

**Programme for Consolidating
Economic Governance and Public
Finance Management Systems (PFMS)
in the PALOP-TL**

Pro PALOP-TL SAI (Phase II)

**Joint EU|UNDP Communications &
Visibility Plan**

November 2018

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1. BACKGROUND

The European Union (EU) is one of the major partners and funders of UNDP's work. Currently, the EU and UNDP are partnering in 140 countries to deepen democratic governance, prevent or recover from conflict and natural disasters, build resilience and adapt to climate change. The EU and its Member States are jointly the world's largest donor of the development aid, with their Official Development Assistance (ODA) having reached €75.5 billion in 2016.

Communications and visibility are key for the EU to mobilize its citizens and governments to remain engaged in development aid and cooperation as well as for the EU - UNDP strategic partnership, including resource mobilization.

In the past decade, the Portuguese-speaking countries of Angola, Cabo Verde, Guinea-Bissau, Mozambique, Sao Tome and Principe, and Timor-Leste have experienced significant progress in economic governance. Recent public finance management reforms are the main reason for this success.

However, weaknesses, including inadequate institutional capacity, skills and human resources, continue to hamper their public administration systems. This situation has undermined effective public finance management, budgetary oversight and control of public resources, which has significant adverse impacts on other governance and development sectors.

In order to support the above referred countries addressing such challenges, the European Union, UNDP and the National Authorizing Officers for the European Development Fund (NAO EDF) in the PALOP¹ and Timor-Leste partner to deliver the Project for Strengthening technical and functional skills of Supreme Audit Institutions, National Parliaments and Civil Society for the control of public finances in the PALOP and Timor-Leste (Pro PALOP-TL SAI)².

The Pro PALOP-TL SAI project was fully funded by the European Union to promote economic governance in ACP Portuguese Speaking Countries (5 PALOP countries and Timor-Leste) and strengthened the technical and functional competencies of the Supreme Audit Institutions, Parliaments, and Civil Society in the field of public financial management.

The project enabled the capacity-building of beneficiary institutions, the development of skills, know-how and knowledge of oversight stakeholders. Therefore, the project had a real impact on people's lives, and the overall framework of public finance management and budget oversight in PALOP and Timor-Leste. The project's implementation started in January 2014 and came to an end in December 2017.

Building from the previous success story of the Pro PALOP-TL SAI, the **Programme for Consolidating Economic Governance and Public Finance Management Systems (PFMS) in the PALOP-TL (Pro PALOP-TL SAI (Phase II))** covers the second priority area of the 11th EDF PALOP-TL Multi-Annual Indicative Plan (MIP) "*Governance capacity Development*". The programme intends to **improve economic governance in the PALOP-TL**, with the specific objective to **improve the performance of PALOP-TL countries on Public Finance accountability, effectiveness and transparency**.

The proposed programme aims to expand and consolidate Pro PALOP-TL SAI's initiatives and successes of South-South and Triangular³ Cooperation by supporting capacity development, further develop regional dialogue and deliver technical assistance in the above referred domain. Within this scope, it is proposed to focus the intervention on three domains for consolidating

¹ African Countries with Portuguese Official Language – Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe.

² <https://www.agora-parl.org/pro-palop-tl-sai>.

³ The UN's working definition for triangular cooperation is "Southern driven partnerships between two or more developing countries, supported by a developed country or multilateral organisations".

PFMS, where cooperation among PALOP-TL/EU is already underway and showed positive impacts, as well a regional added value, to obtain the following expected results:

1. The executives' capacities to ensure fiscal and budget transparency in the PALOP-TL are improved.
2. The supreme audit institutions and other relevant external control institutions' capacities to ensure external audit/control over PFMS in the PALOP-TL are enhanced.
3. The capacities of Parliaments and CSO to ensure effective legislative oversight and social monitoring of PFMS in the PALOP-TL are strengthened.

The programme will develop a Facility to support and broker initiatives for capacity development, south-south and triangular cooperation, exchanges of experiences and "peer2peer" learning, with the expectation to foster institutional-based, process-based and human resources-based change and transformational dynamics. The programme's beneficiaries were identified through the relevant 10th EDF programmes (PALOP-TL RIP and NIPs), as well as by means of a thorough mapping, analysis and diagnostic carried out along the implementation of the Pro PALOP-TL SAI between 2014 and 2017⁴, complemented by an ad-hoc mapping consultation process in the 6 countries in 2016-2017. Given its successful experience in implementing the Pro PALOP-TL SAI, as well as in developing/providing institutional capacity development tools and processes, the EU and the United Nations Development Programme (UNDP) have agreed to renew their partnership.

2. BASELINES

The present plan builds on the success story of its predecessor, the EU|UNDP Pro PALOP-TL SAI's Joint Visibility Plan (2014-17)⁵.

The Pro PALOP-TL SAI visibility and communications plans were developed and agreed with the EU Delegation in Cabo Verde at the start of the project, in line with the Joint Action Plan on Visibility⁶ and the Joint Visibility Guidelines for EC-UN Actions in the Field⁷ that were agreed between the EU and the UN and remain the prevailing frameworks to be followed by the UN system in delivering on the communications and visibility commitments in the EU-funded projects.

The visibility and communications approach aimed to integrate all the project's social networking platforms into one circle of 6 intercommunicable social and communications platforms (no longer interactive due to the project's closure), namely the project's website⁸, AGORA Portuguese Portal⁹, Facebook page¹⁰, YouTube Channel¹¹, Twitter¹², ISSUU¹³. These platforms were interconnect as a way to enhance, boost and increase the reach and interactivity of the project's messages and actions, but also the visibility of the project's initiatives and EU external actions.

⁴ Information regarding all actions carried out within the framework of the Pro PALOP-TL SAI can be found at the website (<http://www.propaloptl-sai.org/index.php/en/>), AGORA Portal (<https://www.agora-parl.org/palop>), YouTube Channel (https://www.youtube.com/channel/UCqQShed9k1_1tQqqduF_tcg) and Facebook page (<https://www.facebook.com/propalop.tl/>).

⁵ <https://agora-parl.org/sites/default/files/planovisibilidade.pdf>.

⁶ <https://ec.europa.eu/europeaid/node/45483>.

⁷ <https://ec.europa.eu/europeaid/node/45481>.

⁸ <https://www.agora-parl.org/pro-palop-tl-sai>.

⁹ <https://www.agora-parl.org/palop>.

¹⁰ <https://www.facebook.com/propalop.tl/>.

¹¹ https://www.youtube.com/channel/UCqQShed9k1_1tQqqduF_tcg.

¹² <https://mobile.twitter.com/ProPALOP>.

¹³ <https://issuu.com/propalop-tlisc>.

The communications strategy allowed to communicate efficiently and effectively throughout these platforms, but also through a more “traditional” mean, the email – using a comprehensive database of the project’s beneficiaries and stakeholders (Stakeholders’ general database, Seminars & Workshops’ specific databases, Vendors and Partners’ specific database, etc.).

The Pro PALOP-TL SAI used efficiently global outreach platforms such as **AGORA website**¹⁴ and social networks (**Facebook**¹⁵ and **Twitter**¹⁶) to boost visibility and communications to Portuguese, but most importantly, to English speaking audiences.

- ✦ **AGORA** is a one-stop reference centre and hub for knowledge sharing on parliamentary development.
- ✦ **AGORA e-Learning Portal** develops on demand e-learnings on specific technical topics related to parliaments.
- ✦ **AGORA's PALOP Corner** developed in cooperation with Pro PALOP-TL SAI project provides easy access to news, resources and videos on the project and focus countries in Portuguese and English.
- ✦ **Pro PALOP-TL SAI** uses AGORA as a platform to communicate parliament-related information to and share resources with a broader audience involving also SAI and CSO.
- ✦ **AGORA e-Learning Portal** features online courses based fully on trainings developed for the project. Translated into English, they are open to everyone free of charge.

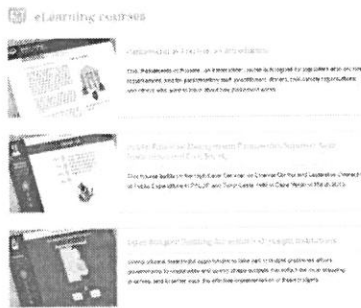
¹⁴ <https://www.agora-parl.org/>.

¹⁵ <https://www.facebook.com/AgoraParl/posts/10155748804383370>.

¹⁶ https://mobile.twitter.com/AgoraParl?ref_src=twsrc^tfw&ref_url=https%3A%2F%2Fwww.agora-parl.org%2Finteract%2Fblog.

2.1.Existing products

Feeding into this international outreach strategy, the Pro PALOP-TL SAI core visibility and communications tools and platforms, namely the website¹⁷ and the social networks (Facebook¹⁸, YouTube Channel¹⁹, Twitter²⁰, ISSUU²¹).



The **website** was developed into a robust database hosted in AGORA platform to ensure sustainable access after the project's closure. The website organizes information and data collected during the 4 years of implementation:

- contextual information on each country in the project's domains of intervention;
- achievements and realisations of the project;
- background on the project and all project relevant documentation;
- supporting documentation of all learning events (participants' handbooks, presentations, etc.) and other relevant publications;
- links to the project's eLearning courses hosted in AGORA LMS platform;
- media gallery with clipping, press releases and the newsletters;
- portal for gender responsive budgeting and legislative oversight of public expenditure allocated to gender equality in the PALOP and Timor-Leste;
- platform on social monitoring of PFMS by CSO in the PALOP and Timor-Leste.

The website is available in Portuguese and English languages, as an inactive online archive interconnected with the project's social networks (still active). By the end of 2017, Pro PALOP-TL SAI website was the most complete

and comprehensive database on external control, legislative oversight and social monitoring of public accounts and expenditure in the world dedicated to the six ACP Portuguese Speaking Countries.

With the project closure, the website was hosted on AGORA platform to ensure access/consultation by users to the database beyond the project's lifecycle, but the information will no longer be updated.

¹⁷ <https://www.agora-parl.org/pro-palop-tl-sai>

¹⁸ <https://www.facebook.com/propalop.tl/>

¹⁹ https://www.youtube.com/channel/UCqQShed9k1_1tQqduF_tcg

²⁰ <https://mobile.twitter.com/ProPALOP>

²¹ <https://issuu.com/propalop-tlisc>



The Facebook is the Pro PALOP-TL SAI main social network, targeting exclusively the Portuguese-speaking users. The Pro PALOP|TL Facebook is used to post news and announces in a friendly manner, to interact with the wider community of friends and users, indeed the end-users of the project products and deliverables.

After the closure of the project, in January 2018, the Pro PALOP|TL Facebook reached little more than 1,800 followers and in early June of the same year this number was above 1,900 – without the use of any boost financial incentive. Below are some stats collected in different periods showing the dynamism of the Facebook as a tool to interact and inform in a friendly and timely manner.

As shown through the infographics above, the Pro PALOP|TL Facebook allowed for great interaction with the public in the PALOP and Timor-Leste, Africa and Europe mainly. These viewers were quite balanced in terms of gender (54% male against 44% female) and used



essentially Portuguese as communication language. They reacted, commented and share more the links from the other Pro PALOP-TL SAI platforms posted in the Facebook, but preferred to view the audio-visual material, videos in particular.

11:23



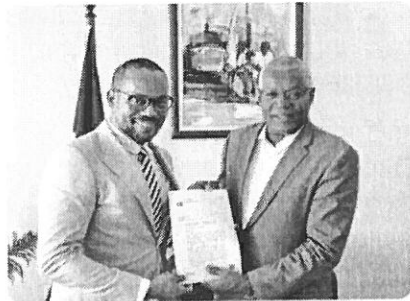
Thread



Ricardo G. Gomes
@Gomes1Ricardo

Paid a visit to the Speaker of Cabo Verde Parliament, H.E.

@JorgePMDosSant1 . I shared #UNSG biennial report on @UN & @IPUparliament support to parliaments worldwide. The report highlighted our support to parliaments with strategic planing, legislative openness & budget oversight.



The Twitter @ProPALOP was designed to address an international audience showcasing the project's and its communities' events and realisations. @ProPALOP is linked with Twitter of the Project Management Unit staff and with the Pro PALOP|TL Facebook allowing the tweets to appear in each of these social networks and notifications to reach the networks of all these persons and platforms together.

Considering data since May 2017 (12 months), Pro PALOP-TL SAI tweets got:

- 19,318 impressions (an average of 1,607 impressions per month);
- 331 engagements, out of which:
 - 46 retweets;
 - 133 clicks in links or profiles;
 - 44 media engagements.

The highest number of impressions was on a tweet related with gender responsive budgeting (1,884), while the highest media engagement was triggered by the regional roundtable on parliaments and SDGs (10), organized in Live (May 2017).

The Pro PALOP-TL SAI YouTube channel is the video channel of the project where all its learning events (conferences, seminars of exchanges of experiences, high-

level working groups and all transversal trainings) are presented through 3 main audio-visual sub products: (1) the reportages scoping the learning event, (2) the short testimonies of the participants providing feedback and perceptions on the learning event, and (3) the interviews with experts, resource-persons and facilitators shading light into their presentations.

Since April 2015 until the project closure in December 2017, 125 videos were uploaded in YouTube channel. 52% of the viewers are male and 48% female and the two most viewed videos were watched by more than 1,200 viewers that were connected to the channel for more than 56 hours. The most viewed video was the presentation of the Pro PALOP-TL SAI standard approach to gender responsive budgeting and legislative oversight focusing on expenditure allocated to promote gender equality. The second most viewed video was the reportage about the Pro PALOP-TL SAI formulation processes and structure.

These results were obtained through the systematic implementation of the project's visibility plan and communications strategy, agreed in the start of the implementation between the UNDP and the EU. As all structured plans, the project first two implementation years were dedicated to streamline the project's vision into the visibility tools.

UNDP corporate toolkit on EU visibility toolkit shares best practices to ensure adequate visibility of the EU external actions under UNDP implemented projects. The Pro PALOP-TL SAI is referenced in the 2015 toolkit update as a good practice for: Communications & Visibility Plans – considered mandatory in such projects; Audio-visual products – reportage, video coverage, YouTube Channel; Printed documentation – facts sheets and press releases; Dedicated website; Social networks – Facebook page and YouTube channel.

During the third year of the implementation, the focus shifted towards the systematization and standardization of the communications and visibility tools, instruments and methods. The fourth and final implementation year was dedicated to analysing the data with the aim to draw lessons allowing to promote sustainability and the culture of exchanges beyond the lifetime of the project between the wider public reached by the project's interventions and communications tools.

The above lessons and products are baselines feeding into the present EU|UNDP Pro PALOP-TL SAI (Phase II) Joint Visibility Plan and Communications strategy.

FINAL VERSION - OFFICIAL

3. THE PRO PALOP-TL SAI (PHASE II) COMMUNICATIONS & VISIBILITY

The new contractual framework PAGODA (Annex II - General Conditions, Art. 8) requires UNDP to develop a Communication and Visibility Plan before signing the agreement with the EU. Ensuring visibility is a contractual obligation, whose non-delivery gives the EU legal grounds to terminate the contract and reduce its contribution.

Ensuring EU visibility is a contractual obligation.

Having a Communications and Visibility Plan from the very outset of the project, agreed by both the EU and UNDP, helps to better plan and implement the communications activities and also address the insufficient visibility issue.

According to UNDP's guidelines and toolkits to address visibility of EU external actions when implementing jointly projects, the communications and visibility activities of UNDP's EU-funded projects are carried out in line with:

- ❖ Financial and Administrative Framework Agreement
- ❖ The Annex II (General Conditions) to the EU-UNDP Agreement
- ❖ Joint Action Plan on Visibility 2006
- ❖ Joint Visibility Guidelines for EC-UN actions in the field
- ❖ UNDP Brand Manual (Attachment 1)

The Joint Action Plan on Visibility and the Joint Visibility Guidelines for EC-UN Actions in the Field remain the prevailing frameworks to be followed by the UN system in delivering on the communications and visibility commitments in the EU-funded projects.

Project	Pro PALOP-TL SAI (Phase II) Programme for Consolidating Economic Governance and Public Finance Management systems in the PALOP-TL.	
Overview	<p>The overall objective is to improve economic governance in the PALOP-TL.</p> <p>The specific objective is to improve the performance of PALOP-TL countries on Public Finance accountability, effectiveness and transparency.</p> <p>The proposed programme aims to expand and consolidate Pro PALOP-TL SAI's initiatives and successes of South-South and Triangular Cooperation by supporting capacity development, further develop regional dialogue and deliver technical assistance in the above referred domain. Within this scope, the intervention logic aims to obtain the following expected results:</p> <ol style="list-style-type: none"> 1. The executives' capacities to ensure fiscal and budget transparency in the PALOP-TL are improved. 2. The supreme audit institutions and other relevant external control institutions' capacities to ensure external audit/control over PFMS in the PALOP-TL are enhanced. 3. The capacities of Parliaments and CSO to ensure effective legislative oversight and social monitoring of PFMS in the PALOP-TL are strengthened. 	
Funding Value	EU: 8,313,000 USD	UNDP: 106,556 USD
	Total: 8,919,856 USD	
Programme Period	December 2018 – December 2021	

3.1. Branding

The EU flag, with 12 yellow or white stars on a blue background, is the common element branding all EU-funded actions. The use of the EU logo on all communications and visibility materials is indispensable and shall apply. The Communication and Visibility Requirements for EU External Actions describes the use of the EU logo which can be downloaded in various formats [here](#).

According to UNDP's Brand Manual (Attachment 1), when producing materials with other partners “*all logos should be visually equal; no one logo should take precedence over the other logos of partnering agencies or organizations.*” Therefore, all communications and visibility materials of EU-funded Pro PALOP-TL SAI (Phase II), implemented by UNDP, should equally display EU and UNDP logos to promote the strategic partnership between the two organizations.

All communications and visibility materials of EU-funded projects implemented by UNDP should equally display EU and UNDP logos

At the same time, “*the size and prominence of the acknowledgement and European Union logo shall be clearly visible in a manner that will not create any confusion regarding the identification of the Action as a UN activity, the ownership of the equipment and supplies by the UN, and the application to the Action of the UN privileges and immunities*” (Art. 11, FAFA).

For instance:



PRESS RELEASE



*Empowered lives.
Resilient nations.*

The Pro PALOP-TL SAI (Phase II) communications and visibility plan approach for the project's branding also includes the logo of the cooperation PALOP-TL|EU under the EDF to show ownership and partnership in the project.

PALOP-TL UE

IDENTIDADE COOPERAÇÃO DESENVOLVIMENTO



The Communication and visibility Plan and activities will be elaborated in complementarity with and implemented in coordination with the dedicated team hired by the TCF/Support to the Coordination Programme (formulation ongoing) to implement a global visibility strategy for whole of the PALOP-TL cooperation.

While the official EU logo does not include any tagline, the EU Delegation in Mozambique agreed with UNDP to always include the tagline “*This project is funded by the European Union*” and/or “*European Union*” to increase the visibility of the EU. The logo should always be

presented in one of the two formats below. The flag should never appear without EUROPEAN UNION written below.



In addition to the above, the Pro PALOP-TL SAI (Phase II) brand will be developed building from its predecessor, the Pro PALOP-TL SAI, with a “new”/revisited logo associated with the project or theme to be proposed by the project’s executive, UNDP, during the inception phase. Considering that the visibility and communications of the Pro PALOP-TL SAI (phase I) was very successful and the image of the project is now anchored and widely recognized internationally, the logo for the project’s 2nd phase will keep essential identity elements of its predecessor.

The proposed logo will continue to highlight the theme and importance of the project and the logos of the EU, UNDP and other partners are usually used together with the project logo, capitalizing from the considerable and internationally recognized realizations of the Pro PALOP-TL SAI visibility plan and communications strategy.

When a third party is involved in co-organization of various activities within the project, the visibility of this agency should be discussed on ad hoc basis, in consultation with the EU Delegation and the UNDP Outreach unit. However, the general rule should be that all logos should be placed in the header of the document and enjoy equal space in terms of size. However, in specific cases logo of a third party might be placed in the footer of a document following the main text.

3.2. Visibility Guidelines & Information

While there is no specific template for a Communications and Visibility Plan, the template on page 5 of the Joint Visibility Guidelines for EC-UN actions in the field was used as reference for the present plan. Building from the previous plan and promoting synergies/coordination with the overall visibility and communications initiatives/plan of the PALOP-TL|EU cooperation programme, the Communications and Visibility Plan:

- is linked to the project’s overall objective, intended outcome and expected outputs with clear results and indicators to measure the impact of the communications work.
- includes a budget for the implementation of the communications and visibility activities. The overall budget of the project includes a line for communications and visibility plan’s integrity costs, including staff/human resources to deliver on the Communications and Visibility Plan, which is part of the EU-UNDP agreement. This is complemented by visibility and communication account budget lines

*It is mandatory to have a
Communications and Visibility
Plan, a budget to implement it,
and good and regular
reporting on the Plan to fulfil
our obligations to the EU.*

under each activity to be allocated to the national AWP's developed during the inception phase.

The present plan has been shared with the EU Communication Officer and Portfolio/Project Manager to contribute for the successful implementation of the communications activities. This approach allows the project's executive to meet the EUD's expectations for communications and visibility, address potential sensitivities the EU may be concerned about and avoid deliberations about the insufficient visibility at a later stage.

In line with the UN Guidelines for media relations, it is not part of the project's strategy to pay the media to publish press releases or write stories about the project.

Reporting is a key requirement of UNDP contractual relationship with the EU. Results shall be documented in a consistent manner as these will serve the basis for developing communications materials and reports. As referred in background and baselines sections, the current plan will capitalize on the previous achievements and deliverables of the Pro PALOP-TL SAI, while promoting synergies and complementarity with the coordination unit of the PALOP-TL|EU cooperation programme.

In this context, the Pro PALOP-TL SAI (Phase II) Communications and Visibility Plan will raise awareness around the achievements and positive impacts attained with EU-funding in favor of the PALOP and Timor-Leste and in the context of the EC-UNDP Partnership in order to promote good governance as an important support for development and economic growth.

The main objective of visibility activities is the communication of "*positive results of the partnership throughout the project's implementation focusing on outputs and the impact of results*".

These guidelines focus not only on the use of logos and different statements, but also, and not less importantly, actual activities promoting the results of the EU-UNDP partnership in the context of this initiative, as required by the aforementioned Joint Visibility Guidelines for EC-UN actions in the field.

To acknowledge funding by the European Union, all following collateral materials (but not limited to): press releases, leaflets, brochures and newsletters, websites, display panels, banners, promotional items, letterheads, audio-visual productions should carry a following phrase: "*The project is funded by the European Union.*"

3.2.1. Disclaimer and copyright

Certain information materials should include a following disclaimer: "*This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <insert name of the author/contractor/implementing partner/ international organization> and can in no way be taken to reflect the views of the European Union*". For the purposes of better usability, this disclaimer should only be included in the materials which exceed 4 pages length. However, in exceptional cases this rule might be revoked.

The diverse range of reports produced via the project should include a UNDP copyright notice and the UNDP general statement: "*UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners*".

The use of all statements should be justifiable when measured against the size of the publication in question. For instance, they are deemed inappropriate with respect to brief information materials such as press releases or leaflets. In this case, the placement of logos and the acknowledgment of the EU funding should suffice.

3.2.2. Approach

The Pro PALOP-TL SAI (Phase II) Visibility Communications and Plan works across different levels, addressing activities and/or Communications as to:

- ✦ Create and raise awareness around the Pro PALOP-TL SAI (Phase II), for example project communications and initiatives, key meetings and coverage of workshops/initiatives/activities.
- ✦ Shape communication to showcase the specific impact of the cooperation PALOP-TL SAI with EU funding.
- ✦ Build consolidated networks via peer learning, exchange of experiences and south-south cooperation among the PALOP-TL beneficiary institutions.
- ✦ Conceive, in support of the Pro PALOP-TL SAI (Phase II) key stakeholders/partners (Ministries of Finances/Plan, Supreme Audit Institutions, National Parliaments and Parliamentarians, Civil Society Organizations, Media, regional associations of SAI, Parliaments and MoF, etc.), funded visibility activities and/or campaigns.

Considering that the Pro PALOP-TL SAI (Phase II) is a scale-up of its predecessor, the Pro PALOP-TL SAI, as referred previously, its communications and visibility approach build from the gains and achievements of the latest that were identified as good practices of EU visibility by UNDP corporate at global level.

Hence, the communications and visibility strategy of the Pro PALOP-TL SAI (Phase II) will build upon the communications tools already available (referred in the background) and promoting the visibility of the EU|UNDP strategic partnership worldwide and, more specifically, the impact of this partnership in the PALOP-TL countries promoting good economic governance, fiscal transparency and accountability in the management of public resources.

The present plan will allow the new project to further integrate all its predecessor's social networking platforms into one circle of 6 intercommunicable social and communications platforms (no longer interactive due to the project's closure), namely the project's [website](#)²², [AGORA Portuguese Portal](#)²³, [Facebook page](#)²⁴, [YouTube Channel](#)²⁵, [Twitter](#)²⁶, [ISSUU](#)²⁷.

These platforms will be customized and reoriented in order to continue to ensure interconnection among Pro PALOP-TL SAI (Phase II) (and Pro PALOP-TL SAI) target public to enhance, boost and increase the reach and interactivity of the project's messages and actions, but also the visibility of the new project's initiatives and EU external actions.

These platforms will allow to put forward the communications and visibility strategy from the immediate start of the project. In addition, also building from the Pro PALOP-TL SAI baselines, Pro PALOP-TL SAI (Phase II) initiatives will be shared efficiently from the signature of the agreement through a more "traditional" communications mean, the email, using the Pro PALOP-

²² <https://www.agora-parl.org/pro-palop-tl-sai>.

²³ <https://www.agora-parl.org/palop>.

²⁴ <https://www.facebook.com/propalop.tl/>.

²⁵ https://www.youtube.com/channel/UCqQShed9k1_1tQqqduF_tcg.

²⁶ <https://mobile.twitter.com/ProPALOP>.

²⁷ <https://issuu.com/propalop-tlisc>.

TL SAI comprehensive database of the project's beneficiaries and stakeholders (Stakeholders' general database, Seminars & Workshops' specific databases, Vendors and Partners' specific database, etc.).

The Pro PALOP-TL SAI (Phase II) will also build from existing global outreach platforms focusing on its scope and stakeholders, such as **AGORA website**²⁸ and social networks (**Facebook**²⁹ and **Twitter**³⁰) that were set under the Pro PALOP-TL SAI, in order to boost visibility and communications to Portuguese, but most importantly, to English speaking audiences.

3.2.3. Activity Planning

Activities and/or materials undertake a strong planning process, including but not limited to:

- ✦ Appropriate allocation of resources, maximizing cost/benefit;
- ✦ Identifying key objectives and determining target audiences;
- ✦ Developing effective, appropriate messaging of interest to relevant audience(s);
- ✦ Utilizing appropriate promotions channels;
- ✦ Developing and measuring performance indicators.

3.2.4. Messaging

Whilst communications activities will tailor messages to suitable target audiences, a consistent thread is incorporated, focusing on the achievements and positive impacts of the EC-UNDP Partnership generated via EU-funding, as well as positioning the Pro PALOP-TL SAI (Phase II) as:

- ✦ A EU-funded project in support of the cooperation between the EU and PALOP/Timor-Leste.
- ✦ The PALOP-TL/EU programme wants to promote relations between the countries through exchanges of knowledge and best practices, as well as the support to cooperation in areas of mutual interest.
- ✦ The PALOP-TL Programme has as main objectives the reduction of poverty and inclusive growth with focus on the vulnerable groups such as young people and women
- ✦ A strong strategic partnership between the EU and UNDP to address good governance and democracy, strengthening the accountability system with external and independent control of public finances.
- ✦ A multi-country intervention project's logic, where activities at regional and country levels are inter-dependent and mutually reinforced, with a special emphasis on joint, transversal, south-south and peer-to-peer capacity-development within the area of external control, audit and oversight capacities of the public finances.
- ✦ An innovative concept that responds to common needs of the six beneficiary countries but considers specificities of each one of them regarding political context, legal and

²⁸ <https://www.agora-parl.org/>.

²⁹ <https://www.facebook.com/AgoraParl/posts/10155748804383370>.

³⁰ https://mobile.twitter.com/AgoraParl?ref_src=twsrc^tfw&ref_url=https%3A%2F%2Fwww.agora-parl.org%2Finteract%2Fblog.

institutional framework, as well as their specific needs within the different project's entry points.

2.3.5. Visibility Requirements

All communications will:

- Ensure communications materials comply with 'Visual Identity Elements', describe under point 2.1., as prescribed by the European Commission, together with the UNDP logo.
- Ensure that before initiating any information, communication or visibility activity related to an EC-financed action, the United Nations contact the Press and Information Officer at the EC Delegation accredited in their country.
- Ensure that the Project Manager is included in contacts with the EC Press and Information Officer.
- Ensure that the EU flag is present on all communications materials and/or the disclaimer "This project is funded by the European Union" when communicating on matters related to the action.
- Ensure the EU disclaimer must be included in all publications.
- Take into account the cultural diversity across PALOP-TL countries, respecting the national and/or regional environment.
- Be delivered in a timely fashion and distributed via appropriate outlets.
- Impart information clearly and accurately.

2.3.6. The PALOP-TL cooperation with the UE

The Communication and Visibility Plan and its activities will promote complementarity with the global visibility strategy for whole of the PALOP-TL cooperation and will be implemented in coordination with the dedicated team hired by the TCF/Support to the Coordination Programme (formulation ongoing).

In addition to action-based communication activities, whenever possible and practical, communication and visibility will be strategic, and build on broader sets of activities or programmes, focusing on activities which better lend themselves to attract the target audiences. This type of visibility will seek to promote the PALOP and Timor-Leste and EU-UN partnership. As such, the Pro PALOP-TL SAI (Phase II) disseminates actions inert to the promotion of PALOP-TL and UE/PALOP-TL cooperation by namely divulgate in the project website:

- ✦ Actions and news display in the website of the coordination for the PALOP-TL|EU cooperation: paloptl.eu
- ✦ Country specific available links of relevant project stakeholders (SAI, National Parliaments, Civil Society Organizations, EU delegations, National Authorizing Officers of the EDF, UNDP, etc.) in respective country webpage.
- ✦ Similar target associations/NGOs links.
- ✦ Civil society platforms links and information in respective country webpage.

- ✦ The PALOP-TL SAI (Phase II) team will also work in close collaboration with the communication team hired to work with the overall communication of the PALOP-TL programme that will be sitting in the NAO's offices in the 6 countries.

Additional

Throughout the project's implementation, visibility activities will include:

- ✦ Press Releases & Joint Press Releases
- ✦ Press conferences & Joint Press conferences
- ✦ Press visits
- ✦ Leaflets, brochures and newsletters
- ✦ Websites and social networks (Facebook, Twitter, YouTube)
- ✦ Podcasts
- ✦ Display panels
- ✦ Banners
- ✦ Supplies and equipment
- ✦ Promotional items
- ✦ Photographs
- ✦ Audiovisual productions
- ✦ Public events and visits
- ✦ Information campaigns

2.3.7. The PRO PALOP-TL SAI (Phase II) Identity Elements

Logo

The Pro PALOP-TL SAI (Phase II) logo will be further developed and refined during the inception phase in coordination with the EU and NAO PALOP-TL.

In principle and building from the gains of the Pro PALOP-TL SAI on the partnership visibility identity, the logo shall be formed by a text part displayed on 2 lines and a graphic part present on the first 2 lines starting from the top. The text part conveys the acronym of the Project in PALOP and Timor-Leste (first line) and is followed by the description specifying the type of project in relation to **Programme for Consolidating Economic Governance and Public Finance Management Systems (PFMS) in the PALOP-TL** (third line).

The graphic parts should therefore be:

- (1) Flags of Angola, Cape Verde, Guinea Bissau, Timor-Leste, Mozambique, São Tomé and Príncipe. In this way, the logo conveys an integrated and impacting message in a relatively compact size usable also on material where the surface available might be limited (letter heads, fax, stationery materials etc.). This first graphic identity element might be the current logo of the PALOP-TL|EU cooperation or, in some form, integrate this logo.
- (2) Logos of EU and UNDP, as referenced in the guidelines quoted in the present document.

4. THE COMMUNICATIONS & VISIBILITY PLAN

General Communication Strategy

The Communication strategy focuses on informing and promoting the work and impact of the Pro PALOP-TL SAI (Phase II) amongst the project's stakeholders and target groups, building from the achievements and products of the phase I, within the beneficiary countries. The strategy aims to ensure **coherent, consistent, integrated and effective communications** with the key target audiences along the implementation of the project. It outlines a set of activities to ensure visibility of the project (visibility plan); build up awareness among stakeholders on the activities carried out and respective results; support the involvement of partners and stakeholders into the project implementation; and carry out proper information dissemination in six beneficiary countries in particular, but more broadly in the CPLP and within UNDP and EC HQs relevant units and/or programmes.

Objectives & expected results

The plan aims to **share information, advocate and increase visibility** of the Pro PALOP-TL SAI (phase II) in order to achieve overall objectives. The below set of overall objectives will be tailored to address the project's specific target groups:

- 1) **Raise awareness** on the project's activities, both at national and regional level, being taken during the project's life cycle to improve the effectiveness of external political, judicial and civilian control of public finances in the PALOP and Timor-Leste.
- 2) **Increase visibility** of the project's activities in all beneficiary countries through effective implementation of the Communications & Visibility Plan.
- 3) **Communicate in a coordinated and integrated manner** all project's actions, using the project's communications platforms described in the background.
- 4) **Promote knowledge-sharing, transfer tools and good practices** across and among all project's beneficiaries.
- 5) **Communicate on the specificities and priorities** of each country, highlighting the results and impact of the project.
- 6) **Foster** south-south and triangular cooperation initiatives involving the CPLP, PALOP-TL, EU and UNDP.
- 7) **Promote** the EU/UNDP strategic partnership within the framework of the project.

Considering the above, the **expected results** are:

- 1) **Effective information sharing** through standardized communications tools and methods on the project's activities, building from the achievements and products of the Pro PALOP-TL SAI (Phase I).
- 2) **Available and functional community of practices** gathering SAI, MoF, Parliaments & parliamentarians, CSOs in the domain of public finances management and external control.
- 3) **Increased public access to information** on accountability and control of public finances among the PALOP-TL.

1. Target groups & key messages

The Pro PALOP-TL SAI (Phase II) communications & visibility plan will ensure that the results and impact made by the Pro PALOP-TL SAI are widely recognized by key target audiences both at the country and regional level.

The following institutions are **primary target groups** and critical to reach in order to meet the strategy's objectives:

- 1) Ministries of Finance/Plan (MoF);
- 2) Supreme Audit Institutions (SAIs) and other relevant independent external control institutions;
- 3) National Parliaments;
- 4) Civil Society (including Media);

- 5) Regional platforms gathering PALOP-TL MoF (PALOP-TL budget transparency group), SAI (OISC-CPLP), Parliaments (AP-CPLP) and CSOs (Pro PALOP-TL SAI CSO platform).

Among the **secondary target groups**, we can include:

- 1) PALOP-TL National Authorizing Officers
- 2) Other relevant government units in the beneficiary countries
- 3) EU Delegations in the PALOP and Timor-Leste and HQ Services
- 4) UNDP Country Offices in the PALOP and Timor-Leste and HQ Services
- 5) Development Partners in the beneficiary countries
- 6) General Public in the PALOP-TL and the EU

Key Messages

Considering the targeted groups, the project communications products will be made available in Portuguese and English Languages. Building from the existing products and messages, **Key General Messages** explaining the project's priorities are outlined below and will be periodically reviewed. These messages will be used to inform the target groups:

- A **multi-country intervention project's logic**, where activities at regional and country levels are inter-dependent and mutually reinforced, with a special emphasis on joint, transversal, south-south and peer-to-peer capacity-building within the area of external control, audit and oversight capacities of the public finances.
- An **innovative concept** that responds to common needs of the six beneficiary countries but considers specificities of each one of them regarding political context, legal and institutional framework, as well as their specific needs within the different project's entry points.
- A **south-south and triangular cooperation facility at institutional level, involving the PALOP-TL beneficiary institutions, EU, and UNDP (partnering with Brazil and Portugal institutions)** that uses **peer2peer learning, exchanges of experiences and professional credential systems** as the main tools to develop capacities in a sustainable manner.
- A cooperation based in **solid cultural and institutional ties**, putting forward a **long-standing tradition of solidarity between the beneficiary countries and actors**.
- A **strategic partnership between the EU and UNDP** to address good governance and democracy, strengthening the accountability system with external and independent control of public finances.

2. Specific objectives of communication for each target group

For Ministries of Finances/Plan (MoFs):

- The project's multi-country and south-south/triangular cooperation intervention logic enables to transfer capacities, tools and good practices to MoFs and respective HR resulting in the increase and improvement budget transparency in the PALOP and Timor-Leste.
- The project's impact in budgetary transparency and access to comprehensive and timely fiscal and budget information provided by the executive contributes to improve economic governance in the beneficiary countries.

For Supreme Audit Institutions (SAIs):

- The project's multi-country and south-south/triangular cooperation intervention logic enables to transfer capacities, tools and good practices to SAIs and respective HR resulting in the increase and improvement their external and independent control on public finances systems and accounts in the PALOP and Timor-Leste.

- The project's impact in the external control of Public Finances and Accounts contribute to improve budgetary transparency and access to comprehensive and timely fiscal and budget information provided by the executive.

For National Parliaments and Civil Society:

- Parliaments and Civil Society Organisations' capacities to ensure legislative oversight/scrutiny and social monitoring of public finances systems and expenditure are more effective and enhanced due to effective capacity development, peer learning and exchanges among these institutions and actors in the PALOP and Timor-Leste.
- The project's multi-country and south-south/triangular cooperation intervention logic enables the establishment of peer review mechanisms benefiting Parliaments and Civil Society Organisations in a context of comparative experience and enhanced access to information on public expenditure in the PALOP and Timor-Leste.

For the General Public:

- The project helps these 6 countries to have better control mechanisms of their public finances which in turn helps the public to be better informed about public spending and to have a better public service.

Communication Activities

Based on the overall and specific objectives and expected results, audiences, messages and methods, the following activities will be supported under the global Pro PALOP –TL SAI (phase II) Communication Work Plan:

A. Production of standard package of communication tools and means for all target groups

- 1) Branding Pro PALOP –TL SAI (Phase II): In order to create message cohesion and coherence among all Pro PALOP –TL SAI products, a “brand” for the project that builds from the existing baselines and realizations, aligned with the visibility requirements and guidelines, will be consolidated. This “brand” includes templates for publications, presentations, handbooks, newsletters, brochures, leaflets, articles, video credits, banners among other products. Paper brochures, newsletters, leaflets etc will be avoided as much as possible and priority will be given to virtual material as an environmental protection measure. Several regional and national Workshops, Post-graduation courses and Trainings, Study Trips, communities of practices, and information/sensitization campaigns will provide a valuable opportunity for outreach and communication on the work developed under the Pro PALOP –TL SAI (Phase II), within the broader framework of the PALOP-TL|EU cooperation and EU-UNDP strategic partnership. This can include side events as well to engage with partners on project-related issues, and/or outreach materials to be shared in meetings.
- 2) Developing/managing the Pro PALOP –TL SAI Website and Social Media (YouTube, Twitter and Facebook, Podcast among others)
- 3) Producing, editing and publishing of the Pro PALOP –TL SAI quarterly Newsletter and handbooks
- 4) Developing and implementing standard operating procedures (SOP) for media and audiovisual production (banners, photo stories, video coverage and publicity, namely press releases, and interviews) for the project learning events (conferences, workshops, trainings, working groups, communities of practices)

B. Targeted Communication activities for specific audiences

- 1) Briefing/Summary on substantive knowledge products: As knowledge products on lessons learned and capacity development initiatives emerge from the project, short briefs summarizing key messages will be developed to be shared with various listserv, websites and other sources that would target partner organizations.
- 2) Story telling of the project success and impact in PALOP-TL citizens and PFMS: video documentary and reportages sharing the south-south and triangular cooperation success stories, audiovisual products edited from the capacity development initiatives (conferences, communities of practices, working groups, workshops and seminars) will be made available in Pro PALOP-TL SAI YouTube channel, Website, as well as in AGORA platform, EU and UNDP HQ websites and in mainstream media in all PALOP-TL.

Communication tools chosen

The project will choose a mix of affordable and cost-effective tools that have a wide reach and impact. These will include web-based platforms / social media and websites, press releases, leaflets, banners, media encounters, events and visual documentation. The following are examples of communications' tools and key channels used to target the two groups:

Target group	Communications Tools	Key Communications Channels
<p>Primary target groups: MoF, SAI, Parliaments & CSO</p>	<ul style="list-style-type: none"> • Classic hard-copy publications, in particular handbooks and newsletters (paper versions should be avoided when possible) • Online publications • Side events • Brochures and flyers on project's main components • Signs/banners (one banner should be created for the entirety of the project for environmental reasons) • Films and photo-stories • Media articles/stories and podcasts (particularly with interviews with beneficiaries) • Press clipping 	<ul style="list-style-type: none"> • Mailing list database • Pro PALOP-TL SAI Website • Pro PALOP-TL SAI Newsletter • Project narrative reports • Pro PALOP-TL SAI Social media • Meetings with stakeholders (project's steering committees and national coordination committees) • Global, National and Regional events
<p>Secondary target groups: PALOP-TL National Authorizing Officer Other relevant Gov. Units EU Delegations UNDP Country Offices Development Partners Public</p>	<ul style="list-style-type: none"> • Videos and photo-stories • Exposure articles/blogs • Media articles/stories and podcasts (particularly with interviews with beneficiaries) • Press clipping • Brochures and flyers on project's main components • Signs/banners 	<ul style="list-style-type: none"> • Pro PALOP-TL SAI Website • Pro PALOP-TL SAI Newsletter • Project narrative reports • Pro PALOP-TL SAI Social media • Meetings with stakeholders (project's

		steering committees and national coordination committees) <ul style="list-style-type: none"> • Blogs • Newspapers • TV • Radio
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Indicators of achievement

The project team should create opportunities for the EU, UNDP, and national partners, to be part of launch events, field visits and press trips to the project sites. Media encounters will be facilitated with donor representative. Social media will also be used for sharing results. Hashtags will be created about specific events and the donor will be tagged in posts to ensure greater reach. European Development Days, International UN Days and SDG's, but also PALOP-TL|EU relevant celebration dates in relation to project activities will be capitalized on.

Activities	Tools	Timeframe	Target group	Indicators of achievement
Branding Pro PALOP –TL SAI (Phase II)	Website, Facebook, Twitter, YouTube, Podcast; Classic hard-copy publications (newsletters and handbooks); Online publications; Side events; Press releases and clipping; Brochures and flyers on project's main components; Signs/banners; videos and photo-stories; Media articles/stories and podcasts (particularly with interviews with beneficiaries); Exposure articles/blogs; Archive & institutional memory (pen disks, external disks and cloud).	2019 (Q1) / 2021 (Q4)	Primary & secondary target groups	Pro PALOP-TL SAI (Phase II) "brand" is visible in the project's publications, presentations, newsletters, brochures, leaflets, articles, video credits, banners, among other products, in all activities and media products.
Developing/ managing the Pro PALOP –TL SAI Website & Social Media (YouTube, Twitter,	Website, Facebook, Twitter, YouTube, Podcast; online publications; videos and photo-stories; Media articles/stories and podcasts (particularly with	2019 (Q1) / 2021 (Q4)	Primary & secondary target groups	Pro PLAOP-TL SAI (Phase II) Website, Facebook, Twitter, YouTube, Podcast are operational,

Facebook, Podcast)	interviews with beneficiaries)			interlinked, interactive & accessible to the project target groups.
Producing, editing & publishing Pro PALOP-TL SAI quarterly Newsletter & handbooks	Newsletters; handbooks.	Newsletters – quarterly; Handbooks – each learning event.	Primary target groups	12 newsletters available; All project learning events are presented by one handbook.
Developing and implementing SOP for media and audiovisual production for the project learning events	SOP for Media & audio-visual production.	All project events. 2019 (Q1) / 2021 (Q4)	Primary & secondary target groups.	All project events have the same approach for media coverage and similar audio-visual products (reportage, testimonies, expert interviews)
Briefing/ Summary on substantive knowledge products	Press conferences; press releases; fast facts publications.	2019 (Q1) / 2021 (Q4)	Primary target group.	12 knowledge products shared with the public through press conferences, press releases and fast facts publications
Story telling of the project success and impact in PALOP-TL citizens and PFMS	video documentary and reportages; Pro PALOP-TL SAI Facebook, Twitter, Instagram, YouTube channel, Website; other global or development partners online platforms such as AGORA, EU and UNDP HQ websites; mainstream media in all PALOP-TL.	2019 (Q1) / 2021 (Q4)	Primary & secondary target groups.	12 stories told through the selected tools covering at least 4 out of the six beneficiary countries.

Resources

Human Resources

A dedicated communications officer within the PMU will work in close coordination with UNDP communications units in all beneficiary countries and HQ services to ensure adequate coverage of all project's actions and corporate visibility of the most impactful initiatives.

Whenever needed for the implementation of the Communications Plan and, more broadly, the Action, services will be contracted locally to ensure proper media coverage and audio-visual production in

real time. The communications officer will also cooperate and work in a coordinated manner with the PALOP-TL|EU cooperation communications and visibility officers/unit.

All related communication and visibility actions would be implemented under the supervision of the CTA.

Financial resources

The Communications & Visibility budget is setup to cover integrity costs necessary to ensure that the visibility plan is effectively implemented, ensuring the operationality, interactivity and accessibility of the website and social networks, the editing and publication of the newsletters, project reports and other relevant bibliography, and the organization of the project archive and institutional memory. Complementarily to the above, under each overarching activity, a budget account line for "Communication, Visibility & Audiovisual & Print Prod Costs" was foreseen to finance specific visibility actions resulting from the implementation of the annual work plans. Finally, as part of the project costs, a Communications & Visibility national officer will be recruited for the project's lifecycle to ensure coordination and implementation of the communications and visibility strategy and plan.

5. COMMUNICATIONS & VISIBILITY BUDGET

ACTIVITY 16: Communications & Visibility A.16.1. Dissemination of project information - social networks (website/Facebook/Twitter/YouTube) & newsletters A.16.2. Editing & Publication of project reports and relevant bibliography A.16.3. Project archive & institutional memory		UNDP/PMU			
Consultancies & contractual services - individual & companies 72100 - Contractual Services-Companies	\$ 131,804.41	\$ 41,983.64	\$ 44,910.39	\$ 44,910.39	
72400 - Communic & Audio Visual Equip 72400 - Communic & Audio Visual Equip	\$ 43,800.59	\$ 16,551.36	\$ 13,624.61	\$ 13,624.61	
Subtotal Activity 16 (7% indirect eligible cost not included)	\$ 175,605.00	\$ 58,535.00	\$ 58,535.00	\$ 58,535.00	

6. MONITORING & EVALUATION

Monitoring and evaluation is key to measure the effective impact of the project's communications and visibility plan and strategy. M&E will be done in line with the provisions of the Description of the Action and UNDP rules and procedures. As part of the M&E actions, without prejudice of the rules and procedures, the following aspect will be assured:

1. **Quality Assurance of communications and visibility products.** Pro PALOP-TL SAI (Phase II) will provide specific Project templates which may be adapted based on the stage of the project implementation, to best reflect the image of all stakeholders involved in the Project, and for communication to be **EFFECTIVE** and **TIMELY**. For quality assurance, the communications focal point at the EC office shall be involved in approving generic and final products, prior to publicizing. Also, the various communications and visibility guidelines to be observed are linked in a 'communications and visibility toolkit' being provided by UNDP.
2. **Documentation / evidencing** of all activities via appropriate means, including attendance registers, effective notification to the media and monitoring of media coverage, video coverage, photography, etc.,

3. **Assessment of Results / Impact** from qualitative and quantitative standpoints is to be done at national and regional level with the support of the different various Project partners and beneficiaries
4. **Transparency and Accountability** documentation and products will be uploaded on the Pro PALOP-TL SAI Website and widely shared to publicize the achievements of the Project programme

FINAL VERSION - OFFICIAL

I, the undersigned, <insert forename and surname>, in my capacity as <insert function in the entrusted entity or person>, confirm that in relation to the Agreement <insert reference of the concrete Agreement>, (the “agreement”), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period dd/mm/yyyy to dd/mm/yyyy is properly presented, complete and accurate;
2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement;
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.
4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure,¹ referred to in Article 1.3 of the Special Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

[However, the following reservations should be noted:]².

<insert place and date>

.....

(signature)

<Insert forename and surname>

¹ Adapt if grants and/or procurement procedures is/are not the one(s) assessed by the Commission and take out for PA Grant Agreements

² Option to be used in case of reservations.