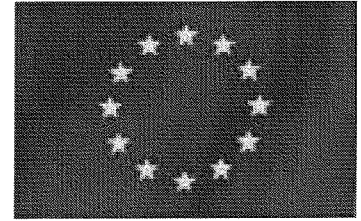UNITED NATIONS

EUROPEAN COMMISSION

Joint Visibility Guidelines

For EC-UN Actions in the Field

1.   INTRODUCTION

These guidelines have been designed to ensure that UN actions funded by the European Union (EU) incorporate information and communication activities designed to raise the awareness of specific or general audiences of the reasons for and impact of the UN-EU cooperation, and identify EU[1] support for the action in the country or region concerned, as well as the impact of that particular action.

The guidelines are not a legal instrument but are meant to offer tools designed to enable the development of a dynamic communication strategy and to provide concrete advice to assist United Nations Secretariat, Specialised Agencies including the International Atomic Energy Agency (IAEA), Funds and Programmes (the United Nations Organisations)[2] that are party to the FAFA, and European Commission Directorates-General (EC DGs) and Delegations in selecting the type of visibility activity best suited to specific actions and contexts. The guidelines also include information concerning the correct use of the EU logo and identity.

Where the context and available resources permit, the United Nations Organisations should complement basic elements of static visibility and information communication with dynamic ways of highlighting EU support, as well as the impact of the action.

All communication and visibility activities should be carried out in close co-operation between the United Nations Organisation and the appropriate Delegation of the European Commission (EC Delegation) or the relevant headquarters department of the European Commission.

Note that these guidelines are consistent with the European Commission's own "Communication and Visibility Manual for EU External Actions".

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[1] In the event of "multi-donor" type agreements, in addition to the EU other donors may be identified.

[2] These guidelines do not apply to UN Agencies, Funds or Programmes that are not party to the FAFA.

1.1 UN/EC Communication and Visibility

The United Nations and the European Commission (EC) have developed a strong partnership in the pursuit of shared humanitarian and development goals. These have been outlined in a number of strategic policy and programme frameworks. Both the UN and the Commission are also committed to increasing the effectiveness of aid in line with the principles of the Paris Declaration.

The nature of the relationship, and its bearing on the purpose and manner in which communication and visibility activities are carried out, is reflected in the Joint Visibility Action Plan signed by Commissioner Benita Ferrero-Waldner and UN Deputy Secretary General Mark Malloch Brown in September 2006. The Action Plan emphasizes the shared commitment to communicate the results of the UN/EC partnership to beneficiaries and external stakeholders in the interest of transparency in the use of public funds, and as a means to foster global solidarity.

1.2 Existing Framework of Cooperation

The funding relation between the UN and the EC is governed by the 2003 Financial and Administrative Framework Agreement (FAFA). This agreement is applicable to all EC DGs and all the United Nations Organizations that are party to it, and sets out the legal obligations in relation to a number of aspects, including visibility.

In particular, Article 11 of the FAFA sets out the legal obligations of the UN in relation to visibility. Its content is repeated and expanded in Article 6 of the General Conditions applicable to European Community Contribution Agreements with international organizations.

Both Article 11 of the FAFA and Article 6 of the General Conditions clearly indicate that the United Nations Organisations should take all appropriate measures to publicize the fact that an Action has received funding from the European Union. These articles also provide basic guidance in terms of the target audiences and visibility tools, and delineate the correct procedure regarding the size and prominence of the acknowledgement, disclaimers on UN publications, and visibility requirements in relation to equipment bought with an EC contribution.

Eligible costs in relation to communication and visibility are set out under section 3 of FAFA and Article 14 of the General Conditions.

2. COMMUNICATION AND VISIBILITY: A STEP BY STEP GUIDE

2.1 Communication and Visibility Plans

As agreed in the Joint Action Plan on Visibility, the main objective of visibility activities is the communication of the "positive results of the partnership". In addition to inputs, visibility activities should focus on outputs and the impact of the action's results.

Within the inception phase of an action, a communication and visibility plan highlighting the related communication activities should be discussed and agreed between the United Nations Organisation carrying out the action and the EC focal point [see section 2.2.2]. Once agreed, the United Nations Organisation shall report on the implementation of the plan under the regular reporting requirements foreseen in the respective Contribution Agreement.

In the preparation of a Contribution Agreement both the United Nations Organisation and the EC should agree on the appropriate financial allocation to be included for the budget line titled "Visibility Actions".

2.1.1 Operational Criteria for Communication and Visibility Plans

In identifying appropriate communication and visibility activities, certain overarching criteria will be taken into account:

- Size and proportion of the Commission's financing.

The EC recognises that visibility activities need to take into account and reflect the multi-party nature of multi-donor agreements even as they highlight the partnership with the EC.

In the event that the EC contribution is to a multi-donor action or is channelled through a United Nations Organisation Trust Fund established for global, regional or broad thematic initiatives, and where it is not reasonably possible or appropriate to identify the activities financed by the EU, visibility for the EC contribution will be provided within the context of broader visibility and communication designed for the overall initiative. This issue will be discussed between the United Nations Organisation and the European Commission on a case-by-case basis during the inception phase of the action and the outcome will be reflected in the Contribution Agreement.

- Urgency

Where a speedy intervention is envisaged in response to a sudden crisis, the United Nations Organisations are not expected to prepare a full communication and visibility plan immediately. UN agencies should nonetheless ensure that in such situations the Commission's support for their action is displayed from the start in an appropriate manner for the action. It is understood that in such cases the provisions of the FAFA and GC's should continue to be respected unless otherwise agreed by the parties.

It should be noted that, in the context of their humanitarian partnership, UN agencies and the Commission may adopt specific visibility and communication approaches in order to preserve a distinct identity for impartial, needs-based humanitarian aid operations.

- Nature of the action

The communication and visibility plan should be adapted to the nature of the action. The *thematic area* and *geographical scope* of the action should set the parameters of

the visibility activities. For instance, projects relating to coordination, security, etc. are unlikely to require a major visibility component, if any.

- Other considerations

Factors such as *insecurity*, or local *political sensitivities* may curtail information activities in some crisis zones and, in extreme cases, it may be necessary to avoid visibility altogether. Some actions require a high level of *political neutrality*. In these cases, the target audience and visibility tools will be chosen in relation to what is appropriate, in consultation and agreement with the EC Delegation. When standard procedures for visibility are not possible due to security reasons, the visibility requirements will be foregone, or possible alternative arranged where appropriate (e.g. communication actions in EU member states).

2.2 Building a Communication and Visibility Plan

In all actions (projects, programmes, and so on) communication activities should be properly planned.

Communication should focus on the achievements and impact of the action, not on administrative or procedural milestones. In order to maximise the impact of communication efforts:

➢ Activities need to be timely

➢ Information used must be accurate

➢ Activities should be co-ordinated closely with the European Commission

➢ The right audience(s) should be targeted

➢ Messages should interest the target audience(s)

➢ Activities should be appropriate in terms of resources spent and expected impact

However, there should also be room in any plan to seize a good opportunity. A good communication reflex and the ability to exploit unexpected opportunities to the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be exploited. The communication and visibility plan for any action should seek to maximise synergies with the overall visibility strategy of the EC Delegation (or the relevant Commission department) and that of the relevant United Nations Organisation.

2.2.1 Key Audiences and Target Groups

In order to communicate effectively, target audiences should be clearly identified in communication and visibility plans. Audiences will include opinion formers and influential figures, as well as those beyond government and media who have a stake in the action, or are affected by it.

The United Nations Organisations should focus their communication and visibility plan on audiences in the beneficiary country, who are the ones for whom the impact of the action will be most apparent and most immediately relevant.

In as much as the financing is available, and the urgency, nature, and context of the action will allow, the United Nations Organisation should include in their communication and visibility plan audiences within the EU, specifically opinion-formers and "elite" audiences involved in the field of international co-operation.

2.2.2. Communication and Visibility Plan Template

In case a communication and visibility plan is considered, the following template can be useful.

Communication and Visibility Plan Template

General Communication Strategy
Objectives
1. Overall communication objectives
2. Target groups - Within the country(s) where the action is implemented - Within the EU (as applicable)
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* United Nations Organisation *and of the EU in the action.* - *raise awareness among the host country population or in Europe of the roles of the* United Nations Organisation *and of the EU in delivering aid in a particular context* - *raise awareness of how the EU and the* United Nations Organisation *work together to support education, health, environment, etc.*
Communication Activities
4. Main activities that will take place during the period covered by the

communication and visibility plan

Include details of:

➢ *the nature of the activities*

➢ *the responsibilities for delivering the activities*

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5. Communication tools chosen

➢ *Include details of advantages of particular tools (media, advertising, events, etc.) in the local context*

Indicators of achievement[3]

6. Completion of the communication objectives

Include indicators of achievement for the different tools proposed

7. Provisions for feedback (when applicable)

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

Resources

8. Human Resources

➢ Person/days required to implement the communication activities

➢ Members of the management team responsible for communication activities

9. Financial resources

➢ Budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)

2.2.3 Communication Budget

The funds set aside for communication activities should be included in the Contribution Agreement, and should be reflected in the appropriate working document (e.g. annual work plan).

The communication budget should be sufficient to have a real impact, and reflect the size, and, consequently, the likely impact of the action. The precise budget allocated to

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[3] Consistent with those set out in the logical framework for the action.

communication should be agreed with the Commission on the basis of contextual and project-related factors.

There may be situations where a financing agreement or Contribution Agreement does not include a specific budgetary provision for visibility activities. In this event, and in consultation with the Commission, a minimum of €1,000 should be identified for basic visibility items (e.g. stickers or other visual identity material).

2.2.4 Drafting and Implementing the Plan

While the plan should be agreed between the United Nations Organisation and the Commission, partner country officials and other partners (e.g. other donors) may need to be brought into the process, to ensure complementarities of effort.

In devising communication activities to be funded under Contribution Agreements, United Nations Organisation staff should take account of the following:

> ➢ Methods of communication selected and messages given should be compatible with prevailing social or religious norms in the place where the communication activity is carried out.

> ➢ Activities should respect the local environment.

> ➢ In all communication activities, the local language(s) should be used as far as possible.

Outside expertise may be called upon, to be funded from the budget for the action, to carry out the communication activities.

In any event, the resources (human, financial, etc.) needed for implementation of specific communication activities should be carefully assessed during the design of the communication and visibility plan.

Changes to communication and visibility plans should be agreed with the Commission

2.2.5 Reporting

The standard reporting requirements foreseen in the provisions of specific contracts, financing agreements and Contribution Agreements prevail. These reports should include details on the progress of visibility activities.

2.3   Wider Communication and Visibility Actions

A non-exhaustive inventory of specific activities which may, depending on circumstances, be implemented is found in Annex 1 to these guidelines. In practice, the choice of the most effective and appropriate modalities will depend on the *size and proportion of the EC's financing*, and the *urgency*, *nature*, and *context* of the action as per section 2.1.1.

In addition to action-based communication activities, whenever possible and practical, communication and visibility should be strategic, and build on broader sets of activities or programmes, focusing on activities which better lend themselves to attract the target audiences. For example, when a number of programmes are financed by the Commission in a

country or region, or covering a common theme, it could be envisaged, subject to previous agreement from the Commission, to use the individual project communication and visibility budgets to put together a more comprehensive communication programme and to achieve greater impact. This type of visibility should seek to promote the EU-UN partnership. Such an arrangement would however still require reporting to take place on a project basis.

To the extent possible, UN agencies should identify potential areas where broader and more strategic communication could be sought using the various EC-UN Strategic Partnership Agreements as a guiding reference. These proposals should be shared with the relevant EC and UN staff in Brussels for information.

ANNEX 1:   ADJUSTING THE COMMUNICATION AND VISIBILITY PLAN TO THE ACTION

The United Nations are responsible for giving adequate publicity to the action they are implementing as well as to the support from the EU.

Different activities may be appropriate at different stages of the project cycle. In any event, communication activities should focus on achievements and the impact of the action, not on administrative and procedural milestones. The signature of a document, even if it relates to a large amount of money, will not necessarily attract much media attention.

The following sections contain an overview of possible communication activities. These elements may be useful when drafting the communication and visibility plan, as well as in the absence of a formal plan.

1. Basics

Before initiating any information, communication or visibility activity related to an EC-financed action, the United Nations should contact the Press and Information Officer at the EC Delegation accredited to their country. The Press and Information Officer is responsible for co-ordinating the overall EU communication strategy in the country or countries to which his/her EC Delegation is accredited. The Project Manager should always be included in contacts with the Press and Information Officer.

The United Nations should use their normal stationery in letterheads or fax headers sheets, but should add the phrase *"This project/programme is funded by the European Union"* as well as the EU flag when communicating on matters related to the action (See Standard Contribution Agreement, article 6.2 of the General Conditions for specific details on this issue).

The disclaimer (see Annex 2, section 6) must be included in all publications.

2. Other Communication Activities

Other elements of the communication and visibility plan might include:

- ➢ Press releases (see below 2.1)
- ➢ Press conferences (2.2)
- ➢ Press visits (2.3)
- ➢ Leaflets, brochures and newsletters (2.4
- ➢ Web sites (2.5)
- ➢ Display panels (2.6)
- ➢ Commemorative plaques (2.7)
- ➢ Banners (2.8)

- Vehicles, supplies and equipment (2.9)

- Promotional items (2.10)

- Photographs (2.11)

- Audio-visual productions (2.12)

- Public events and visits (2.13)

- Information Campaigns (2.14)

Basic guidance on these elements is provided below.

2.1 Press Releases

Press releases can be a very useful contribution to the communication activities around an action. As a general rule, a press release should be issued at the start of all actions.

Where the United Nations Organisation launches a press release in the context of the Action, it should liaise with the Press and Information Officer at the EC Delegation before sending it out. Likewise, where the EU plans to issue a press release focusing on the action, it should liaise with the relevant United Nations Organisation for a similar clearance.

The release should incorporate the EU flag, mention that funding was provided by the EU and mention the amount of EU funding in euro and in the local currency. If a press conference is planned, the press release should include the name of an EU personality who will be present at the press conference, if appropriate.

The release should be dated at the top and 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.

A newsworthy press release should 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 should be kept to one side of an A4 page whenever possible; if it is longer, *'more follows'* should be written at the bottom of every subsequent page. At the end of the document, make sure to write *'End'*.

After *'End'*, the press release should provide the name of at least one person whom the journalist can contact for further information. Where possible, both a work and a home telephone number should be provided.

2.2 Press Conferences

Press conferences organised in the context of the communication and visibility plan should always be organised in co-operation with the Commission. The invitations should bear an EU flag in accordance with the applicable general rules.

At the press conference itself, an EU flag should be displayed if other flags or symbols are being displayed.

2.3 Press Visits

Group visits by journalists to project sites may offer additional visibility opportunities. Such visits should be well-timed and focus on tangible achievements. Where appropriate, groups of visiting journalists should be accompanied by representatives of the EC Delegation.

2.4 Leaflets, Brochures and Newsletters

Publications such as leaflets brochures and newsletters can be useful in communicating the results of an action to specific audiences.

> ➢ 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;

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

Publications should always be tailored to the audience in question, and focus on the intended results of the action, not the financial and administrative details. Texts should be short and simple, and photographs used where possible to illustrate the action and its context. If possible photographs should be of the people involved in the action, rather than the officials responsible for its management.

In general, all material produced in paper form should also be made available in electronic form, so that it can be sent by e-mail and posted on a web site. For material in paper form, distribution capacity (mailing lists) should be considered.

All leaflets and brochures should incorporate the basic elements of the EU visual identity, i.e. the EU flag (see section 0) and the disclaimer (see section 0) and project details, contact name, address, telephone, fax and e-mail details.

Copies, including electronic copies of the publications should be made available to the Commission.

2.5 Web Sites

Web sites are increasingly a basic requirement for communication, but separate web sites are not always required for all actions since information could simply be made available via the existing web site of the UN AFPs, the Commission Delegation, or the partner's.

If the action is designed to have a long life, and will give rise to significant material that could be communicated on a web site (photographs of the evolution of the action, short interviews, material for the press, etc.), it may be agreed in the communication and visibility plan to establish an independent web site related to the action.

The site should be established in close co-operation with the Commission Delegation or the responsible officials in the EuropeAid Co-operation Office who can ensure coherence, and provide links to the relevant Commission sites.

As a minimum, links should be made to the web sites of the local Commission Delegation and the EuropeAid Co-operation Office as follows:

- http://ec.europa.eu/europeaid/index_en.htm
- http://ec.europa.eu/europeaid/index_fr.htm
- http://ec.europa.eu/europeaid/index_es.htm

At the end of the action, the web site should be copied onto CD-rom and transmitted to the Delegation for possible further use in its general communication activities and for archival purposes.

2.6 Display Panels

Infrastructure-related actions funded by the EU may be identified 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 display panels should be erected beside access routes to the site where the action is taking place and should remain in place from the start of the action until six months after its completion.

The United Nations could also produce a display panel with which to promote their EU-funded action at an exhibition or event, or at the entrance of a training centre or office reception. The shape, size and dimensions of panels vary depending on the amount of information that needs to be conveyed, and whether the panel is intended to be portable or permanent. Low-cost panels can be made using self-adhesive lettering.

2.7 Commemorative Plaques

Permanent commemorative plaques are an effective way of acknowledging the involvement of the EU in the construction or planning of permanent structures such as houses, clinics, factories, institutions, training centres, roads, bridges, etc.

As part of the opening ceremony of permanent structures erected with EU funding, The United Nations should place a permanent plaque in the most visible part of the building, such as the main entrance or in front of the building. When appropriate, the plaque could contain the following sentence: *"This* [name of the structure] *was funded by the European Union"* with the EU flag placed underneath it.

2.8 Banners

Plastic or textile banners similar to the example below should be produced when specified in the communication strategy of an action. They are intended to serve as a backdrop for special events such as inaugurations and conferences.

2.9 Vehicles, Supplies and Equipment

Specific rules apply to international organisations (see Standard Contribution Agreement, Art. 6.1 of the General Conditions).

2.10 Promotional Items

Promotional items should be distributed when specified in the communication strategy of an action. All kinds of promotional items (such as T-shirts, caps and pens) can be produced by the United Nations Organisation as supporting material for their information and communication activities in the framework of their action.

The promotional items produced should be clearly identified with the EU flag, and if possible carry the words "European Union" and key messages or key phrases. The Press and Information Officer can provide samples of such items.

On certain promotional items (e.g. pens and banners), where it is not possible to include key messages in their entirety, at least the EU flag should appear, followed by a key phrase to be agreed with the EC Delegation (see also Annex 2).

2.11 Photographs

Photographs showing the progress of all actions should be taken where appropriate to document the progress of actions and events related to these (their launch, visits by EU officials, and so on) so that they can be used in communication material.

The following sections should help the United Nations Organisations in their search for pictures to illustrate their communication materials.

2.11.1 Picture Selection

Where possible, the communication and visibility plan should make provisions for the use of a professional photographer on a regular basis to illustrate the evolution of an action.

The photos chosen should be those which will best illustrate the impact of the action, and should match any written information on the action. As with written material, people involved in the action are the focus, not the officials involved in managing the action, in holding meetings about the issue, and so on.

2.11.2 Picture Archives

As a general rule, digital photography should be used in order to facilitate reproduction on web sites and other information material.

When possible, duplicates of the photos should be sent to:

- the Press and Information Officer at the EC Delegation

- the EuropeAid Information Communication and Front Office Unit (see section 6 for address).

The duplicate photos should state on the back:

- The name and contact details of the person sending the pictures.

- The name of the organisation or person that owns the picture copyright.

- The name of the action to which the picture relates, its duration (e.g. 2004-2008) and the country in which it was taken.

The European Commission will be entitled to use or reproduce photos submitted to the above archives without payment of royalties.

2.12 Audio-visual Productions

Audio-visual material may be appropriate, but can be expensive to produce, so should only be prepared when there is a realistic chance of it being distributed by the media. However, small video clips can be produced very simply for displaying on web sites, or publicity material.

As with all material the productions should acknowledge the EU support, by featuring the EU flag at the beginning and / or end. As with photos, the United Nations organisations should make sure that duplicates in the final distribution format are sent to:

- The Press and Information Officer at the EC Delegation.

- The EuropeAid Information, Communication and Front Office Unit - (see section 6 for address).

Unless otherwise specified in the relevant agreement, the broadcast line-up for the rush material broadcast should be sent to the EuropeAid Information, Communication and Front Office Unit.

2.13 Public Events andVisits

Organising a public event (or participating in an event organised independently from the action, for example by the EC Delegation) may offer excellent opportunities for generating interest in an action's particular achievements. Such events can include conferences, workshops, seminars, fairs, and exhibitions.

Those attending EU-funded training courses, conferences, seminars, fairs, exhibitions and workshops should be made aware that the EU is financing the event.

Depending on the circumstances, the opportunity should be taken to display the European flag and/or banners (see section 0) in meeting rooms.

High level visits by Commission officials or political leaders are a potential communication opportunity – through press releases, press conferences, events, and through public diplomacy such as photo opportunities when visiting a project site.

2.14 Information Campaigns

Large actions can support the organising of an information campaign during the lifetime of the action. Such campaigns can raise the visibility of the action and the EU by promoting discussion of the issues around an action, such as public health, road safety, the environment, and so on.

Such a campaign requires adequate resources in terms of management, and should always be co-ordinated with the Commission.

3. Visibility for Specific Types of Action

Specific activities may be more appropriate to some types of action than others.

3.1 Provision of Supplies and Equipment

This type of action can particularly lend itself to communication activities, given the clear link between the substance of the action and a visible improvement in the functioning of, for example, a building or a piece of infrastructure.

Where the impact of the action is significant in an area likely to arouse public interest, the media should be alerted to the possibility of a photo opportunity when the supplies arrive in the country. Many opportunities will arise to alert the media at installation, first operation, etc.

3.2 Infrastructure-related Actions

Physical infrastructure actions (roads, bridges, buildings, etc.) or other actions which are tangible in nature (agricultural, forestry, water management, etc.) offer the greatest possibility for significant communication activities, given the direct impact that the action is likely to have on improving people's lives. This is valid regardless of whether the EU is providing funding for the construction, rehabilitation or running of the action.

Aside from static visibility activities such as signs and other visible indications, communication activities can be aimed at explaining the impact of the action on improving people's daily lives – safer transport, warmer housing, better schooling, cleaner water, etc.

3.3 Technical Assistance Actions and Studies

Since this type of action can be very technical in nature, involving policy advice, or may require a certain degree of confidentiality, particular care will be needed in selecting communication activities.

3.4 Grants

Give the small size of many grant-aided actions (as compared, to, for example, infrastructure actions) communication activities may be smaller in scale and/or more focussed on a restricted group of people. Nevertheless, due to their proximity to the beneficiary population, they can be extremely helpful in demonstrating the added value of EU support.

ANNEX 2:   EU VISUAL IDENTITY ELEMENTS

1.   The EU Flag

The common element branding all EU-funded actions is the EU flag:

Whatever the size, scope or objectives of an action, the EU flag must be prominently displayed as specified in this manual on all materials produced by the contractor, implementing partner or international organisation.

Electronic templates have been developed for each type of communication tool and can be downloaded from the following site:
http://ec.europa.eu/europeaid/visibility/index_en.htm

The EU flag constitutes the main element of the European visual identity. For this reason, specific guidelines have been drawn up to ensure its accurate use and reproduction.

While most points on the standard colours that should be used in the EU flag and on how to create this EU flag are included in the present document, more detailed instructions can be found in Annex A1 of the Inter-institutional style guide available from the following site:
http://publications.europa.eu/code/en/en-000100.htm

2.   Geometrical Description

The EU flag is in the form of a blue rectangular flag of which the fly is one and a half times the length of the hoist. The 12 gold stars situated at equal intervals form an undefined circle, of which the centre is the point of intersection of the diagonals of the rectangle. The radius of the circle is equal to one-third the height of the hoist. Each of the stars has five points that are situated on the circumference of an undefined circle of which the radius is equal to one-eighteenth the height of the hoist. All stars are upright - that is to say, with one point vertical i.e. pointing upwards, and two points in a straight line at right angles to the mast.

The circle is arranged so that the stars appear in the position of the hours on the face of a clock. Their number is invariable.

3.   Colours

The flag has the following official colours:

- Pantone Reflex Blue for the surface of the rectangle.
- Pantone Process Yellow for the stars.

Contractors, implementing partners and international organisations must, until further notice, use the "Pantone Process Yellow" and the "Pantone Reflex Blue".

The international Pantone range is widely available and easily accessible, also for non-professionals.

4. Backgrounds

The flag should preferably be printed on a white background. Multicolour backgrounds should be avoided, especially those involving a colour that clashes with the blue. Where a coloured background is unavoidable, a white border with a thickness equal to 1/25th of the height of the rectangle must be used.

[Insert EU flags: colour, b/w negative, b/w]

The EU flag can be downloaded from the following web page:
http://ec.europa.eu/europeaid/visibility/index_en.htm

5. Alterations and Additions

Contractors, implementing partners and international organisations should be aware that when reproducing the EU flag in newsletters and other graphic presentations it must be used in its entirety, without any alterations or additions made to it. Thus the EU flag must not be shown to incorporate any flag or symbol of another country, donor or institution. Each should be presented separately from the other.

6. Disclaimer

The EU is not responsible for the contents of communication material prepared by contractors, implementing partners or international organisations. These must therefore include the following disclaimer in their publications:

"This publication 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/international organisation> and can in no way be taken to reflect the views of the European Union."

7. Internet Links

All publications produced by contractors or implementing partners should refer to official EU sources for more information and, in particular, to the Europa home page (see Annex 3) and/or EC Delegation home page. In addition, reference can be made to the European Union in the World web portal, which can be found at http://ec.europa.eu/world/. This portal contains links to more specialised sites with information on eth EU's external relations.

8. EU Visibility after Completion of the Action

An action may continue to be managed by the beneficiary or partner after the EU-funded phase of the action has been completed. In this case, six months after the phase funded by the EU has finished, no EU symbol may be included in any communication tools of the action, with the exception of any commemorative plaques.

Specific arrangements should be agreed with international organisations.

ANNEX 3:   PROGRAMME DESCRIPTIONS & GENERAL STATEMENTS

1. General Statement

If the United Nations Organisation wishes to put a general statement on the EU for its region in written communications such as press releases, fact sheets, publications, project web sites or electronic information materials, it should use the relevant standard general statement. A general statement on the EU and standard definitions for the EU and its institutions are provided below.

Other general statements may be appropriate, e.g. for the instrument under which the action is being implemented, for more general EU development or co-operation objectives, or to emphasise a particular partnership. For defining such statements, the United Nations Organisation should contact the EC Press and Information Officer or project manager concerned.

General Statement on the EU
"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."

2. Definition of the European Union and its Institutions

If the contractor, implementing partner or international organisation decides that more detailed information about the EU is needed, the following approved definitions should be used in any communication materials, unless otherwise instructed by the Press and Information Officer.

European Union
The European Union is established in accordance with the Treaty on European Union. There are currently 27 Member States of the Union. It is based on the European Communities and the member states co-operation in the fields of Common Foreign and Security Policy and Justice and Home Affairs. The five main institutions of the European Union are the European Parliament, the Council of Ministers, the European Commission, the Court of Justice and the Court of Auditors.

The European Union is a major player in international co-operation and development aid. It is also the world's largest humanitarian aid donor. Today, the European Community has political and financial responsibility for over 11% of the world's public aid (ODA), compared with 5% in 1985.

The primary aim of the EC's own development policy, agreed in November 2000, is the eradication of poverty. To enhance its impact, the EC is targeting its assistance on six priority areas: trade and development; regional integration and co-operation; support to macroeconomic policies and equitable access to social services; transport; food security and sustainable rural development; institutional capacity building, good governance and the rule of law. In addition to these core areas, important crosscutting issues are being mainstreamed into development activities namely: human rights, gender equality, environment and conflict prevention.

http://europa.eu/

European Community
The European Communities consist of the European Community (previously the European Economic Community before it was redefined by the Maastricht Treaty in 1992) and Euratom. These communities share the same institutions and management structures.

European Parliament
The European Parliament is the directly elected expression of political will of the European Union and the largest multinational Parliament in the world. The European Parliament upholds citizens' rights, adopts legislation and monitors the use of executive power.
http://www.europarl.europa.eu

Council of the European Union
Usually known as the Council of Ministers, specialised government ministers meet from each Member State to take decisions and resolve national differences in the various policy areas. The European Council, made up of 25 Heads of State or government, meets at least twice a year to set objectives and fix priorities. Each Member State takes the Presidency in turn for a term of six months.
http://www.consilium.europa.eu

European Commission
The European Commission is the European Community's executive body. Led by 27 Commissioners, the European Commission initiates proposals of legislation and acts as guardian of the Treaties. The Commission is also a manager and executor of common policies and of international trade relationships. It is responsible for the management of European Union external assistance.
http://ec.europa.eu

European Court of Justice
The European Court of Justice provides the judicial safeguard necessary to ensure that the law is observed in the interpretation and application of the Treaties and all legislation based upon them.
http://www.curia.europa.eu

European Court of Auditors
The European Court of Auditors is responsible for checking that the European Union spends its money according to budgetary rules and regulations.
http://www.eca.europa.eu

Other institutions

The European Investment Bank (EIB)

The European Investment Bank is the European Union's financing institution. It provides loans for capital investment promoting the Union's balanced economic development and integration. It is the leading institution for basic infrastructure investments in South Eastern Europe.
http://www.eib.europa.eu

The European Economic and Social Committee (EESC)

The European Economic and Social Committee represents the views and interests of organised civil society vis-à-vis the Commission, the Council and the European Parliament. The Committee has to be consulted on matters relating to economic and social policy; it may also issue opinions on its own initiative on other matters which it considers to be important.
http://www.eesc.europa.eu

Committee of the Regions (COR)

The Committee of the Regions is the political assembly which provides local and regional authorities with a voice at the heart of the European Union. It has to be consulted on matters concerning regional policy, the environment and education. It is composed of representatives of regional and local authorities.
http://www.cor.europa.eu/

European Central Bank (ECB)

The European Central Bank is the central bank for Europe Union's single currency, the euro. The ECB's main task is to maintain the euro's purchasing power and the price stability in the euro area. The euro area comprises the 13 European Union countries that have introduced the euro since 1999.
http://www.ecb.eu