ICELAND LIECHTENSTEIN NORWAY
eea grants

norway grants

COMMUNICATION AND DESIGN MANUAL

TABLE OF CONTENTS

THE MANUAL IS DIVIDED IN TWO PARTS

INTRODUCTION 3

PART ONE: COMMUNICATION GUIDANCE 4

- PUBLICITY REQUIREMENTS 5
- COMMUNICATION PLAN 7
- PRINT AND PUBLICATIONS 9
- PHOTO MATERIAL & AUDIOVISUAL 11
- WEBSITES 12
- SOCIAL MEDIA 13
- EVENTS 16
- MAKING NEWS 18
- DEALING WITH JOURNALISTS 19
- PRESS RELEASES 21
- CASES 23
- CHECKLIST 25

PART TWO: VISUAL IDENTITY 26

- BOILERPLATE TEXTS & DESIGN ELEMENTS 26
- LOGOS 30
- CURVE 30
- COLOUR PALETTE 31
- TYPOGRAPHY 32
- COMMEMORATIVE PLAQUE 33
- STICKERS 34
- POSTERS & BILLBOARDS 35
- ROLL-UP 37
- PUBLICATIONS 38
- POWERPOINT 42
- VIDEO 43
- WEBSITE 44

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FINANCIAL MECHANISM OFFICE

INTRODUCTION

This information and design manual provides **guidance and advice** on how to best carry out information and publicity activities on programmes and projects funded by the EEA Grants and Norway Grants.

The obligatory requirements on communication activities are outlined in the **Publicity and Information Requirements** (set out in Annex 4 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2009-14). Make sure you check these requirements when you develop your communications plan and manage your activities.

WHAT AND WHO IS IT FOR?

The purpose of the manual is to help you get the best results and value from your communication activities and ensure that all partners involved in the grants schemes communicate in a consistent and complementary way.

This manual should be used by anybody involved in the development, delivery and management of EEA Grants and Norway Grants projects and programmes, i.e. the Financial Mechanism Office, Focal Points, programme operators and project promoters, and partner institutions from the donor states. All involved entities should actively promote their activities and results to ensure transparency, and to raise awareness of the EEA Grants and Norway Grants.

THE MANUAL IS DIVIDED INTO TWO PARTS:

PART ONE

› Briefly presents the main publicity requirements and provides advice on communications planning, event organisation, dealing with the media, print and publications, websites and social media.

PART TWO

› Covers the visual identity of the EEA Grants and Norway Grants as well as technical information on specifications for logos, and boilerplate texts for publications, media activity and websites. This part contains both mandatory guidelines for all entities receiving support from the EEA Grants and/or Norway Grants, as well as suggestions and recommendations.

WHERE CAN I FIND MORE INFORMATION?

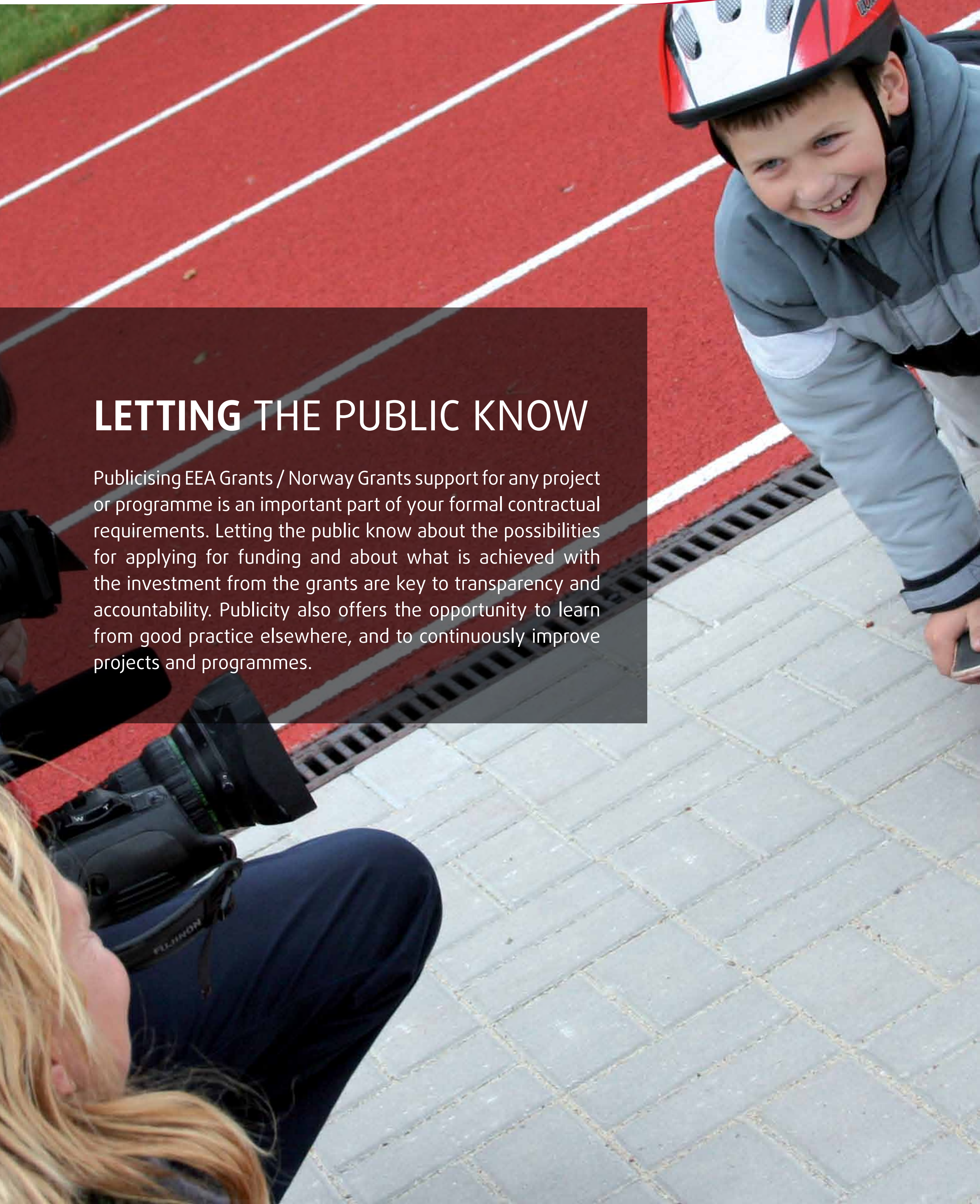
If you would like to discuss any aspect of publicity or if you have further questions, please contact:

› **Focal Points, programme operators and donor programme partners** should contact the Financial Mechanism Office – the secretariat of the EEA Grants and Norway Grants: e-mail the communications team: **info-fmo@efta.int**

› **Project promoters and donor state project partners** should contact the relevant programme operator. Visit the EEA Grants and Norway Grants website (**www.eeagrants.org**) for contact details.

PART ONE

COMMUNICATION GUIDANCE



LETTING THE PUBLIC KNOW

Publicising EEA Grants / Norway Grants support for any project or programme is an important part of your formal contractual requirements. Letting the public know about the possibilities for applying for funding and about what is achieved with the investment from the grants are key to transparency and accountability. Publicity also offers the opportunity to learn from good practice elsewhere, and to continuously improve projects and programmes.

PUBLICITY REQUIREMENTS

The communication activities of the EEA Grants / Norway Grants involve people in 18 countries – the 15 beneficiary countries and three donor states, as well as the Financial Mechanism Office.

In order to communicate effectively, the Publicity and Information Requirements (set out in Annex 4 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2009-14) complemented by this manual, provide a common set of references to:

- Create a consistent and comprehensive message
- Meet the need for factual information on programmes and projects
- Convey the values of the overall grant schemes

BENEFITS OF A DECENTRALISED APPROACH TO COMMUNICATIONS

- **Transparency and accountability**: ensures that the public is informed about how the funding is spent and helps limit the potential for misuse that might arise from insufficient access to information.
- **Openness and accessibility**: a large web of actors on the ground makes it possible to better communicate opportunities for applying for funding and engaging in partnership projects.
- **Not just process, but results**: those involved in the project/programme have the best knowledge about the results and achievements and are thus best placed to communicate results to national, regional and local audiences.

EEA GRANTS / NORWAY GRANTS

The official names of the grant schemes are the EEA Financial Mechanism and the Norwegian Financial Mechanism. You will see these formal names used in all legal documents on the grant schemes, including the contracts for your project or programme.

When communicating the grants, e.g. on your website, in brochures and with the press, you should use the brand name of the grant scheme(s): EEA Grants / Norway Grants. These names are intuitive to understand and also correspond to the logos.

ROLES AND RESPONSIBILITIES

There are numerous actors involved in the running and promoting of projects and programmes under the EEA Grants / Norway Grants. However, for this communications manual we will focus on two main groups.

PROGRAMME OPERATORS

The programme operators are not only responsible for the management of the programme but also for ensuring adequate local publicity on the programme.

CHECKLIST: PROGRAMME OPERATOR REQUIREMENTS

- ☐ **Develop a communication plan** that outlines the strategy, target audiences, messages and methods for achieving the objectives of the communications (these are elaborated on in this manual).
- ☐ **Carry out information activities** that give an update on achievements and results of the programme, such as a conference or press event.
- ☐ **Set up a website** in the national language(s) and in English that provides information on funding opportunities and how to apply, including a summary of the projects currently being funded and information on the wider impact of the funding.
- ☐ **Engage other entities,** such as local authorities, non-governmental organisations and education institutions, that may help disseminate information about the programme.

PROJECT PROMOTERS

The project promoters must communicate the achievements of their project and must acknowledge the support received from the EEA Grants and/or Norway Grants to the relevant audiences at national, regional and/or local levels.

CHECKLIST: PROJECT PROMOTER REQUIREMENTS

- ☐ **Develop a publicity plan** as part of the project application that details the aims of the communication activities, target groups, methods and timescales.
- ☐ **Carry out three information activities**, such as an event or a press conference, on progress, achievements and results (one of these should be a launch or closing activity for the project).
- ☐ **Make information about the project available** on a dedicated website or a web page on an existing website in both the national language(s) and in English.
- ☐ **Where applicable, put up a billboard** at the site of the project, which will be replaced with a commemorative plaque upon completion.

COMMUNICATION PLAN

A budgeted communication plan[1] is included in the work plan of each EEA Grants / Norway Grants-funded programme and project. To make the most of your communications, your first step is to develop a communication plan to determine and define your objectives, target audiences and key messages. On the basis of this, you can decide which activities and tools will best help you achieve your objectives.

BASICS FOR YOUR COMMUNICATION PLAN

- › Decide what you want to achieve with your communication
- › Define or determine your target audience
- › Make sure your message matches this audience

... so that you get the desired response

OBJECTIVES

Your first step is to determine what you would like to achieve. A general objective of 'raising awareness' is insufficient as you will need to define a specific end-result that can be defined and measured. You need to think of specific quantifiable objectives such as how many people to be targeted, which groups and what you want to say to them, when and why.

AUDIENCES

Although this may sound obvious, after your project or programme has been approved it is worth refreshing your list of target audiences to ensure that all the people you want to address are included and if they are all appropriate. Understanding who you want to communicate to will help you define how you go about it, and which tools to use. Different audiences (SMEs, NGOs, municipalities, policy-makers) respond to different approaches. Communication channels, messages and tools must be adapted and targeted accordingly.

MESSAGES

Messages are simply an overview of the key elements of the contents of your communication efforts. Your aim is to keep your messages simple so that you do not overwhelm your audience. You should focus on (if possible) just three key messages. To identify these all you have to do is think about the three most important points you want your audiences to know about your project/programme and what you think may interest them. Make sure that your key messages are easy to understand by reading them aloud and check that they sound like everyday communication.

A good approach when developing messages is to make them colourful and conversational – give examples, tell stories, but do not forget to back up with your facts and figures!

1 This refers to the 'Communication Strategy' by Focal Points, the 'Communication Plan' by programme operators and the 'Publicity Plan' by project promoters, in Annex 4 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2009-14.

WHAT COMES NEXT?

After you have done the basics of your communication plan – you have defined objectives, audiences and messages – the next step is to decide how your plan will be carried out through practical activities.

CHECKLIST FOR YOUR COMMUNICATIONS PLAN

- ☐ **Strategic overview:** does your plan include a summary of your objectives, target groups and messages?
- ☐ **Tactics:** have you defined the activities you will carry out to achieve your objectives?
- ☐ **Timeline:** have you identified a timeline including key dates in the life of your programme/ project to ensure that you meet your deadlines?
- ☐ **Resources and responsibilities:** have you allocated adequate resources and identified responsibility for the different tasks?
- ☐ **Evaluation:** have you included provision for assessing whether you have achieved your goals?

...The answer to all of these questions should of course be 'yes'.

TIPS ON PLANNING

- Your communications plan is not a shopping list of activities to check off but a clearly stated goal with matching actions and messages to engage a clearly defined group of people.
- When it comes to messages 'less is more'; focus on one idea per message targeting your chosen audience.
- Create an editorial calendar of activities taking place related to your project/ programme so that you can plan communications actions around them.
- Remember internal communication: promote your project already from the start to colleagues in your organisation.

The remainder of this manual provides guidance on different communication activities you may want to carry out.

PRINT AND PRESENTATIONS

Most projects and programmes will develop fact sheets, leaflets or brochures. As with all your communication material, keep it simple, focus on your achievements and results and cut jargon. You need to tailor your publication to the people you want to reach, so start by asking yourself who you would like to hand out the brochure to and why.

If you have a meeting with stakeholders, a simple and neatly prepared home-made fact sheet or leaflet printed in the office will be acceptable and appreciated. For some products or events, such as a final conference or a publication summing-up your achievements and results, you may want to employ a communications agency, which can help you with the layout and printing. If your budget is limited, share the publication online in a PDF format rather than printing a large number of copies.

Remember to include information about the financial support in all communication materials concerning your project or programme (see 'Boilerplates').

PRESENTATIONS

A good presentation can help you capture the objectives/targets, achievements and results of your project/programme in a clear and accessible way. If you choose to use a PowerPoint presentation, make sure that your slides represent visually what you ae saying verbally. Eye-catching slides with images or graphs often help you reinforce your point, but long lists of bulleted sentences quickly lead to audience boredom. Ask yourself whether the slide is a 'verbal crutch' – helping you remember what to say – or if it is helping your audience better understand what you are trying to explain.

BASICS OF GOOD PRESENTATIONS

- One slide equals about one minute of presenting time; so a ten-minute slot at a conference means around ten slides.
- Slides should enhance what you say, not distract the audience from your messages.
- Use your allocated time wisely; rehearse your timing (standard allocation is 25% intro, 65% body, 10% round-up).
- Take care not to speak too fast (especially if there is interpretation).
- Do not be afraid to move around the podium (it keeps people alert and focused on you) but do not stand in front of the projection.
- Presentations are like good stories; they get attention (shock, joke, quote, probing question, etc.), hook and keep interest (build rapport, anecdotes, humour, contrast, challenge ideas, etc.) and conclude with a punch (resolve the conflicts, summarise key points, remind audiences of why they listened).

PROMOTIONAL ITEMS

In addition to the required posters and commemorative plaques, you may want to develop additional promotional materials for your project or programme, such as pens, USB sticks, T-shirts, postcards, calendars or key rings. Make sure you use the logo(s) of the EEA Grants and/or Norway Grants on your promotional items, including a reference to **www.eeagrants.org** and/or **www.norwaygrants.org.**

If space allows, consider also including a reference to the national website of the EEA Grants / Norway Grants, e.g. **www.eegrants.hu, www.norwaygrants.cz** etc.

Printers or marketing agencies can advise you on the best materials to create and on what sort of graphics (logos) and content you can put on them.

TIPS ON PUBLICATIONS AND PRESENTATIONS

- Keep your texts short and to the point to convey the global overview of your project/programme.
- Make your publications more attractive to your readers by using real photos from your project/programme.
- Publications often benefit from having more good photos and illustrations, and less in-detail text.
- Use infographics (tables, charts, maps combined with text) to summarise detailed information into bite-sized chunks.
- Build content around your key messages and choose a format (printers can advise you on suitable formats, but A4 is common for brochures and B5 for booklets, for example).
- Presentation slides should not be long-form texts read out word for word; they are a tool not the whole show.
- When preparing promotional materials, also take into account the match between costs and possible results of the items.

PHOTO MATERIAL & AUDIOVISUAL

Brochures, leaflets and other communications products become more vibrant with photos and design elements that complement the text and support the 'family' look, as outlined in the graphical charter in this manual.

USING PHOTOGRAPHS

Take photographs during the course of your project, so you have illustrative material to use in your publications, on your websites, in your social media campaign or to share with journalists. Before-and-after photos can be a powerful tool to show the true impact of your work.

A photo of the team in front of the office may be good for team morale but unlikely to be quite what journalists are looking for or the best illustration for your leaflet. In general, photos of people involved in an activity are the best ones. The closer the photo to the subject of the publication the better: actual pictures of new technologies or places and people that have benefited from grants are the best.

You should use low resolution photos on your website but for professionally printed leaflets and brochures you need print-quality photos (300 dpi) – set the resolution quality when you download the digital photos from your camera to your computer.

AUDIOVISUAL MATERIAL

If your activity has good visual elements, you may choose to make short video clips to display on your website, share in social media channels or get the attention of local or regional media outlets.

Making a video of your project does not have to be expensive, and there are a number of good online resources to help you do this. These include vzaar (**http://vzaar.com**), the open source platform kaltura (**http://corp.kaltura.com**), MindBites video tutorials and samples (**www.mindbites.com**), and sparkeo video marketing platform (**www.sparkeo.com**).

The major outlets for your videos and photos include YouTube (see 'Social media' section), Vimeo (**http://vimeo.com**), photobucket (**http://photobucket.com**), Flickr (**http://www.flickr.com**) and your own website or blog.

See also the social media and blogs section.

TIPS ON PHOTOS

- Remember to share your photos and audiovisual material with your programme operator and national Focal Point
- Be sure to get written permission to use photos, figures and graphs provided by projects, and to establish who should be credited for the material; you could also ask for a suggested caption
- Sample: "By sending this photo or illustration you acknowledge that your organisation may use it free of rights, and that anyone represented in the illustration has given their permission for it to be published."
- Sample: "Please state who to credit for the photo/illustration (©____________________)"
- Sample: "Please suggest a caption: ____"
(i.e. name of person, organisation, what the illustrations show, ...)

WEBSITES

For most projects and programmes, your website will be the first entry point for the majority of your stakeholders looking for information about your activities. Setting up a website or adding web pages to an existing site is also a relatively easy way to communicate your activities and news. A simple site, using off-the-shelf software, may be sufficient for most projects.

On your website, you should provide news updates on your activities, upload photos and share other content your users might find interesting. There are however a few tips and tricks you need to remember when writing for your website.

A header you can choose to use, a simple example of a wireframe – a basic layout or the skeletal framework of your website – and a template for writing for web are provided in part 2 of this manual.

WRITING FOR WEB

Web writing is different from writing for print or internal (organisational) writing. Most people scan web pages instead of reading every word, and reading on screen is slower than reading a printed page. And the more familiar people are with the internet, the better they are at filtering out uninteresting content. So you need to get to the point faster – present relevant information earlier and more simply.

CHECKLIST FOR WEB WRITING

- ☐ **Shorter is better:** keep web pages to half the length of a paper equivalent.
- ☐ **Concise information:** short paragraphs with ideally one idea in each.
- ☐ **Break up information:** use meaningful sub-headings for long pages and break up your texts with bullet points.
- ☐ **Be credible:** objective content is better than hyped marketing language.
- ☐ **Active voice:** use actionable language not the passive voice.
- ☐ **Tenses:** where possible write in the present tense to reduce the need for updating.
- ☐ **PDFs:** use converted downloads for info that dates quickly or is very detailed.
- ☐ **Write to be found:** for search engines to find you, use strong key words in titles.
- ☐ **Fonts and format:** avoid clever formatting, colours, capitals, underlines, or italic.
- ☐ **Links:** hyperlink keywords (not 'click here') in the text and 'more info' section.
- ☐ **Be logical:** try to think like your users and what they need.
- ☐ **Be accurate:** always check your work for mistakes and do not rely too much on the spell-check function of your software.

TIPS FOR WEBSITES

- Setting up Google Analytics for your page (it is free) gives you valuable information about your website users. You can see who visited your site, how long they stayed on individual pages, what link they followed to reach you, and more.
- If you set up web pages on an existing site about your project, make sure you place a visibly and easily accessible link or banner on the front page of the website so that people find your project information.
- Make sure you add a link to the website of the EEA Grants and/or Norway Grants: **www.eeagrants.org / www.norwaygrants.org.**
- Remember to notify your programme operator and national Focal Point about your website or web page address.
- Check that your website domain name (the URL address) is not already taken. It should be unique, so that search engines can distinguish it, but also easy to type/remember.
- There are many online platforms and solutions for creating simple websites and advice on how to fill the pages with content.

SOCIAL MEDIA

Social media, such as Facebook, Twitter, Flickr and YouTube, are free and easy-to-use tools to communicate directly with your target audiences and provide a great platform for you to share photos, updates and anecdotes about your project or programme. Using social media also enables you to share information with people who are not regular visitors to your website.

Using social media provides a valuable 'multiplier effect'. By sharing information, such as news about an open call for project proposals or an upcoming event you are hosting, you enable people who find it interesting to share the news with other people again. For example, when people become fans of a Facebook page, 'like' or comment on a post on the page's wall, this is shared with their networks on Facebook.

Social media can also be a way of getting people to visit your website if you share a link to a news item you have published. Sharing content from your website on social media also increases your search engine ranking through in-bound links (other websites referring to yours).

You can also enable people to share content they read on your website by setting up social media tools on your site using, for example, Addtoany's ready-made tool. Icons of popular social media appear under a web article/page so visitors can 'bookmark/share/save' the content.

FACEBOOK

Facebook is the predominant social media channel in most of Europe. It is easy to set up a page, where you can share updates on your project or programme, link to news items on your website and draw in content from other sources. It is also the realm of real people, so remember to keep your updates conversational and useful. Remember to make your page a follower of the 'EEA and Norway Grants' Facebook page (**http://www.facebook.com/EEANorwayGrants**).

BASICS OF EFFECTIVE FACEBOOK USE

- Use a helpful and open approach. Politely correct the facts if someone shares inaccurate information and address the person you reply to.
- Do not be too fearful of comments – show that you are open and available for comments.
- The 'discussion board' provides a good platform to connect with people and share information. Examples include allowing people to share their best ideas on how to approach a potential project partner, how to work together in a partnership project, share project stories or even share innovative ideas on communication activities.
- Engage those involved in your programme or project by asking them to share videos or photos.
- For information that should be distributed widely, such as open calls, your network of Facebook 'friends' could be asked to suggest the page to others or 'like' the specific wall post.

BLOGS

You may choose to set up a blog in addition to your website, to maintain a dialogue with other people involved in your project or programme and to share successes and challenges. You will need a few of your staff or volunteers involved in your activities willing to share their personal stories regularly. They do not have to be professional writers, just good storytellers.

A blog is more personal than a website (ideally write in the first person and be conversational) and the comment function gives you the possibility to receive feedback or interact with your readers/followers. The secret to blogs is to update regularly and adopt a consistent line on a subject that is important to you or your organisation.

If you receive a negative comment, evaluate whether it is constructive. If it is, use it as an opportunity to discuss, clear up the misunderstanding, or otherwise work through whatever issue the person is having. If the comment is not constructive, spam or uses profanities, you can of course remove it.

TWITTER

In recent years Twitter has developed as a fast and popular way of micro-blogging, or publishing very short (max. 140 characters) posts or 'tweets' on the user's profile. Similar to a blog, Twitter is about interaction and if your target audience is active in the twitterverse, this may be a good channel for you to communicate with them. Tweets can range from informing people about an event you are organising, providing a behind the scenes view of your project, posting updates on your activities or even sharing your press release.

As for blogs, Twitter accounts should be regularly updated and you should keep a consistent line on a subject that is important to you or your organisation. Once you have set up your account, connect with others involved in the grants by following the 'EEA and Norway Grants' Twitter page (@EEANorwayGrants – managed by the FMO).

YOUTUBE

It is simple to put a video on your website and you do not need to buy expensive software. The easiest way to share videos online is to upload them to YouTube, a free online video service that you can sign up to.

CHECKLIST FOR UPLOADING VIDEOS

- ☐ Add an explanatory text in your national language/s and in English that includes information on the funding source for the project or programme (EEA Grants and/or Norway Grants).
- ☐ Use relevant keywords in your title and description that people are likely to use when searching YouTube.
- ☐ Include your website or webpage address in the videos you upload, so it is easy for people to find you.
- ☐ Notify your programme operator, national Focal Point and the FMO (fmo-info@efta.int) so we can share your video also via other EEA and Norway Grants' channels.
- ☐ You may add a YouTube tab on your Facebook page to share your videos through this channel as well.

TIPS ON SOCIAL MEDIA

- If your video is made in your national language, consider adding English subtitles so that the video might be shared with a larger audience
- If you use social media, provide a link to these from your website. When you set up a new Facebook page or a Twitter account, you should also send an email to people you think may find it interesting to get regular updates from you
- Always be transparent: make sure people understand who you represent within the EEA Grants and Norway Grants, i.e. project promoter, programme operator, donor partner, etc. Be clear about your role
- Be sure you read and understand the terms and conditions of social media sites and their policy on content ownership and what information you are prepared to make public
- Social media can take on a life of its own: monitor your social media activities closely and often
- Tell us about your blog, Facebook page, YouTube video, photos posted on Flickr, etc. We would like to gather all the great stories you are telling and perhaps also showcase your contribution on the official EEA Grants / Norway Grants' channels. Project promoters and partners should forward this material and links to their programme operator and Focal Point, who will pass this on to the FMO

EVENTS

Organise events that your target audience and/or media will find interesting to attend. In the planning phase, consider not only what you would like to communicate – your message – but also what your target audience would like to learn from the event. Events can range from a closing or launching event for your programme or project, conferences or workshops, to a public or press visit to projects to see how they are working in practice.

Make sure that participants at events you are hosting are made aware that your activities are supported by the EEA Grants / Norway Grants. The relevant logo(s) should appear on all material.

PUBLIC EVENTS AND VISITS

When you organise your own event, make sure you invite people who are involved or important to your project. A short and concise breakfast briefing, a debate or an open day at the location of your activity may be a good way of briefing local authorities, civil society representatives or students (or whoever else you are trying to reach).

If your project involves visual improvements to a building you may want to invite local residents to come on a guided tour or host an event at your premises. If your project results are less tangible, such as research findings or enhanced skills among public employees, you could opt for a workshop or a seminar to share your new expertise or initiate a debate on the topic through an information campaign. Programmes should consider 'roadshows' of presentations or information events to reach a wider audience.

If you organise a public event, you might also like to invite media. If you do, consider which media would be most interested and make sure you provide the journalists with sufficient information and help them find the relevant people they could interview.

Another method of engaging people in your activities is to arrange a competition, such as an essay competition for pupils or students, photo or drawing competition, or asking for short video clips depicting your activities or the relevant issue. The winning contributions could be exhibited online via your website or one of your social media channels or be displayed in your offices or any other appropriate place.

Remember to read the 'Basics of good presentations' in this manual.

PRESS VISITS

Journalists love to see, visit and talk to people. A trip to a project to see what exactly is going on and to see the people it is making an impact on will help tremendously in attracting press attention. Simply making a story from one interview over the phone and a press release is quite hard (and boring to read!) but having quotes from different people and lots of visual elements will help a lot. Think about what you could organise for your project – what is the most interesting to see, visit and do and when? Who are the people it affects?

PRESS CONFERENCES

Before you call a press conference, make sure your topic is really news. Ideally, you organise a press conference when you have something very important to say and it is both positive and newsworthy. Make sure you allow time for both a presentation and questions & answers (20 minutes for each is a good rule of thumb). You may want to prepare a press kit (see 'Press releases' section), but do not overload journalists with too much information.

TIPS ON EVENTS

- You have to organise events as part of the EEA Grants / Norway Grants funding obligations, but attending other relevant events is also important for raising awareness of your project/programme and networking
- Position your managers and key staff as experts available for speaking appointments at important events (this is a good opportunity to communicate the project or programme's mission and achievements to an interested audience)

MAKING NEWS

Always ask yourself the question: why would someone want to read about our project or programme in the newspaper or watch something about it on television? The simple existence of the project is not news in itself so you will have to develop creative angles to 'sell' your story. The tips in this section are particularly relevant for your press activities, but also important to remember when developing other communication materials.

Of course, there is no way to guarantee media coverage but the ideas in this manual will help you to maximise your potential and tailor your efforts to attract attention. The biggest difficulty in getting media interest is when the communications are focused on the process, the bureaucracy and the details of the projects – these are important factors for any project but boring for journalists!

BASICS OF NEWS MAKING, ASK YOURSELF ...

› What is really newsworthy/what does the target audience need/want?

› How does my news matter to the readers/viewers/listeners?

› What is the most effective medium or combination for my story (TV needs strong visuals, radio needs sounds/music/interviews, print usually needs more in-depth material)?

› What is happening locally, regionally or nationally that my story can be tied to?

› What issues or current affairs may reduce the impact of my message/story right now?

WHO IS INTERESTED?

If the information is of potential interest to outsiders – genuine news – would only local media be interested or does this new development have regional implications, or ground-breaking national, or international news value? Local and regional press are usually interested in hearing from organisations like yours, even if they do not follow up on the story. (It is in their interest to build up their network of contacts or 'sources' to speak on a range of topics.) You should also consider approaching sector-specific publications, which may find your information more relevant. You might struggle to get a response from regional media outlets, which have a wider area to cover and more diverse audiences and interests. National outlets should be reserved for the most interesting news.

TIPS ON MAKING NEWS

› The best news is usually about people not things, and concrete events rather than abstract ideas or intentions.

› Develop an editorial calendar of important events and actions in your project/programme which you can build communications campaigns around, including press releases.

DEALING WITH JOURNALISTS

The key to developing good relationships with the media is accessibility, cooperation and credibility. The media will trust and believe you if they can obtain useful and accurate information from you that best meets their needs.

It is a good idea to issue press releases on a regular basis when you have news or information to communicate.

Another useful tool that you could create is a fact sheet. Typically A4 two-sided documents, fact sheets provide fast background information on your programme or project for journalists to consult. It might also be a good idea to create a stock of likely 'question and answers' which could double as frequently asked questions on your website.

CHECKLIST FOR JOURNALIST CONTACTS

- [ ] **Call first:** phone the media organisation first – you can find out who is most likely to be interested or the appropriate person to contact.
- [ ] **Prepare for interviews:** prepare possible answers to anticipated questions (ask if you could have them in advance).
- [ ] **Consistent line:** remember what you want to communicate so develop internal 'question and answer' sheets to distribute to staff/colleagues who may be interviewed.
- [ ] **No jargon:** try to think of the simplest way of saying what you want to say in printed form or on the phone with journalists.
- [ ] **Always comment:** never say 'no comment' to journalists; it sounds like you are hiding something. If you do not feel qualified to answer on a sensitive subject, say you will look into it or arrange for the journalist to speak with the right person to comment.
- [ ] **Ask for a readback**: this is a convention where you may ask the journalist to be given the chance to 'read back' the way (s)he has quoted you – direct quotes are where your words are in inverted commas "like this" and indirect quotes paraphrase what you said – and to check the facts (heavy rewrites or style changes are not appreciated by journalists).
- [ ] **Offer to review** any complicated material or issues with the journalist prior to its appearance – just like you, the journalists wants to get the facts right. Also follow up with the journalist if new information develops that changes what you have said or communicated in the past.

TIPS TO DEAL WITH JOURNALISTS

- Make yourself accessible to journalists; make it easy to find press contacts on your website.
- Make sure you are ready when a journalist calls by preparing story ideas that you can pitch.
- Have your ready-made Q&A and key messages in front of you so you are consistent with what other members of staff might be saying.
- Send your news to individual journalists who cover the subject, not to generic email addresses like 'editor@nbc.com' which get flooded with such press releases.

PRESS RELEASES

A press release should contain just the right information to help journalists understand your news and your organisation quickly. As a minimum, any press release must contain an acknowledgement of the EEA Grants and/or Norway Grants support and the value of the support.

Do not forget you can use the 'press release template' provided in part 2 ofthis manual.

There are a number of **dos** and **do nots** that should be observed in writing press releases.

DO...

- Write in an upside-down pyramid style with the most important information first and the least last;
- Time your release well (can it be linked to bigger news?);
- Carefully indicate and check facts and sources;
- Include a quote or two from the appropriate person in your organisation (use spoken language and get the person to approve the quote);
- Write simply and objectively (many journalists will reuse your formulations);
- Apply the 'keep it short and simple' (KISS) approach (explain technical terms);
- If possible and/or appropriate, provide audiovisual material such as photos or video to accompany your release, and include copyright information.

Remember to consult the 'Tips on photos' in this manual.

DO NOT...

- Forget to issue release instructions: embargoes must be respected by journalists, so be clear that the information should not be publicised before a certain date;
- Worry about a lack of response: sometimes this information is stored for later use (i.e. they now know you exist);
- Use marketing jargon/hype in press releases;
- Give up; a journalist or media that does not pick up on a story might just be too occupied with other things but might be interested next time.

You should keep a record of the press releases you send out and to whom with a basic running sheet, and include a column for when a journalist responds to the release (e.g. column titles: journalist name, publication name, media type, e-mail, telephone, specialty/subject, last contacted, comment).

PRESS KITS

Every project or programme should consider putting together a press kit including the range of information and tools outlined in this manual. The press kit should be kept up to date and contain all relevant information in a handy package.

Journalists are busy people and appreciate having all the relevant information they need at hand, and the ready-made press kit is also useful for distributing at events organised by the project/programme and at press briefings on specific issues, alongside the press release written for that briefing.

CHECKLIST FOR A TYPICAL PRESS KIT

- ☐ **Project-specific information** or fact sheets, including its objective, key achievements and results, and contact information
- ☐ **Biographies** of key personnel in the organisation
- ☐ **Case studies or showcases** that illustrate the project/programme's work in action
- ☐ **Brochure** if it does not repeat what you have in the fact sheets
- ☐ **Press release** relevant to the event or briefing

TIPS ON PRESS RELEASES AND KITS

- Keep a record of articles or mentions of your organisation, project, etc. (clippings) and set up some basic statistics-gathering on your online presence (most people use Google Analytics, but there are other alternatives).
- You should provide some standard explanatory text in the 'notes for editors' section at the end of your press release to help set your project in the wider context of the overarching programme. Who manages the programme? What is the main focus of the programme? What is the total funding available for the programme?
- Include a stock statement at the end of all press releases stating that your project/programme is funded by the EEA Grants / Norway Grants.
- Sample: "The _______ project/programme is funded by the EEA Grants and Norway Grants."
- Do not stuff your press kits with every communications tool you possess; tailor it to the needs of busy journalists.

Short factual texts about the EEA Grants and Norway Grants are available in part two of this manual.

CASES

Writing showcases and case studies about your project or programme can help journalists and outsiders understand what you are doing more concretely by highlighting your objective, milestones and both interim and final results with real-life examples.

CASE STUDIES

Case studies are typically used in research and increasingly by business to carry out in-depth investigations of individuals, groups, or events. Case studies can be analytical or more descriptive or anecdotal for easier reading. A typical case study has three main elements: the **problem**, the **implementation** and the **results**.

A good case study should present your project or programme's unique and skilled handling of real-life situations which can then be cited on your blog or website, as part of your social media actions and PR activities, in press kits and brochures, or by staff in their interactions with outsiders at events, networking occasions, and so on.

BASICS OF CASE STUDIES

- The way the problem is presented must carry a punch to have an impact and make people want to read on or know more;
- The way the project/programme handled the implementation should show your distinct abilities and expertise, and imply the funding you received is justified and deserved;
- Any claims of success should be supported by measurable results – statistics, figures or tables – to be perceived as truly credible;
- Good case studies also include testimonies or contributions from those who have benefited from the project or programme;
- Consult online guides and examples to build a picture of how to draft a suitable case study for your needs.

SHOWCASES

Showcases are more editorial and need not be as long. They can be used as information teasers, sent off to targeted journalists in an email along with a statement that 'you can read more about this project, case or example by visiting our website, or contacting our communications officer ...'

The following are some showcase examples of a few projects supported by the EEA Grants / Norway Grants' NGO Funds.

CLEARER LAWS ON CHILD ADOPTION IN CYPRUS

› The NGO Fund has been instrumental in promoting a clearer and fairer multicultural policy on child adoption and custody in the increasingly multi-cultural society of Cyprus. Through the Cyprus Institute of Church and State Relations, the project has pushed for changes to the legal framework on child adoption and in decisions on children's custody cases. It is also working on policy guidelines to help judges and officials in their deliberations on custody cases, where parents have mixed ethnicity or religion.

PROTECTING BIRD LIFE IN LATVIA

› With the help of funding from the NGO Fund, bird enthusiasts and local communities in Latvia have got behind monitoring schemes to protect bird life in and around designated 'Important Bird Areas' (IBA). Around 40 birdwatchers were trained to perform IBA monitoring and sound recording, resulting in a rich database of some 10 000 reports and recordings of various bird species.

HEALTHIER SCHOOL DINNERS IN SLOVAKIA

› Campaigns to improve the quality of food served in school canteens have been gaining visibility across Europe in recent years. Now, civil society in Slovakia is getting behind a similar movement aimed at increasing the use of organic food in schools. State approved 'healthy' recipes for schools have also been launched and the project website now acts as an online marketplace for organic buyers and sellers.

TIPS ON SHOWCASES/CASE STUDIES

› Write catchy titles for your showcases and case studies which journalists might find inspiring if they choose to do a follow-up article.

› When sending teasers to journalists, include an attention-grabbing email subject line, such as the showcase title, but take care not to use words that a spam filter might reject.

› Contact stakeholders or people who benefited from your work for their input and testimonies to help you build a credible case study.

CHECKLIST

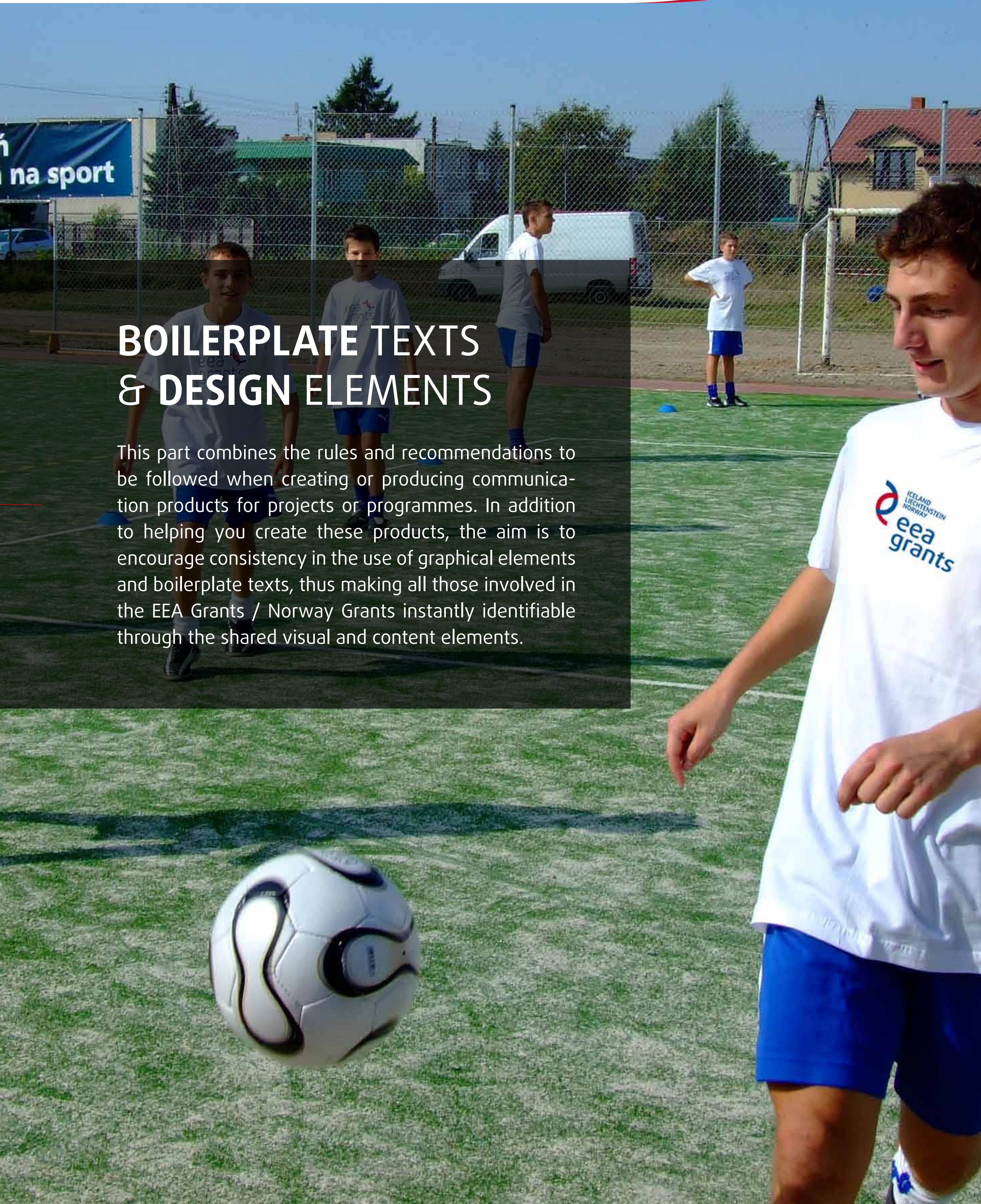
Remember to provide the institutions that carry out promotional activities on the EEA Grants / Norway Grants at a national or pan-European level with information on your information and publicity activities.

This enables your programme operator, national Focal Point and the FMO to better promote the grant schemes and communicate their results.

SHARE THE FOLLOWING
WITH YOUR PROGRAMME OPERATOR AND NATIONAL FOCAL POINT:

- ☐ Web site / web page address
- ☐ Links to your social media channels
- ☐ Developed promotional material, e.g. publications and videos
- ☐ Photographs of your project activities with written permission to use these in publications
- ☐ Planned events
- ☐ And any other interesting information you think could be good to be used on a national or pan-European level.

PART TWO
VISUAL IDENTITY



BOILERPLATE TEXTS & DESIGN ELEMENTS

This part combines the rules and recommendations to be followed when creating or producing communication products for projects or programmes. In addition to helping you create these products, the aim is to encourage consistency in the use of graphical elements and boilerplate texts, thus making all those involved in the EEA Grants / Norway Grants instantly identifiable through the shared visual and content elements.

USE OF THE TEMPLATES

The templates aim to foster greater consistency in the messages and modes of communicating the EEA Grants / Norway Grants, while ensuring a degree of flexibility for users. They impose a limited number of constraints in order to encourage the creativity and initiative of all stakeholders.

Anyone involved in the production of a publication linked with the EEA Grants / Norway Grants must, however, respect the few rules about the use of their logos.

DOWNLOADABLE TEMPLATES

All templates presented in this manual are downloadable from www.eeagrants.org.

The templates are provided in InDesign CS4 and pdf formats.

To use these templates, simply download them and send them to your design company along with the text and photos you would like to use.

BOILERPLATE TEXTS

The following standard texts can be used on the back covers of publications, at the end of press releases in the 'Note to editors' section, on programme/project websites or anywhere else where you acknowledge the support from the EEA Grants / Norway Grants.

If your programme/project receives funding from the EEA Grants and Norway Grants or only from the EEA Grants, use the first boilerplate text ('EEA Grants'). If you benefit from funding from the Norway Grants, use the second boilerplate text ('Norway Grants').

STANDARD TEXT 1 - EEA GRANTS

Through the EEA Grants and Norway Grants, Iceland, Liechtenstein and Norway contribute to reducing social and economic disparities and to strengthening bilateral relations with the beneficiary countries in Europe. The three countries cooperate closely with the EU through the Agreement on the European Economic Area (EEA).

For the period 2009-14, the EEA Grants and Norway Grants amount to €1.79 billion. Norway contributes around 97% of the total funding. Grants are available for NGOs, research and academic institutions, and the public and private sectors in the 12 newest EU member states, Greece, Portugal and Spain. There is broad cooperation with donor state entities, and activities may be implemented until 2016.

Key areas of support are environmental protection and climate change, research and scholarships, civil society, health and children, gender equality, justice and cultural heritage.

STANDARD TEXT 2 - NORWAY GRANTS

Through the Norway Grants and EEA Grants, Norway contributes to reducing social and economic disparities and to strengthening bilateral relations with the beneficiary countries in Europe. Norway cooperates closely with the EU through the Agreement on the European Economic Area (EEA).

For the period 2009-14, Norway's contribution is €1.7 billion. Grants are available for NGOs, research and academic institutions, and the public and private sectors in the 12 newest EU member states, Greece, Portugal and Spain. There is broad cooperation with Norwegian entities, and activities may be implemented until 2016.

Key areas of support are environmental protection and climate change, research and scholarships, civil society, health and children, gender equality, justice and cultural heritage.

PRESS RELEASES: STOCK STATEMENTS FOR ACKNOWLEDGMENT OF EEA GRANTS / NORWAY GRANTS SUPPORT

The (project/programme title) benefits from a €(amount – use a rounded figure) grant from Iceland, Liechtenstein and Norway through the EEA Grants and Norway Grants (one or both, depending on the support). The aim of the project/programme (use the relevant one) is to (objective).

FAQS

WHAT?

Iceland, Liechtenstein and Norway provide €1.79 billion in funding to 15 EU and EEA member states in Central and Southern Europe from 2009 to 2014. Programme and projects that are awarded grants can be implemented until April 2016.

WHY?

Iceland, Liechtenstein and Norway participate on an equal basis with EU member states in the internal market through the Agreement on the European Economic Area (EEA), and are committed to reducing disparities and developing cooperation within this area.

WHERE?

The beneficiary countries are the 12 new EU and EEA member states since 2004[2] and Greece, Portugal and Spain.

WHICH AREAS?

Key areas of support are environmental protection and climate change, research and scholarships, civil society, health and children, gender equality, justice and cultural heritage.

WHO?

Beneficiaries are local, regional and national authorities, educational and research institutions, students, teachers and researchers, non-governmental organisations, small and medium-sized enterprises.

MORE INFORMATION:

www.eeagrants.org
www.norwaygrants.org

2 Bulgaria, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia, Slovenia

LOGOS

USE OF THE LOGO(S) IS OBLIGATORY

The EEA Grants / Norway Grants logo(s) must be used either in the colours (red PMS 187C and blue PMS 647C) or black and grey.

If the programme/project is only funded by the EEA Grants, or the Norway Grants, then just that logo should be used; if both grant schemes are involved, both logos should be used. The tagline 'Supported by...' should also be used accordingly in the appropriate language.

Min 15 mm   Min 15 mm

PANTONE 187 C   PANTONE 647 C   PANTONE 7534 C

CURVE

The curve is an optional graphical element which you will see in use in the majority of the templates. The curve graphic feature is provided in InDesign so the colours can be altered without going through another software program. The curve is also available in Illustrator format.

The default colour of the curve is the red of the logos but this can be replaced by another from the colour palette if the document deals predominately with a particular sector.

› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

COLOUR PALETTE

CMYK – FOR PRINT / **RGB –** FOR WEB

To create consistency for audiences that relate to similar programmes in several countries, a colour palette has been developed with different colours for each sector to make programmes or projects within these easily identifiable. Although not mandatory, we recommend that you use the colour relevant for your programme/project.

The colour codes in both CMYK and RGB are shown. Percentage shading using the colours can be used as background for example in information boxes or for maps. Titles should also use these colours. Grey can also be used — gradation of 100% to 20%.

RECOMMENDATION:

These colours should be used in the curve as well as for the inside pages of any publication that deals predominately with a particular sector. Otherwise the red of the logo should be used for the curve.

Environmental protection and management

CMYK-30/0/100/30 - **RGB**-140/160/35

Climate change and renewable energy

CMYK-0/60/80/0 - **RGB**-245/130/70

Carbon capture and storage

CMYK-30/15/0/45 - **RGB**-110/125/150

Green industry innovation

CMYK-80/0/100/10 - **RGB**-10/160/70

Human and social development

CMYK-65/85/0/0 - **RGB**-115/70/160

Civil society

CMYK-0/100/10/20 - **RGB**-195/0/105

Decent work and tripartite dialogue

CMYK-100/0/0/0 - **RGB**-0/175/240

Cultural heritage

CMYK-0/70/100/70 - **RGB**-105/40/0

Research and scholarship

CMYK-0/20/100/5 - **RGB**-245/195/10

Justice and home affairs

CMYK-80/30/10/30 - **RGB**-10/110/145

TYPOGRAPHY

DaxlinePro font is a modern typeface and is the OpenType version of the original Daxline font. It is perfectly suited to the creation of publications.

DaxlinePro accommodates all of the characters in the various European Union languages, whether the alphabet is Cyrillic, Greek or Latin.

We cannot supply this font for legal copyright reasons but most graphic designers will have access to it. If this font is not available we suggest the use of **Verdana** font but make sure that the font used contains the necessary accent marks etc.

RECOMMENDATION:

It is important to arrange the font size and the interspacing so that the text remains pleasant to read and the design is well spaced.

TITLE

DaxlinePro Bold – 25 pt

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijkl mnopqrstuvwxyz
1234567890!;:/?,.@•%&*()£\'<+>"©

SECTION TITLE

DaxlinePro Bold – 14 pt
ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijkl mnopqrstuvwxyz
1234567890!;:/?,.@•%&*()£\'<+>"©

STRAPLINE

DaxlinePro Medium – 13 pt
ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijkl mnopqrstuvwxyz
1234567890!;:/?,.@•%&*()£\'<+>"©

Body text

DaxlinePro Regular – 10 pt
ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijkl mnopqrstuvwxyz 1234567890!;:/?,.@•%&*()£\'<+>"©

COMMEMORATIVE PLAQUE

There are three versions of these commemorative plaques depending on what support was given to the project. They can be printed on aluminum or plastic or any other appropriate material.

TECHNICAL INFORMATION FOR ALUMINIUM:

1) The file Commemorative plaques templates.pdf contains three pages:
Page 1: EEA Grants Page 2: Norway Grants Page 3: EEA Grants + Norway Grants

2) Each commemorative plaque measures 300 x 200 x 2 mm.

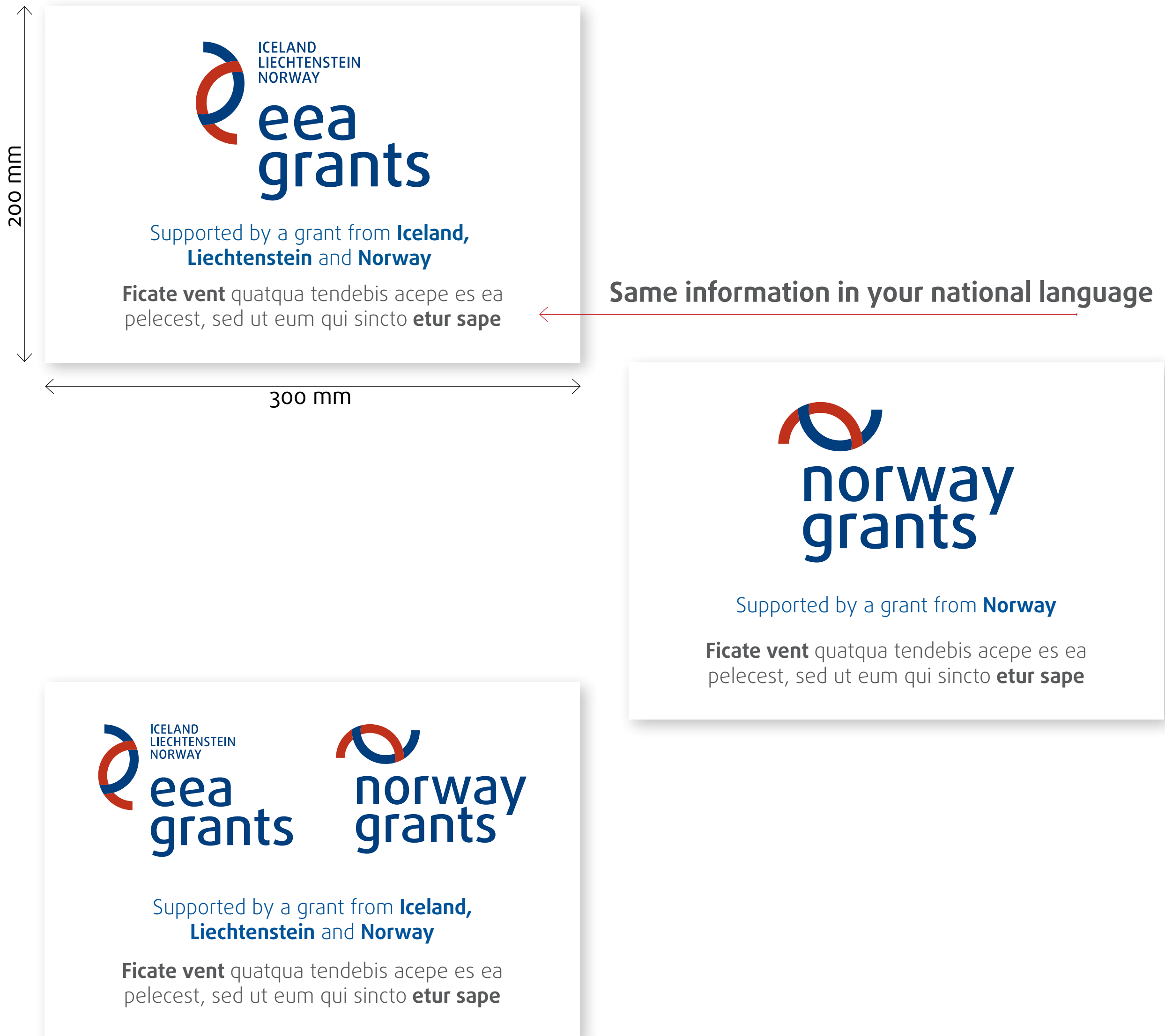
3) The commemorative plaque is in silver anodised aluminium, with a thickness of 2 mm.

4) Print out in screen process in 3 colours:
Dark blue: PMS C 187 **Red:** PMS C 647 **Black** at 70%

5) Hot varnish coated at 80°C on the surface and on the edges.

6) The holes for fixing must be made before varnishing.

You will need to check with your local printers if other materials, such as glass or plastic, are used.



› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

STICKER

There are three versions of these promotional stickers depending on what support was given to the programme/project.

Size: 100 x 55 mm (although size can vary).

TECHNICAL INFORMATION:
To be printed on self-adhesive sticker sheets.

POSTERS AND **BILLBOARDS**

POSTERS

Posters can either be a visual reflection of the project or display key information about the project. For any visual reflection, make sure that you use a lively project-related image and that text is kept to a minimum. The text can be placed over the image within a shaded colour box depending on the clarity of the background image.

BILLBOARDS

Billboards come in various sizes and you will need to discuss with local printers and suppliers which size suits your purposes best. Make sure the information is easily available and do not overfill the billboard with text. Your logo(s) and the EEA Grants / Norway Grants logo(s) must be displayed as well as the web address: www.eeagrants.org / www.norwaygrants.org. You also need to include information on what your project aims to achieve or who it will benefit, who is managing it plus information on the grant support (amount and what the grant is financing).

TECHNICAL INFORMATION:

1) Each files contains three pages.

2) The three pages correspond to the three different posters or billboards:

Page 1: EEA Grants Page 2: Norway Grants Page 3: EEA Grants + Norway Grants

We recommend using a DIN format for ease of production for the posters.

DIN A0 = 841 mm x 1189 mm

DIN A1 = 594 mm x 841 mm

DIN A2 = 420 mm x 594 mm

DIN A3 = 297 mm x 420 mm

DIN A4 = 210 mm x 297 mm

Nevertheless, narrow or larger formats can be used.

3) The posters and billboards are produced in four-colour process.

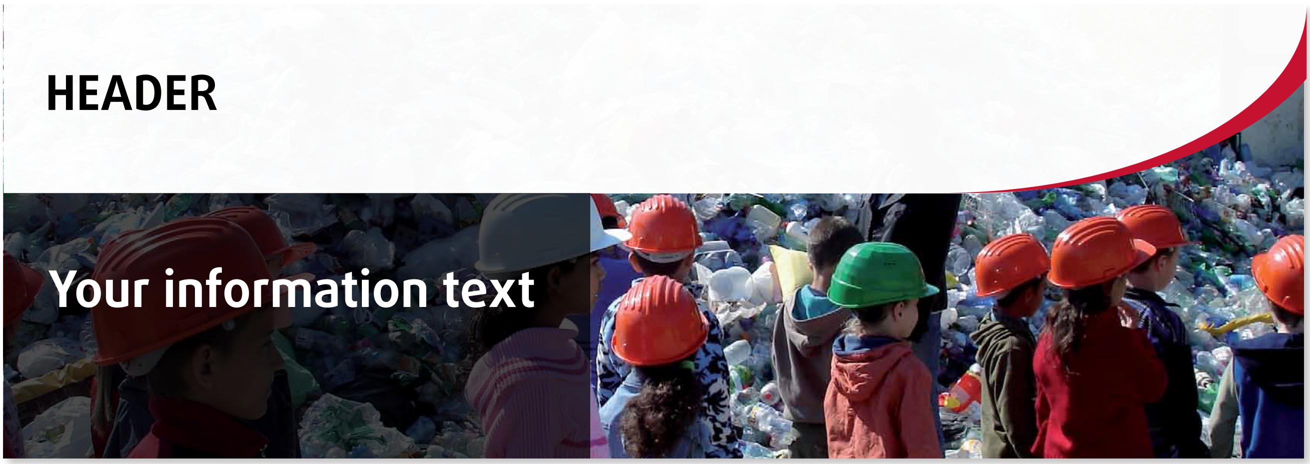
RECOMMENDATION:

Less is best – keep the message clear!

› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

POSTER

BILLBOARD



YOUR LOGO/S

INFO ABOUT SUPPORT

EEA GRANTS / NORWAY GRANTS LOGO/S

1000 mm

2000 mm

› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

ROLL-UP

Roll-up banners can be used at conferences, meetings or be placed in your office building for visibility. The standard format is 2000 x 800 mm although the width can go up to 1200 mm. They are supplied with a case and a support stand and can be easily transported.

RECOMMENDATION:

Roll-ups are a visual reflection of the project so lively project-related images are recommended. Text can be placed over the image within a shaded colour box depending on the clarity of the background image. Visual impact and legibility from up to several metres away are very important.

Your logo(s) and the EEA Grants / Norway Grants logo(s) must be displayed.

PUBLICATIONS

The following four publications serve different purposes:

- A **report format** should be used at the end of the project to show what has been achieved or it can be used as a status report during the lifespan of the programme/project.
- The **brochure** is more for publicity and events such as key meetings where the format can be used for the programme or to illustrate a key action in the project.
- The **leaflet** is again for general information purposes but usually in smaller formats or fewer pages.
- The **newsletter** can be used to keep project partners and interested parties informed on a regular basis of the programme/project's progress.

REPORT – FORMAT A4

COVER

Use a lively image and place your logo(s) carefully and strategically. The EEA Grants / Norway Grants logo(s) should be used as well where appropriate. The use of the distinctive curve is shown.

INSIDE PAGES

For chapter/section pages. These are double left/right pages with a single image covering the left side and a third of the right-hand page. The curve is used on the left page and contains the chapter title. A brief introductory paragraph can be included in a coloured box on the left-hand page. The body text starts on the right-hand page.

The curve may also be used on the background of the inside pages to brighten up the layout. Make sure it does not detract from the legibility of the texts.

Text in single or two-column layout with images fitting into the column layout. Picture captions can be used, but keep them short! Photo credits must be respected – display them vertically starting from bottom right of the image so they do not detract from the symmetry and appeal of the page layout.

BROCHURE – FORMAT 18 X 18 CM (4-6 PAGES)

COVER

Use lively images and place your logo(s) discretely. The EEA Grants / Norway Grants logo(s) should be used as well where appropriate..

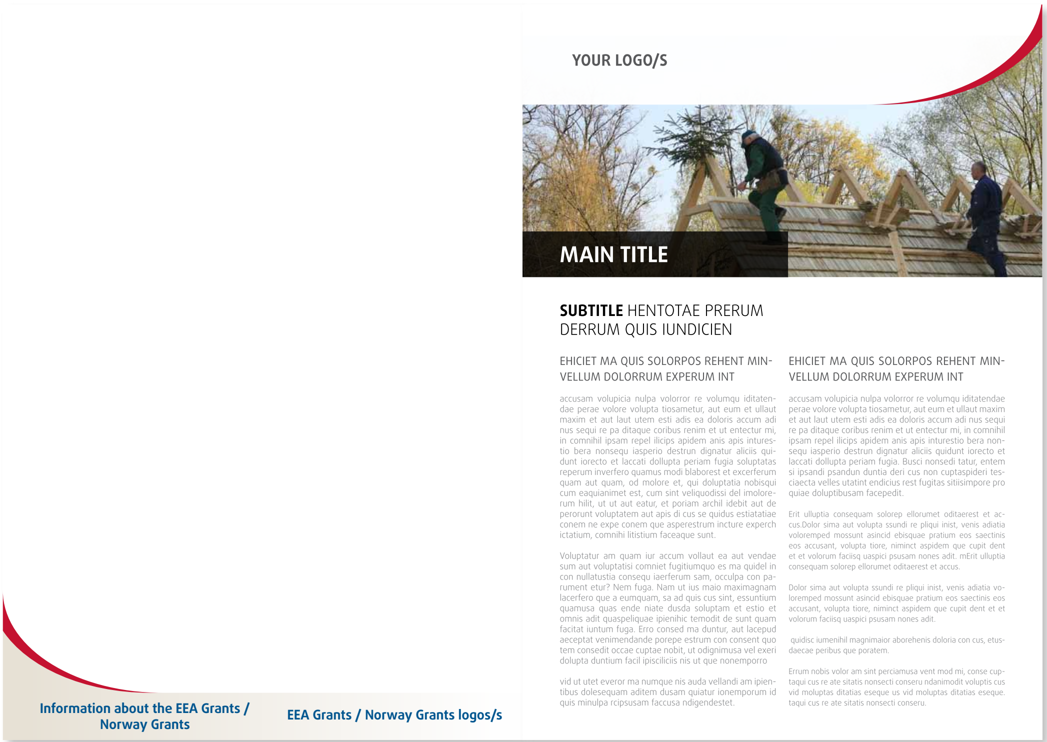
INSIDE PAGES

The curve may also be used on the background of the inside pages to brighten up the layout. Make sure it does not detract from the legibility of the texts.

› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

LEAFLET – FORMAT A5 (4 PAGES)

The EEA Grants / Norway Grants logo(s) should be placed at the bottom of the page on the left-hand side with basic information about the amount and purpose of the grant. The last page should present contact information about the programme/project in a grey box, including your website/page.



Designation of the type of publication

Date; Main Title of the cover

NEWSLETTER – FORMAT A4 (2-4 PAGES) BUT OTHER FORMATS CAN BE USED

The EEA Grants / Norway Grants logo(s) should be placed at the bottom of the page on the left-hand side with basic information about the amount and purpose of the grant. We suggest a main article on the front page with a secondary article and two or three short information boxes. Simple tables or pie charts can be used. The last page should present contact information about the programme/project in a grey box, including your website/page.

RECOMMENDATIONS FOR ALL PUBLICATIONS:

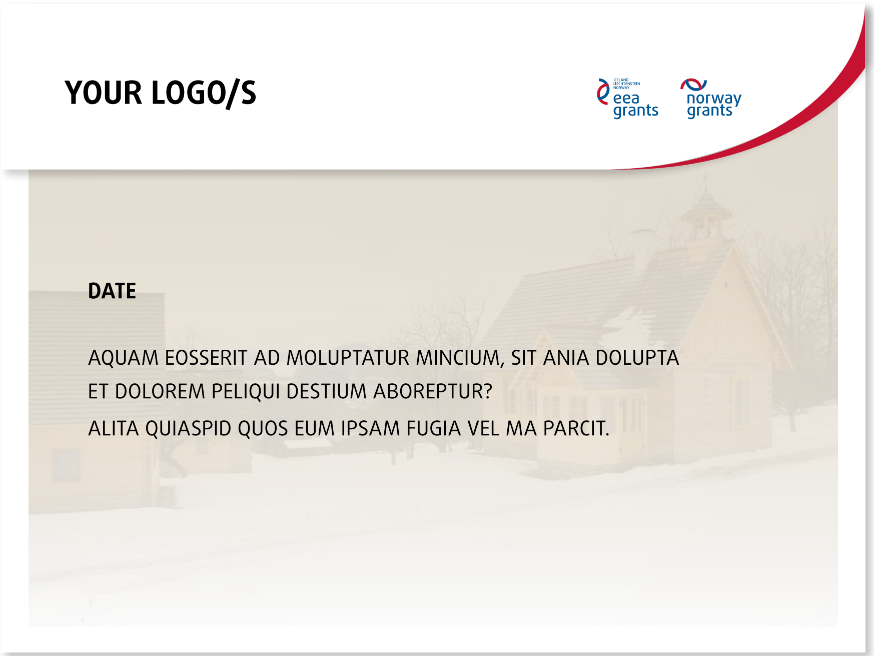
- Images: use lively images that illustrate your project, for example, showing the project in action.
- Do not try to cram too much text into the layout – make sure the information is interesting, well-ordered and spaced out on the page so it is easy to read.
- Remember – simple messages work best!
- Remember to consult the tips on publications and photos in the first part of this manual.

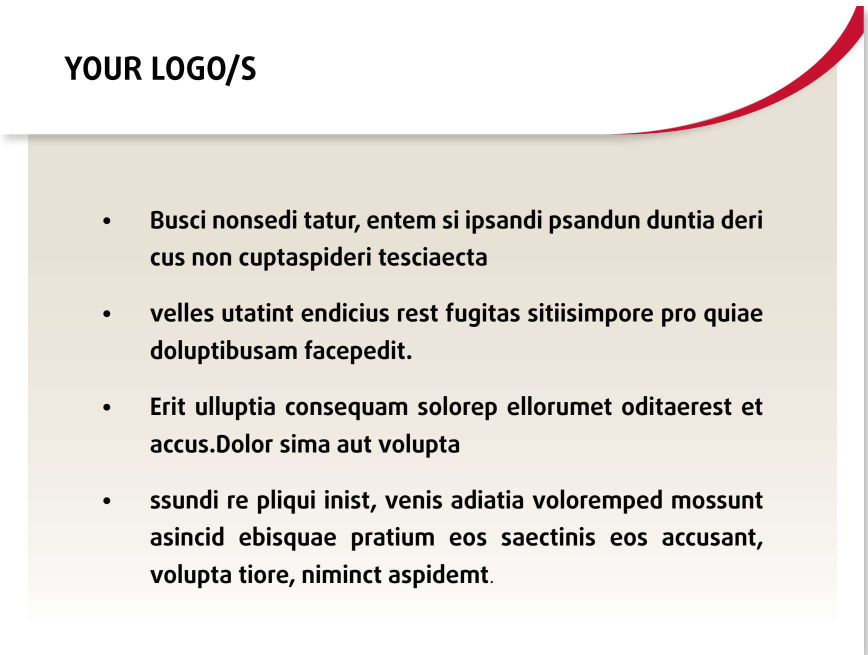
POWERPOINT

This is a template for making PowerPoint presentations. The EEA Grants / Norway Grants logo(s) should be placed on the right-hand side over the curve while your logo(s) and/or information on the presentation can be placed on the left-hand side.

RECOMMENDATIONS:

The opening page image should be a lively one to welcome your audience and grab their attention ready for the rest of the presentation. We also recommend that the text on the following pages is kept to a minimum (±4 bullet points) so that the speaker can engage with the audience, not wait for them to read the slides.





VIDEO

This is a template for the production of videos and shows a possible opening page as well as the final page titles that mention the project is supported by the EEA Grants / Norway Grants.

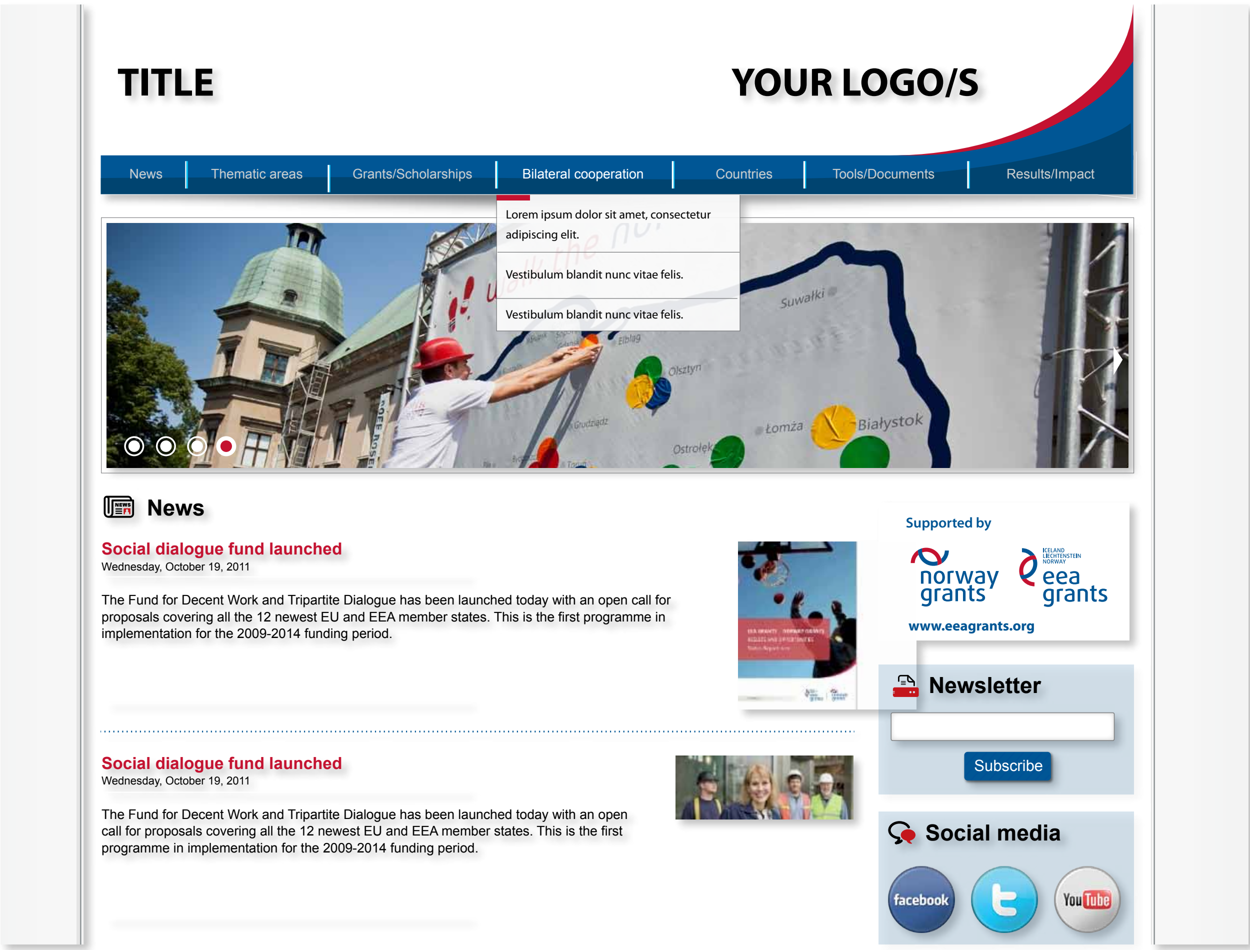
The curve should be red or a sector colour from the colour palette.

› The templates are provided in InDesign CS4 and pdf formats at www.eeagrants.org/cdmanual

WEBSITE

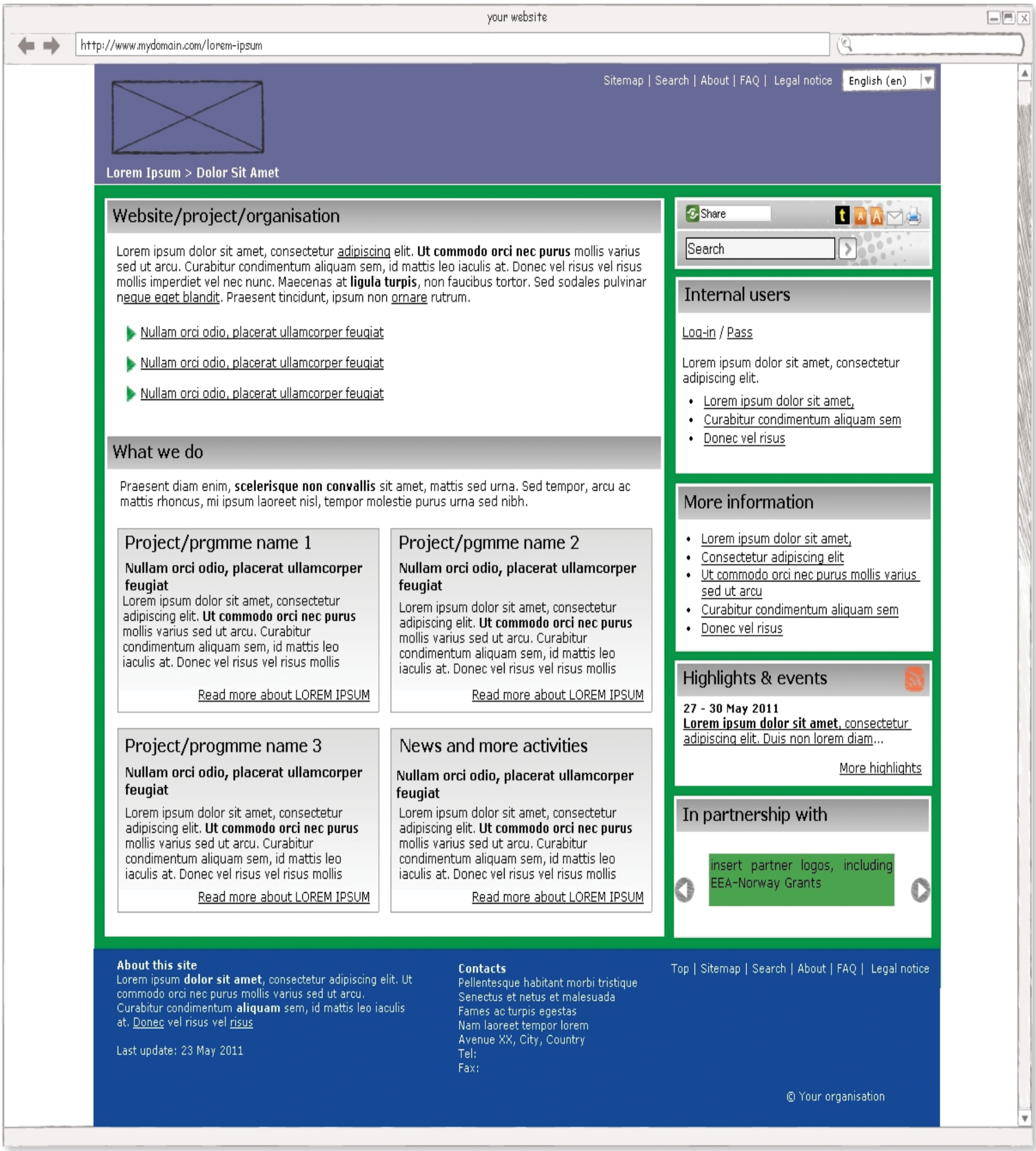
There are many simple solutions for creating a website or you can use professional help. It is important to register a domain name and find a web-hosting provider for your site. Remember to keep the website simple and the important information easily accessible. Avoid Flash introductions and slow-moving graphics as they can annoy visitors to your site.

Use standard fonts such as Arial, Verdana and Times New Roman for ease of use.



WEB WIREFRAME

This is a generic web wireframe – page schematic or screen blueprint – that represents the skeletal framework of a website and gives you a visual guide before creating all the pages and content. It was produced using the internet tools iPlotz.



PRESS RELEASE

[INSERT EEA GRANTS / NORWAY GRANTS LOGO(S)]

[INSERT YOUR LOGO]

FOR IMMEDIATE RELEASE ['EMBARGO XX MONTH, YEAR]

If not for immediate release state until when journalists should wait before making this news public – they are ethically obliged to respect this, but if your news is truly confidential you should consider not press releasing it until after it is public information!

Contact:
Contact person
Company name
Telephone number
Email address
Website address

Make sure this information is accurate and the person will actually be available when it is released.

Headline

Make it catchy and not too long – avoid heavy technical headings, but some 'technical fact' can be used.

City, country, date Opening paragraph starting immediately after the dateline should contain the basic who, what, when, where, why of the press release.

This is called the dateline.

Remainder of body text – should include any relevant information about your announcement, about the project, for example.

Be sure to include benefits and the true news angle that a journalist can pick up on, his/her 'hook'. For example, "because of this new finding, citizens of Sofia will be able to test the water quality coming directly from the tap".

Also include stock quotes – a made-up quote using "double quotation marks like this" attributed to your manager or someone closely involved in the news or information (i.e. industry expert or project researcher).

If there is more than one page then use --more-- at the end of the first page ...and at the top of the next page...

It is not a rule but it is better to keep your press release to one page where possible. If you can't, then use "-more-" to indicate another page exists.

-- Abbreviated headline (page 2) --
Remainder of text.
(Restate contact information after your last paragraph):

Editors note:
For photos/additional information/samples, etc.
Contact: (all contact information and/or website where downloads are available)
About the organisation (one short paragraph)
Insert one-liner about the support from the EEA Grants / Norway Grants.

# # #

These indicate the press release has ended.

WRITING FOR WEB

Semantically strong title (style Heading1) [max 10 words, key words first]

This introduction should provide a self-contained summary of the page. It should also entice readers to click through to the full description when used separately as a web intro elsewhere on the site or in sister sites. (style Heading2) [maximum 50 words]

[Normal Arial font, 500-550 words, or about the length of this template briefing!]

Writing for the web needs to be concise, compact and clear. This is partly because the site's readership – stakeholders, policy-makers, citizens, press, etc. – are busy people and readers' attention on the web can be notoriously short.

It is good to keep in mind that people "surf" the web, which implies they do not dwell long on individual pages. Break text down into bite-sized paragraphs for ease of reading.

Sentences should be fairly short and simple. Paragraphs should be relatively small chunks of information in accessible language. It is important to assume that many of the visitors will not be familiar with your jargon, so texts should be kept as non-technical as possible.

Texts for particular sections should be consistent in structure, style and tone. All texts should be written with the target audience(s) in mind.

Include hypertext links to relevant information where useful for further reading. In-text links do not have to be repeated in the 'more information' section. Hyperlink on strong semantic words relevant to the destination to help with search engine optimisation (e.g. you can learn about beneficiaries states on the EEA Grants / Norway Grants website).

Cross-head (style Heading 3) [max 5 words]

To make your text more readable, break it up with a descriptive but ideally eye-catching sub-heading or two. This helps writers order their thoughts and find the most relevant information faster.

Employ a 'deductive' writing pattern for each page. This 'inverted pyramid' approach introduces key facts and conclusions first, then moves on to cover background and supporting facts and arguments.

This enables the reader (and keyword-crawling search engines) to identify immediately the topic of the page. By covering the most vital information first, people who do not have time to read through to the end can gather the most crucial points by perusing the first paragraphs.

When writing for the web, it is important that each page is self-contained or, if it is an intermediate page, it is clear that visitors need to click for further information. Modular writing like this helps when people land on a page through a search engine. It can also compensate for complicated/unclear navigation on your website.

Even though it is the web, it is still important not to exceed prescribed page lengths (or character counts) because reading long texts online and heavy scrolling is tedious. The person in charge of the web should determine page lengths for all levels in the hierarchy (homepage, first level on the menu, second level, etc.).

Using bullet points, while useful for setting out long lists or as a signpost to other pages, should be a tool for readability not an excuse not to write clear and readable descriptions.

More information [up to around 10 links]

References and links to further information [hyperlink keywords of the description as this helps search-engine optimisation, e.g. not 'click here', but '2008 Innovation and Report']

Writers should offer several links but consider the destinations

Are they stable sites?

No links to pages on the soon-to-be replaced sites

Observe navigation problems, so links do not become circular

If different to your site, note in brackets the language of the linked page (EN, FR, etc.).