CLEANER ENERGY SAVING MEDITERRANEAN CITIES

Contract No ENPI 2012/309-311

Interim Report 3:
Annex 7 – Guidelines for development of Citizens Awareness Promotion Plan

July 2014

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<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ACE</td>
<td>Associated Consulting Engineers SA, Lebanon</td>
</tr>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>ADEME</td>
<td>Agence de l'Environnement et de la Maîtrise de l'Energie (French Environment and Energy Management Agency)</td>
</tr>
<tr>
<td>AFD</td>
<td>Agence Française de Développement (French Development Agency)</td>
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<tr>
<td>ARLEM</td>
<td>Euro-Mediterranean Regional and Local Assembly</td>
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<tr>
<td>BEI</td>
<td>Baseline Emission Inventory</td>
</tr>
<tr>
<td>CAPA</td>
<td>Citizens Awareness Promotion Plan</td>
</tr>
<tr>
<td>CES-MED</td>
<td>Cleaner Energy-Saving Mediterranean Cities (this project)</td>
</tr>
<tr>
<td>CO2</td>
<td>Carbon dioxide</td>
</tr>
<tr>
<td>CoM</td>
<td>Covenant of Mayors</td>
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<tr>
<td>CoMO</td>
<td>Covenant of Mayors’ Office</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil society organisation</td>
</tr>
<tr>
<td>DEVCO</td>
<td>Directorate-General for Development and Cooperation – EuropeAid</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>EIB</td>
<td>European Investment Bank</td>
</tr>
<tr>
<td>ELENA</td>
<td>European Local Energy Assistance</td>
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<tr>
<td>ENP</td>
<td>European Neighbourhood Policy</td>
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<tr>
<td>ENPI</td>
<td>European Neighbourhood and Partnership Instrument</td>
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<tr>
<td>ESCO</td>
<td>Energy service company</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>EUD</td>
<td>European Union Delegation</td>
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<tr>
<td>FP</td>
<td>Focal point</td>
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<tr>
<td>HD</td>
<td>Human Dynamics</td>
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<tr>
<td>IFI</td>
<td>International financial institution</td>
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<tr>
<td>JRC</td>
<td>Joint Research Centre</td>
</tr>
<tr>
<td>LA</td>
<td>Local authority</td>
</tr>
<tr>
<td>LFA/log frame</td>
<td>Logical framework analysis</td>
</tr>
<tr>
<td>MAE</td>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>MED-ENEC</td>
<td>Energy Efficiency in the Construction Sector in the Mediterranean</td>
</tr>
<tr>
<td>MDIC</td>
<td>Ministry of Development and International Cooperation (Tunisia)</td>
</tr>
<tr>
<td>NA</td>
<td>National authority</td>
</tr>
<tr>
<td>NCG</td>
<td>National Coordination Group</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organisation</td>
</tr>
<tr>
<td>NKE</td>
<td>Non-key expert</td>
</tr>
<tr>
<td>RECREE</td>
<td>Regional Centre for Renewable Energy and Energy Efficiency</td>
</tr>
<tr>
<td>SEAP</td>
<td>Sustainable Energy Action Plan</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>UfM</td>
<td>Union for the Mediterranean</td>
</tr>
<tr>
<td>UPFI</td>
<td>Urban Project Finance Initiative</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
</tbody>
</table>
1. INTRODUCTION

1.1. Overview and Purpose

This document describes the process of developing a Public Awareness and Promotion Plan for municipalities, who are committed to plan and implement sustainable energy measures in line with the methodology produced by the Joint Research Center of EU and with the support of the CES-MED project for the elaboration of Sustainable Energy Action Plans (see http://ces-med.eu/images/seapguidebook/2014-09-15_guidebook_final_english.pdf).

These guidelines pilot the methodology for development of communication activities targeted towards facilitating the engagement of stakeholders at local level to support the planning and implementation of Sustainable Energy Action Plans (SEAP) as well as “Behavioral Change” actions to be envisaged as measures to contribute to reduction of CO₂ emissions.

The first SEAPs with CES-MED support in the ENPI South region will be elaborated during the period of December 2014 to December 2015. It is envisaged that the practical experience gained when applying these guidelines will constitute a proper basis for updating this manual as needed.

The CAPP responds to the following issues:

- Development and adapt activities of existing communication and awareness plans targeting the population and stakeholders with reference to energy efficiency;
- Level of awareness of the population and stakeholders with reference to energy efficiency and potential savings; and
- Existence of initiatives and tools to facilitate the participation of citizens and stakeholders in the SEAP process (development and implementation), as well as in the overall energy and climate change policies at local authority level.

1.2. Defining the CAPP

A Citizens Awareness Promotion Plan (CAPP) is a plan established in order to make citizens more aware of selected issues and to hopefully secure a certain level of commitment and participation from them to the cause at hand. This specific CAPP is focused on raising awareness on priorities identified by local authorities in the process of SEAPs’ development and deriving from the final SEAPs during implementation stage. Ultimately, the CAPP may contribute to raising awareness on renewable energy solutions and energy efficiency, thus contributing to reduction of CO₂ emissions, as well as efficient water and waste management, environment-friendly public transport, etc.

The CAPP is aimed at South Mediterranean cities and contains a study of each city’s respective needs and potential, the description of the programme proposed to fulfill those needs, and the way it in which it can be implemented.

For whom is it intended?

The plan is intended for local authorities (cities, municipalities, governorates, wilayas, etc.), national authorities and other civil society actors and NGOs. It is also useful to orient any citizen who wishes to participate in the awareness raising effort.
1.3. Target Audiences and Supportive activities

The target audience of this manual is the 18 selected municipalities under the CES-MED project - as well as any other municipality interested in developing a SEAP and in joining the Covenant of Mayors in the ENI South region.

It should be noted that the current version of the manual is a pilot, and is intended to be used predominantly by the municipalities selected under the CES-MED project (see Annex 1).

The CES-MED project will support the 18 targeted municipalities in the development of each specific CAPP through assistance of Senior and Junior experts, as well as through the support of the contractors who have been selected to support the municipalities in developing their respective SEAPs.

Additional support will be provided by organising concrete communication and awareness activities, which will assist the process of Stakeholders’ Engagement (in accordance with SEAP Guidelines), including the following activities:

   a. Organization of one event (planned to take place in the period from January to November 2015): targeted towards engaging stakeholders in the process of identification and/or approval of the sectors and pilot measures to be included in the SEAPs;
   b. Issuance of two national Newsletters (one in January-February 2015 and a second one in October-November 2015): aims to present the project activities as well as progress and key elements of municipalities’ SEAPs, as well as the first pilot actions. These newsletters (electronic and paper) will be used as promotional items by the municipalities; and
   c. National events (one in each country) where the draft SEAPs will be presented: will also present/discuss issues related to EE and RES in the respective country. This activity will provide the opportunity for local municipalities to improve their relations with National Authorities, as well as to establish contacts with the Development Partners.

1.4. How to use these guidelines and structure of Manual

The aim of this document is to establish a structure of the CAPP and to provide detailed guidance on how local authorities should proceed to elaborate each of the proposed chapters of the CAPP. In this respect, the following chapters present a step-by-step manual to be used for the preparation of the CAPP by the city and municipality, and specifically for the use of the experts who will prepare the SEAP and integrate the CAPP into the SEAP. There are more detailed guidelines on stakeholders’ involvement (Annex 2) and communication tools (Annex 3) which are universal and would be particularly useful for municipalities with limited human resources holding awareness-raising or communication expertise.

It is important to stress that these guidelines should be used alongside the SEAP guidelines developed by JRC (with the support of CES-MED). For example, the SEAP guidelines include specific references to additional documents that could guide the target audience in this process. The current guidelines provide a useful complement to the SEAP guidelines, in particular as concerns two main aspects of communication and awareness:

   a. Engagement of Stakeholders
   b. Behavioral Change measures

The Manual contains the following chapters:
**Chapter 1 - Introduction** (current chapter): setting out the overview and purpose; target audience and supportive activities; and how to use these guidelines;

**Chapter 2 - Specific objectives, impact and approach of the CAPP**: provides a background/reference information on the overall CAPP framework;

**Chapter 3 – Steps to be carried out when preparing the CAPP**: sets out the eight steps to be followed when preparing the CAPP; and

**Chapter 4 - Communication actions**: complimentary action/tools to support the application of CAPP.

**Chapter 5 - Work Plan and Budget**: guidelines on the development of a work plan for different types of communication actions and how to prepare the corresponding budget.
2. CAPP: SPECIFIC OBJECTIVE, IMPACT AND APPROACH

This Chapter sets out the overall framework, which is usual for the user as background/reference material when preparing their specific CAPP (a step-by-step approach is presented in the next Chapter).

2.1. Specific objective

The aim of the Citizens Awareness Promotion Plan (CAPP) is two-fold:

- Facilitating the engagement with stakeholders [elaborated under Chapter 3]
- Carrying out communication activities [elaborated under Chapter 4]

2.2. Impact

Expected benefits of the CAPP, includes:

a. Improved quality of life = increased city attractiveness

The CAPP paves the way for a collective ecological consciousness from which the city will benefit: less polluted, greener and cleaner. Improvements such as new generation public transports, better management of solid waste and water delivery, smart public lighting, energy efficiency measures to reduce CO2 emissions, and solidarity actions will all contribute to improving the citizens’ daily quality of life, and organically attract people from outside both city and country into the city as a result.

b. The Citizen takes Ownership

Citizens get involved in the process because the issue at stake relates directly to them and the CAPP provides them with a framework at the local level, allowing them to participate. The citizen will be encouraged to consider his own role in creating a greener city. “Eco-responsibility” of the citizen is a key factor for an efficient ecological effort.

c. Economy

At city level: Acting “green” – or applying environmentally-friendly measures - is also a matter of economy; in fact it is synonymous with money saving, especially thanks to energy saving through energy efficiency and renewable energy. This means no wasted electricity or water, including optimised public lighting that corresponds to the specific needs of the city. Money saving for the township indirectly means money saving for the citizen who contributes to the expense.

A greener city also attracts workers, investors and tourists, a factor that can considerably boost the city’s economy.

At citizen level: An environmentally-friendly lifestyle also has a direct beneficial impact on the citizens’ economic situation for several reasons. First of all, they save money thanks to energy efficiency at home. Secondly, their contribution to public spending is lower. And finally, the resulting economic recovery enables new work opportunities.

2.3. Approach: engaging with the population / stakeholders

Preparation and implementation of the CAPP requires the involvement of all project stakeholders, including national authorities, industry, and citizens; while the CAPP is directly aimed at citizens, the
message it is promoting also involves national authorities, energy industry representatives and any other stakeholders concerned. Its success, therefore, largely depends on the ownership of the process and engagement of all afore-mentioned groups in order to identify the best tools, tone and activities with which to convey the desired message to each target group. Stakeholder engagement and commitment can be secured if they are empowered with clear responsibilities and kept abreast with effective communication channels, thus ensuring that they are consulted on a regular basis throughout the process of identification of SEAP actions and CAPP activities. The sooner stakeholders are involved – i.e. as early as planning level, the more likely they are to engage in the actual implementation of activities. For there to be success in sustainable planning, implementation and follow-up of CAPP activities, data should directly derive from and relate to the priorities identified in the respective SEAPs. Public consultation and active participation of all stakeholders throughout all stages of the SEAPs implementation and CAPP’s life is crucial.

The sections below provide guidance actions and useful on stakeholder engagement through setting out considerations when carrying out the following activities that are all indirectly linked to CAPP:

- Needs assessment survey
- Audience segmentation and the role of the media
- Define the communication objectives
- Evaluation of outcomes
- Management plan
- Facilitate stakeholder involvement

*Note: practical hands-on guidance on stakeholder engagement techniques – or public consultation (such as public hearings, working groups, surveys, government online platforms, etc.) – are provided in Annex 2 of this document.*

**A. Needs Assessment Survey**

In this particular context, a Needs Assessment Survey needs to be conducted in order to define the target audience profile and target groups, identify the level of knowledge and information needs of the audience related to the municipality’s sustainable energy challenges and priorities (deriving from the SEAPs), and identify the most appropriate communication tools and channels to reach the local community.

In practice, this information will guide the municipality towards:

- Establishing a strategy;
- Identifying awareness raising activities that are adequate to the needs and customized to the target audience, and use the language “people understand”;
- Identifying awareness raising actions to accompany the sustainable energy actions as prescribed in the SEAP.

**Steps to carry out a needs assessment:**

- Identify your partner in the city/municipality [*note: table below can serve as a helpful tool]*
- Agree on the objectives of the Needs Assessment Survey
- Define a timeframe in which it must be carried out – set deadlines
- Define the target audience and authorities/stakeholders
- Decide on a specific number of individuals from that target audience who will be included in the Survey, making sure they cover all target audience profiles
✓ Define Survey questions related to CAPP Action priorities in general, to the actions proposed in the SEAP and to preferred means of communication
✓ Assign roles: who will carry out the survey?
✓ Create a draft of the full survey
✓ Try out the Survey on a test authority group/focus group
✓ Conduct the Survey
✓ Tabulate results
✓ Define CAPP activities based on these results
✓ Template tool to identify/list relevant stakeholders:

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Stakeholders’ interest/role</th>
<th>Assessment of the impact High/medium/low</th>
<th>Information communication needs of this stakeholder</th>
<th>Communication opportunities to / with this stakeholder</th>
</tr>
</thead>
</table>

B. Audience Segmentation and the Role of the Media

Interaction includes a wide range of groups and individuals. If the communication gives equal weight to addressing all the groups, it might prove a huge task. Focus should therefore be placed on those audiences that are key to delivering the objectives.

The target groups of communication are distinguished in three main categories: primary, secondary and stakeholders - the list is very ambitious. For the first campaign phase, communications should be targeted towards some of these audiences, and rebalanced in the following phases.

The primary target group is the most heterogeneous in terms of characteristics. All the components that we are interested in for our purposes – current behavior, level of awareness, level of knowledge, preferred methods for receiving information, motivation/barriers to hearing and accepting the information – show wide variations. This indicative division into sub-groups is only based on the partial data that is available, and on “common sense”. It is highly recommended to survey the target groups before the actual formulation of messages, and launching of the campaign.

The suggested variables to be used when designing differentiated communications to subgroups within the primary target group are: age; residence; education level; social and economic status; familiarity with the topic. The content and communication channels for these groups will be different, using appropriate tools depending on predispositions, rationalization capacity, motivation factors, search for and interpretation of information, and behavior.

To put it in a nutshell, the primary target group formulates the core of the mission and presents the greatest challenge in the communication.

The secondary target groups are broadly divided into three types of audiences and defined as opinion leaders, NGOs, industry/businesses and academia.

- **Opinion leaders** are the target group of crucial importance in public communications, so much as they tend to shape the rhythm of immediate and topical public meanings. It has been established that meaning is negotiated rather than immanent and is influenced by our perceptions of other people’s opinions;

- **The NGOs/civil society organisations** are identified as an important partner, with whom the municipality may wish to establish a working partnership. This distinguishes them as a specific target group for communication, which will require a carefully tailored format. At the same
time, they have to be included as a participant in the communication process from the beginning, in their role of an intermediary between the municipality and their members whose characteristics they are best familiar with. One of the important features of the NGOs is that they possess, and are in the position to collect, specific local data regarding awareness levels of the topic. This puts them in a good position to assist in the identification of information needs, appropriate information channels and formulation of the communication content. Therefore, NGOs need to be involved in consultations and negotiations on the preparation and planning of the communication activities. In terms of targeted communications with the NGOs, the leading principle is partnership.

- **The academia** is an important source of advice that should not be neglected but actively involved in the efforts where it has a two-fold function to perform. One major function is theoretical and analytical: the academia is the pool of knowledge of the theoretical developments in the field, the evolution of ideas and concepts worldwide, of serious analysis and interpretation of trends and results that would contribute to the taking of informed political decisions, grounded in solid evidence and substantiation. On the other hand, the academia plays the decisive role of educating the next generation not only in professional standards but also in societal values, and their collaboration is vitally momentous. Thus communications with the academia have to be continuous, in the form of dialogue and consultations, publications and public lectures on the topic need to be actively promoted, and scientific opinions should be asked before decisions are taken.

**The third audience category, that of the stakeholders**, is in fact the one that the entire structured communication cycle should start with – they would include not only all local authorities concerned, but also business/industry and any other actor that is part of the creation and/or solution of the challenge/problem.

**The media** act as a communication channel but also as an active participant in the processes related to a topic. The second role is present regardless of whether the municipality has a communication program or not, and could equally be positive or negative. The question therefore is how to communicate messages to the media. The communicator in this case should learn to work with independent media in their capacity as an important feedback provider, and a communication channel. The effectiveness of the media as a communication channel will largely depend on their general presentation, i.e. to what extent they are actually and perceptually independent. The stakeholder role of the media on a topic is i.e. the creation of new attitudes or opinions; the enhancement of existing attitudes/ opinions; increasing or decreasing their intensity – “minor change”, “conversion”, “no effect”.

The desired outcome of each CAPP would be to increase the level of awareness on the topics of concern, empower the citizens by changing or refining their understanding of SAEPs’ priorities identified in the respective municipalities and ultimately to contribute to the implementation and enforcement of those priorities.

**C. Define the Communication Objectives**

The communication objectives reflect the achievements that the information activities are in pursuit of. Those are:

- to put in place effective internal communications – the essential building blocks for success, especially when changes are undergoing;
- to develop a communication culture – essential for achieving the objective of “communicating the vision”; 
- to establish a strong and dynamic strategic communications approach;
✓ to help build and solidify partnerships by better communicating with, and through, a growing number of partners – for developing closer partnerships;
✓ to present a clear picture on priority topics and reinforce it by constantly communicating the core activities and carrying out the right interventions;
✓ to communicate the benefits;
✓ to increase awareness and understanding on SEAPs priority topics.

D. Evaluation of outcomes

The evaluation of campaigns is an effective tool of measuring the produced impact, assessing the changes in the attitude or behavior and making adjustments in the move. Normally the evaluation should be made after every campaign phase. The accent in this process is on the quantitative results, from which certain representative conclusions could be made to the benefit of the information policy in the short- and mid-term perspective. A number of formal tools and “off the shelf” solutions are available, as well as specialist companies offering media analysis and evaluation. Although independent analysis is best, these options are expensive and should be kept in mind when designing the budget.

Once the message has been agreed and communicated to the audience, it is important to go through a process of evaluating communications for their effectiveness. This would normally be done between the separate stages of the communication campaign. Direct communication with stakeholders often takes the form of a presentation. Preparing presentations to a high standard and tailoring them to the audience is crucial to getting the message across.

There are informal techniques that can be used to test the effectiveness of communications. Most depend on having identified key messages and target media in advance. (The intended message must be explicitly articulated before it is possible to evaluate whether anyone else understood it, or whether the message got through). A crude but effective form of media evaluation involves checking how many of the key messages were covered correctly in the stories that were published (for example, a story could score four out of five, or 80%).

However, this can be skewed because it takes no account of where the story was published (e.g. national daily, tabloid, trade journal or specialized magazine) and its prominence (front page, page 2 etc). So there need to be a balancing factor. This could be through ranking the publication by its appropriateness to target audiences. The scale needs to be large enough to show up a difference. It is usually sufficient to grade publications on a scale of 1-10. As an example, this could be: 10 = prominent story in a national daily newspaper; 6 = prominent story in an important specialist publication; 4 = prominent story in a major daily newspaper; 2 = story in non-target publication.

A further factor is tone – whether the story is positive or negative. For example, a story may contain all the key messages, be in a prominent position in the target media but be fiercely opposed to the policies. The message has got through but not the argument. Again, this needs a wide enough scale to reflect nuances of tone in the coverage. It is best to use a +/ - scale that is centered at 0 for neutral coverage. For example: +5 = a highly positive story; 0 = a balanced story; -5 = a highly negative story

An overall score can be assigned using the formula: Score = (Message + Prominence) x Tone

The strength of this method is that it ensures the messages are clearly understood by users; its weakness is that it can be time-consuming and resource demanding.

E. Management Plan

Successful communication is about sharing the right information, at the right time, with the right audience. At the same time, an effective communication campaign that aims at producing changes in
the attitude and behavior is a complicated project that has to be properly managed. The openness in the presentation of information is the key to building trust and reliability among the media and the public at large; although this is not easy and may require management techniques for higher sensibility to risks, it is of crucial importance.

Many (in fact most) of the events reported by media, regardless of their (potentially) informative character, do not exist naturally. What the media present as information about the reality is not only selected and constructed but also intentionally “staged reality”. The communicators usually use their knowledge of the journalists’ selection criteria to influence the way news are reported. This is called “event management”. This turns the events into a means of informing. In fact, we are talking about appropriate tools of stimulating a publication/broadcast: event, session, demonstration, press conference etc., which helps an initiative to achieve a “breakthrough”, i.e. general acceptance.

Within the project we have 3 phases of event-based milestones (described above). Establish exit criteria for these events and link to deliverables called result indicators. Defining key indicators is an important management tool of measuring the campaign performance. Normally indicators will be employed in impact measures that use surveys to determine changes in awareness (knowledge), attitudes (opinions) or reports of past or anticipated actions (behaviours). If the budget would not allow for such in depth and costly surveys, simple indicators of achievement (or any other type used by EC in measuring results and part of the EC monitoring and evaluation system) might be used. Strategy work conducted in isolation from indicators is unlikely to deliver any benefits. When defining strategy keep implementation in mind at all times, and pay serious attention to managing relationships and communicating with those outside who have an interest in the outcomes.

F. Facilitate Stakeholder Involvement

Stakeholders are the individuals and groups affected by and capable of influencing the development and implementation of policy proposals. Effectively engaging with stakeholders is key to motivating them and obtaining their commitment, and should be done through contacts and involvement throughout the SEAPs lifetime.

Different stakeholders can perceive the same SEAP and proposals in quite different ways depending on their vested interests, their particular priorities at the time and their experience of the organization or people leading the work. The concerns and objectives of the different stakeholders could be in conflict in certain points.

The list of stakeholders is likely to be long and include: Users and customers, concerned local administrations, national authorities, representative organizations of businesses, Parliamentary committees, private sector organizations, academics- universities and schools, entities who have a current or potential future vested interest; employers, NGOs and think tanks, International organizations etc.

In addition, in order to manage stakeholders effectively it is important to understand the needs and interests of each, including: their goals; past reactions; expected behavior; the likely impact the SEAP will have on them (positive or negative); their likely reaction; the extent of buy-in and level of support.

Having identified all the stakeholders and their issues, it should be decided how the efforts will be prioritized and what will be the most effective way to engage them. First of all, the key stakeholders need to be identified – i.e. those that are most affected by or most capable of influencing the SEAP and its implementation. Combining this with an understanding of how supportive each stakeholder is likely to be will enable you to differentiate the approach to engaging with them. This can be done with the help of a matrix:
- stakeholders who are highly supportive and highly important should be closely involved with the work;
- stakeholders who are highly important but not supportive need to be closely managed with the aim of increasing their level of support. To do this, it is helpful to determine what would be a possible benefit to them;
- stakeholders who are supportive but of little importance could provide a distraction and should be acknowledged but then managed accordingly;
- stakeholders who are neither supportive nor important should be monitored to ensure that their level of importance does not change.

There are a number of approaches to engaging with stakeholders, including:
- one-to-one meetings (on a regular basis with influential stakeholders)
- inviting stakeholders to sit on advisory committees or working groups
- presentations to senior management teams
- recruiting members of stakeholder organizations
- joint work with stakeholder organizations on key issues
- conducting a public consultation expertise
- seminars for broader debate on particular issues (business, service delivery, healthcare)
- written communications, for example in the form of newsletters and updates
- e-mails
- websites posting key papers.

A combination of approaches is likely to be most effective, especially for key stakeholders.

Annex 2 provides practical hands-on advice on how to facilitate stakeholder dialogue.

G. Dynamics of communication and optional approaches

Be aware that communication is a dynamic and “live” process and apart from planning of approaches to be used, adapting and flexibility would be necessary for optimal results. Projected against the data of existing surveys and the needs assessment, showing considerable levels of skepticism, passivity, acceptance and reconciliation, the appropriate dynamics and characteristics of the communication would be:

<table>
<thead>
<tr>
<th>how influential</th>
<th>Manage</th>
<th>Involve</th>
</tr>
</thead>
<tbody>
<tr>
<td>how affected</td>
<td>Monitor</td>
<td>Acknowledge</td>
</tr>
<tr>
<td>High Importan</td>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>

Support
**Introductory phase of one-way communication evolving towards interactive**: The “primacy effect” is achieved with the first statement, which will create the framework for interpretation of the following arguments. The message in this phase has to be very individual, affect the recipients personally, and be released through a channel that is very common (yet unusual for public-private communications). In case there is a low level of trust in the institutions in the respective country, it is considered more effective to present the content in a way that leaves the formulation of a conclusion to the recipient, rather than offering it ready-made to the public.

**Persuasion** is achieved not only through information but also through monitoring how people make sense of this information. The widely accepted model suggests that our sense of reality is often a matter of inter-subjective agreement, and is, as such, ambiguous. Persuasion is defined as the ability to suppress ambiguity by means that people use to make sense of the world. Its logic is semiotic and can be described through the idea of “articulation”. Basic semiotics tells us that the articulation between the 2 sides is a matter of cultural convention. Hence the key to persuasion lies in the ability to make contestable 2 sides’ relations seem like common sense. This involves conditioning the subjective side of human experience, and sometimes de-coupling certain associations from a notion and re-articulating it with different ideas. In general, the persuasive communication as a rule enhances those attitudes, opinions and dispositions for behaviour, which have proven effective on topics of which the audience has no opinion yet..

Keep in mind that a very significant proportion of the public perceptions about the topic, even if we eliminate the inherent ambiguity, are formed indirectly. Public opinion is a process, not a thing.

**Sustaining the momentum-phase of active interactive dialogue**: During the communication period the municipality will need strong allies that would enhance its reliability, specialized knowledge and competences and attractiveness in order to build communication. In any case, in a situation of a general deficit of trust, the best tactic will be to accentuate communication content at the expense of the communication source, and utilize the “sleeper” effect, i.e. the tendency for skepticism to the statement of a less reliable communicator to reduce after a certain period of time (several weeks) when it gradually requires a positive aura.

There are some elements of the pre-communication phase that also need to be considered, namely:

**Search for information/ avoiding information**: When people are trying to eliminate inconsistency, they are extremely selective about media. They are mostly interested in information that is consistent with their own mental processes of perception, memory, judgment and reasoning than in information, which is inconsistent with it. The first category is the one they are searching for, and actively choosing to receive; the second category they are actively trying to avoid.

**Interpretation**: This concerns mostly a “redefinition” of the meaning of a message. The logic is that people who have perception, memory, judgment and reasoning inconsistency with a message they have received are trying to eliminate it by “differentiating” one (or more) related elements.

**Behavior**: Another option to reduce the imbalance is that people tend to forget statements that provoke inconsistencies. In other words, statements of this type remain in the mind for a short period of time.

In their behavior and decisions people are influenced not as much by the media, but by their interpersonal communication. There is a category of people who function as something like a “distribution point” in this communication, the so-called opinion leaders. A characteristic feature of the opinion leaders is that they are often trying to convince people of their opinion, while the rest consult with them as with advisers. The most recent information shows that the distinction between opinion leaders and non-leaders is no longer as straightforward as it used to be, and that a new
phenomenon emerges, more correctly described as “opinion sharing”. This is the fact that the further transmission of information and opinions released by the media flows in personal conversation not in one direction, but bilaterally. In terms of the effectiveness of the persuasion, it seems the interpersonal communication is ahead of the media communication (especially among the active groups). The latest results and the spread of innovations, show that the first information about new ideas and methods goes almost directly from the media to those persons, i.e. we are speaking of a “one-step flow”, accompanied by increase in knowledge, but the changes in the attitudes and behavior are more the result of interpersonal communication. There are similar results which place the influence of the “social networks” on the importance of topics and shaping of attitudes far above the direct influence of the media.

The possible spheres of influence are distinguished as follows: in the behavior; in the knowledge; in the opinions (or attitudes); in the emotions. Those influences are functionally intertwined – if, for instance, a person’s attitudes have been influenced, this will lead to changes in his knowledge, the status of his motivation, his basis for emotional response, and his behavior. Attitudes are interpreted as the tendency “to respond to something (subject, person, idea…) with certain (positive or negative) feeling, perceptions and images, as well as with certain type of behavior”. The attitude can be decomposed into three constructive components: the knowledge component, the emotional component and the action component. In order to be effective, the communication should involve all three components when designing and planning the communication.

Selected Behaviour Change Models: In order to base the “behaviour change” communication efforts on a solid foundation, including individual behaviour modification and system/ service improvement the following models have been chosen for guidance:

- **Empowerment Education**: The social changes happen through dialogue to build up a critical perception of the situation at hand and by taking collective action. In other words, problem solving needs to happen in a participatory fashion;

- **Risk Based model**: In this model, behaviour is seen as a function of knowledge and motivation, reflected as risk perception: “Do I perceive myself to be at risk when I…

- **Role-Modelling** (e.g., Peer Educators as role models) and improved self-efficacy (actual capacity to perform behaviour and the self-confidence that one can actually perform it) can influence individual and collective behaviours.

- **Reasoned Action**: Behaviour is influenced by individual behavioural intentions and the social beliefs and norms which significant peers and family members hold towards the desired behavioural modification (e.g. Peer Educators and community involvement). The persons attitudes are shaped by their expectations towards the consequences of the new - preventive behaviour (“is this going to help me, or benefit me, etc.”).
3. **STEPS TO BE CARRIED OUT IN DEVELOPING THE CAPP**

This Chapter sets out a step-by-step description on how to prepare the CAPP for your municipality. It is here again important to emphasize that all steps should be carried out in a way that is consistent with the SEAP guidelines developed by JRC (with the support of CES-MED). The flow chart below presents the eight different steps that are elaborated in detail hereunder.

### 3.1. **STEP 1 - City Profile**

Draw up a City Fact Sheet, including following information:

- Geographical position
- Climate
- Population density
- Natural Resources
- Specific socio-economic context & its components
- Specific environmental issues
- Interactions with the region in which it is located

### 3.2. **STEP 2 – Define Sustainable Energy Challenges & Priorities**

These will be defined in the respective municipal SEAP. In the table below are some examples of such challenges, and their resulting priorities:

<table>
<thead>
<tr>
<th>Example Sustainable Energy Challenges:</th>
<th>Example Sustainable Energy Priorities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>High water consumption/ Insufficient drinking water available</td>
<td>Practice responsible water consumption</td>
</tr>
<tr>
<td>High level of pollution/greenhouse gas emissions</td>
<td>Reduce sources of air contamination and greenhouse gas emissions in the city</td>
</tr>
</tbody>
</table>
- Preserve and optimize natural areas that are conducive to capturing air CO2 emissions
- Develop collective alternative transport models responding to concerns of for reducing greenhouse gas emissions

<table>
<thead>
<tr>
<th>Overconsumption of energy</th>
<th>Consume energy more responsibly to reduce the impact of greenhouse gas emissions and the city's energy bills.</th>
</tr>
</thead>
<tbody>
<tr>
<td>High production of solid waste</td>
<td>Practice responsible and integrated waste management within the city.</td>
</tr>
</tbody>
</table>

### 3.3. STEP 3 - Previous awareness raising actions and future plans

The municipality must search its archives for any previous awareness raising actions or awareness raising campaigns that have been carried out (related to sustainable energy) in order to identify their successes and shortcomings. This is useful information that can be applied to the CAPP as lessons learned. Information crucial to the design of the CAPP may be gathered, such as the target audience’s level of interest and commitment, most popular means of communication, most effective tools and messages and most effective use of media (and there will also most certainly be an existing pool of media contacts to draw upon).

**List of your city’s past awareness raising campaigns/activities in the field of sustainable energy:**

1.
2.
3.

**List of your city’s future plans to carry out awareness raising campaigns/activities in the field of sustainable energy:**

1.
2.
3.

### 3.4. STEP 4 – Identify all stakeholders concerned and engage appropriate actions to involve them

Municipality needs to carefully identify all stakeholders through understanding the needs and interests of each, including: their goals; past reactions; expected behavior; the likely impact the project will have on them (positive or negative); their likely reaction; the extent of buy-in and level of support. Having identified all the stakeholders and their issues, it should be decided how the efforts will be prioritized and what will be the most effective way to engage them.

### 3.5. STEP 5 - Identify the profile of the audience

The municipality team, with help of consultants if need be, and based on the needs assessment, sociological surveys and other relevant data has to identify the profile of the audience. The profile has
to include the primary and the secondary target groups – current behavior, level of awareness, level of knowledge, preferred methods for receiving information, motivation/barriers to hearing and accepting the information.

The suggested variables to be used when designing differentiated communications to subgroups within the primary target group are: age; residence (city profile); education level; social and economic status; familiarity with the topic. The content and communication channels for these groups will be different, accounting of the appropriate tools in relation to their predispositions, rationalization capacity, motivation factors, search for and interpretation of information, and behavior.

**3.6. STEP 6 – Media mapping and analysis**

There are a number of formal tools and specialized companies offering media analysis, that might be costly and need to be envisaged at budgeting. If this option cannot be used, the municipality team may use any other available data to map and list the existing media and ask the media themselves to provide data about their respective audience profile. Based on that analysis media channels reaching the selected target groups and shall be used in the awareness campaign

**3.7. STEP 7 - Definition of CAPP activities**

Once the Sustainable Energy challenges and priorities, general awareness raising priorities, and specific awareness raising needs related to SEAP actions have been identified, the CAPP’s main areas of intervention and activities can be defined. General activities are proposed in the table below.

*General CAPP activities related to the general sustainable energy challenges - example activities:*

<table>
<thead>
<tr>
<th>Example Sustainable Energy Challenges:</th>
<th>Example Sustainable Energy Priorities:</th>
<th>Example Awareness Raising Priorities:</th>
<th>Example CAPP Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>High water consumption</td>
<td>Practice responsible water consumption</td>
<td>- Develop better social behaviour towards water consumption bearing in mind that it is a collective heritage. - Raise awareness, educate and inform various users on water resources, their limitations and how we can make a more sustainable use of them.</td>
<td>- Launch an awareness-raising campaign around water consumption and availability: circulation of facts and derived activities aimed at both adults and children.</td>
</tr>
<tr>
<td>High level of pollution/greenhouse gas emissions</td>
<td>- Reduce sources of air contamination and greenhouse gas emissions in the city</td>
<td>- Promote the construction of energy efficient buildings in the city</td>
<td>- Launch an awareness-raising campaign on new energy efficient buildings and technologies, aimed at professionals and decision-makers in that sector</td>
</tr>
</tbody>
</table>
- Preserve and optimize natural areas that are conducive to capturing air Co2 emissions
- Develop collective alternative transport models responding to concerns of for reducing greenhouse gas emissions
- Communicate the importance of natural green areas and their preservation
- Raise awareness on traffic pollution and encourage the use of alternative, more eco-friendly modes of transport
- Launch an awareness-raising campaign on the importance of natural green areas and their preservation
- Launch an awareness-raising campaign on the use of alternative, more eco-friendly modes of transport and encouraging the use of car-pooling and public transport

| Overconsumption of energy | Consume energy more responsibly to reduce the impact of greenhouse gas emissions and the city’s energy bills. | Provide citizens with some practical tips on how to save energy in their homes. | Launch an awareness-raising campaign on the importance of being a responsible eco-citizen and the energy-saving measures available to each and all |
| High production of solid waste | Practice responsible and integrated waste management within the city. | Implement and optimize awareness-raising measures on reduction of solid waste at its source, re-use, recovery and revaluation of solid waste on the whole territory. | Launch an awareness-raising campaign on solid waste and its effects on the environment with a focus on recycling as a combative measure. |

Priority CAPP activities related to SEAP actions

<table>
<thead>
<tr>
<th>Example SEAP Action</th>
<th>Related CAPP Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply and Installation of an 8kWc photovoltaic field at the level of the city’s Indoor Sport Centre.</td>
<td>Awareness-raising of all the local stakeholders: civil society, private and public operators: How this installation will benefit the city at both environment and economic levels, and the importance of applying renewable energy to urban areas. Promoting the installation of similar equipment in other urban common areas - both public and private – through a renewable energy equipment forum aimed at relevant stakeholders.</td>
</tr>
<tr>
<td>Creation of systems to turn the city’s sewage and municipal waste into biogas.</td>
<td>Awareness raising of the national authorities as well as of city political and elected leaders to influence planning and management agencies on the benefit of the sewage turning-biogas and waste treatment systems, and the possibility of integrating biogaz in the city/municipality water and wastewater and solid waste master plans.</td>
</tr>
</tbody>
</table>
At smaller scale, awareness raising of local stakeholders of the benefits of installing small biogas generator – sceptic tanks and on separating of waste collection and treatment for this purpose. All pending realistic assessment of feasibility.

| Installation of a photovoltaic heating system in schools | Awareness-raising of school boards and directors on the benefits of photovoltaic heating, especially in terms of cutting expenses. Awareness-raising campaign throughout schools aimed at both students and teachers on photovoltaic heating systems and how they are beneficial to the environment. 2 fold action: at one level to convince school authorities, and at another to make future generations of decision-makers more eco-responsible. |

### 3.8. STEP 8 - CAPP ACTION PLAN

**National/ City Strategy Policy**

For long-term awareness-raising activities related to the country/city’s sustainable energy challenges and priorities, follow the steps below:

- Conduct needs’ assessment survey (set out in detail above): this will help to ensure that the programme you deliver meets the needs of your identified target audience
- Identify target audience
- Select appropriate activities accordingly
- Carry out a public/stakeholder consultation: selected concerned group of citizens/individuals, industries/businesses, platforms/networks/associations, organisations (private and NGOs), public authorities, consultancies, research/academia
- Following results of the public consultation refine and finalise the selection of activities and agree on strategic partnerships to implement them.
- Structure activities appropriately & create a schedule with indicative deadlines. All presentations and activities will need to be planned and scheduled carefully, taking into consideration other influencing factors such as other activities taking place at the same time and mobilising the same target audience, political events, social events, and natural events.
- Identify and source all required resources and equipment. You will need to carefully plan for all resources and equipment that you may require. These will need to be sourced and tested prior to the implementation of your programme.
- Select implementation team: assign roles and tasks.
- Develop feedback sheets to collect information from participants. All programmes need to be constantly evaluated monitored to ensure the appropriateness of the programme content, venue, equipment, resources, etc. One method of obtaining this information is through the use of participant feedback sheets.
- Plan site visit. You will need to research all policies, procedures, legal obligations, contact procedures, resource implications, etc. that need to be considered when planning a site visit.
- Develop record-keeping procedures. Legal obligations, organisation policy and procedures will dictate the types of records that will need to be kept.
Specific Action Plan for Priority activities related to SEAP Actions

Priority activities related to specific SEAP actions will need an Action Plan of their own. The process is similar to the above mentioned more general national/ city strategy, but includes the following specific actions:

Identify Target Audience:

✓ IDENTIFY: Who does the selected SEAP Action concern? Who are the related decision-makers? Who are the users/consumers? Who does the Action impact directly and who does the Action impact indirectly?
✓ DRAW UP PROFILE: For each category of target audience member, draw up a profile taking into account age, gender, cultural background, social background, literacy.
✓ OPTIONAL SURVEY: If there are gaps in the profile, then a profile survey may be necessary, for which questions specific to the needs of the selected SEAP action must be drawn up.

Carry out a public/stakeholder consultation:

This process of dialogue with citizens and stakeholders is a necessary step to ensure that the selected action is properly informed by public opinion, i.e.: selected concerned group of citizens/ individuals, industries/ businesses, platforms/networks/ associations, organisations (private and NGOs), public authorities, consultancies, research/academia. The process will have a defined start and end date and will be carried out through publicity, a dedicated exchange platform and direct presentations to selected groups when applicable.

Following results of the public consultation refine and finalise the selected SEAP action.

Select Awareness raising messages:

Once the target audience is clear, the awareness-raising message must be agreed on. The message must be clear, simple and convincing to the identified target audience. Questions to bear in mind when selecting a message are:

✓ Who are you talking to and what language do they use (tone, references, formulation)
✓ What response are you looking for (emotional, professional, collective, individual etc.)
✓ What is the message’s objective in terms of actions to be taken by the target audience?

Select Awareness raising tools (see Annex 3):

Based on the target audience and selected message(s), select appropriate tools. Assess your overall objectives and your budget in order to prioritise the most effective tools accordingly. The scale of the selected action will dictate the scale of the tool. Available communication tools are indicatively:

✓ Posters
✓ Fact Sheets
✓ Brochures/Leaflets
✓ Exhibitions/Fora
✓ Social events (like screenings, concerts, plays etc)
✓ Promotional Products
✓ Events: Briefings/Presentations & Seminars/Conferences
✓ Public meetings or Focus Group meetings
✓ Telephone, Printed and Electronic communication
✓ Newsletters
✓ DVDs
✓ TV/Radio spots
Work Plan:

Draw up a realistic Work Plan in table form. Start off with start and finish deadlines, and then draw up a detailed work plan for each stage of the awareness raising activity. Timing must be in harmony with the SEAP action timing.

Budget:

Draw up a budget including – as appropriate – fees for required expertise, hiring of space/ equipment, printing, media involvement etc. Make sure to get quotes for every single expense prior to the implementation of the activity, to ensure that the budget reflects current and realistic prices.

Prepare and maximise media & general exposure:

Consider relations with the local Media: let them know where and when the event will take place, and give them any additional information they may need. The media can be powerful allies to assist you in spreading the word out.

Securing funds:

Once the budget has been finalised, means of funding the awareness-raising activity must be secured. The following options are indicatively available:

- PARTNERSHIP MARKETING: Partnership marketing is the development and delivery of government messages via partnerships with private and public sector organisations, utilising one or more elements of the partner’s range of marketing communications channels.
- SPONSORSHIP

Internal organisation – indicative team set-up:

Assign a team to carry out the awareness-raising activity, establishing clear roles and clear internal communication channels. Each team member must be clear on his/ her tasks and responsibilities, and parties involved in the activity but external team must be clear on who is their focal point within the team.
4. COMMUNICATION ACTIONS – EXECUTING THE CAPP ACTION PLAN

There are a number of communication and dissemination tools available for the purpose of implementing selected CAPP activities and promoting selected SEAP actions. It must be noted that as part of EU funded activities, all communication and visibility deliverables and actions must comply with EU visibility guidelines, which can be found here: http://ec.europa.eu/europeaid/work/visibility/index_en.htm_en

Based on the target audience and selected message(s), select appropriate tools. Assess your overall objectives and your budget in order to prioritise the most effective tools accordingly. The scale of the selected action will dictate the scale of the tool. Available communication tools are indicatively:

- Posters
- Fact Sheets
- Brochures/ Leaflets
- Exhibitions/ Fora
- Social events (like screenings, concerts, plays etc.)
- Promotional Products
- Events: Briefings/ Presentations & Seminars/ Conferences
- Public meetings or Focus Group meetings
- Telephone, Printed and Electronic communication
- Newsletters
- DVDs
- TV/ Radio spots
- Newspaper articles
- Social Media

Each communication tool is presented in detail under Annex 3.
5. WORK PLAN AND BUDGET

Work Plan:

Draw up a realistic Work Plan in table form. Start off with start and finish deadlines, and then draw up a detailed work plan for each stage of the awareness raising activity. Timing must be in harmony with the SEAP action timing.

Budget:

Draw up a budget including – as appropriate – fees for required expertise, hiring of space/ equipment, printing, media involvement etc. Make sure to get quotes for every single expense prior to the implementation of the activity, to ensure that the budget reflects current and realistic prices.

Templates are attached in Annex 4
## ANNEX 1

<table>
<thead>
<tr>
<th>Country</th>
<th>Municipality</th>
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<tbody>
<tr>
<td>Algeria</td>
<td>Sidi Bel Abbes</td>
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<td>Batna</td>
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<td>Boumerdes</td>
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<td>Israel</td>
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<td>Kairouan</td>
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</table>
ANNEX 2

Stakeholder Engagement Guidelines and Description

Introduction

I. What is stakeholder engagement/ public consultation?
Stakeholder engagement or public consultation can be defined as a process of dialogue with citizens and stakeholders, which has a defined start and end date, and informs a decision about a new proposal, policy, or service change affecting those citizens/ stakeholders.

Views expressed through consultation must always be weighed against a wide range of other factors: such as legislation and government guidance; demographic data; financial costs and environmental impacts. Consultation rarely throws up a single opinion and the results of consultation are never a substitute for the democratic process – and do not replace the legitimate role of elected representatives in decision-making. However, effective and consistent consultation can certainly help inform good and responsible decision-making and ensure that, as far as possible, those decisions - and the actions that flow from them - properly reflect and respond to the needs of the city and its people.

II. Why is it necessary/ what can it achieve?
Consultation aims to collect views and preferences, to understand possible unintended consequences of a policy/ proposed activity/action or to get views on implementation. Increasing the level of transparency and increasing engagement with interested parties improves the quality of policy making by bringing to light expertise and alternative perspectives, and identifying unintended effects and practical problems. A collaboration between government, voluntary and community sectors must be strived for and enabled. Indicative assets of carrying out public consultation are:

- Encouraging greater public involvement and interest in local democracy.
- Delivering stronger community leadership.
- Planning services, policies or actions based on the needs / views of people.
- Identifying priorities and improving strategies.
- Improving the proposed actions.
- Monitoring the performance of actions/ services over time.

III. Basic steps to carrying out a public consultation:

1. Be sure to establish some guiding principles such as:
   - Time consultations well and allow sufficient time to respond.
   - Clearly present relevant information and encourage informed opinion.
   - Be well targeted and reach out to seldom-heard groups.
   - Offer genuine options and ask objective questions.
   - Be well planned, managed and coordinated.
   - Be listed on a relevant exchange platform and be well communicated/ promoted.
   - Provide fair, accessible feedback.

2. Define who is targeted and who is eligible to respond to the consultation:
   Narrow down your targeted stakeholders, taking into account the nature of the proposed activity or action, who it may involve or affect directly or even indirectly, and who its key
sponsors will be. The usual entities include – at a general level to be adapted to your specific context:
- selected concerned group of citizens/ individuals
- industries/ businesses
- platforms/networks/ associations
- organisations (private and NGOs)
- public authorities
- consultancies
- research/academia

3. **Make information useful and accessible**:
   Information should be disseminated and presented in a way likely to be accessible and useful to the stakeholders defined in the previous step. The choice of the form of consultation will largely depend on: the issues under consideration, who needs to be consulted, and the available time and resources. Information to stakeholders should be clear and easy to comprehend: in an understandable format, using plain language and clarifying the key issues/proposed actions.

4. **Adjust the approach based on the audience profile and basic behaviour principles**

   Since the goal of communicating on the topics is to get the people involved in the efforts to achieve the SEAP priorities and to make them “do” something as a result of receiving the messages, the appropriate type will be in principle persuasive communication. The guiding line to be followed throughout is that the benefit of them hearing the messages is personal on the immediate plane, and societal on the larger one. Nevertheless, the approach might be adjusted based on the municipality specific profile of the audience. Some often used ways of communication are described below for easy reference:

   - One-way versus interactive communication: The point here is whether it is persuasive to express only one, i.e. your own opinion, or the perception of your subjective opinion will benefit from presenting counter arguments. It has been proven that for recipients who initially agree with the presented opinion, one-way communication is the better option. Conversely, with those stakeholders who represent a contradicting opinion, the interactive communication will be more persuasive. What is more, the education level has been recognized as an influential variable: interactive communication is more successful with individuals with higher education (this social group is inclined to consider all possible arguments when forming an opinion) while with people with lower education the one-way communication is more effective. In conclusion, the interactive communication could be generally more successful in the long-term perspective, especially when there is the “danger” of the stakeholder being subject to multiple opinion.

   - Arranging the arguments: When the choice is on interactive argumentation, then the question naturally arises in what order the contradictory arguments should be arranged. Will it be more effective to present our own arguments first, and then refute the opposing opinion, or vice versa? It has been established that the efficacy of the arrangement varies according to the thematically specific interests and the respective knowledge of the stakeholders. If the stakeholders are not interested in the topic proposed for debate, and if their knowledge of it (as a rule) is limited, then the first statement in order will have the so-called “primacy effect”. This first argument will create the framework for the
interpretation of the following arguments. However, with stakeholders with strong interest in the topic and thematically specific knowledge (well aware of the “pros” and “cons”), the most influential will be the last argument proposed – the so-called “recency effect”.

- Explicit versus implicit conclusions: The effectiveness has been studied of whether the formulation of a conclusion should be left to the stakeholder (implicit), or it should be offered to them in the form of a message (explicit). It has been proven that implicit conclusions are more persuasive when, at the time the recipients get familiar with them, they affect them personally, and when the statement was released by a less reliable communicator. The explicit conclusions are more successful when none of the above is true.

- Fear-causing appeals: Appeals that describe negative consequences emerging in case people do not follow the conclusions of the communicator. The general assumption is that if the caused fear is too small, the audience will not pay much attention and tend to ignore it; with the increasing level of fear, however, the recipients are becoming more attentive and this increases the accessibility of the influence; the other extreme of strong fear again diminishes the readiness for reception, and as a result the recipients start avoiding the arguments.

Communication also depends on certain characteristics of the communicator like reliability, specialized knowledge and competences, attractiveness:

- Reliability: As a rule, the most reliable sources of information can achieve more substantial changes in the attitudes than the less reliable. The statements and messages of communicators to whom the two components of reliability, namely “expertness” (specialized knowledge) and “trustworthiness” (readiness to believe), do not attribute are usually perceived as distorted and unfair.

- The “sleeper” effect: The reliability of the communication source is dividing the communication source from the communication content, known as the “sleeper-effect”. The skepticism to the statement of a less reliable communicator is reduced after a certain period of time (several weeks), and the statement of the same source (earlier classified as unreliable) acquires a positive aura. The explanation to this is that people often remember what was said without thinking who said it.

- Attractiveness: A communicator is considered attractive when people can identify with him/her to a sufficient degree. Such persons are seen as likeable and the audience tends to trust them more.

In order to complete the factors influencing the communication incentives we have to consider the characteristics of the media and the conditions of the environment, i.e. the social situation at the time of receiving the message. The factors deriving from the recipients’ predispositions that are related to the communications are various public attitudes and opinions on the topic, the communicator or the media, which influence the recipients in accepting or rejecting a specific statement, understand its essence and define their response to it.

There are also factors outside the communication, i.e. relatively independent from the respective communicative subject that should nevertheless be accounted of, such as the intellectual capacity and the personal motivation status, which influence the level of subjective persuasibility.

There are three phases of the process of reception, through which a message must go in order to stand chances of making an impact: first, the message must receive attention; second, it should undergo comprehension, i.e. the recipient should be able to attribute some meaning to the released content; third, based on the first and the second, the actual acceptance occurs, i.e. what the recipient will learn from the message and how he or she will perceive it. This process, which is audience specific, should be kept in mind when designing the specific messages.
Indicative forms of public consultation are:

- Government-managed online platforms dedicated to public consultation;
- Email or web-based forums/exchange platforms. These are useful as they enable a direct discussion/exchange, both between consulted stakeholders but also between municipality and consulted stakeholders. They can be created specifically for the consultation at hand and local authorities can provide a web link on their own respective websites;
- Public meetings. These can be organized for selected groups and involve, for example, a power point presentation followed by Q&A sessions;
- Working groups/focus groups. Again, these can be organized for selected groups and involve a presentation followed by guided brainstorming sessions on specific points;
- Surveys. These have the advantage of reaching a large audience at once, and gathering views from all levels of stakeholders. The disadvantage to be taken into account is that it is a one-way form of consultation that does not allow exchange/discussion;
- Written consultation. A classic and basic form of consultation, involving addressing selected stakeholders in written form and inviting feedback.

5. Establish a time period for making comments:
   Timeframes for consultation should be proportionate and realistic to allow stakeholders sufficient time to provide a considered response. The amount of time required might typically vary between 2 and 12 weeks, and the timing and length of a consultation should be decided on a case-by-case basis. When establishing the time period, the following parameters should be taken into consideration:
   - The nature and impact of the proposal: the time required will be proportionate to the scale of the activity/action, and to the number of people it impacts;
   - The action or activity’s own established timeframe/schedule, which must be respected;
   - The capacity of the groups being consulted and their subsequent ability/availability to respond;
   - Holiday periods that fall within the consultation period.

6. Manage the feedback received:
   The second most important stage of the process – after collecting views – is processing them. There are two aspects to this stage: integrating gathered feedback into the proposed action/activity, and managing/sharing the feedback in a transparent manner.
   The purpose of the consultation process should be clearly stated as should the stage of the development that the activity/action has reached. Also, to avoid creating unrealistic expectations, it should be apparent what aspects of the policy being consulted on are open to change and what decisions have already been taken.
   Sufficient information should be made available to stakeholders to enable them to make informed comments. Relevant documentation should be posted online to enhance accessibility and opportunities for reuse.
   To encourage active participation, it should be indicated what responses have been received and how these have been used in finalizing the proposed action/activity. The number of responses received should also be indicated.
   Consultation response should – depending on the action/activity’s timeframe – usually be published within maximum 12 weeks of the consultation closing.
IV. Practical Considerations

Consultation exercises should not generally be launched during local or national election periods.

Practical parameters should be taken into consideration when deciding on consultation methods – for example, if a certain targeted consultation group does not have access to internet or the necessary electronic equipment, then web-based consultation/ platforms should not be considered.
ANNEX 3

As outlined in the main document there are a number of communication and dissemination tools available for the purpose of implementing selected CAPP activities and promoting selected SEAP actions. Below is a detailed breakdown of the list of tools available and how to use them.

It must be noted that as part of EU funded activities, all communication and visibility deliverables and actions must comply with EU visibility guidelines, which can be found here: http://ec.europa.eu/europeaid/work/visibility/index_en.htm_en

The following detailed guidelines on the different communication and dissemination tools are extracted and adapted from the European Commission’s LIFE Programme (Environment). A link is introduced for each tool is introduced in the sections that follow.

I. POSTERS

Poster Factsheet, which can be found at this link:

Posters can be a useful method of communicating information about your project/ activity. However, it is important to remember that posters are more suited to certain types of communication and less so to others. Posters are best at simple messaging for such items as advertisements, events, warnings, and notices. Colour, images and diagrams can get a message across much faster than text alone, giving posters an advantage in situations where a simple message needs to be communicated quickly. Posters are not as effective at complex messaging for such things as a detailed explanation of a process or communicating project results. When time is not an issue, and the message is complicated, an explanatory panel, a leaflet, a report, a journal or even a book might be the preferred means of communication.

There are five key steps involved in producing a high quality and effective poster:

1. Decide on the main message:

Before starting to design a poster, ask: “What is the one message I want the audience to remember after having seen the poster?” Every element of your poster - the text, the colours, the images - should contribute to reinforcing this main message. The simpler the message, the easier it is to remember.

2. Develop a structure:

Put together a plan for how to convey the message. Address the issues of size and structure. Ask yourself “How much room do I have?” The space available determines, in part, what can be included, what must be left out, whether a landscape or a portrait orientation is necessary, and how the various elements should be organised. Once the size requirements are determined, write down all the different elements that are needed in the poster, then, put all these ideas together in a handful of rough sketches using a pencil and paper. By working through various ideas on paper first, you will develop a much clearer design idea, saving time once at the computer.

3. Prepare the content:
Most existing design programmes present dozens of different options in terms of colours and hundreds of different fonts and special effects. However, when it comes to poster design, the key principle to remember is: “less is more”. The temptation to ‘over design’ a poster can be avoided by keeping the following in mind:

a. **Minimise the amount of text.** No large blocks of text - keep it down to blocks of 50-75 words for an educational poster, and much, much fewer for other posters. For these, avoid blocks of text completely;

b. **Use only two or three colours** - except for full-colour photographs; and
c. **Use only one or two font types** - as with colour, the fewer font types, the better.

Other principles to bear in mind:

*Clear unambiguous text*

Convey the message in a clear and concise manner. Adhere to the following rules:

- Use plain language (‘use’, not ‘utilise’);
- Avoid jargon and acronyms;
- Edit for clarity. Reduce sentence length and avoid complex sentence construction;
- Edit without mercy. Only include elements that are truly critical to the message; and
- Proofread. Check the poster for spelling, punctuation, grammatical or other errors. If the text is being translated into other languages, ensure it is proofread by a native speaker.

*Appropriate use of colour*

When deciding what colours to use, remember that dark colours stand out against a lighter background, and vice versa. While the latter can sometimes be slightly harder to read, it can also sometimes have more impact. Never use light text on a light background (such as pink on yellow, or beige on lavender) or dark text on a dark background (such as grey on brown, or purple on blue). Also, be aware that different colours can create a different mood or atmosphere. For example, bright reds or yellows create a very different mood to more sombre greys or browns.

Simple typography

The typeface, or font, you choose is both text and a visual element. Using text in an original way can really make your poster stand out.

*Don’t pick just any font*

As with colours, different fonts send out different messages. Ask yourself: “Which typeface is the most appropriate to my message?” Serif fonts, such as Times New Roman, Georgia and Palatino, take smaller text easier to read, especially for people with reading difficulties or poor eyesight. They suggest seriousness and honesty. Serif fonts are generally best for body text (blocks of small text). Serif fonts are generally best for body text (blocks of small text). Sans-serif fonts, such as Helvetica, Verdana and Arial are rarely used for body text in print, as they are slightly more difficult to read. They suggest simplicity and neutrality. Sans-serif fonts are generally best for titles, headlines and other important elements of your poster.

*Simplicity and neutrality*
Fantasy fonts, such as Showcard Gothic, Magneto, and Old English Text can be fun, but are often entirely inappropriate to a more serious message and should only ever be used for headlines and other important text, and never for details or body text. Fantasy fonts are inappropriate to a serious message. Finally, remember that viewers can’t read very small type from far away. Avoid using 10-point or 12-point text, even for body text.

4. Use visual elements to reinforce the message:

Although posters invariably include words, posters primarily use visual elements to communicate.

Show, don’t tell

There is a visual hierarchy to the various elements involved. The most important elements are more prominent, while details are subordinated. Readers should be able to grasp the main message from just a glance. This means that all major elements should be clearly visible from a metre or two away.

Image Resolution

Illustrations and photographs should be clear and properly proportioned. Image files must be of a high resolution (200 dpi or higher). Tifs or gifs are best. Adjusting the width or height of an image by dragging the image with your mouse can result in distortion. Instead, re-size images using commands such as ‘image size’, ‘scale’ or ‘fit content proportionately’.

5. Adhere to EU visibility requirements

See EU visibility guidelines: http://ec.europa.eu/europeaid/work/visibility/index_en.htm_en
II. FACT SHEETS

The point of a fact sheet or action alert is to get the reader to do something. Have in mind the target group that you want to reach. More information than you need to convince them is a waste of the reader’s time and risks losing their attention. Make it as easy as possible for them to take your action. If you want them to make a call, give them the number. Find out the best way to reach the target group – distribution location, mailing etc. Useful tips:

- One page is best
- Make it readable - use at least 12 point font
- Keep the text brief - no one wants to read tons of information in small font
- Keep the most important information in the first paragraph - what the issue is, what action is needed, and label the main message(s)
- Give references for more information - in electronic communications you can offer links
- The fact sheet must be self-contained - do not refer to previous documents or assume that they remember the information
- Use bullets when you can
- Leave lots of white space
- Make it very clear what you want them to do - Bold, text boxes, and graphics add emphasis
- Give them all the tools they need to take the action.
III. BROCHURES/ LEAFLETS

A leaflet is a small sheet of paper (usually folded) and mailed as part of a direct mail campaign, handed out at key events such as conferences, or put out on display in key locations including relevant offices or information centres. Leaflets can also be disseminated in electronic format via for example, the project website. Typically in A5 format or A4 folded into thirds, they are a very effective form of marketing – designed to be easy to retain and providing essential information on a subject. A successful leaflet will be eye-catching and demonstrate effectively its message. Although, it is a standard tool that is very often used, limited impact can be expected especially in non reading societies. The profile of the audience need to be carefully considered and more creative forms used to attract attention on the text and messages included (depending on local culture and mentality) – e.g. calendar, school schedule etc. Distribution is also a matter to be addressed – more unconventional channels might be used – such as public transport (if any), shops that sell goods directly or indirectly related to the topic, waiting areas – where time needs to be filled in etc.

There are five main factors to consider during the planning and production of an effective project leaflet:

1. A clear message

Your leaflet should be designed to present its message/ key information as clearly and as simply as possible, and to encourage the reader to find out more about your project. People decide within seconds whether they want to read a document or not, so do some research beforehand and learn from the way other leaflets and pamphlets present text. A leaflet should not try to tell everything that can be said about a project. The most interesting and ground-breaking elements should be set out clearly, with indications of where more technical or detailed information can be found.

2. Target audience

Unlike some other forms of communication, leaflets could be aimed at anyone who could be interested in the work of your project. This will include experts working in the field, but also members of the public who might have a personal interest in the subject matter. Because of the potentially wide audience, leaflets should not be overly technical; they should allow someone who has never heard of the project or initiative to gain a quick understanding of the essential elements.

3. Attractive presentation

First impressions are critical. An eye-catching design, which looks interesting and uncomplicated, will encourage people to read further. It might be a cliché that a picture speaks a thousand words, but this should be central to the planning of any leaflet. Many people will be encouraged to read a leaflet purely on the basis of the images. Select an image that captures what is most exciting about your project and use this on the front page. Include other images throughout the leaflet to support the information, but not so many that they overpower the text. Ensure all images are clear and easily understood (use captions where necessary).

Choose a catchy title or slogan
The title is also important in attracting attention quickly. Choose something short that captures the essence of your message i.e. what your project is about. Once you have some ideas for a title, test them on non-experts such as friends and neighbours to see if they understand them.

Don’t overcomplicate the text

A leaflet is designed to be quickly read and understood, with only essential information. Write in short, clear sentences and follow the general rule that the fewer words the better. Remember that you are writing a brief information leaflet and not an essay or scientific paper. Don’t over-punctuate the text as this will make it appear cluttered and unattractive.

Plan a logical presentation of the information

The front page should be designed to attract attention and let people know what the project is about quickly and visually. The back page should contain the contact information. The rest of the leaflet should present in a logical manner the key information, with details of where more information can be found. Use sub-headings in the leaflet so that main points are clearly visible when scanning the leaflet. It is a good idea to test the appeal of the leaflet on colleagues or friends before finalising its presentation.

Format

Leaflets are usually printed on either A5 or A4. However, there are also other, more complex leaflet options: ‘Concertina Leaflets’ - have three or more folds in the same direction, ‘Cross Folded Leaflets’ – are folded once in each direction. Whatever the choice, it is essential to think about the appearance of the leaflet in its final format. Ideally, it should look attractive when folded as well as when opened out. (A folded A4 leaflet effectively has six sides.) Make sure that the key information and a meaningful image is on the front side. All contact information should be on the back and visible without opening the leaflet.

4. Printing

Printing is not cheap and it is worth spending time making sure that what is going to be printed is right. Get quotes from two to three printers and see some examples of their work to ensure you are getting value for money. Carefully check the final copy that is going to the printer to ensure there are no ‘typos’ (typographical errors) or other mistakes. An embarrassing error can ruin a leaflet and necessitate a costly reprint. Generally, the more leaflets you print in one run, the cheaper each leaflet will be. This means it is worth making sure that you can print a lot of leaflets that will still be relevant over many months and even after project closure (for example, for leaflets provided in information centres). No leaflet will last forever, but try to avoid using information that will quickly be out of date or irrelevant. Finally, when printing, try to ensure the leaflets conform to the very highest environmental standards, for example printed on paper that has been awarded the EU Ecolabel for graphic paper (http://ec.europa.eu/ecolabel/).

5. Adhere to EU visibility requirements

See EU visibility guidelines: http://ec.europa.eu/europeaid/work/visibility/index_en.htm_en
IV. EXHIBITIONS/ FORA

Exhibitions are an excellent marketing tool that constitute essential meeting places for the communication of new ideas and technologies, the exchange of information and the establishment of new contacts. They are an effective tool for networking and awareness promotion and are an appropriate choice if the goal is to promote a product or range of products – for example renewable energy products or sustainable building options (environmentally friendly construction). They provide an opportunity to display the products, demonstrate them, and have people/ the target audience try them out for themselves, ask questions and get a real first-hand experience of them.
V. SOCIAL EVENTS

Social events are an excellent way to raise public awareness and inspire ownership and commitment as they bring the community together and introduce serious subjects within a relaxed atmosphere. While this type of event may be less detailed and informative than for example or newsletter, newspaper article or seminar, the outcome will have no less impact. In fact, depending on the subject at hand it may even sometimes prove to be one of the most effective and inspiring community awareness tools.

There are different types of social events that can be considered, such as:

- Screenings: One can choose either an existing video or film relevant to the cause at hand, or a dedicated video created specifically for the proposed action or activity. The event should be launched with the screening as its central theme/activity, and with other surrounding activities or booths to support it, for example distribution of leaflets, food stalls, related organized activities etc... The screening should ideally be followed by a Q&A session between the audience and the event organizers/video producers/invited guest speakers central to the cause.

- Concerts: While the music itself may not be directly related to the cause at hand, the concert will attract an audience and the event may be interspersed with speeches, presentations, Q&A sessions, demonstrations of proposed activities, and include leaflet and promotional product distribution. Concerts are also a good tool for fundraising, should funds need to be mobilized for the implementation of the proposed activity.

  When selecting the performers, one should bear in mind what public they are targeting and the type of music should also reflect the mood/atmosphere/message of the subject at hand.

- Plays: Plays are an effective medium to convey a message and get people to identify with issues portrayed and understand their consequences and the importance of their participation in changing the situation or solving these issues. A playwright and theatre troupe can be hired to put together a production exploring the selected issues and illustrating how the proposed actions or activities that are being promoted can make a difference and even be fun or interesting to be a part of. Plays have the advantage of appealing to a wide range of demographics; children and adults alike can grasp the meaning. Involving younger generations is key in awareness-raising activities, as they are our future community actors and decision-makers.

- Happenings for young people and children: creative and modern type of social events are needed to attract children’s and youth attention, such as role games, simulations of video games, creativity and art festivals and competitions, educational games etc., accompanied with a lot of entertainment. These target groups are of crucial importance not only because they are the future decision makers, but also because via them is the easiest way to reach the attention of another target group – of the parents – multiplied effect.

  Steps: Much the same steps as those listed for the video can be taken when drafting the play script/story line.
VI. PROMOTIONAL PRODUCTS

Promotional merchandising involves employing promotional products to help companies and other organizations advertise their products and services. Each promotional product used in promotional merchandising is imprinted with information related to the company or event. Depending on the goal of the promotion, imprints typically include the company name, logo or event slogan. With promotional merchandising, companies and organizations can create a targeted advertising campaign while providing recipients with a useful and functional item.

In the promotional products industry, wearables is a term used to describe common promotional gifts that a recipient would wear. This includes items such as polo shirts, hats, jackets and other apparel. This promotional merchandising segment provides opportunities for companies and organizations to create a walking billboard when recipients wear items embroidered with their logos and slogans. Other wearables include company uniforms, T-shirts and sweaters.

The promotional products industry also offers a plethora of additional items commonly used as promotional merchandise. This includes office products, such as pens, USB sticks and calendars.

In the case of raising awareness on a specific issue or lifestyle – for example eco-friendly measures or solutions – themed promotional products are an effective way of conveying the desired message, such as t-shirts, pens, notepads, stickers etc printed with eco-friendly slogans, renewable energy gadgets (solar energy key chain flashlights for example) amongst other possibilities.
VII. EVENTS: BRIEFINGS/ PRESENTATIONS & CONFERENCES/ SEMINARS

Organising a seminar or conference can be an effective way of raising the profile of your work or engaging with key stakeholders. It can be an opportunity to share and exchange with other experts in your field. Similarly, having a representative of the European Commission, a member of a national parliament or the European Parliament, or a local authority present at an event can help to gain support for your objectives. An event is a good opportunity to present the results of your work and to attract media attention to your project.

There are three main stages involved in organising a successful seminar or conference:

1. Agreeing objectives & content

Focus on your key objectives. It is very important to pick a clear topic for your event and to know what you want to achieve. Organising an event involves a lot of work and this has to be justified as a worthwhile use of resources so it is useful to establish objectives for an event from a very early stage. Seminars and conferences can have different types of objectives:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch event</td>
<td>Raise awareness about the forthcoming activities</td>
</tr>
<tr>
<td>Lobbying event</td>
<td>Seek support from relevant stakeholders for project actions</td>
</tr>
<tr>
<td>Participation event</td>
<td>Involve local communities in project activities</td>
</tr>
<tr>
<td>Networking event</td>
<td>Exchange of good practice and development of cooperation relationships</td>
</tr>
<tr>
<td>End of project event</td>
<td>Dissemination of results</td>
</tr>
</tbody>
</table>

Being clear about your objectives will help to focus your efforts and enable others to see why they should participate. Make sure the theme of the event is clear, with a self-explanatory title and give adequate time to plan a course of action that allows you to achieve your objectives.

Agreeing the agenda

Initial planning work should focus on confirming the event’s content and structure. Will all content be delivered via one or more plenary sessions or is your event going to involve working groups and field visits? Set out a draft agenda for the event as early as possible and gain agreement from any associated beneficiaries on the proposed structure and content. Agreeing the agenda will also influence the event budget and it remains important to make sure that you can afford to deliver the event that you plan.

Selecting speakers

Seminar/ Conference Factsheet, which can be found at this link:
Once you have agreed the agenda the next step involves identifying the most appropriate speakers. As the organiser, you should have a very good idea of what each speaker will talk about and how their input will contribute to the flow of the event. It is important that speakers are comfortable presenting in public. They need to know what is expected of them and how long they have to speak. Invite the speakers well in advance. Give them time to prepare and keep in contact with them in the run up to the event – you will be thinking of little else, but they will have lots of other issues diverting their attention.

**Inviting delegates**

The key to a good seminar is having the right people at the event and a good overall attendance. Preparing the invitation list involves brainstorming all relevant delegates and this can involve asking project associated beneficiaries to help suggest potential participants. These might include leading professionals in your field of work, politicians, the media, interest groups and officials. Always consider inviting representatives from similar projects. These will often help to support your objectives and can generate useful interactive discussions during the event. You should aim to invite more people than you plan to actually attend as many will be unable to make it. People will be more likely to attend if they can see what is in it for them. Set out in the invitation what they can gain from the event. This might be hearing from a prominent politician or official, learning about your pioneering project or having the chance to express their views to important stakeholders. Follow up written invitations to key people with a phone call to make sure they have noticed your event.

2. **Planning & organisation**

**Start early**

A large event or conference will need around 4 months planning time. A smaller seminar may require less, but even a small event will need many weeks planning to be successful. This will give you the time to put in place all the practical arrangements as well as making sure you are able to distribute information about the event to potential participants in sufficient time to facilitate their participation.

It is a good idea to write down everything that needs to be done and tick those points off as they are organised to guarantee you are on course. Think about your objectives for the event and what practical matters to include on your checklist.

Decide what type of venue you want and how many rooms you need. Will overnight accommodation be required for delegates and will you be offering interpretation into different languages to attract international participants?

Equal opportunities should always be considered and a few simple preparations can make a big difference to improving the attractiveness of events. These include selecting safe locations that are accessible by public transport and offering child-care services or family-friendly times for events aimed at encouraging community participation. Dedicated facilities for disabled delegates should also always form part of an event’s planning.

**Get the timing right**

Deciding on the best time to host an event can be crucial. Try to ensure your event does not clash with another major event (or national holiday!), which might exclude potential participants.

Do not make your event longer than it needs to be. A seminar of just a few hours can get across key results from your project and be easier for people to attend. If the event is short, do not allow it to be overly dominated by one speaker. Keep things moving and interesting and always ensure there is time...
on the agenda for questions. A good chairperson/moderator is important to guarantee that everyone has a chance to participate fully within the time available.

**Practical details**

Don’t forget the basics when planning an event and use a check-list to make sure you have dealt with all practical issues for the day sufficiently in advance.

<table>
<thead>
<tr>
<th>ON THE DAY CHECK-LIST - USEFUL TIPS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ sign posting (on the crossing points, outside the building, inside the building, etc.)</td>
</tr>
<tr>
<td>✓ name cards for speakers</td>
</tr>
<tr>
<td>✓ registration desk and staff</td>
</tr>
<tr>
<td>✓ badges for visitors</td>
</tr>
<tr>
<td>✓ notepads and writing utensils</td>
</tr>
<tr>
<td>✓ sufficient chairs and tables</td>
</tr>
<tr>
<td>✓ computers, overhead projectors, electricity supply,</td>
</tr>
<tr>
<td>✓ technical support contact details</td>
</tr>
<tr>
<td>✓ note takers or other methods (recording) to allow for a written record of the proceedings</td>
</tr>
<tr>
<td>✓ outdoor venue: alternatives for rainy weather?</td>
</tr>
<tr>
<td>✓ field visits: transport, wet weather</td>
</tr>
<tr>
<td>✓ clothing</td>
</tr>
<tr>
<td>✓ decoration: flags, brochure distributors, posters, video screens – order the necessary flags, brochures, posters, gadgets, etc well in advance</td>
</tr>
</tbody>
</table>

**Anticipate problems**

As the organiser you need to be prepared should anything go wrong. Some things are unpredictable, but problems with technology and late unavailability of speakers should not be allowed to throw an event off course. Test all the technology before the event and try to make sure that any PowerPoint presentations are sent in advance and are pre-loaded onto the right computer ready to go when required. Have back-up speakers or know how you will change the agenda in the event that any speaker drops out.

**3. Communication & dissemination**

**Media management**

If you want to receive media coverage, make sure that any media contacts you have are well informed about the event in advance – you could target the local and national press and/or specialised publications. It is important to set out to the media why they should be interested in your event – what’s the story? If you want to raise awareness around your project, you should prepare packs of information documents such as leaflets for the media and other participants to take away with them.

**Follow-up on your event**

You should be able to build on what happened at the event to pursue your objectives and take advantage of momentum generated by the event. This will depend on what you want to achieve, but
could mean sending the report to the press or politicians or following up important contacts made at
the event.
VIII. PUBLIC MEETINGS/FOCUS GROUP MEETINGS

Public Meetings

Public meetings should be a normal, designated function of legislators and executive level officials. The main objectives of public meetings are (a) to impart information, and (b) probably more importantly, to solicit the views of the public on issues of importance to the local government. Solicitation of views is one of the means of drawing the public into the planning process. It is therefore important that these views be sought at the earliest possible juncture in the deliberations about a particular issue. It is also true, however, that public response tends to be limited in sectors or on issues which citizens feel don’t concern them directly.

Purpose

Public meetings serve the following purposes:

- To ensure better flow of information from public officials to citizens, especially about important decisions affecting them, and facilitate direct participation of stakeholders in local governance.
- To enable follow-up and public scrutiny of actions taken by public officials/government authorities, thereby increasing accountability.
- To foster better relationships between governments/local authorities and citizens.

Linkage to Transparency

The process of making available information to the general public – whether voluntarily or as a result of legal obligations – is a testimony of a transparent government. Consequently, an informed citizenry is capacitated to better advocate for accountability of public officials on their conduct and on decisions made on matters affecting the public such as service delivery.

How it Works – The Key Elements

Key elements that contribute to use of public meetings as an effective tool for improving transparency include:

- The Issue – A concise summary of the issue under deliberation.
- An Agenda – A clear outline of the structure and proposed agenda of the meeting.
- Setting dates – Dates must be set well in advance.
- Key Persons in attendance – The key actors, local and/or national government officials must be informed of the meeting and their participation ensured.
- Public notification of the meeting dates and agenda including through print and electronic media, as well as the web.
- Options for the public – The stakeholders must be given the option to provide written comments by post/fax or e-mail in case they are not able to attend.
- Contacts for further information on the scheduled public meeting
- Gathering and analysis of feedback received
Focus Group Meetings

Focus groups are a special type of group used to gather information from members of a clearly defined target audience. Unfortunately, many people confuse focus groups with a number of other group methods used for collecting information such as town meetings, public forums, nominal groups, advisory councils, hearings, and study circles. These, however, are not focus groups. Nor are committees or task forces charged with carrying out a particular assignment. Rather, a focus group is...

• composed of six to twelve people,

• who are similar in one or more ways, and

• are guided through a facilitated discussion,

• on a clearly defined topic,

• to gather information about the opinions of the group members.

Efficient and detailed guidelines on conducting a focus group can be accessed at these web links:
http://assessment.aas.duke.edu/documents/How_to_Conduct_a_Focus_Group.pdf
http://www.rowan.edu/colleges/chss/facultystaff/focusgrouptoolkit.pdf
IX. TELEPHONE, PRINTED AND ELECTRONIC COMMUNICATION

These are amongst the most classic forms of communication for specific purposes; perhaps to advertise an event, carry out a survey or bring attention to specific measures being carried out.

The target audience should be selected and a specific list of people drawn up. The information can then be conveyed either through a telephone call, a printed leaflet mailed to selected addresses or emails to selected groups and individuals.
X. NEWSLETTERS

Newsletters (print and electronic) are an excellent means of disseminating information about your project and keeping in touch with your target groups (national or local representatives, companies, general public, press), both during and after the project actions. Newsletters can also provide support for similar projects or for actions achieved by your association or company. Moreover, it could become a platform for the exchange of good practices between associations and of companies working on similar projects.

There are five main factors that LIFE project staff should consider during the planning and production of effective newsletters. Newsletters need to have:

1. Regular issues, produced on time

Producing and issuing a regular newsletter on time requires a lot of planning and pro-active management. This can be helped by:

- Developing a consistent newsletter structure;
- Producing a written set of guidelines for writers; and
- Preparing a timetable covering all editorial and publication tasks.

Be consistent. A newsletter must be sustainable so always be realistic about the amount of content you and your team can consistently produce. Don’t hesitate to limit the number of pages. A single-page, two-sided newsletter published every month is preferable to an eight-page newsletter that appears quarterly. Your goal is to build and maintain awareness among your target groups.

Set yourself deadlines and try to respect them. Add contingency time within the newsletter planning timetable to allow for unexpected delays.

2. Simple and user-friendly format

Using a common format means that you don’t need to start from scratch each time you begin preparing a new issue. It also provides the newsletter with identity, integrity and credibility. Many desktop publishing software packages include a selection of newsletter templates to copy or use as basis to build on.

Choosing the format

Newsletters can be produced in both print and electronic format. The latter version is easy to handle and allows a broad and cost-effective dissemination. The print version can be issued in a limited amount and sent to selected target groups or to specific events.

E-newsletter

When launching an e-newsletter you will have to choose between html and plain text format. Though html newsletters look more impressive and offer interactivity, they also come with slow downloads,
which may deter your audience from reading your information. Printed newsletters are generally delivered in A4 format. If you choose a single page, give preference to a thicker paper.

3. Attractive presentation

First impressions are important. An attractive newsletter which appears relevant and uncomplicated will encourage people to read further. Don’t make the newsletter overly complex. Basic newsletter contents include several lead stories, a number of shorter news items and a message from the project manager. More sophisticated publications can extend their content to include features, columns, an editorial, news in-brief sections, cartoon, associated beneficiary progress reports, etc.

Title

Start at the beginning and choose a distinct title. The newsletter’s title should serve as an icon, indicating the content of your newsletter. Short titles are better and allow the use of a large type size. You can also add a longer subtitle set in a smaller type size which further explains the title.

Layout

Guide your readers through the newsletter by choosing an appropriate layout. Blank empty space is the easiest and least-expensive way to make a newsletter appear more attractive and easier to read. If you are using a columns layout, devote one column to photographs, diagrams and short topics.

Photos

Don’t forget to check the quality of your photos and remember you need fewer pixels for an electronic version than a paper one.

Colours

Use colour with moderation. Colour can be used for your company’s logo, your newsletter title, or as background. For printed newsletters, you can also use pre-printed paper or coloured paper. Test the attractiveness of your newsletter on colleagues or friends before finalising the presentation.

4. Easy to read text

People decide within seconds whether they want to read a publication or not. Do some research beforehand and learn from the way other newsletters or newspapers present text.

Articles

Aim to write article text concisely and in the active voice. Edit for clarity, conciseness, jargon, length and accuracy. Information is often more interesting and easy to understand when it is told as a story by someone talking about it. Remember to quote your sources. Article titles should be short and eye-catching. The introduction to an article should ideally answer the following three questions about the article topic: Who? What? and Where? The lead article should be devoted to the most recent news and present a summary of pertinent points, rather than a detailed report. If necessary continue the lead article on the second page so that it does not take up the whole of the first page of the newsletter.

Typefaces

Use different typefaces for the headlines and the text. Headlines should be as short as possible. Choose a common typeface for all of your headlines and limit headlines to two sizes. Use one size for headlines of primary importance and another, smaller, size for headlines of lesser importance. For your headlines
choose a typeface that forms a visual contrast with the body text. For example, use sans serif for headlines (i.e. Arial) and a serif typeface (i.e like Times Roman or Garamond) for the text.

Subheads and columns

Subheads break up a long text and make it easier to read. Ideally, subheads should have the same typeface used in the headlines, but smaller. Columns or boxes are ideal for short topics, a calendar, or for networking addresses.

5. Careful editing

Take care to ensure that you check how your newsletter reads as well as what it looks like. Interesting illustrations can obscure important content messages. Relevant and well-written content should be able to stand on its own, even as plain text.

Content variety

Working with other writers helps increase the variety of newsletter content. Newsletter editors should provide clear directions to writers about each article’s topic, structure, length and deadline, as well as the main points that the text will address. Always remember to include writers’ by-lines, since this can help increase future contributions and also gain credibility for your publication.

Editors should monitor feedback from readers. Watch to see how people read your publication and aim to speak to a new sample of readers after each edition is issued.

Archive

Previous issues of the newsletter should be archived and links to these can be highlighted on the project website if there is one.
XI. VIDEO/DVD

Video is beyond entertainment. It has become a critical component in business, politics, communication, social media and even in music. **We need video to market and sell products, promote new ideas and share beliefs.** Since video appeals to both sight and sound in a quick burst of stimulation, it captures the attention of the viewer immediately and makes a lasting impression. The messaging is concise and easy to understand, reaching people of all demographics.

A video should be an element of the bigger campaign. As part of your campaign communications, video will enhance the overall message.

The campaign will help set the tone of the video: Is it funny, uplifting, full of energy, or is it dramatic?

Once you've determined what campaign will be complemented with the addition of a video element you can start working on the message. Every video has to convey real purpose and message. The purpose of the video should explain your mission.

A powerful message can include a real story, making your audience feel as though they are actually experiencing your mission, bringing your cause to life.

Defining the need is an important step to creating an awareness-raising or fundraising video. Sharing some statistics as to why you need support is a great way to do this.

Make your audience understand that you need them to be involved, that their support is critical to the success of your mission. You obviously have felt called to this cause. This video should make them feel called to act as well.

Now you want those inspired supporters to take action and follow through, so don't be afraid to tell them exactly what you need. Give them some ownership by not just telling them what their support would mean, but also give realistic goals that they can achieve.

When brainstorming an awareness-raising or fundraising video, start with these four steps: 1) set the tone, 2) convey real purpose, 3) define the need, and 4) inspire supporters.

Here are some practical steps to take when designing a video:

**Step 1: Define your purpose**

First, what response are you trying achieve, and what metrics will you use to judge if you have achieved it (i.e., what will tell you that the video has been a success)? There are myriad different purposes you may want your videos for, including:

- To build awareness
- To demonstrate a new product or service
- To educate
- To entertain

Once you’ve decided what outcome you’re striving for (and how its success will be measured), the second purpose you need to define is what audiences are you trying to reach. (This is directly related to the first list.)

Some questions to keep in mind about your target:
Are they senior decision-makers, mid-level influencers, or observers who may be making decisions five years hence?

Do they speak SEAP topic related language, or are you trying to reach a different type of group or individual who may not be so familiar with the topic, or someone not in the topic information flow at all?

Do they care more about numbers and metrics, or vision and aspiration; details vs. big picture; process vs. creativity, etc.?

The best way to come up with an answer to this second question is to imagine you’re having a conversation with your “perfect audience”. How do you greet them, what do you talk to them about, and in what manner? This is roughly how your video should address that same “perfect audience.”

Once you have your purpose — a measurable outcome plus a target group — it’s time to pick the right kind of video to appeal to that segment.

**Step 2: Pick the right video type for your purpose**

There are nearly as many types of video as there are purposes, which means you can usually find a close fit between the finished video and your desired outcome. However, it does provide you with a complex number of choices. Here are some of them:

- Animated/cartoon
- Whiteboard/illustration
- Time-lapse
- Talking head(s)
- Interview
- Presentation
- Montage
- On-location/at-event
- Behind-the-scenes/documentary
- Product demo
- Case study

Then you have to think about the tone:

- Corporate or creative
- Market leader or new entrant
- Humorous or serious
- Collaborative or competitive
- Traditional or irreverent
• Formal or informal
• Technical or colloquial

Then there are the finishing touches to think about:
• Subtitles
• Background music
• Voiceover
• Interactive technology
• Length

Step 3: Decide on length

You should be looking at a video length of one to five minutes maximum. Humor can be achieved in 30 seconds or less, while gravitas or educational content may take longer. Testimonials can be 10-seconds long, whereas case studies may have more impact if they include sufficient details, so they might need to run longer — between two and five minutes.

At this point it’s best to approximate your video length depending on purpose (outcome and audience) and the complexity of the message; then, measure and refine according to the actual results, as there is no golden rule.

Step 4: Create the storyline/Video concept and test it in a focus group

At this point, you can either choose to write, direct and produce the video on you own or to hire professionals to do so and share your vision with them, which they will bring to life. The content of the video should be powerful enough to make an impact on he viewer in the short time it runs, either through wit, emotion, cleverness, humour or stunning visuals. For an awareness-raising video, one can draw on reality or case studies with which the viewer will identify and that will thus hit close to home. Test the story line/video concept in a focus group representing the target group you are aiming the video at.

Step 5: Direct and produce the video

Step 6: List credits to include

Step 7: Disseminate

You have several options here: uploading to social media such as Youtube, uploading to a dedicated website if you have one, producing hard copies (DVDs) and mailing to relevant organizations and individuals, or organizing an event to which the video showing will be the central attraction and or broadcast on TVs, especially local one, if they exist.
XII. TV/ RADIO SPOTS

Local radio or television (TV) can be a very effective means of creating awareness or disseminating information to a wide cross-section of the population in a defined geographical area.

Broadcast media vs. print

The main benefit that can be delivered by having short news items appear in broadcast media is the viewship and listenership: far more people watch television and listen to the radio than read print media such as newspapers and magazines. There is a trade-off here, however. Broadcast media, but television in particular, by their very nature restrict clips to just a few seconds or few minutes at the most, which doesn’t allow for an in-depth explanation of a subject. To avoid this shortcoming TV videos may indicate a website where a longer version of the video can be uploaded containing complete and in depth presentation and allowing for multiple views and therefore better comprehension, understanding, impact and sustainability. Print media can go into much more depth, but in general, reach a smaller audience. The best option is to attempt to achieve coverage across a wide variety of media: radio, television, newspapers, magazines, web media and blogs as well social media. All that needs to be planned in line with profile of audience and its preferred communication channels.

Local media

As many projects will have a strong local orientation, access to local media can be useful in a number of situations, such as:

• the launch of a project
• raising public awareness of an issue a project is attempting to tackle
• promoting an event or another activity or outcome of a project with wider public appeal
• announcing of the results of a project and the implications, if any, for the wider community

There are number of important steps to consider in trying to win local TV or radio coverage of a project:

1. Know your audience

Getting a broadcaster to give airtime to your project is not always easy. Broadcasters, above all, want stories that will interest their viewers or listeners. Therefore, selling your story to a broadcaster requires that you know their audience and know how to pitch your story to make it interesting to this audience. Firstly, ask yourself a series of questions about your project/story:

• Why this? Why now?
• What’s special about this project/story?
• Why would this audience be interested in hearing about it?
• How is it different/unique/innovative?
• Is there an important anniversary, event, publication or other development that relates to the project in some way?

Local Radio and TV Factsheet, which can be found at this link:
In targeting a local audience it is important to connect your project or story with local issues. If you are after a more regional or national audience, then adapt your story accordingly.

2. Find an ‘Angle’

Producers are always looking for an ‘angle’ for a story. They are rarely interested in a project or story for its own sake, but instead they look for something, an ‘angle’, in the project or story that they know will be of interest to their audience and, therefore, makes it ‘newsworthy’. Exactly what makes something newsworthy is very much a grey area, but there are certain angles that producers commonly look for:

People

People love stories about other people and this is often one of the first angles that local media will look for. Is there a people story? Who is the person behind the project? What obstacles have they overcome? How is their story special/different?

Politics

If your project relates in some way to some local, regional, national or international political issue, mention this in your communication with a journalist or producer, most especially if the particular political issue is contentious. Currently, issues such as energy efficiency and renewable energy (cost reduction and substitute subsidies) and to a lesser extend climate change or biodiversity (e.g halting the loss of an endemic species or habitat) are popular with governments, local authorities and producers, as with politicians. How does your project fit in with these sorts of issues?

Social or environmental issues

Current social problems or concerns in an area are another good ‘hook’ for a producer. If your project relates to, for example, tannery effluent, or air and water-quality, are there any local stakeholders who have been campaigning on this issue? A neutral, scientific opinion could be of interest to a journalist.

Health

Health issues – often very much related to the environment – are rarely out of the news. If your project relates in some way to a human health issue, this can be a very effective angle.

Celebrity

Even in a small town, there are local ‘celebrities’. Can you get a local personality to become interested in your project? A prominent scientist, a school headmaster, a municipal councillor, a local artist, a prominent business person?

Novelty

Above all, the news is so-called because it’s about something ‘new’. Producers and journalists are always on the look-out for a ‘scoop’ – a story no one else, especially their competitors, has covered. What is it about your project that is genuinely new? What got you and your team excited about this issue in the first place?

3. Deliver visual / aural appeal

When trying to think like a producer, keep in mind also that TV is an image-based medium, and radio is a sound-based medium. What images related to your project are visually appealing? A gripping story with little in the way of interesting images will not grab a TV producer, while a less interesting story...
with very exciting images will. What visual elements can you offer the producer/journalist? Never do 
an interview in an office behind a desk if you have a coastline, woodland, river, factory or a sewage 
treatment plant that can be used as background instead. Radio, on the other hand, is much closer to 
print in that it is language driven, rather than image-driven. That said, birdsong, the sound of animals, 
or the splash or trickle of a stream can communicate an image to radio listeners that helps to locate or 
reinforce a message.

4. Clarify your objectives

Before contacting the media, think about what you want to get out of the process. If you do manage 
to get a thirty-second slot on the local six o’clock news, what would be the one thing you want to get 
across?

What would you define as a success in your dealings with the media? Think about this goal throughout 
the whole process. All your dealings with the media must relate back to this aim / message.

5. Identify key contacts

If you are lucky enough to have a local TV journalist who specialises in scientific or environmental 
stories, then this is the obvious person to attempt to contact. However, although there are indeed 
more and more reporters with the ‘environment beat’, this is not the case everywhere. In such 
instances, do a bit of homework beforehand, and watch the local news programmes over the space of 
a week, taking note of which journalists seem to be working in areas or covering stories that are not 
too distant from your own project’s topic. Which reporters seem to show interest in areas related to 
your field? Which ones seem likely to be the most sympathetic to your areas of concern?

Having taken note of two or three suitable individuals, obtain their contact details from the channel’s 
website. Sometimes there are dedicated ‘tip-lines’ that you can telephone as well.

Persevere. Remember that both TV and radio stations work to very tight deadlines and may be too 
busy to get back to you. If you don’t make contact within a reasonable period of time, try calling the 
news desk or the person in charge of the appropriate department.

6. Build a relationship

Remember that a journalist needs you in order to tell the story, just as much as you need the journalist 
to get the story out. However, while your interests overlap, they aren’t identical. Building a relationship 
of mutual respect will go a long way in ensuring the co-operation of journalists in telling your story 
right.

Be proactive

This begins with not pestering the journalist, but it also means not waiting for them to contact you. 
Anticipate their needs by delivering to them information on any interesting new developments.

Respond straight away

When journalists want information, they want it straight away. They are working to a deadline that is 
much shorter than the deadlines of the more extended process of an environmental project. Often the 
journalist will want something ready for the next day’s programme – or even that evening’s 
programme. Respond to a journalist’s request by phone or email as rapidly as possible, and never leave 
a question from a journalist unanswered.

Direct the journalist to someone who will best answer a question
If you don’t know the answer to a question, or the subject isn’t your strongest area, direct the journalist to another contact person. He or she will appreciate that you have helped them with another source, rather than attempt to struggle through an area that you’re not clear about.

7. Choose a spokesperson

There should only be one person from your project who deals with the media. This spokesperson should be someone who speaks well, knows the subject, doesn’t mumble and, most importantly, will not get nervous in a broadcasting situation.

8. Prepare for the interview

Be brief

Be brief and to the point. If it’s not live, they’ll edit the interview down ruthlessly. If it is live, you’ll still only get a few seconds or a minute or two at most.

Stick to your message

Because of this, it is important to stick to your one main message. Attempt to make this message snappy. Good phraseology or witty catch-phrases are much more likely to be used by the producer.

Mention your project’s name

Never forget to mention your project by name. Try if you can to get the full name of the project out early in the interview.

Most important information first

Do not view the interview as a chronologically recounted story, with a beginning, middle and end. Instead, think of it as a short newspaper article, with the most important information first, followed by the next most important pieces of information, and concluding with the details.

Speak slowly and clearly

Avoid stuttering, mumbling or making filler sounds or verbal pauses such as ‘um’, ‘er’ or ‘ah’. Make a special effort not to make these sounds in the middle of the key message. If you do, the editor will be more likely to cut that part of the interview. Speak slowly and clearly.

No jargon

Do not use jargon or scientific language. Rather, use language the general public will understand.

Keep it topical

Again, as when attempting to get a producer interested in your project, try to link your project to a current topic of public interest.

9. Adhere to EU visibility requirements

See EU visibility guidelines: http://ec.europa.eu/europeaid/work/visibility/index_en.htm_en

XIII. NEWSPAPER ARTICLES

A technical article can be broadly divided into two categories: original research papers and survey papers. A good research paper has a clear statement of the problem the paper is addressing, the
proposed solution(s), and results achieved. It clearly describes what has been done before concerning the problem, and what is innovative. The goal of a paper is to describe new or innovative technical results. A technical article sets out a subject through facts, reason and argument. When you write a technical article, you should deal with an event, concept, or idea using facts and examples, not opinions.

Requirements

Most technical articles are between 400 and 800 words in length. Some are up to 1,500 words in length.

Content

The usual outline of a technical article is:

- Title: Try to summarise your work in three key-words

- Authors

- Abstract: Highlight the problem, but also the principal results. Many people read abstracts and then decide whether to read the rest of the paper. Ideally no more than 100-150 words.

- Introduction: Ideally no more than three sentences, the introduction must draw attention to your work by highlighting the problem you are addressing.

- Body of the paper: Before getting into the details, first write your conclusion. Even if it sounds odd, it tells your reader that facts and research have yielded a result and will encourage them to read on. After the conclusions, the body of the paper should first examine the problem, then explain the approach and finally provide the results.

- Bibliography

- Acknowledgements

Means and targets

Your article can be sent to relevant magazines specialising in your research area (waste, automobile, environment (technical magazines), nature, etc). To optimise its dissemination, it is also essential to:

- place the electronic version of your article on the project’s website

- add your article to all relevant emails

- distribute the print version at all public exhibitions or other contact opportunities.

There are six important considerations in writing a technical article:

1. Aim for a distinctive title

In your title, avoid common words like “novel” or “performance”. Unless someone wants to receive 10,000 Google results, nobody searches for these types of words. The same tip is valid for the abstract.

2. Write with the reader in mind

Write as a journalist, not a graduate. Your objective is clear communication. If you have to explain something complex, simplify your writing style. When you have a first draft, give it to somebody else to read. Ideally, to two people: one familiar with the technical aspects, the other only vaguely familiar.

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3. Avoid unnecessary detail

A detail is unnecessary if, by omitting it, the reader will still be able to understand the important innovative aspects of the result. Include only what is relevant and required to convey the key message.

4. Start with the approach and results

To help you to plan your article, first write the approach and results’ sections. Then write the problem section, followed by the conclusions and the introduction. It is easier to write the introduction last since it is a resume of your conclusions. Then write the abstract. Finally, give your article a title.

5. Use an appropriate font

Avoid Arial and other sans-serif fonts. They are fine for slides and posters, but are harder to read in continuous text. Use Times Roman or similar serif fonts.
XIV. SOCIAL MEDIA

Most non-profit organizations, movements or associations have some sort of a presence in social media, be it Twitter, Facebook or YouTube, to name a few. Most organizations may not have a strong strategy behind it but they feel that it is important to maintain those relationships with their audiences since that’s how they tend to communicate today. You can turn your social media routine into a promotional / awareness-raising or even revenue generating opportunity for your organization by following a few simple steps.

Offer Choices

It is important to understand how your audiences communicate with you and offer them a variety of social media options to access information about you or your proposed services / activities on a regular basis. Make sure that you post the same information on all of your social media pages (Twitter, Facebook, Instagram…) just to cover your bases and not to confuse people. You can use free tools, like HootSuite (click for link to website) that will save you time by managing and scheduling posts to all of your social media pages.

Build Brand Awareness

Social media is the perfect tool for you to reach all types of audiences and give them a 360° look at your brand, organization or proposed initiative. Be sure to use a communication style that’s consistent with your brand / organization / initiative guidelines in order not to confuse your constituents to showcase your achievements, thank them for their donations (if applicable) and time and motivate them to take action. Building those strong relationships based on interaction is going to be possible if you give your audiences means to communicate with you through multiple social media channels.

Start a Conversation

It’s easy to get into the routine of just pushing content into your social media pages but opening a dialogue with your readers will pay off. Try and stimulate the users by asking a question or posting content that is going to require the users to react. This strategy will help you raise awareness and increase revenue (if applicable).

Create a build-up

If your event or initiative is coming up in three months and for example and you want to start promoting it, set up a way for your audiences to immediately access donation and / or registration options right on your Facebook page. To engage the users and motivate them to take action, keep them excited by posting updates about the event and stories about real-people that will be impacted by their donations and / or participation.

Use Social Media as a Retention Tool

Once an event is over, the worst thing you can do is to drop the conversation. Try to keep the excitement going on your social media pages and transition the users to the new initiative in order to keep them involved and engaged with your brand / organization / initiative.
**ANNEX 4 Templates for Budget breakdown and Plan**

### 4.1. Budget template

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
<th>Type of expenses</th>
<th>Supplier/service provider/internal</th>
<th>Quantity</th>
<th>Net Unit Price[1]</th>
<th>Total amount</th>
<th>Currency</th>
<th>Exchange Rate[2]</th>
<th>Total amount in EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0,00</td>
</tr>
</tbody>
</table>

[1]: Survey, Workshop, Conference, Tv and radio broadcast,
### 4.2. Templates for event planning

**a) Event planning**

<table>
<thead>
<tr>
<th>Name of event – what</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of event</td>
</tr>
<tr>
<td>Time of event</td>
</tr>
<tr>
<td>Location of event</td>
</tr>
<tr>
<td>Event coordinator/contact person</td>
</tr>
</tbody>
</table>

**Target audience – who**  
Who is this targeted at?  
What does the audience need to know?  
What will hold their interest?

**Message – what**  
What do you want to say to the target audience?  
What do you want them to know/do?

**Objectives – why**  
Be clear about what you hope to achieve with this event.

**Description of event – what**

**Risk assessment – what**  
Identify possible risks and develop strategies to minimise risks.

**Evaluation criteria established**  
What were our aims/objectives?  
Did we achieve what we set out to do?  
Did it come in on budget?  
What were the intended/unintended outcomes?  
How do we measure effectiveness?  
What tools do we use to measure our success?

**Checklist**  
- Who will be involved in the event  
- Date/s of event determined  
- Location/venue for event booked  
- Target audience determined  
- Message determined  
- Objectives set  
- Risk assessment completed  
- Evaluation criteria established  
- Stakeholders informed/involved
### Early event planning

<table>
<thead>
<tr>
<th>Early event planning</th>
<th>Person responsible</th>
<th>Action</th>
<th>Date to be completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Source identified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Sponsorship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Break even point established</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Have you accounted all expenses?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Protocol</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Request to invite Minister or CEO in writing and timely (six to eight weeks prior to event)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Protocol issues (related to the country)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Anything that needs to be approved - hierarchy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Anything that needs to be approved by the Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Minister’s office notified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Stakeholders notified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Invitations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Mailing list generated/updated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Invitation composed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Invitation checked</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Printer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Calligrapher</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ RSVPs (responsible person briefed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Invitation list compiled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Names on list and titles/addresses checked for accuracy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Special guests/speakers alerted to make time in diaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Invitations sent</td>
<td></td>
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<tr>
<td><strong>Catering</strong></td>
<td></td>
<td></td>
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<tr>
<td>☑ Cost per head or upfront</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>☑ Upmarket or casual</td>
<td></td>
<td></td>
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<tr>
<td>☑ Beverages</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Food</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Hot or cold</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Self service or waiting staff</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>☑ Internal or external catering</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>☑ Power required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Equipment required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Tables, tablecloths, cups and saucers</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>☑ Plates, napkins, knives and forks (disposable/non-disposable)</td>
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</tr>
<tr>
<td>☑ Can the theme of the event be followed through in catering?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Special dietary requirements of guests</td>
<td></td>
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</tr>
<tr>
<td>☑ Menu</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Early event planning</td>
<td>Person responsible</td>
<td>Action</td>
<td>Date to be completed</td>
</tr>
<tr>
<td>---------------------</td>
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</tr>
<tr>
<td><strong>Media relations</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>✓ Press, radio TV invited</td>
<td></td>
<td></td>
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<tr>
<td>✓ News produced</td>
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<tr>
<td>✓ Media release sent</td>
<td></td>
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</tr>
<tr>
<td><strong>Talent</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Book and brief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Rehearsals</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Signage</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Organise plaque if necessary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Check plaque wording</td>
<td></td>
<td></td>
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<tr>
<td><strong>Program/running sheet/speeches</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Program finalised</td>
<td></td>
<td></td>
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<tr>
<td>✓ Running sheet written</td>
<td></td>
<td></td>
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<tr>
<td>✓ Program/running sheet sent to speakers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Speakers fully briefed</td>
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<tr>
<td>✓ Speeches written</td>
<td></td>
<td></td>
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<tr>
<td>✓ Let caterers know program - when to serve drinks/food</td>
<td></td>
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</tr>
<tr>
<td><strong>Value added for guests</strong></td>
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<td></td>
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</tr>
<tr>
<td>✓ Copy of publication, CD-ROM, flash</td>
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<tr>
<td>✓ Gifts</td>
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<tr>
<td>✓ Programs</td>
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<tr>
<td>✓ Catalogues</td>
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<tr>
<td>✓ Competitions</td>
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<tr>
<td>✓ Prizes</td>
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<tr>
<td><strong>Security</strong></td>
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<tr>
<td>✓ Security alerted</td>
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<tr>
<td>✓ Occupational health, welfare and safety concerns addressed</td>
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<tr>
<td>✓ Provision of first aid</td>
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<tr>
<td><strong>Audio/visual requirements</strong></td>
<td></td>
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<tr>
<td>✓ PA system</td>
<td></td>
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<tr>
<td>✓ Player</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>✓ Lapel or handheld microphone</td>
<td></td>
<td></td>
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<tr>
<td>✓ Lighting</td>
<td></td>
<td></td>
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<tr>
<td>✓ Extra electrical requirements</td>
<td></td>
<td></td>
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<tr>
<td>✓ Lectern</td>
<td></td>
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<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
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<tr>
<td>✓ Extra required</td>
<td></td>
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<tr>
<td>Task</td>
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<td>------------------------------------------------</td>
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<tr>
<td>Staff to meet and greet guests</td>
<td></td>
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<tr>
<td>Ambience</td>
<td></td>
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<tr>
<td>- Floral arrangements, pedestal – can the theme of the event be followed in flowers?</td>
<td></td>
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<tr>
<td>- Background music</td>
<td></td>
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<table>
<thead>
<tr>
<th>Early event planning</th>
<th>Person responsible</th>
<th>Action</th>
<th>Date to be completed</th>
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</thead>
<tbody>
<tr>
<td><strong>Guest comfort</strong></td>
<td></td>
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<tr>
<td>☑ Wheelchair access</td>
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<tr>
<td>☑ Toilet facilities</td>
<td></td>
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<tr>
<td><strong>Hospitality</strong></td>
<td></td>
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<tr>
<td>☑ Welcome signage at entrance</td>
<td></td>
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<tr>
<td>☑ Ushers briefed</td>
<td></td>
<td></td>
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<tr>
<td>☑ Cloak room</td>
<td></td>
<td></td>
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<tr>
<td><strong>Housekeeping</strong></td>
<td></td>
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<tr>
<td>☑ Cleaning before and after</td>
<td></td>
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<tr>
<td>☑ On standby during the event</td>
<td></td>
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<tr>
<td><strong>On the day</strong></td>
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<tr>
<td>☑ Time for set up by whom</td>
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<tr>
<td>☑ Time for dismantle by whom</td>
<td></td>
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<tr>
<td>☑ Stage</td>
<td></td>
<td></td>
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<tr>
<td>☑ Tables, chairs layout</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Chair covers</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Floor plan</td>
<td></td>
<td></td>
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<tr>
<td>☑ VIP seating</td>
<td></td>
<td></td>
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<tr>
<td>☑ Book courier/transport</td>
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<tr>
<td>☑ Name tags</td>
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<tr>
<td>☑ Clear location directions</td>
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<tr>
<td>☑ Registration desk</td>
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<tr>
<td><strong>After the event</strong></td>
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<tr>
<td>☑ Person responsible</td>
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<tr>
<td>☑ Debrief</td>
<td></td>
<td></td>
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<tr>
<td>☑ Comments on all aspects (negative and positive)</td>
<td></td>
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<tr>
<td>☑ Guest feedback</td>
<td></td>
<td></td>
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<tr>
<td>☑ Guidelines for improvement next time</td>
<td></td>
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<tr>
<td>☑ Evaluation against criteria</td>
<td></td>
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<tr>
<td>☑ Celebration</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>☑ Thankyou’s</td>
<td></td>
<td></td>
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</tbody>
</table>