



# COMMUNICATION AND VISIBILITY GUIDELINES

April 2020



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Abbreviation	Meaning
AFD	Agence Française de Développement
BD	Bilateral Donor
CEB	Council of Europe Development Bank
CHP	Combined Heat and Power
CVP	Communication and Visibility Plan
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DNP	Defects Notification Period
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIB	European Investment Bank
ESIA	Environmental and Social Impact Assessment
EU	European Union
EUD	EU Delegation
EUO	EU Office
FS	Feasibility Study
GGF	Green for Growth Fund
ICJ	International Court of Justice
IFI	International Financing Institution
IFICO	IFI Coordination Office
IPA	Instrument for Pre-Accession Assistance
IPF	Infrastructure Project Facility
KfW	Kreditanstalt für Wiederaufbau
MIS	Management Information System
NIPAC	National IPA Coordinator
OHL	Overhead Line
REEP	Regional Energy Efficiency Programme
SCADA	Supervisory Control and Data Acquisition
SIDA	Swedish International Development Cooperation Agency
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development
WB6	Western Balkans 6
WB	World Bank
WBIF	Western Balkans Investment Framework

# INTRODUCTION

The Western Balkans Investment Framework (WBIF) is a joint blending facility of the European Commission, participating International Financial Institutions (IFIs), Bilateral Donors (BDs), and Western Balkan Countries set to deliver funding for infrastructure development in the environment, energy, transport, social, and digital sectors as well as for private sector development.

The WBIF operates according to specific Rules of Procedures and the General Conditions of the European Western Balkans Joint Fund. Both documents specify the need for communication and visibility actions with a view to ensuring adequate visibility for WBIF operations. These Guidelines aim to assist key WBIF stakeholders with the implementation of communication and visibility actions. They provide details on WBIF visual identity and define principle means and tools to be used in promoting the WBIF to specific and/or general audiences. In addition, the Guidelines offer concrete guidance on how best to coordinate multi-stakeholder communication and visibility activities, with a focus on investment projects.

The Guidelines are complemented by the WBIF Communication and Visibility Plan which is produced on an annual basis and discussed amongst WBIF Project Financiers' Group (PFG) Members, usually in the spring meeting.

## C&V GUIDELINES UPDATES

Reflecting the increased requirements for a more coordinated and enhanced C&V activities, and introduction of new material and tools, the C&V Guidelines needed to be updated accordingly.

Below the overview of updated/new sections:

### 2.1 Visual Identity:

- Visual Identity updated (with slogan added);
- Visual Identity specifications (color, font, sector icons).

### 2.2 Disclaimers:

- Additional paragraphs added for a clearer explanation of the WBIF Efforts and Achieved Results.

### 3.1 Messages:

- The main WBIF messages identified for a more focused C&V activities.

### 3.4.1 General Principles:

- More emphasis on the End-beneficiaries benefits and the Compliance of WBIF efforts with the national reforms.

### 3.4.3 C&V Focus Areas and Tools:

- Proposals for the improvement of C&V efforts, as identified by the Stakeholders and Beneficiaries (as per C&V Review Questionnaire feedback).

### APPENDIX A: Examples of Tools:

- Overview of the re-designed tools in line with the updated WBIF Visual Identity;
- Construction Display and Press Release Templates developed;
- Event Guidelines for IPFs.



# WBIF VISUAL IDENTITY

## 2.1. VISUAL IDENTITY



The WBIF has its own logo and slogan BUILDING THE EUROPEAN FUTURE TOGETHER, as follows.



When used alone (i.e. in the absence of the other WBIF visual identity items and/or the EU flag), the WBIF logo is accompanied by the following strapline: *An initiative funded by the European Union* (placed underneath the logo) as follows.



When used for the general WBIF C&V material (roll-ups, website, factsheets ...), the logo is accompanied by the EU flag on the left side, somewhat larger in size than the WBIF logo.



This project is funded  
by the European Union



When used in relation to a WBIF action / project which has benefited from EU grant support, the WBIF logo will be accompanied by the EU flag and a specific reference to the origin of funding: This project is funded by the European Union. If appropriate, the reference text is used in a local language.



OPTIONAL: For the EU funded projects, the EU Delegations should always be consulted, if the additional promotion of the EU on-going campaigns in the beneficiary countries is required (e.g. #EU4YOU). Example for Serbia as follows.

# 2



When a large visual element is required to represent the WBIF (e.g. roll-up, folder etc.), the photo-collage of the WBIF sectors (Digital, Environment, Transport, Energy, PSD, Social) must be used. It should be always used together with the WBIF logo and EU flag.



Icons representing WBIF sectors (Transport, Environment, Private Sector Development, Energy, Social Sector, Digital Infrastructure):



Visual identity color and font specifications:

Font	Font	FONT
SansSerifFLF Medium	SansSerifFLF Demibold	<b>BEBAS NEUE REGULAR</b>
■ Color CMYK Uncoated C 87 M 60 Y 0 K 0	■ Color CMYK Uncoated C 46 M 19 Y 0 K 0	■ Color CMYK Uncoated C 58 M 0 Y 84 K 0
■ PANTONE 3005 U	■ PANTONE 291 U	■ PANTONE 360 C
■ RGB R 38 G 105 B 179	■ RGB R 134 G 179 B 224	■ RGB R 116 G 193 B 95

Editable visual identity elements provided by the WBIF Secretariat / IFICO upon request.

When explaining what the WBIF is and how it operates, the following visual layout is usually used, in order to ensure the visibility of all key stakeholders:



## 2.2. DISCLAIMERS

The following text should be used when explaining the WBIF:

### What is the Western Balkans Investment Framework?

The WBIF is a joint initiative of the European Commission, the Council of Europe Development Bank (CEB), the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), bilateral donors and Western Balkans beneficiaries launched in December 2009 with the purpose to deliver finance and technical assistance for strategic investments. The KfW and the World Bank subsequently joined the platform. In December 2018, the Agence Française de Développement (AFD) became a participating organisation in the WBIF. The WBIF blends grants, loans and beneficiary contributions for infrastructure investments in the energy, environment, social, transport and digital sectors as well as for private sector development. Together with the Western Balkans beneficiaries, the WBIF forms a unique partnership, which defines priorities and support packages for strategic investments and institutional reform in the region. It contributes to the European perspective of the Western Balkans by supporting investments that improve competitiveness and growth and are complemented by policy measures that foster regional cooperation and connectivity.

In the case of need for more information on WBIF achieved results, investment figures and benefits, the following paragraphs can be used:

### Ten Years of the WBIF Efforts<sup>1</sup>

Since 2009, the WBIF has allocated [€1.3 bn] in grants for [€20.8 bn] estimated investments in well connected transport, energy and digital networks, renewable energy and energy efficiency, water supply and wastewater systems, flood protection, education, research and cultural establishments, healthcare and judicial facilities, which are crucial for sustainable development in the region.

### WBIF Achieved results (as per November 2019):

- [90] MW in electricity generation capacity from renewables;
- More than [590] MWh/year in energy savings through energy efficiency;
- District heating systems upgraded in [22] cities and towns;
- Improved water/wastewater systems for [2.3] million people in the region;
- More than [500,000] people protected from floods;
- Better solid waste services for more than [180,000] people;
- Healthcare and treatment facilities for [1.8] million people;
- Better schools for [96,600] pupils;
- Dignified life in prison and rehabilitation opportunities by EU standards for [1,250] detainees;
- [900] km of new roads.

<sup>1</sup> Data as of February 2020. Updates aligned with the latest Monitoring Report.

**In the case of Bilateral Donor-funded actions / projects, the following should be added, as updated for the date concerned:**

By the end of [2019], Bilateral Donor contributions reached € [85] million, including €5.2 million transferred from the EBRD Western Balkan Fund at the inception of the WBIF. The largest individual cumulative pledges to date have been made by [Norway, Sweden, Austria, Germany, United Kingdom, and Italy]. [Austria] is the WBIF Co-Chair for [2020].

**In the case of grant support to actions/projects originating in joint endeavors (WBIF Bilateral Donors and Financial Institutions), the following could be added:**

By the end of [2019], Bilateral Donor contributions reached € [85] million, including €5.2 million transferred from the EBRD Western Balkan Fund at the inception of the WBIF. The largest individual cumulative pledges to date have been made by [Norway, Sweden, Austria, Germany, United Kingdom, and Italy]. [Financial Institution(s)] joined the WBIF in [December 2016] and contributed [€x million] in grant support to date.

**In the case of publications/videos produced with EU support, the standard EU disclaimer should be used:**

This publication/video has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the [Western Balkans Investment Framework/Lead IFI/Contractor, etc. as appropriate] and can in no way be taken to reflect the views of the European Union.

**In the case of publications/videos produced with Bilateral Donor support, the following disclaimer should be used:**

This publication/video has been produced with the assistance of Bilateral Donors to the Western Balkans Investment Framework. The contents of this publication are the sole responsibility of the [Lead IFI/Contractor, etc. as appropriate] and can in no way be taken to reflect the views of the Bilateral Donors.

**In the case of publications/videos produced with grant support originating in joint endeavors (WBIF Bilateral Donors and Financial Institutions), the following disclaimer should be used:**

This publication/video has been produced with the assistance of Bilateral Donors and [financial institutions]<sup>2</sup> to the Western Balkans Investment Framework. The contents of this publication are the sole responsibility of the [Lead IFI/Contractor, etc. as appropriate] and can in no way be taken to reflect the views of the Bilateral Donors or that of the [financial institution(s)].

# WBIF COMMUNICATION AND VISIBILITY ACTIONS

## 3.1. MESSAGES

### **WBIF is a unique blending facility.**

The Western Balkans Investment Framework (WBIF) is a unique partnership, defining priorities and support packages needed for strategic investments and institutional reforms in the region. This cooperation is possible due to the close and coordinated interaction among the European Commission, financial institutions and bilateral donors, together with the Western Balkan partners. The WBIF blends grants, loans and beneficiary contributions for infrastructure investments in the energy, environment, social, transport and digital sectors as well as for private sector development..

### **WBIF priority: regional Connectivity Agenda**

Improving connectivity within the Western Balkans, and between the Western Balkans and the EU, is a key factor for growth and jobs, which brings clear benefits for the region's economies and citizens. The EU grants of €1 billion made available as part of the European Commission's financial package for the Connectivity Agenda in 2015 are attracting funding from other donors and financial institutions. This results in an additional €4 billion available for investments in the energy and transport sectors and creates more than 45,000 jobs in the region.

### **WBIF's results have a positive impact on people's lives.**

From its inception in 2009, the WBIF is bringing tangible benefits for people and businesses in the region. Thanks to projects financed through the WBIF, people benefit from safer and shorter travel times, cleaner and reliable water and wastewater services, better schools, healthcare and judiciary facilities, cleaner energy, and financial support mechanisms that foster sustainable growth.

### **WBIF supports the Western Balkans' EU perspective.**

The WBIF supports to the EU accession process of the beneficiaries not only by supporting projects that improve competitiveness and growth, but also by strengthening regional cooperation and connectivity within the region.

## 3.2. OBJECTIVES

WBIF communication and visibility actions aim to:

Objective	Target Group	Content
Inform	WBIF Stakeholders	Relevant policies and financing resources; Progress with the WBIF project portfolio
Raise Awareness	General public in Beneficiary countries and/or EU Member States and/or Bilateral Donors' home countries	Results and benefits associated with EU and BD contributions to the WBIF
Involve	End-Beneficiaries	Beneficiaries' testimonials; Success stories; Potential results and benefits; Financing resources (EU/Bilateral Donor grants; IFI loans; Beneficiaries contributions)

## 3.3. TARGET GROUPS

The table below provides details on principle WBIF target groups, the actions and tools that are most appropriate to address these as well as the potential providers of such actions and tools. As it may be noticed, given the multi-faceted nature of the WBIF as a blending facility which addresses several sectors and six beneficiary countries, key stakeholders also play a role in the promotion of WBIF and its (potential) results and benefits to other target groups.

Table 1: Target Groups for WBIF Communication and Visibility Actions

Target Group	Lead	Support	Communication and Visibility Actions & Tools	Objective
<b>Key WBIF Stakeholders (European Commission; IFIs; Bilateral Donors; Beneficiary Countries - NIPACs; Project Promoters<sup>2</sup>)</b>	WBIF Secretariat	IFICO IFIs Relevant contractors (e.g. IPFs)	Communication and visibility in print Online Communication and Visibility Organisation of events/site visits Information campaigns Audio-visual communication and photography	Inform
<b>End-Beneficiaries (Network of relevant institutions and civil society organisations in beneficiary countries)</b>	Lead IFIs and their contractors (including IPFs) NIPAC/Project Promoters	EC <sup>3</sup> WBIF Secretariat	Communication and visibility in print Online Communication and Visibility Organisation of events/site visits Information campaigns Audio-visual communication and photography	Inform Raise Awareness
<b>General public in Beneficiary Countries</b>	EC Lead IFIs and their contractors NIPAC/Project Promoters	WBIF Secretariat / IFICO	Organisation of events/site visits Information campaigns Audio-visual communication and photography Communication and visibility in print Online Communication and Visibility Press and media Displays	Inform Raise Awareness Involve
<b>General public in EU Member States and/or Bilateral Donors</b>	Lead IFIs EC Bilateral Donors	WBIF Secretariat / IFICO Relevant contractors	Information campaigns Communication and visibility in print Online Communication and Visibility	Raise Awareness

<sup>2</sup> Project Promoter: Institution/Organisation in the Beneficiary Country who is mandated to manage/operate the proposed investment (e.g. a railway/water company, hospital, etc.). The term is used to differentiate between NIPAC, NIC Technical Secretariat or the Ministry of Finance from a Beneficiary Country who sanction the application for financing and/or the loan but who have little role in the execution of a project.

<sup>3</sup> DG NEAR and / or EU Delegations / EU Office in Beneficiary Countries.

## 3.4. COMMUNICATION AND VISIBILITY ACTIONS AND TOOLS

### 3.4.1 General Principles

WBIF communication and visibility actions should be planned at project level and on a yearly basis with all key stakeholders, including the EU Delegation/Office in the beneficiary country concerned. This will allow for joint actions to be organised well in advance, contingent on the status of the project(s) concerned.

The WBIF Secretariat will prepare an annual Communication and Visibility Plan based on the feedback received from the IFIs on potential project-level actions. The Plan will be circulated for comments to the WBIF PFG participants and endorsed for implementation after the WBIF PFG spring meeting.

The following principles will inform the preparation and implementation of the Plan as well as any other WBIF-related communication and visibility actions not foreseen in the Plan at a given moment in time:

**A.** Communication and visibility actions should match the size of the WBIF commitments (i.e. grants and loans) and / or the importance of the given project for the Enlargement agenda and the socio-economic development of the beneficiary country.

**B.** Communication and visibility actions should reflect:

#### 1. Status of the project along the project cycle:

Communication and visibility efforts should increase as the project progresses from identification towards feasibility/design, implementation, and, finally, commissioning and operation.

#### 2. Status of the WBIF investments in a given sector and/or beneficiary country:

Communication and visibility actions, particularly in the case of projects that reach implementation/execution and commissioning (operation), should undertake to promote the overall results and benefits in a given sector and/or beneficiary country, which have been made possible with WBIF support. Moreover, to the extent feasible, joint communication and visibility events should be organized in the case of WBIF projects which pertain to the same sector, which run in parallel (e.g. two road/railway sections under different projects/lead IFIs; water treatment systems in two different municipalities), and/or are multi-country (e.g. cross-border transport and/or electricity connections).

#### 3. Project financing structure and the source of funding for the grants allocated to project preparation and/or implementation:

The WBIF pools together grant and loan resources as well as national contributions. In addition, projects get executed with financing that is external to the WBIF (e.g. bilateral contributions from various governments and/or national IPA/EU contributions, outside the WBIF). Such a financing structure should be reflected in overall communication on a given project, while making specific reference to the WBIF as a blending facility.

#### 4. End-beneficiaries actual benefits from the implemented WBIF-supported project:

C&V Actions should reflect the testimonials from the end-beneficiaries on the concrete benefits of the WBIF projects for the local communities, households and individual citizens. These testimonials can be prepared in the form of written stories, short quotes, audio-video material, photography and included in print, online communication and press releases.

#### 5. Compliance of the WBIF projects with the beneficiaries' national reforms:

A broader context of the EU-support to WB beneficiaries should be reflected at all times - how do WBIF projects comply with the national reforms, how the sustainability of the project is achieved, what is the status of the project one-year after the implementation etc.

**C.** Communication and visibility actions should seek to reflect visibility requirements associated with the source of financing for the WBIF grants. Specifically:

- In the case of projects benefiting from WBIF grants provided by the EU (through IPA) and implemented by the Infrastructure Project Facility, communication and visibility actions should accommodate specific EU requirements, as defined in the latest **Communication and Visibility Requirements** for EU External Actions:

[https://ec.europa.eu/international-partnerships/comm-visibility-requirements\\_en](https://ec.europa.eu/international-partnerships/comm-visibility-requirements_en)

In the case of projects benefiting from WBIF grants provided by the EU (through IPA) and implemented by the lead IFI's contractor(s) (e.g. Connectivity Projects) communication and visibility actions should accommodate specific EU requirements, as defined in the latest **Communication and Visibility Requirements** for EU External Actions, as well as reflect the lead IFI's framework agreements/arrangements with the European Commission.

- In the case of projects benefiting from Bilateral Donor contributions and particularly in the case of investment grants into the social and environment sector, communication and visibility actions should be undertaken with and seek to promote the contribution of the Bilateral Donors to the WBIF.

### 3.4.2 Types of Communication and Visibility Actions

Table 2 overleaf provides an overview of actions and tools which could be undertaken/used by key WBIF stakeholders as such and/or by their contractors, contingent on the WBIF portfolio which is to be communicated to specific and/or general audiences.

In addition, Appendix A presents examples of tools used so far to promote the WBIF to multiple audiences. For additional examples, please check the WBIF Gallery and Library at [www.wbif.eu](http://www.wbif.eu), and / or contact the WBIF Secretariat/IFICO.

Appendix B illustrates common types of communication and visibility actions along a standard infrastructure project cycle, starting from the approval of a WBIF technical assistance grant for project preparation activities.

Appendix C provides additional guidance to the communication and visibility activities for the IPFs technical assistance projects and a standard press release template.

Table 2: WBIF Communication and Visibility Actions and Tools

#	Action	When?	Tools	Relevant WBIF Portfolio	WBIF Stakeholder Role
1	Organisation of events/site visits	Project reaches construction and/or commissioning and operation	(Joint) Press releases & press conferences Press packages Online and media /print communication	Connectivity Agenda Projects with a focus on those that are about to start/ complete works	Lead: EC (including EUD/EUO in country) / WBIF Secretariat; IFICO Support: Lead IFI; Project Promoter; relevant project contractors
				Other WBIF projects in the case of works commencement/ completion	Lead: IFI Support: EC (in case of EU support); WBIF Secretariat/Bilateral Donors; Project Promoter; relevant contractors, as appropriate, including IPFs.
2	Communication and visibility in print	Ongoing, as appropriate	WBIF Annual Report WBIF flyers/brochures (e.g. WBIF at a Glance; sector & country, bilateral donor factsheets;) WBIF Posters: thematic (WBIF Funding Opportunities; Connectivity Agenda)	All WBIF portfolio, as appropriate.	Lead: EC and WBIF Secretariat; IFICO Support: IFIs; IPFs; Bilateral Donors
		Feasibility/ESIA Construction/ Execution Commissioning/ Operation	Specific project materials (e.g. flyers to accompany stakeholder consultations during project preparation; brochures/ success stories; project posters)	All WBIF portfolio, as appropriate.	Lead: specific project contractors under the guidance of the lead IFI, as appropriate, including IPFs Support: EC- EUD/EUO in country, WBIF Secretariat/IFICO.

#	Action	When?	Tools	Relevant WBIF Portfolio	Wbif Stakeholder Role
3	Online Communication and Visibility	Ongoing, as appropriate	www.wbif.eu, including newflashes:	All relevant content, as updated on WBIF.eu (and WBIF MIS), including WBIF-related audio-video communication and photography	Lead: WBIF Secretariat; IFICO Support: IFIs, Bilateral Donors, other relevant contractors (e.g. IPFs), as appropriate.
		Construction/ Execution Commissioning/ Operation	Success stories promoted to partner institutions social media, based on #6 - Audio-visual communication and photography	All WBIF portfolio, as appropriate.	Lead: IFIs Support: EC - EUD/EUO in country; WBIF Secretariat; IFICO
4	Information campaigns	Commissioning/ Operation of major projects	Items produced under #2, 3, and 6, with a focus on success/feature stories, dedicated to a specific theme/sector and/or beneficiary country	Connectivity agenda with a (collective) focus on ongoing projects and institutional/regulatory reform measures	Lead: EC; WBIF Secretariat; IFICO Support: IFIs; Bilateral Donors; Project Promoters; relevant contractors, including IPFs.
		Significant achievements across a specific sector / in a beneficiary country		Country/Sector-specific success stories on the occasion of Europe Day and any other high-profile regional/local event.	Lead: EC - EUD/EUO in country; WBIF Secretariat; IFICO. Support: IFIs; Project Promoters; relevant contractors, including IPFs.
5	Press and Media	Project reaches construction and/or commissioning and operation	Press conferences/visits	Project portfolio on the occasion of events/site visits.	Lead: EC - EUD/EUO in country, Lead IFI Support: WBIF Secretariat / IFICO; IFIs, relevant contractors, including IPFs; Bilateral Donors
		Ongoing, as appropriate, with a focus on events/ site visits and achievement of a major landmark in the life of a project (e.g. conclusion of the feasibility study; project reaches construction and/or commissioning and operation)	Press releases	All WBIF portfolio, as appropriate.	EC, IFI, NIPAC and/or Project promoters; contractors (e.g. IPFs), as appropriate. In the case of investment projects, press releases should be based on a summary sheet prepared by WBIF Secretariat and agreed with lead IFI and project promoter.
6	Audio-visual communication and photography	Commissioning/ Operation of major projects	Video & audio	All WBIF portfolio, as appropriate, with due reflection of on sectoral / country achievements under the WBIF.	Lead: IFI and relevant contractors, including IPFs, as appropriate. Support: EC - EUD/EUO in country, WBIF Secretariat/IFICO; Project Promoter.
		Significant achievements across a specific sector / in a beneficiary country			Photography
7	Displays	Project reaches construction and/or commissioning and operation	Display panels/ commemorative plaques Equipment Banners	All WBIF portfolio, as appropriate, in accordance with WBIF Communication and Visibility Guidelines.	Lead: Lead IFI and Beneficiary Institution/ Project Promoter Support: Dedicated Works/Supply Contractor
		Ongoing, as appropriate	Banners	General WBIF Banners	Lead: WBIF Secretariat/IFICO Support: IPFs

### 3.4.3 C&V Focus Areas and Tools

Based on the Stakeholders' evaluation of the WBIF C&V activities, main areas for improvement are:

- **Planning:** More targeted and structured C&V activities; Regular informing on the upcoming events/activities in the beneficiary countries.
- **WBIF C&V Guidelines:** Organisation of workshops with WBIF Stakeholders.
- **Outreach:** Focus on raising awareness on WBIF in beneficiary countries (WBIF public events, cooperation with EUDs/EU Info Centers); Media relations (interviews, articles ...); Introduction of social media channels.
- **Website:** More organised Library/Events section; WBIF C&V section – press kit.
- **Content:** Focus on beneficiary stories, impact of the WBIF projects, broader context of WBIF.

The suggestions are included in a brief report (maximum 5 pages, exclusive of appendices) prepared by IFICO/WBIF Secretariat based on IFI and IPF annual reports and will be introduced to the WBIF Project Financier Group meeting participants, in the spring. The purpose of the report is to: a). inform WBIF stakeholders on relevant activities undertaken in the previous year against the indicators of achievement listed above; and b). discuss any improvement measures. The conclusions/recommendations discussed and agreed at the spring PFG will be reflected in the subsequent WBIF Annual Communication and Visibility Plan.

## 3.5. RESOURCES

This section provides an overview of resources which could be mobilized for communication and visibility purposes. It does not list specific financial resources as, except for horizontal activities undertaken by the WBIF Secretariat, all such activities should be budgeted for in the communication and visibility budget of any Grant Application Form and/or lead IFI's /Project Promoter's plans and agreements with their contractors<sup>5</sup>. The actual management of such financial resources is hence beyond the remit of the WBIF Secretariat and/or WBIF governance structure.

This section lists however the resources which could be mobilized for the implementation of any annual WBIF communication and visibility plan, as follows:

1. WBIF Secretariat
2. DG NEAR and EU Delegations/Office in beneficiary countries
3. IFIs: CEB, EBRD, EIB, KfW, and the WB
4. Beneficiary countries: NIPAC and Project Promoters
5. Bilateral Donors
6. Contractors mobilized to support the WBIF with its daily operations as well as with the planning and execution of specific projects: IFICO; IPFs; any contractor to the IFI/Project Promoter used in the execution of a specific project and/or undertaking of horizontal tasks of relevance to the WBIF.

### 3.6. INDICATORS OF ACHIEVEMENT

The WBIF communication and visibility activities will be reviewed on an annual basis, with the following indicators:

Indicator	Source of Verification	Reporting Period
Better knowledge of WBIF operations & performance with main stakeholders	Annual feedback (questionnaire)	Annually
Regular use of <a href="http://www.wbif.eu">www.wbif.eu</a> by principle stakeholders (i.e. less than 50% of new visitors who never return to the site)	Website analytics report	Annually
Interest in WBIF operations grows on a yearly basis	<ul style="list-style-type: none"> <li>Website analytics report</li> <li>Feedback on WBIF Annual Reports</li> </ul>	Annually
Improved visibility for the WBIF with end-beneficiaries and wider audience in beneficiary countries and in the EU and/or Bilateral Donor countries	<ul style="list-style-type: none"> <li>Website analytics reports</li> <li>Number of C&amp;V events</li> <li>Number of success stories, news flashes, published</li> <li>Number of video clips, publications and reach</li> <li>Number of projects (photos, audio / video) on website</li> <li>Publications on website (other institutions)</li> <li>Download of documents</li> </ul>	Annually

# 4



## APPENDIX A: EXAMPLES OF TOOLS

The following sections introduce examples of tools used so far with regard to WBIF projects. Editable files can be requested from IFICO. As indicated in the title of this sections, these are not mandatory for use. The minimum visibility requirements have been outlined in Section 2 above on Visual Identity.

### ORGANISATION OF EVENTS / SITE VISITS

Folder



Roll-up

PPT Presentation



APPENDIX A



## Construction display template

 <small>Projektat finansira Evropska unija</small>	 <small>BUILDING THE EUROPEAN FUTURE TOGETHER</small>	<b>CONTRACTING AUTHORITY:</b> LOGO/FLAG OF BENEFICIARY COUNTRY
<p><b>PROJECT TITLE (AS APPROVED BY THE WBIF)</b>  <i>Brief description</i>  <i>[e.g. SCADA systems/rehabilitation of xx km of railway lines between x and y, etc.]</i></p> <p>Execution period: xx/xx/xxxx - xx/xx/xxxx.</p>		
<b>CONTRACTING AUTHORITY:</b>  <b>FINANCING (WITH LOGOS):</b>  EU (AND/OR) WBIF BILATERAL DONORS GRANT: [...]  GOVERNMENT OF [COUNTRY]/WATER COMPANY/CITY COUNCIL, ETC. (AS APPROPRIATE) CONTRIBUTION: [...]  [IFI] LOAN: [...]  NATIONAL CONTRIBUTION : [...]  	<b>BUILDING PERMIT:</b>  DESIGNER: [NAME/LOGO]  CONTRACTOR : [NAME/LOGO]  SUPERVISOR: [NAME/LOGO]  COMPLAINTS: [CONTACT DETAILS]	

## Construction display example / mock-up



The production of the Construction Display is Contractor's responsibility. Prior to the production of the display, the contents should always be approved by the IFI/EUD.



## PRINT COMMUNICATION AND VISIBILITY

### Project fiche

### #EY ZA TEBE

**DRUŠTVENI SEKTOR**

- Ministarstvo pravde Republike Srbije
- Evropska investiciona banka

**Finansiranje projekata:**

- Zajam EIB-a – 41 milion evra
- Nacionalni doprinos – 43,15 miliona evra
- Ukupno bespovratnih sredstava – 3,05 miliona evra

**Postojeći WBIF-ov grant:**

- 0,7 miliona evra<sup>1</sup>

**Postojeća tehnička pomoć obezbeđena kroz:**

- Tim za podršku infrastrukturnim projektima
- 5 (WYG IPF konzorcijum)

**Trajanje postojeće tehničke podrške (WBIF-SER-SOC-41 komponenta 2):**

- mart 2018 – novembar 2019.

**Modernizacija pravosuđnih objekata: nadzor nad izvođenjem radova na rekonstrukciji Palate pravde**

U okviru Nacionalne strategije reforme pravosuđa u Srbiji je 2009. godine započeo sveobuhvatni program unaprjeđenja i rekonstrukcije protivrčnih zgrada i objekata pravosuđnih institucija kroz zemlju, kojim se osigurava integritet i pristupačnost EU.

Ovaj program obuhvata sledeće radove: potpore, (i) rekonstrukciju Palate pravde Okružnog suda u Beogradu (M4 sud) (ii) obnova i rekonstrukcija objekata koji su predmet Vojvodinskog instituta u Kakanju (154 gda) (iii) središnje Javno tužilaštvo (iv) zgrada novog lista Specijalnog suda u Ustaničkoj. Pored toga, program je obuhvatio još 13 pravosuđnih objekata kroz zemlju.

Evropska investiciona banka obezbedila je zajam u iznosu od 41 miliona evra kako bi se postojala ukupna investicija od 84 miliona evra.

Pored toga, podrška EU u vidu četiri granta koji je obezbedio Investicioni odbor za Zapadni Balkan (WBIF) ukupne vrednosti od približno 3 miliona evra, bila je namenjena za implementaciju prioritarnih projekata na osnovu ključnih strategija pravosuđnog sektora.

**Keristi od projekta:**

- Podrška poboljšati Nacionalni strategije reforme pravosuđa kroz putnu mrežanja Srbije da postane članica EU.
- Unaprjeđenje kvaliteta i standarda, uključujući usvajanje standarda za zaštitu životne sredine za zgrade, optimizaciju upotrebe objekata i operativne troškove.
- Stvarni uslovi rada za pravosudne organe, uz povećanje efikasnosti i učinkovitosti u pravosuđnom sektoru.
- Poboljšani uslovi i osiguran pristup pravde građanima Srbije.

<sup>1</sup> Referentni broj WBIF granta: WBIF-SER-SOC-41 komponenta 2

This project is funded by the European Union

**BOSNIA AND HERZEGOVINA**

Ministry of Finance and Economy of Bosnia and Herzegovina

Ministry of Transport and Infrastructure of the Republic of Croatia

Ministry of Finance and Economy of the Republic of Serbia

Ministry of Transport and Infrastructure of the Republic of Serbia

Ministry of Transport and Infrastructure of the Republic of Serbia

Ministry of Transport and Infrastructure of the Republic of Serbia

**2015 CONNECTIVITY PROJECT**  
Extension of TEN-T Core Network: Bosnia and Herzegovina – Croatia R2a Road Interconnection

This investment project concerns the construction of a border crossing, a cross-border bridge over the River Sava, as well as motorway connections on the Banja Luka – Gradiska road section. The new developments lie along Route 2a (R2a) which spans 220 km, from Ljubica and Banja Luka in Bosnia and Herzegovina to Obutani in Croatia. It thus connects Bosnia and Herzegovina to the main transport routes in Croatia leading to the Adriatic ports.

Currently, R2a runs through the urban area of Gradiska for approximately 2 km and crosses a 260m long bridge over the Sava. On the Croatian side, the bridge carries traffic to a much larger parking and clearance area located to the east of the much smaller town of Stara Gradiska.

The new bridge and cross-border facilities in Gradiska will be built about 3 km to the west of existing facilities and outside the urban area of Gradiska.

**Results:**

- Completion of the Banja Luka – Gradiska motorway section in Bosnia and Herzegovina.
- 460m of access road to the bridge from both sides Modern and efficient border crossing facilities on R2a
- A 430m-long cross-border bridge over the Sava.

**Transport**

Proposed design of the cross-border bridge over the River Sava at Gradiska. © Ministry of Communications and Transport of Bosnia and Herzegovina

### Country Summary

### At a glance

**Western Balkans Investment Framework at a Glance**

The Western Balkans Investment Framework (WBIF) is a unique and successful blending platform uniting beneficiaries, donors and lenders with the aim to enhance harmonisation and cooperation in investments for the socio-economic development of the Western Balkans.

**Achieved results 2008 - 2019**

Transport	Environment	Private sector development	Energy	Social	Digital infrastructure
900 km of new roads	2,3 m people benefiting from water / wastewater systems	2,800 SMEs financed through WBIF EBF	90 MW electricity generation from renewables	96,000 pupils benefiting from better schools	Broadband Internet deployment through technical assistance

**WBIF blending facility**

- Grants from the EU Instrument for Pre-Accession Assistance (IPA), bilateral donors and participating financial institutions
- Loans from participating financial institutions; and
- Beneficiary contributions to prepare and implement infrastructure projects.

**WBIF portfolio**

Projects supported	195
Estimated project value	€20.8 bn
WBIF grants awarded	€1.3 bn
Loans leveraged	€6.0 bn
Donors	25
Beneficiaries	6

Data as of December 2019.

**the European future together**

A joint initiative of the European Commission, of Europe Development Bank (CEB), the Bank for Reconstruction and Development and International Finance Corporation (IFC), the European Investment Bank (EIB), bilateral donors and Western Balkans beneficiaries launched in 2009 with the purpose to deliver finance and technical assistance for strategic investments. The KfW and IFC subsequently joined the platform. In 2018, the Agence Française de Développement (AFD) became a participating organisation in the WBIF.

WBIF blends grants, loans and beneficiary contributions for infrastructure investments in the energy, transport, digital and social sectors as well as private sector development. Together with the donors and beneficiaries, the WBIF forms a unique platform, which defines priorities and support packages for investments and institutional reform in the beneficiary countries. From the perspective of the donors by supporting investments that improve growth and are complemented by loans that foster regional cooperation and growth.

WBIF has allocated €1.3 bn in grants and estimated investments in well connected energy and digital networks, renewable energy and efficiency, water supply and wastewater treatment, education, research and cultural heritage, healthcare and judicial facilities, which foster sustainable development in the region.

**Partnership of:**

- European Commission
- European Bank for Reconstruction and Development (EBRD)
- International Finance Corporation (IFC)
- European Investment Bank (EIB)
- Agence Française de Développement (AFD)
- World Bank Group
- Asian Development Bank (ADB)

**WBIF blending facility:**

- Grants from the EU Instrument for Pre-Accession Assistance (IPA), bilateral donors and participating financial institutions
- Loans from participating financial institutions; and
- Beneficiary contributions to prepare and implement infrastructure projects.

**WBIF portfolio:**

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Estimated project value	€20.8 bn
WBIF grants awarded	€1.3 bn
Loans leveraged	€6.0 bn
Donors	25
Beneficiaries	6

Data as of December 2019.

**Montenegro and the Western Balkans Investment Framework**

**Estimated project value:**

- €1.7 billion

**WBIF grants:**

- €172.9 million

**Signed loans:**

- €227 million

**What is the Western Balkans Investment Framework?**

The Western Balkans Investment Framework (WBIF) is a financing facility launched in December 2009 by the European Commission, together with the Council of Europe Development Bank (CEB), the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), Bilateral Donors and Western Balkans beneficiaries with the purpose to deliver funding for strategic investment projects. The KfW and the World Bank Group subsequently joined the Framework. In December 2018, the Agence Française de Développement (AFD) became a participating organisation in the WBIF.

The WBIF blends grants, loans and beneficiary contributions for infrastructure development in the energy, environment, social, transport and digital sectors as well as private sector development.

**The Western Balkans Investment Framework in Montenegro**

The WBIF has supported 18 projects with an estimated value of €1.7 billion in Montenegro. The country has benefited from 45 grants for technical assistance and investment works with an overall value of €172.9 million, out of which €148.6 million from the EU and €24.4 million from other donors. The WBIF financial institutions have extended a further €227 million in loans signed on 8 projects.

The investments comprise key infrastructure projects in a variety of sectors, such as:

- Rail and road transport,
- Electricity and gas transmission,
- District heating,
- Water and wastewater systems,
- Flood protection and solid waste management,
- Judiciary facilities,
- Broadband infrastructure.

**Montenegro**

Quadrilateral Corridor Montenegro – Balkan Rail International, Be – Vukovica Station. The project has benefited from 645 m-euro in EU grants through the WBIF, including €38.6 million in investment grants under the Connectivity Agenda in 2018 and 2019.

[www.wbif.eu](http://www.wbif.eu)

## Sector Factsheets



### SOCIAL SECTOR

#### SECTOR SUMMARY

Social policy development and social reform are priorities in the region. Efforts focus on education, health and the pension system, poverty reduction, social inclusion, and improvements of the social safety net. Accompanying infrastructure measures include the construction and modernisation of social housing, education, healthcare, and judicial facilities.

Progress in this sector is a vital component of the Western Balkans' efforts to align with the Europe 2020 strategy, particularly through the SEE 2020 plan. The SEE 2020 strategy reflects the determination of South-East European governments to embrace the policies required to attain the levels of socio-economic growth necessary to ensure climate prosperity and facilitate integration into the EU.

Progress in the social sector accounts for 27% of the WBIF portfolio. This sector has been allocated 49 grants for a total of €4.2 billion. These include preparatory work and studies related to investments (feasibility studies, design, impact assessments, etc.), co-financing, strategic studies for the construction and modernisation of education, research and cultural establishments, healthcare and judicial facilities, as well as social housing and municipal and rural infrastructure.

PROJECTS SUPPORTED:	25
ESTIMATED PROJECT VALUE:	€3.1 bn
WBIF GRANTS AWARDED:	€4.2 m
LOANS LEVERAGED:	€1.2 bn



#### WBIF GRANTS BY SECTOR



#### WBIF GRANTS BY BENEFICIARY



### TRANSPORT SECTOR

#### SECTOR SUMMARY

The Western Balkans' transport network still requires focused financing. A significant percentage of the region's road network being in need of rehabilitation. Moreover, the condition of the rail infrastructure necessitates significant improvements, and non-physical impediments that affect road and traffic in the region must be addressed.

In 2020, the leaders of the Western Balkans endorsed and agreed on a regional Core transport network and an indicative extension of the EU Core Network and Corridors to enhance connectivity within the region and further with the EU networks. The signing of the Transport Community Treaty in 2021 encourages better planning of transport investments and procedural streamlining. The new Transport Community Secretariat is based in Belgrade and replaces the South-East Europe Transport Observatory (SEETO).

The WBIF provides 18 grants to develop projects that are part of the Core network. Investment grants co-finance construction of projects in the Core Corridors, making use of an allocation of €3.6 billion available for key connectivity investments over the 2015-2020 period. With 104 grants for a value of €695 million to 56 projects, transport is WBIF's most active sector.

PROJECTS SUPPORTED:	51
ESTIMATED PROJECT VALUE:	€8 bn
WBIF GRANTS AWARDED:	€669 m
LOANS LEVERAGED:	€2.9 bn



#### WBIF GRANTS BY SECTOR



#### WBIF GRANTS BY BENEFICIARY



Data as of April 2020. Source: WBIF.

\* This distribution is without prejudice to preliminary status, and is in line with UNSCR 2249 (2015) and the EU's position on the Kosovo declaration of independence.



### ENERGY SECTOR

#### SECTOR SUMMARY

Energy industries in the Western Balkans remain defined by an outdated infrastructure, the overwhelming dominance of coal and hydro-power, reduced energy efficiency, unmet energy needs, and fragmented markets. The potential, however, is significant. The sector could be a regional growth driver through multi-country projects, like the Southern Gas Corridor, or by tapping into a large renewable energy and energy efficiency potential, which could help achieve more energy security in the region and contribute to the countries' Paris Agreement pledges and goals. Under their Energy Community's obligations, Albania, Kosovo\*, Montenegro, and Serbia have transposed the Third Energy Package to a sufficient degree. Priorities include the implementation of the Package and market integration both regionally and as European markets.

The WBIF works closely with the Energy Community and provides technical assistance and investment grants to connectivity and sustainable energy projects. Since 2017, the WBIF acts as an umbrella for the European Union's support to sustainable energy in the Western Balkans. The activities include policy dialogue, technical assistance and financing. The main instruments are the Regional Energy Efficiency Programme (REEEP) and REEP Plus and the Green for Growth Fund.

PROJECTS SUPPORTED:	45
ESTIMATED PROJECT VALUE:	€4.8 bn
WBIF GRANTS AWARDED:	€176 m
LOANS LEVERAGED:	€729 m



#### WBIF GRANTS BY SECTOR



#### WBIF GRANTS BY BENEFICIARY



### PRIVATE SECTOR DEVELOPMENT

#### SECTOR SUMMARY

The Private Sector Development (PSD) is the backbone of Western Balkan economies and plays a vital role in economic convergence and EU accession. As in most transition economies, under local strain national level and limited competitiveness for all but the largest cities, small and medium-sized enterprises (SMEs) suffer from low competitiveness, difficult access to financing, lack of skills, and poor integration in global supply chains.

The focus is on improving access to financing and business support to SMEs through the Western Balkans Enterprise Development and Innovation Facility (WB EDF), a joint initiative of the EU, International Financial Institutions, bilateral partners and the public institutions of the Western Balkan economies.

The WBIF has also financed the EPIC initiative promoting work with key Public-Private Partnerships (PPP) bodies in the region to increase their capacity to identify, prepare and implement PPP projects.

PROJECTS SUPPORTED:	3
ESTIMATED PROJECT VALUE:	€277 m
WBIF GRANTS AWARDED:	€8.5 m



#### WBIF GRANTS BY SECTOR



#### WBIF GRANTS BY BENEFICIARY



Data as of April 2020. Source: WBIF.



### ENVIRONMENT SECTOR

#### SECTOR SUMMARY

The environment in the region is marked by a poor legacy, including coal reliance, illegal waste dumping, accumulated industrial and mining waste, limited wastewater treatment, and an energetically inefficient building stock. Urban areas have sprawled along the coastlines driven by tourism. Economic development in the Western Balkans is putting an additional strain on the environment, affecting primary resource use, waste and biodiversity. The European Environment Agency (EEA) urges policy makers to implement appropriate policies and to take actions towards sustainable development. To shape an environmentally sustainable future, all actors in the region need to cooperate. If key challenges such as pollution and health issues, climate change impacts and ecosystem threats are to be tackled efficiently.

The investments needed to improve the environmental situation and adapt to climate change are considerable. Financing is challenging in times of fiscal strain; however, the grant co-financing of selected high-priority environment projects will help develop much needed infrastructure. The WBIF's priorities are water and wastewater, solid waste, as well as flood protection and river basin management in densely populated, industrialised, and environmentally sensitive areas.

PROJECTS SUPPORTED:	47
ESTIMATED PROJECT VALUE:	€2.1 bn
WBIF GRANTS AWARDED:	€12.0 m
LOANS LEVERAGED:	€727 m



#### WBIF GRANTS BY SECTOR



#### WBIF GRANTS BY BENEFICIARY



### DIGITAL INFRASTRUCTURE

#### SECTOR SUMMARY

The Digital Agenda for the Western Balkans and SEE 2020 Strategy aim to unlock access to a digital economy in the Western Balkans by integrating the region into the pan-European digital market. This requires future-proof digitalisation strategies, an updated regulatory environment, improved broadband infrastructure, as well as access and digital literacy. Digital infrastructure and broadband are part of the Multi-annual Action Plan for a Regional Economic Area in the Western Balkans (MAP-REA) under the digital integration pillar. In response, the WBIF adopted digital infrastructure as an additional eligible sector in December 2017.

Various WBIF stakeholders with relevant digital expertise were consulted since then, including 5G CONNECT developing the new sector under WBIF in line with the European Commission's policies and strategies and beneficiaries' needs. At the 20th WBIF Steering Committee meeting in June 2019 in Paris, the first digital project was approved. The WBIF supports the deployment of digital infrastructure, including broadband connectivity, in the region through technical assistance for the preparation of investment projects. Projects in the sector will focus on 'white zones', rural areas, and support the digital connectivity of education, healthcare, municipal and governmental institutions.

#### PROJECT EXAMPLE

##### Regional Broadband Infrastructure Development in Albania

Higher penetration rates and improved access to the internet are essential to enable a digital transition in the Albanian economy. The penetration rate of fixed broadband has reached 25%, the lowest in the region, and covers only 20% of households, with a significant urban-rural divide: 25% average in urban areas and 1% in rural areas.

The current bandwidth speed in fixed and mobile networks is less than 20 Mbps. Building on the results of a Pre-feasibility study developed under the UNDP in 2019, the WBIF allocated a €0.5 million grant in June 2018 for the next stage of the project - feasibility study and development plan for efficient and smart investments in broadband infrastructure across the country.

Key WBIF activities include:

- Economic development through better digital broadband connectivity and accessibility.

Results:

- 1,000 educational institutions, 500 healthcare facilities, and 62 local government units with at least 30 Mbps fixed broadband connection;
- Increase to 70% the share of households with broadband connection across the country;
- Approximation to EU standards for broadband connectivity of 20Mbps and at least 20 Mbps in remote areas;
- Increased business opportunities in all economic sectors;
- Economic development through better digital broadband connectivity and accessibility.

ESTIMATED PROJECT VALUE:	€4.8 m
WBIF GRANT:	€0.5 m
ESTIMATED LOAN (EB):	€2.4 m
BENEFICIARY CONTRIBUTION:	€4.8 m
OTHER SOURCES:	€18.7 m
EXPECTED COMPLETION:	2024

Data as of April 2020. Source: WBIF.

## Bilateral Donors Factsheet



### WBIF BILATERAL DONORS

Bilateral donors are a vital cornerstone of the WBIF. They contribute financial resources for technical assistance and investment grants, advice on operations and actively participate in WBIF's governance through a rotating co-chairing system for the WBIF Steering Committee. Bilateral donors' contributions reached €59 million in 2018, including €78 million in direct contributions to WBIF's European Western Balkans Joint Fund (EWBF) and €5.2 million transferred from the EBRD Western Balkans Fund (WBF) at the inception of the WBIF. Following the impressive pledge of €10.5 million in 2017, the bilateral donors pledged another €2.1 million in 2018.

These increased contributions by bilateral donors reaffirm their interest in funding projects in all eligible sectors, with a focus on investment grants in the environment and social sectors, thereby complementing the European Commission's focus on the energy and transport sectors under the Connectivity Agenda. Overall, the bilateral donors co-financed four investment projects in the environment sector in 2017-2018, with a total grant allocation of almost €2 million leveraging investments of €37 million.

#### WBIF DONORS (€M)

Factoria	1.0
EWBF	1.0
Transfer from EBRD WBF	1.0
Other	1.0
<b>Total</b>	<b>4.0</b>

#### Bilateral donors' contributions €85m

WBIF Steering Committee Co-Chair 2018: **EU**

WBIF Steering Committee Co-Chair 2019: **Germany**

WBIF Steering Committee Co-Chair 2020: **Austria**

WBIF has become a state-of-the-art mechanism blending financing and technical assistance.

WBIF Offering substantial support for the Western Balkans by partners from Europe and beyond.

Austria has supported WBIF as a highly valuable pillar of partnership since its inception. Let's continue building the European future together!

#### 2018 BILATERAL DONORS PLEDGES

COUNTRY	COMMITTED	REALISED
EU	26.3	26.3
SE	12.8	12.8
AT	14.0	14.0
DE	13.0	13.0
UK	5.3	5.3
US	1.0	1.0
FR	1.0	1.0
LU	1.0	1.0
SI	1.0	1.0
FI	0.5	0.5
GR	0.5	0.5
HU	0.3	0.3

#### BILATERAL DONORS CONTRIBUTIONS TO WBIF (€M)

COUNTRY	COMMITTED	REALISED
EU	26.3	26.3
SE	12.8	12.8
AT	14.0	14.0
DE	13.0	13.0
UK	5.3	5.3
US	1.0	1.0
FR	1.0	1.0
LU	1.0	1.0
SI	1.0	1.0
FI	0.5	0.5
GR	0.5	0.5
HU	0.3	0.3

Data as of December 2018.

# 4



## Connectivity Agenda Brochure



## Annual Report

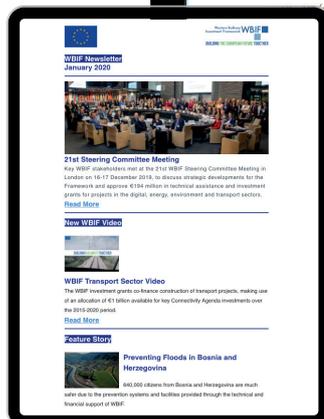


## ONLINE COMMUNICATION AND VISIBILITY

### Website



### Newsletter



### Feature stories



# 4



## AUDIO-VISUAL COMMUNICATION AND PHOTOGRAPHY

### Videos



Transport Sector Video



Environment Sector Video



Energy Sector Video



Social Sector Video



WBIF 10 Years Video



Photo Exhibition Video

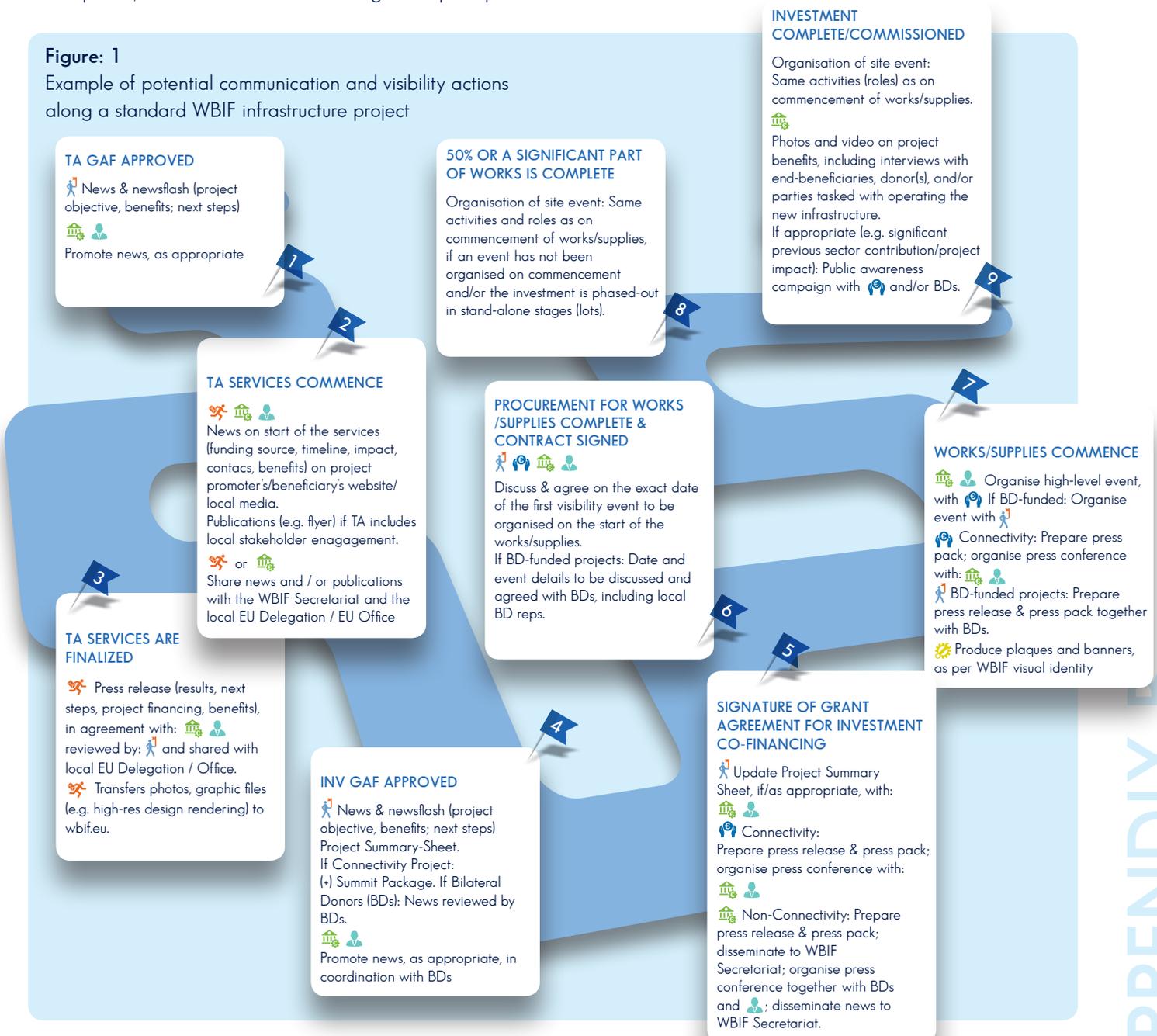
### Photography



## APPENDIX B: POTENTIAL COMMUNICATION AND VISIBILITY ACTIONS ALONG A STANDARD INFRASTRUCTURE PROJECT

The graph overleaf illustrates a set of minimum communication of visibility activities along a standard infrastructure project cycle. Additional activities may be added as most appropriate for the type of project, audience / population impacted by proposed development, etc. in accordance with the general principles listed in section 3.4 above.

**Figure: 1**  
Example of potential communication and visibility actions along a standard WBIF infrastructure project

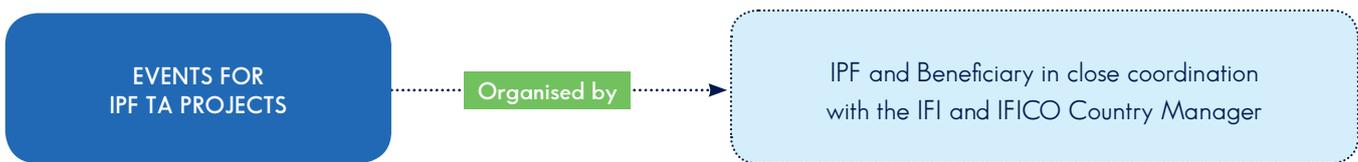


# APPENDIX C:

## EVENTS GUIDELINES FOR IPFs

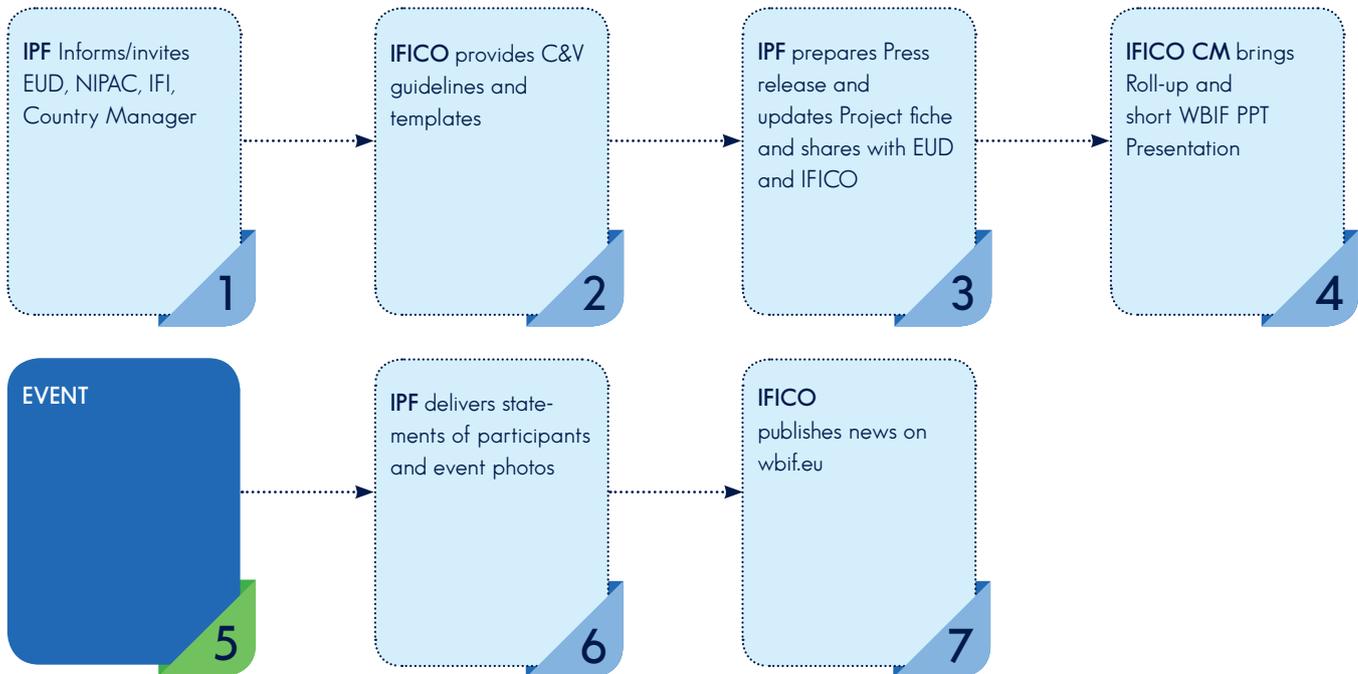
The following Guidelines for Event organisation are part of the comprehensive WBIF C&V Guidelines. Their objective is to improve the coordination between IPFs, EU Delegations, IFIs and Beneficiaries for the organisation of C&V events. Also the respective role of IFICO is explained.

### 6.1. TYPES OF EVENTS

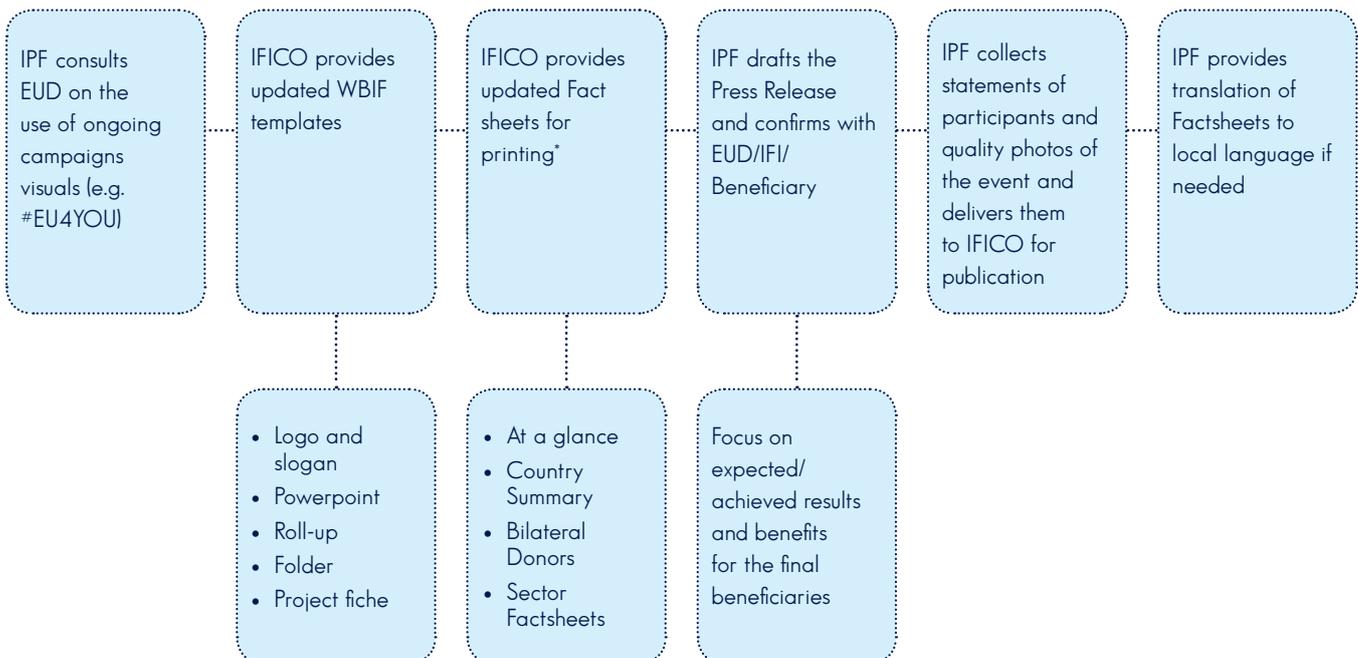


	Purpose	Description
Mandatory	<b>Kick-off meeting</b>	An event marking the start of Technical Assistance (TA) activities with IPF and Beneficiary as speakers. IFI and EUD are invited. Indoor press event.
Mandatory	<b>Closing workshop</b>	An event marking the completion of Technical Assistance (TA) or presentation of a study etc. with IPF and Beneficiary. IFI and EUD are invited. Indoor press event.
Optional	<b>Milestone event</b>	A high level event with EU, IFI and Beneficiary representatives marking the start/completion of works for projects supported by IPF TA grants. High level visit of EU, IFI and Beneficiary representatives to project site with works under execution, completion of components/subsections. Indoor / outdoor press event.

## 6.2. PLANNING STEPS



## 6.3. GENERAL GUIDELINES AND TEMPLATES



\* Updates will be available in June

## Press Release Template



**WBIF-Funded Technical Assistance Supports the Management and Rehabilitation of Inmates in North Macedonia's Penitentiary Institutions**  
Skopje, 25 September 2019

**TITLE**  
Project, Beneficiary, EU, WBIF

The completion of the institutional component of the Technical Assistance (TA) grant to improve penitentiary facilities in North Macedonia was marked by an event on 25 September 2019. The EU grant supported the development of prisoner rehabilitation programs, further development of a new prison management system and staff skills enhancement in line with the European Prison Rules. Representatives of the Ministry of Justice of North Macedonia, Ministry of Finance, Delegation of the European Union and the Infrastructure Project Facility 5 (IPF5) attended the event, together with the staff of the penitentiary institutions benefiting from this Project.

**INTRO**  
Date, Location, Participants, Purpose

In North Macedonia, there is a network of eleven penitentiary institutions and two juvenile educational-correctional institutions. These penitentiary facilities are overcrowded and living conditions for the inmates are poor; rehabilitation opportunities, by way of training and education, are severely limited. The WBIF has provided three Technical Assistance grants to mitigate these adverse conditions in four of North Macedonia's penitentiary institutions. These grants are specifically aimed to enhance the conditions of the correctional facilities and to increase successful rehabilitation and social reintegration of prisoners into society.

**BENEFITS**  
Background, WBIF role

The event on 25 September marked the completion of the institutional support activities in two of the four penitentiary institutions, namely for the already operational Kumanovo Prison and the newly opened Idrizovo Penal-Correctional Facility. The TA grants also cover the Tetovo Juvenile Educational Facility and the Skopje Prison and are part of the wider "Reconstruction of Penitentiary Institutions in North Macedonia". The overall reconstruction project is financed through a €46 million Council of Europe Development Bank (CEB) loan, a national contribution over €2.5 million, and the three EU grants worth €1.95 million through the WBIF. The overall Project will result in improving living conditions and rehabilitation opportunities for about 2,500 convicted inmates, remand prisoners and juveniles (thus also contributing to the reduction of overcrowding in the other facilities in the country) and the improvement of the working conditions for around 900 penitentiary staff.

**PROJECT DESCRIPTION**  
Full name/link of project, Lead IFI, Financing, Tentative dates, Overall project benefits

**Jovica Stojanovikj**, Director of the Directorate for Execution of Sanctions within the Ministry of Justice of the Republic of North Macedonia: "The reform of the penitentiary system is a part and an extension of the reforms in the criminal justice and our legal system in general, and alignment to the European Union standards. The objective of the Project for Reconstruction of Penitentiary Institutions in North Macedonia has been to improve the process of sanction enforcement through enhancement of the human rights with regard to accommodation, hygiene, healthcare, work activities, and quality of spare time of the detained and sentenced persons."

**QUOTES**  
Short quotes from relevant participants - EU Representatives, IFI Representatives, Beneficiaries

**Jeremy Lazenby**, IPF5 Team Leader: "The institutional component has seen the teamwork in the context of a live prison and assist in meeting EU prison guidelines. The team has enjoyed excellent cooperation with the Ministry of Justice, which has made this a successful TA."

Photo credits (c) EU.

More information on the Project can be found here.  
More information on the WBIF in North Macedonia can be found here.  
Short video on the WBIF support to Judicial facilities can be found here.

**DISCLAIMER**  
Photo copyright  
Additional links - Country summary, Project fiche, Related articles  
[www.wbif.eu](http://www.wbif.eu)  
About WBIF

## Press Fiche Template\*



This project is funded by the European Union

<COUNTRY>

**Partners:**

.....

**Estimated total investment:**

€... million

**WBIF EU grant:**

€...million

**<IFI> estimated/signed loan:**

€... million

**Beneficiary contribution:**

€... million

**Duration of technical assistance:**

Month 20.. – Month 20..

**Technical assistance provided by:**

Infrastructure Project Facility

<Title>

<Project description and objectives>

<Activities funded by WBIF TA grant>



Photo caption.

**Results / Benefits:**

- .....
- .....



Photo caption.

Sector

\* Can be adjusted accordingly e.g. 1 or 2 pictures



# COMMUNICATION AND VISIBILITY GUIDELINES

European Commission  
Directorate General Neighbourhood Policy and  
Enlargement Negotiations  
Western Balkans Regional Cooperation Unit  
WBIF Secretariat  
[www.wbif.eu](http://www.wbif.eu)  
[near-wbif@ec.europa.eu](mailto:near-wbif@ec.europa.eu)