deliver the messages? (Note that different messages may be appropriate for different audiences). All projects must more or less direct their communication towards a general audience, citizens of the region. But most projects also have specific target groups. These, again, can be derived from the objectives of your project.
- **key messages;** what do we want to say? See also chapter “The message and the text”
- **a timeline;** scheduling of the communication actions It is not meant that all information activities must happen in the beginning of each project. If you need publicity in the beginning, plan the timeframe according to that need. If, in your opinion, the project has something interesting to show later, during some phase of implementation, take advantage of that situation. Maybe your project’s “show time” is near the end of the project? Always could be the right time to spread information.
- **a budget;** (this you have hopefully planned already at the stage of making the financing application)
- **context-appropriate communication channels;**
- **indicators for monitoring and evaluating the success and reach of C&V activities;**

Besides the list above, it is good to include also:

- **Responsibility;** division of communication tasks. Define in the communication plan who / which organisation is responsible for communication in general, and for single activities. A couple of hints: involve a person who is truly interested in e.g. photography, and one who is truly interested in writing texts. Unless there are no such persons available in the projects staff, consider external service

.....



# Friendly advice

## The message and the text

Plan what you say and what you write. It should be easy if you have in the communication plan defined the messages properly. Answer to yourself to the question: What do we want the audience to know about your project?

You do NOT need to say everything in every occasion, or every text. A presentation easily gets difficult to listen if there is too much information in it, you know this after attending some events. A text easily gets too long if you do not focus. Maybe you have been given a limit of e.g. a certain number of characters, or a certain amount of pages. So, focus on what is essential in this particular text. It could be e.g.

- What the project is going to achieve, or
- HOW it is going to achieve, or
- What the expected impacts of the project are, AND
- which financier(s) are supporting the project.
- a special case might be: your project needs attention and participation from the audience in question, in order to succeed

## The text must be adjusted to the target groups

In order to communicate effectively, target audiences should be clearly identified in communication plan. Also, in each communication activity, think: what is the target audience *this time*? Are they:

- Stakeholders working in the special field of the project?
- Citizens of the regions that are affected by the project?
- Decision makers?
- other?

Note that depending on the case, the target groups may be in different countries.



## The text must be adjusted to the purpose

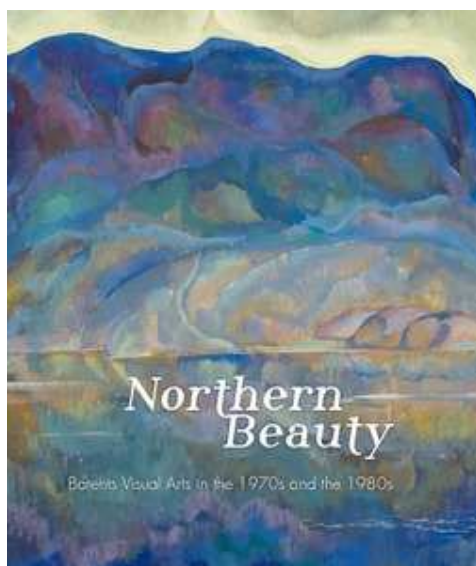
Different texts are for different purposes. The text in a press release or an information leaflet is different from that in a scientific report. You should always keep in mind the target group when you write. Communication texts should be short and simple – unlike, for example scientific publications or legal text where sometimes unambiguity and punctuality is more important than readability.

### Examples from project "Northern Beauty" (Kolarctic ENPI CBC 2007-2013)

Anything at all can be described in various ways. See how the texts below – presenting the same project – differ from each other. The texts are written for totally different target groups. Do you see the different target groups in the texts?

Example 1	Example 2
<p>Northern Beauty project was implemented by the University of Lapland in cooperation with museums and art organizations from Finland, Russia, Sweden and Norway. The project worked as a platform for the cultural research and collaboration through joint international exhibitions and symposiums with the ultimate mission to promote visual cultural heritage of the Barents region. Upon the results of the research, the team of international art researchers and art professionals produced Northern Beauty publication consisting of art-historical research-based articles.</p> <p>....</p>	<p><b>Murmansk may not be Paris, and Luleå is certainly not New York. But to the surprise of some people there is a thriving art scene in the high north. The history of the area's visual arts offers plenty of intriguing tales.</b></p> <p>Working so far away from the national capitals, and the so called elite of the art world, is not necessarily a disadvantage. Many times it can create unique opportunities for visual artists and other professionals in the field of art. When colleagues are few and far between, it is natural to look for contacts and relationships beyond local borders. The remote location and the unique Arctic landscapes have influenced the artists and it shows in their work...</p>

Originally, the text on the left was for presenting the project to financiers, administration of arts, project experts etc. The text on the right was written for presenting the project to more general target audiences: e.g. citizens in general.



Think what is most essential to the target group you are writing to. In formulating the messages, concentrate in writing the most essential thing first. For most target groups, most essential is probably not “we have this project called XXX ...” or “Project XXX has started”. In the project background or in the project objective, after doing some thinking, you find the most essential things for the target group – unless you have already defined this in the communication plan.

**In  
communication  
of a project, the  
best starting  
point is not the  
project**

It would be very useful if you can pick a pin-point: pick one or two of the most interesting activities / outputs / persons / in the project, and use them as a “cover photo” or headline of your communication. Find heroes and heroines! This applies especially to actions towards the media and the big, general audiences.

## Recommendations about photos

Photographs (or video) should be used or available to illustrate the project. That was a very mild expression. NO communication today is feasible and plausible without visual illustration. The visual materials, e.g. photos, **should be of the people involved in the action, rather than the officials responsible for its management.** Too often, the projects publish photos of a group of people posing in a meeting room, BUT that kind of photo tells almost nothing about the project in question: it could be the photo of any project!

In Kolarctic CBC projects, the arctic conditions, the arctic environment, infrastructure and industries are, besides people, also suitable content in photos. Please notice also that the photographs are one of the best ways to highlight equality between men and women, older and younger, people with different backgrounds etc.

**The project must always have a permission of the person(s) in question, when publishing photos where single persons can be identified / recognized. It is practical to inform the audience or other group in advance that the project is going to take photos in the event, and tell where, how and for which purpose the photos will be used.”**

Choose those photos which will best illustrate the results and impact of the action and match any written information on the action.



Good quality photography is a *profession*. Use professionals! Mr Horacio Alcala was working with TESIM, photographing Kolarctic CBC projects in August 2016

# Examples of possible communication activities, tools and channels

## But here is first a few words about sensory channels

Be open-minded! You can reach people via the sensory channels of a human being. Material that you publish can consist of

- Visual material (things that people can see). It can be
  - o still, or
  - o moving
- Audio material (things that people can hear). It could be e.g.
  - o speech,
  - o music, or
  - o other audio
- Different combinations of those above.

The things above can appear, depending on format, on paper, cardboard, plastic, wood, metal... audiofiles, videofiles, slideshows... or live presentations.

## Communication channels



You deliver information through different *channels*. Planning of information, messages and materials must go hand in hand with planning the communication channels. A somewhat old-fashioned example is that if you produce printer material, you must also plan to whom you want to deliver it, and this selection must lead you to plan *how* you deliver it.

Communication channels is something that has been rapidly changing during the recent years and is changing now. Whereas in the 1980s and 1990s, a traditional media (television and newspapers) was central, and publication series was the second “must”, a variety of channels exist today. In selecting channels, find out how your target groups can be reached.

Examples of channels, and some advice:

- The web: define if the project is going to establish a domain, or if it is going to be presented under another domain, or if it is going to establish several domains for several purposes (one could be for the Project, and one for the dissemination / outcome / result / reaching target groups.
- Social media: note that they are changing and various, and there are differences between countries. What do you need social media for? After thinking about this, choose the appropriate social media.
- Traditional media (newspapers, radio and television)
- Books and other publications: They are for e.g. reporting and disseminating project results.\*
- Light printed publications like brochures and newsletters
- Live events: If you arrange these, to whom are they directed? Remember planning of them appropriately, according to message and target group.

\*Besides that all projects must do information and communication, the *substance* of the project might be communication

One type of channels is project databases. One example is that the Managing Authority will publish your project in [keep.eu](http://keep.eu) and [cbcprojects.eu](http://cbcprojects.eu)

## A look at some activities

Materials are not meant to just exist, they must be used in communication actions. To give some examples that seem to be used and favoured – starting from the most traditional ones:

### Contacts to the media:

Consider what are the most appropriate media for your project content and your target group? It is not always the newspaper, TV or radio which first comes to your mind. Attempts to reach the media is also not always successful, as you may have noticed. Attention of the media has become the most valuable currency in the media world.

#### Press releases

A press release is something traditional in communication. Remember that the journalist modifies your text. Let's call this a media release.

A media release may be published connected to a media event, e.g. press conference or a media visit. But it may also be published without connection to a certain event, in which case it should be *news*.

**Attention of the media  
has become one of  
the most valuable  
currencies in  
communication.**

(See also chapter "The message and the text") A newsworthy media release should focus on the aspects of the project that would probably interest the big audience. It is interested in topics that are close to itself, or topics that are current in the public discussions. One good example how to formulate the media release is to select a person or a case that the project concerns and



point out what has happened or developed in the life or work of him / her / it. A press release may contain a heading, a strong leading paragraph summarising the essential facts, the main body of the story, quotes, some background information, and contact details for further information.

The release must be dated at the top and it should also indicate when the information may be released. Generally, journalists prefer to be able to use the release immediately; in this case 'For immediate release' should be written at the top of the document. However, it is sometimes appropriate to embargo the release until, for example, the publication of financial figures. In this case, a simple expression such as 'Not to be used before 10:00 hours, 15 October' should be included at the top of the document.

In the end of a media release, the writer should provide the name of at least one person whom the journalist can contact for further information.

The media today hopes that we would avoid attaching annexes in the media releases (which are often sent via e-mail). A good way to deliver a media release is an e-mail, where the release is written in text. A link to your website is a good way to provide more information about the topic, project photos and other visual material, the visual identity of the Kolarctic CBC programme, visual identity of your organisation etc.

*Like other information materials, also a media release must visually and in its text indicate the programme funding, as described above.*

*Remember to send the media release to the contact person of the project in the Managing Authority!*

#### Press conferences and visits

Group visits by journalists to project sites may offer additional visibility opportunities. **They must concentrate on achievements which are tangible, seen from the target group's point of view.** They must be well-timed, also from the journalists' point of view. Invitations must be sent with as exact information as possible about the timetable, the topics to be handled and the persons participating and persons available for interviews.

The project must always inform the Managing Authority about press conferences and visits to come. Where appropriate, the project should arrange a journalists' visit so that representatives of the MA, or the Kolarctic CBC Branch Office in the country, can join the visit.

*At the media event itself, the EU emblem should be displayed if other flags or symbols are being displayed.*

## **Events**

Organising a public event (or participating in an event organised by some other project or body) may offer excellent opportunities for generating interest in the project and its achievements. Such events can include conferences, workshops, seminars, fairs, and exhibitions.

Please notice also to highlight equality between men and women, older and younger, people with different backgrounds etc., for example how many speakers are men and how many are women.

*The project must keep the Managing Authority of Kolarctic CBC, and the Kolarctic CBC Branch Office in the country, aware about the preparation and implementation of such events, including contacts with the media. In the invitation phase and in the event, the support of Kolarctic CBC must be acknowledged.*

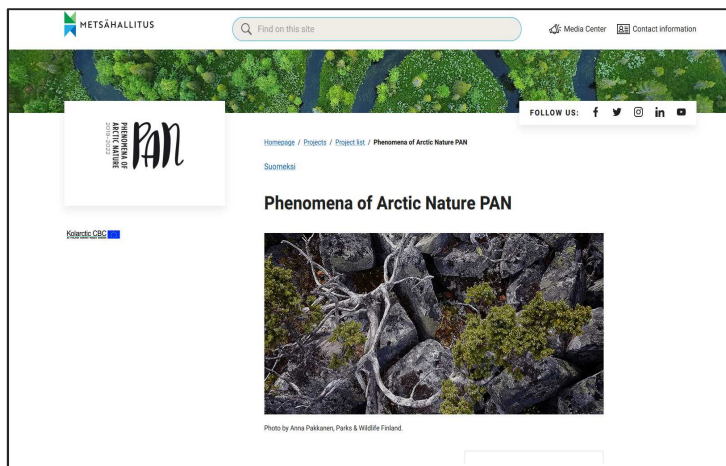
## **Websites and social media**

Websites are increasingly a basic requirement for communication. Own, separate websites are not required for all projects since information could simply be made available e.g. via the Lead Partner's and the Partners' websites.

If the action is designed to have a long life and will give rise to significant material that could be communicated on a website (photographs of the evolution of the action, short interviews, material for the press, etc.), your project may establish a website related to the action. You should take this into notice in making the communication plan.

Maybe your project has the need to establish several domains for several purposes (marketing, dissemination, reaching target groups, and / or informing about the project itself). Or maybe, these tasks can be handled under the same domain under different subpages.



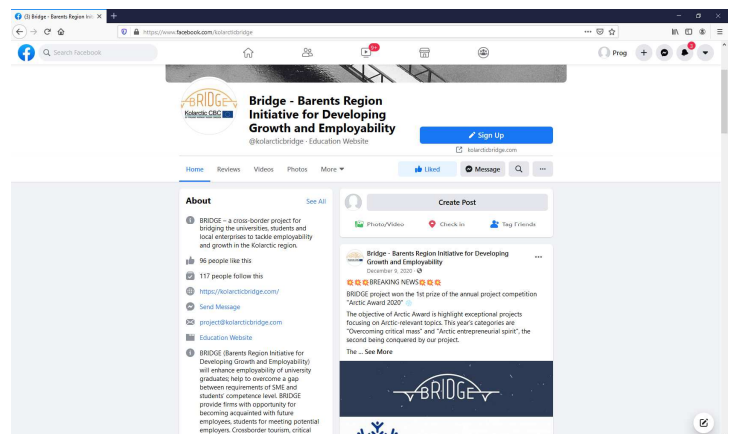


The website presenting project PAN is under the domain of the Lead Partner, Metsähallitus. It is beautiful, but the project is also aware that the focus of the project is not in online media, the focus of PAN is in the nature – the real world.

<https://www.metsa.fi/en/project/phenomena-of-arctic-nature-pan/>



Project BRIDGE is maintaining a website on a domain of its own. BRIDGE is also active in social media and the use of these two channels is well planned. This is important in a project, like BRIDGE, where the project activities are largely carried out online. (Especially during years 2020 - 2021) <https://kolarcticbridge.com/>



Social media can be regarded as more interactive and more dynamic compared to a website. Your project can gain visibility in the flow of social media posts. Think what is the best combination of social media and website, and the division of roles of these two. E.g. news on the website are worth posting in social media. One social media platform can only in exceptional cases be the only communication channel in Kolarctic projects, because of differences between countries and variety of target groups.

When a project establishes a website, co-operation with the Managing Authority can ensure coherence, and provide links to relevant sites. Remember that the MA is in the social media (profile name Kolarctic CBC) and you could cooperate with it.

*As a minimum, links should be made to the website of Kolarctic CBC as follows:*

<http://kolarctic.info>

At the end of the action, the Lead Partner must copy the website onto a suitable form of data, e.g. a mass memory), or when appropriate, just send it as a HTML or JPEG file, to the MA for possible further use in its general communication activities and for archival purposes.

### **Leaflets and brochures**

See also chapter "Communication channels". Publications such as printed leaflets and brochures can be useful in communicating the results of a project, or a sub-action of the project, to specific audiences. Note that when you print them, you should already know where you are going to spread them.

- **Leaflets** can provide basic factual information and the address (such as a mailing address or web site) where further information can be found;
- **Brochures** can go into greater detail, highlighting the context, including interviews with stakeholders, beneficiaries, and so on

The project must make a distribution plan for material in paper form. In general, all material that a project produces in paper form, it should also make available in electronic form, so that it can be sent by e-mail and posted on a web site.

### **Newsletters**

Newsletters are characterised by their regularity and can be issued to inform on the progress of a project. This is useful for example for infrastructure projects, training programmes, and so on, where the impact of an action can be appreciated over time.

### **Display panels, commemorative plaques, other signs and panels**

Infrastructure-related projects funded by the programme should identify themselves as such by means of display panels describing the action. The project should erect the display panels beside the site where the action is taking place. The panels should remain in place from the start of the action until six months after its completion. Get more detailed information and material from your contact person in the Managing Authority.

Permanent commemorative plaques are meant for permanent structures such as houses, roads, bridges, etc.

## **Final words**

The MA and the BO:s hope that this guide has raised some ideas or thoughts. Kolarctic CBC projects are all different. You as a project actor have the ability to plan what messages, channels and timing serve your needs AND contribute to the best performance of a project. When you have a problem, contact us. And when you feel that you have succeeded in communication, let us know!

<https://kolarctic.info/>