Technical Assistance to Implementation of Civil Society Support Programme

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Corporate ID Guide and Communication Plan

June 2020

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ABBREVIATIONS

CFCU	Central Finance and Contracts Unit
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
EU	European Union
DEUA	Directorate for EU Affairs
IPA II	EU Instrument for Pre-Accession Assistance
LI	Lead Institution
SPD	Sector Planning Document
ToR	Terms of Reference

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BACKGROUND INFORMATION

In IPA-II (2014-2020) period "civil society" has been defined as a sub-sector under democracy and governance sector by the Country Strategy Paper (CSP) which indicates preferential action for European financial assistance. Furthermore, in line with the targets of the Sector Planning Document (SPD); an active and well-functioning civil society is defined as the backbone of a democratic society. This new perspective creates more opportunities to strengthen local ownership, sustainability, local capacity, project ownerships and multiplier effects. This new perspective, which allows for the branding of the Civil Society sub-sector, aims at awareness raising, effective consultation mechanisms and support to the capacity building actions.

Civil Society sub-sector aims to support the development of civil society through more active democratic participation in policy and decision-making processes; to promote a culture of fundamental rights and dialogue; to enhance civil society dialogue and inter-cultural exchange between civil societies in Turkey and Europe.

The Directorate for EU Affairs of the Ministry of Foreign Affairs is the Lead Institution (LI) to promote the Civil Society Sub-sector with the relevant Civil Society Organizations (CSOs) and relevant public institutions implementing CSO grants. However, the participation and the contribution of the CSOs and public institutions to programming process need to be enhanced to establish consultative mechanisms to achieve:

- Integration of the CSOs and public institutions into the programming cycle,
- Enhancing public-CSO cooperation,
- Production/elaboration of new project proposals,
- Enhancing the awareness of the CSOs and public institutions about the Civil Society Sub-sector and programming process.

The Directorate for EU Affairs has been regularly consulting CSOs as the natural stakeholders. During the consultation process, exchange of ideas, opinions and recommendations for the programming of the existing funds to be used for projects in the civil society sector is ensured between CSO's, public institutions, universities, private sector actors as well as foreign and international donor organisations. Efforts continue for the establishment of a communication network comprising all actors in the civil society sector. Thereby, it is aimed to ensure a more efficient and sound flow of information on the support mechanisms for CSOs. Since 2016, working meetings have been organised by the DEUA with the participation of public institutions, private sector organisations and with CSOs and umbrella organisations to discuss the establishment of a structure that ensures opinion exchange between the relevant actors. During the meetings, the following questions were discussed:

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- What are the needs and priorities of the CSOs at national, international and local levels?

- How should the needs and priorities of CSOs at national, international and local levels be fulfilled/supported with the funds available in the Civil Society Sector?

- Which needs and priorities of civil society organisations should be covered by EU financial assistance? Taking into account the four priority areas in the Civil Society Sector (1-Increasing Capacity of Civil Society, 2- Enhancing Public-CSO Cooperation, 3- Civil Society Dialogue, 4-Improving the Legislative Environment) which issue is prioritized by CSOs?

- How do the CSOs provide support to the civil society sector programming process? Which method/tools do CSOs propose to give their feedbacks on the programming process?

- What would be the project proposals for the programming process of civil society sector in the next phase (2014-2020)?

- Taking into account the four priority areas in the Civil Society Sector (1-Increasing Capacity of Civil Society, 2- Enhancing Public-CSO Cooperation, 3- Civil Society Dialogue, 4-Improving the Legislative Environment) how can universities contribute to the civil society sector? What are the tools, opportunities and resources of the universities?

- What are the restrictions (financial, technical, personnel, etc.) of universities in providing support to civil society?

- What are the suggestions on a university and public- CSO cooperation model contributing to the strengthening of civil society? Can such a model be designed as a project? How should the Civil Society Sector support universities (for example: information sharing, grant, technical assistance, study visit, etc.)? How can civil society contribute to universities?

The role of CSOs is accumulating information, which leads to enhanced quality of policy making. The main challenges and the needs of the CSOs;

- Accessing sustainable financial resources,

- Low level of civil participation,

- Weakness in the culture of voluntarism at local and national level,

- Lack of qualified personnel,

- Weakness in strategic planning capacities,

- Lack of information on the legislation,

- Lack of good governance principles,

- Lack of cooperation between CSOs and international networking.

A healthy, independent and influential civil society is a hallmark of a thriving democracy. A strong social sector is a sign of a strong democracy, which offers many ways in which citizens' views and concerns can be communicated to decision-makers.

As stated in the European Union Communication Strategy document of the Directorate for EU Affairs; the CSOs' participation and contribution have a very important role in the accession process.

Communication Strategy of the Directorate for EU Affairs for the CSOs

The EU accession process concerns all aspects of social life; it requires participation and contribution not only of the state, but also of civil society as well. The following methods will be employed in order to utilise the know-how and experience of civil society - including non-governmental organizations, think tanks, and opinion leaders from the cultural, arts and sports circles - and to strengthen the civil society dialogue and cooperation:

Methods to be employed in the short and long term:
- Projects to ensure civil society's contribution to the EU process
- "Dialogue Meetings" with civil society
- EU-related work by civil society organizations and think tanks in cooperation with their counterparts in the EU
- Platforms to facilitate cooperation with the EU-Info Centres in the work at local-level
- Platforms to help civil society organizations keep informed about the EU process
- Platforms to facilitate obtaining the views of non-governmental organizations and think tanks in their areas of expertise during the process of alignment with the EU acquis
- Social media activities to enhance interaction with civil society
- Platforms to ensure sustainability of cooperation and communication of opinion leaders from the cultural, arts and sports circles with their counterparts in the EU
- Projects to improve the intercultural dialogue between Turkey and the EU
- Joint cultural activities with EU-member states' cultural institutes that operate in Turkey
- Projects to consolidate the public-CSO cooperation in the EU process
- Projects to enhance the capacities of CSOs in Turkey
- Mechanisms to enable CSOs in Turkey to exchange ideas with their counterparts in the EU

Background of "Technical Assistance to Implementation of Civil Society Support Programme"

The aim of the Instrument for Pre-Accession Assistance (IPA) to Turkey is to support the European Union (EU) pre-accession strategy adopted in the conclusions of the European Council of December 2004, and corresponds to three objectives: progress towards fully meeting the Copenhagen political criteria, adoption and implementation of the Acquis Communautaire, and promotion of an EU-Turkey Civil Society Dialogue. One of the crucial elements of a strong democracy is a dynamic and well-functioning civil society, and an empowered civil society is of utmost importance to ensure the fundamental principles of a functioning democracy.

Within this framework, civil society development has always been one of the most important priorities covered by EU Pre-Accession Assistance to Turkey. In order to establish long-term cooperation, partnerships and networking among the civil societies of Turkey and the EU, a total of 12 EU-Turkey Civil Society Dialogue projects have been implemented by different institutions since 2006. In order to have strong democratic institutions and a civil society promoting pluralism and the values of European integration in Turkey, 7 civil society capacity development projects have been implemented by the Directorate for EU Affairs (DEUA), Civil Society Development Centre, and GAP Regional Development Administration. Including the 2007-2013 period of IPA, approximately 115 million euro has been granted to civil society organisations via these projects.

The "civil society" has been determined as a sub-sector under the "Democracy and Governance" sector within the scope of the IPA II to Turkey covering the period 2014 – 2020. The budget allocated to civil society was also increased to approximately 190 million euro. It is expected that the role of the civil society will be further enhanced through these improvements. Within this framework, it is believed that enhancing capacities of Civil Society Organizations (CSO) will directly support this sector, and ultimately contribute to the democratization process of Turkey.

In this regard, the Country Strategy Paper for Turkey (CSP: 2014-2020) was adopted in 2018, which sets out the priorities for EU financial assistance for the period 2014-2020 to support Turkey on its path to accession. The objectives of the Civil Society sub-sector are to support the development of civil society through more active democratic participation in policy and decision-making processes, promote a culture of fundamental rights and dialogue and enhance the civil society dialogue and inter-cultural exchange between the civil societies of Turkey and the EU.

In line with the objectives stated in the CSP, Civil Society Sector Planning Document (SPD) has been prepared by DEUA and different sub actions have been developed, which are: "Enabling legal environment for active citizenship", "Strengthening cooperation between public sector and CSOs", "Strengthening the capacities of and networking between organised active citizens/CSOs" and "Civil Society Dialogue; connecting people for mutual understanding between citizens in Turkey and the EU".

Civil society development and civil society dialogue have been supported since the beginning of IPA I. Civil society funding under IPA II has been nearly doubled in the period 2014-2017. Financial assistance for civil society until 2020 built on this experience, with the Directorate for EU Affairs acting as the lead institution in this sub-sector. As IPA II expires on 31 December 2020, in continuation of the accession support, a proposal for a new Regulation on IPA III for the period 2021-2027 is currently in preparation.

Civil Society Action of Turkey for 2014 (IPA/2014/31874/4/TR/Civil Society) is prepared within the scope of the 2014 programming year in order to address the priorities stated in CSP and SPD. To fulfil these priorities, in particular, to improve CSOs autonomy, representativeness and accountability and to increase their effectiveness, Civil Society Support Programme (CSSP) is envisaged within the context of Civil Society Action of Turkey for 2014. CSSP entails direct agreement(s) with a CSO consortium (as per 2011 Programme), a service contract and two grant schemes. "Grant Scheme for Grassroots Civil Society Organisations" and "CSO Partnerships and Networks on Strengthening Cooperation between Public Sector and CSOs Grant Scheme" have been launched as two components of the CSSP. The Grant Schemes aim to improve CSOs' administrative, advocacy and communication skills to participate more effectively in policy dialogue as well as strengthening the cooperation between the public sector (at all levels –from national to local) and CSOs (in particular those organised in partnerships and networks).

Grant Scheme for Grassroots Civil Society Organizations is designed as a follow up programme to sustain the outcomes of previously implemented projects such as "Strengthening Civil Society in the Pre-Accession Process: Non-Governmental Organization Grant Facility" (TR0501.02), "Developing Civil Dialogue among NGOs Grant Scheme" (TR0801.08-02), and "Developing Civil Dialogue among NGOs Grant Scheme – II" (TR2011/0135.07-011). All these projects aimed at promoting partnerships and dialogue among CSOs in Turkey as well as improving their operational capacities.

CSO Partnerships and Networks on Strengthening Cooperation Between Public Sector and CSOs Grant Scheme is designed as a follow up programme to sustain the outcomes of previously implemented projects such as "Civil Society – Public Sector Cooperation Project – SKIP (TR0301.03) and "Strengthening Civil Society Development and Civil Society-Public Sector Cooperation in Turkey" (TR2011/0135.07) which aimed at promoting a functional environment for CSOs in Turkey in collaboration with the public sector.

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Current State of Affairs

There are five major legal structures that CSOs operate in Turkey: Associations, foundations, trade unions, professional/vocational organisations and cooperatives. Associations constitute the majority of the CSOs in Turkey. The spectrum of activity fields of CSOs is very diverse. Most of the CSOs are, however, active in social solidarity and services, leaving a very small group of CSOs that work on advocacy.

Having public institutions such as DEUA, Ministry for Interior (General Directorate of Civil Society Relations) and Directorate General of Foundations, Turkey has been implementing capacity building actions for civil society at governmental level. These actions expand their dialogue with the civil society in a constructive way. In addition to these institutions, there are several other public institutions, which occasionally support civil society through grant schemes such as the Ministry of Youth and Sports and Presidency for Turks Abroad and Related Communities. In the context of civil society, there are several CSOs supporting the society capacity building, namely Centre for Civil Society Improvement (Tr. STGM) and Third Sector Foundation (Tr. TÜSEV). These institutions have played a crucial role in civil society capacity building through their projects such as the EU project entitled "TR2011/0135.07 – Strengthening Civil Society Development and Civil Society – Public Sector Cooperation in Turkey" where they acted as a consortium.

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INTRODUCTION

This document has been prepared within the framework of the project titled **"Technical Assistance to Implementation of Civil Society Support Programme"** which started on 12 September 2018 and will end on 11 September 2020. The project aims to support the development of civil society through more active democratic participation in policy and decision-making processes and by promoting a culture of fundamental rights and dialogue through the activities defined in the Terms of Reference (ToR).

Within the scope of the Project, under the activity of **B.5. Enhancing and Promoting CSSP, "**the corporate ID guide and communication plan that already exist for CSSP in general will be improved in line with the consultations (with stakeholders) to be held during the span of the project." This plan will be combined with the visibility plan, which will also cover other CSO programmes that offer comprehensive communication strategies.

In that respect, this document presents the Corporate ID Guide and Communication Plan, elaborating the target groups, key messages, tools and methodology to achieve the objectives as well as the approach to the branding process, and proposes the communication principles for the consultation mechanism in order to achieve a participatory and cooperative mode of working and cooperation amongst all parties.

The Corporate ID Guide and Communication Plan, which would be a policy document for the Civil Society sub-sector, defines the communication approach to facilitate the branding of and promoting the Civil Society Sub-Sector, and the process for the establishment of the Consultation Mechanism, in line with the Terms of Reference (ToR).

The proposed approach of the Corporate ID Guide and Communication Plan and its methodology have been assessed and revised, to carefully integrate the feedbacks and lessons learned from the workshops and relevant meetings, and also to respond to changing needs.

Following the introduction section, the body of the present Corporate ID Guide and Communication Plan includes the following sub-sections:
1. Civil Society Sub-Sector Management Section presents the management scheme of the sectoral approach.
2. Communication Principles define main principles of the Corporate ID Guide and Communication Plan as a living document
3. Provides the Objectives including Overall Objective and Specific Objectives of the Plan
4. Communication Tools describe the various tools for increasing the impact of the Corporate ID Guide and Communication Plan for various target groups.

CORPORATE ID GUIDE AND COMMUNICATION PLAN

1. Civil Society Sub-Sector Management

As seen in the below diagram, the Civil Society Sub-Sector is placed under the Democracy and Governance Sector in IPA II period. While the Directorate for EU Affairs (DEUA), Financial Cooperation Unit is responsible for the general coordination of IPA; DEUA, Department of Project Implementation, as the Lead Institution of the Civil Society sub-sector, is responsible for programming and monitoring of the activities under the Civil Society sub-sector.
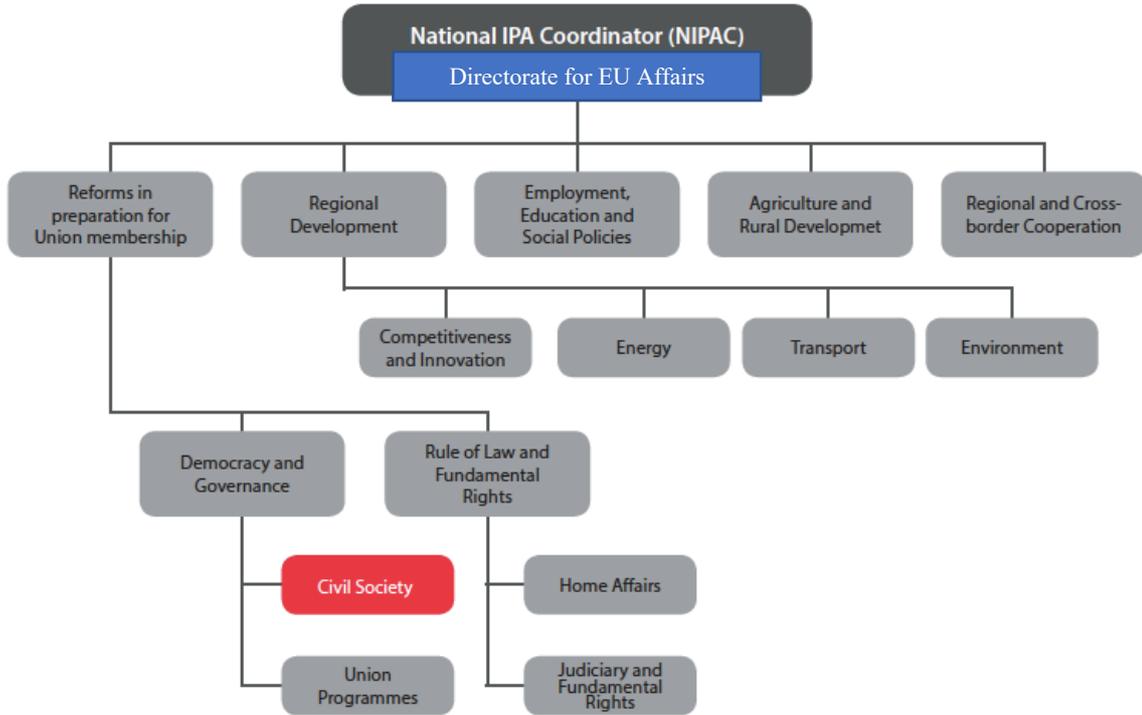
2. Communication Principles

The Corporate ID Guide and Communication Plan is a living document and has to allow changes when needed. Therefore, the main principles of the plan are defined as follows:

- to consider socio-cultural sensitivity, language and psychological appropriateness
- to support constructive relations between target groups
- to promote and facilitate participatory decision making
- to increase awareness both in target groups and in the public
- to provide accurate information with using various communication methods

3. The Corporate ID Guide and Communication Plan

CSOs are one of the main bridges between EU and Turkey with a particular emphasis to their role in overcoming the barriers in the accession period. The Corporate ID Guide and Communication Plan of the Civil Society Sector in this respect will be a crucial document which is prepared in the line with the European Union Communication Strategy document of DEUA, and also the programmes' strategies under the Civil Society Sector, which will support promoting and branding of the Civil Society Sector.

3.1. Objectives

3.1.1. Overall Objective of the Corporate ID Guide and Communication Plan

The overall objective of the Communication Plan is to ensure that DEUA is supported through the creation of the Civil Society sub-sector brand, and promotion of the implementation of the sub-sector programme for Civil Society.

The aim is also to implement inclusive communication activities to promote the "Civil Society Sector" as a new IPA sectorial brand, including promotion of the outcomes the CSO projects.

Furthermore, there will be combined efforts with other programmes and projects implemented under the Directorate for EU Affairs.

3.1.2. Specific Objectives of the Corporate ID Guide and Communication Plan

In line with the overall objective of the Plan, the specific objectives are identified as follows;

- to ensure the increasing knowledge about the Civil Society sub-sector and its branding,
- to ensure awareness raising on the new Consultation Mechanism's structure and the implementation principles,
- to enhance the participation of CSOs in the process of programming and design of interventions under the sub-sector.
- to raise awareness about the civil society supports provided under the EU and Turkey funds coordinated by the Directorate for EU Affairs.
- to draw attention to the importance of cooperation and networking between civil society actors to be able to influence the policy decision processes.
- to inform local and national media about the objectives and functions of the "Civil Society Sector"

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- to avoid the circulation of incorrect or negative information by ensuring a steady flow of accurate, positive stories through proper communication tools and materials.

BRANDING

The corporate identity of the Civil Society Sub-Sector will be considered and branded as an umbrella over the civil society sub-sector programmes financed under the EU Instrument for Pre-Accession Assistance (IPA II).

Brand development in general may be achieved through different methodologies. In decentralized/independent branding methodology, the units of the organization carry independent nomenclature and design. In strong centralized/monolithic policy of branding, they build up a `corporate' brand.

Another approach to brand development is the endorsed branding, which falls in the middle between independent and monolithic approaches. Organizations, whose logos incorporate a tag line with the corporate identity, use an endorsed approach. The parent organization's name plays a supportive role. The name of the parent organization serves as the 'seal of approval' and often appears in a diminutive form at the bottom or side of the logo. The endorsed approach for branding of the Civil Society Sub-Sector as a 'seal of approval' is deemed as a more efficient approach for the Civil Society Sub-Sector, as endorsed branding allows a high degree of brand marketing freedom for each product's brand. In our case, the past and ongoing projects under this sub-sector have already developed strong brands, which we believe to be sustained. The endorsed approach will allow the old and new projects to create a distinctive brand strategy, name, logo, design, creative campaigns and messages, and the link between projects and the Civil Society Sector will assist in cross recognition. The Civil Society Sub-Sector logo's conceptual design has been developed with the priority of giving freedom to former projects' logos, and is also applicable to the new programmes.

As the participatory approach is crucially important in the branding process to create a sense of belonging among the actors, the logo design has been presented to the stakeholders at the workshops, and promotional materials have been developed, produced and distributed for raising awareness.

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3.1.3. Target Groups

As in all communication plans, related tools and materials are selected and developed in line with the specifications and needs of the target groups. The "Technical Assistance to The Civil Society Support Programme" communication activities have a unique target group focusing on civil society. While contributing to effective communication processes for supporting the grant schemes, also the awareness level of the end target groups specially targeted by civil society (such as the disabled, youth, active citizens etc.) will be considered in designing the messages.
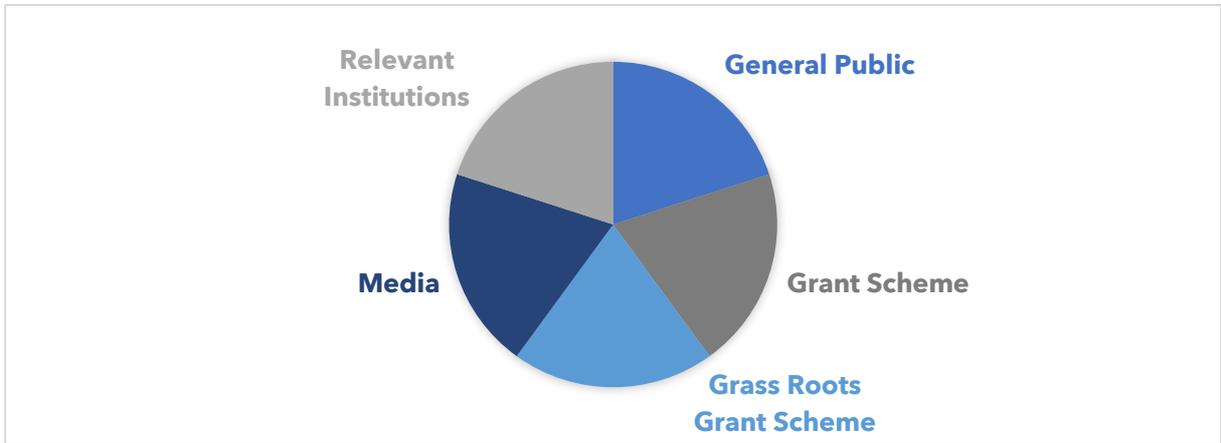
The general public is considered as the end target group to be reached in order to enhance awareness on the importance of organizing in CSOs as active citizens.

We may list some target groups as follows:

- Directorate General of Foundations, Ministry of Interior - Directorate General for Relations with Civil Society, Ministry of Labour, Family and Social Policies, The Union of Chambers and Commodity Exchanges of Turkey (TOBB), etc.
- Other public institutions implementing CSO grants and other related public institutions/organizations
- STGM
- Sivil Düşün
- CSOs operating at the national level and grassroots,
- Universities
- Private sector
- Media
- Public

3.1.4. Key Messages

The concept of "message" is one of the basic factors of communication. The messages convey the information to the target audiences. For creating an effective communication and awareness raising, the information has to be converted into a message and appropriate tools have to be used to disseminate the messages.

In the process of developing the messages; expected achievements, socio-cultural sensitivity, language and psychological appropriateness will be considered. The key messages will make sure that the information is clear and understandable for the target groups.

The key messages may also create the sense of belonging for the target groups and the stakeholders.

The logo design features are also applicable for key messages. Key messages have to be catchy, short and easy to remember. The main message will be used with the logo and also supportive messages will be used in different activities with different target groups.

Throughout the project implementation, the main messages will support the visibility of the Project and awareness of the public, specifically the target groups, via various communication tools such as DEUA website, printed and visual media, interpersonal events (training sessions, workshops), printed materials (brochure, poster), and effective use of the related project's social media channels.

Key messages will be identified to convey information underlining DEUA's role as the LI of the Civil Society Sub-sector, the importance of being a sub-sector for CSOs, and the importance of the consultation mechanism as an opportunity for the civil society to be involved in the future planning of the sector.

The messages will be developed in consultation with DEUA, and accordingly, with relevant stakeholders for fine-tuning.

Key messages are tentatively identified to;
- convey information to underline DEUA's role as the LI of the Civil Society Sub-sector, and the importance of being a sub-sector for CSOs;
- stress the importance of the consultation mechanism as an opportunity for the civil society to be involved in the future planning of the sector;
- emphasize the cooperation between the European Union and the Republic of Turkey in supporting and promoting Civil Society.

The messages will be developed in consultation with DEUA, and accordingly, with relevant stakeholders for fine-tuning. Nevertheless, the following messages are proposed for the initial consultation;

- Turkey and the European Union are working together for a stronger civil society.
- Civil society decides and shapes its own future.
- DEUA builds the bridges for a greater mutual understanding between the CSOs and public institutions.
- CSOs will be stronger together
- Public-CSO cooperation is important
- CSOs should improve themselves
- CSOs should establish strong cooperation within other CSOs

3.2. Communication Tools and Channels

A combination of various tools will be used to reach the objectives of the plan. Prior to initiating any communication or visibility activity, the approval of DEUA and the Contracting Authority will be obtained.

The main headings to be used as communication tools are stated below. It should be underlined that, in the implementation period, a survey should be conducted to determine which communication tools and activities should be used for the different target audiences.

All communication tools will be designed and produced in line with the Communication and Visibility Plan in EU-financed external actions 2018 document.

3.2.1. Visual Identity

To maintain comprehensive communication with effective messages, the first step would be to strengthen the institutional (corporate) identity of "civil society sector" through developing memorable images and forms. The main objective of this unique concept is to build familiarity with the "Civil Society Sector" brand. This identity has also started to be used in all marketing tools of the civil society brand (such as social media accounts, images, promotional materials produced etc.).

The visual identity is the way of conveying our messages and outputs to the target groups, stakeholders and the media. The standards of the identity will facilitate the creation of a positive perception in the target groups. The visual identity will include:

- The logo
- Visual Identity Guidelines

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3.2.1.1. Logo

- The umbrella brand name for Civil Society sub-sector is identified as "Civil Society Sector"
- The logo of Civil Society Sector will promote the Civil Society sub-sector.

The logo of the Civil Society Sector has to be catchy, powerful, neat and an umbrella for the activities of the sub-sector programme. These features will ensure easy use of the logo in every communication tool of the project, and easy use together with the logos of other projects, DEUA and stakeholders.

Story of Logo Design: There is a way from Turkey to Europe with the connecting element 'civil society', which is symbolized in different colours (representing diversity) that range from red to dark blue. And additionally, as a multiplier effect, the road begins from Turkey (symbolized as red) and moves to the EU designed with dark blue (official colour of the EU) with the combination of four colours symbolizing four priority areas of the civil society sector.

The titles below the logo will be changed according to the user. For example, it might be changed for Consultation Mechanism, support programmes and etc. as one line and in different colours.
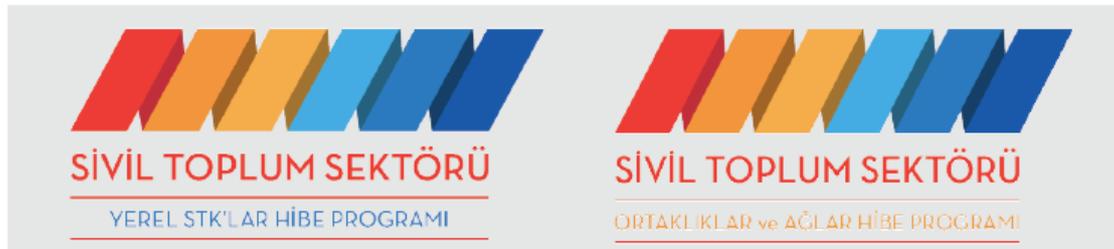
3.2.2. Printed Materials

Printed materials are important tools for raising awareness and communication. Brochures, leaflets and posters should be printed and distributed during the events and trainings. These materials should be revised according to the emerging needs. Relevant EU and institutional identity of the civil society sector will be applied to all materials.

3.2.2.1. Brochures / Leaflets

The brochures/leaflets will be developed to promote the Civil Society Sector. The content of the brochures/leaflets will include the objective and the priorities of the programme. The brochures/leaflets will aim at informing both the target groups and the relevant stakeholders. The documents should be in both EN and TR, and should be designed in a reader-friendly manner. The brochures should be made available on the project website as new generation online format.

3.2.2.2. Posters / Billboards

Posters and/or billboards are simple but effective tools. Posters and/or billboards will be designed to promote the objectives and priorities of the Civil Society Sector to the target groups especially at the local level. Also, posters would be the auxiliary tools to promote and to disseminate information about the Consultation Mechanism.

3.2.2.3. Promotional Materials

Using promotional materials is another efficient way of increasing awareness and conveying sustainable messages to the target groups and the public. Materials such as folders, pens, notebooks, information packs and press kits should also be used at the events to promote the CSSP. Dissemination of promotional materials during key events will contribute to the visibility of the Civil Society Sector for all relevant stakeholders as well as the general public via multiplier effects to a considerable extent. Relevant EU and institutional identity of the civil society sector will be applied to all materials.

3.2.2.4. Visibility Materials

Visibility materials (e.g. Flags, Back-drops, Roll-ups, etc.) are tools to increase the visibility of and awareness on the Civil Society Sector.

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3.2.3 Electronic Media

3.2.3.1 Website

The Civil Society Sector website enables easy access to grant announcements, as well as providing information on the relevant sector studies and activities. Thereby, grant announcements from various sources are gathered in one place, and CSOs are able to be informed on all announcements.

An information sharing platform for sustainable communication can be established, and CSOs can communicate with each other over this platform for partnership. The website will be a resource for visitors who seek information on the civil society programmes carried out by the Directorate for EU Affairs.

Headings for the web site could include:

- What is IPA II?
- What is IPA III?
- What is Civil Society Sector?
- Grant Announcements
- How to apply for Grants?
- Media
- Info Kits and Toolboxes

The rest could be decided upon the needs.

The DEUA website will be used for the activities of the Civil Society Sector. Also, CSOs' networks will be used for the announcement of the events.

3.2.3.2. MIS System and Database

The designed MIS system provides grant beneficiaries the opportunity to upload visual and audio-visual materials for the visibility approvals in line with the EU Communication and Visibility Guidelines 2018. The grant beneficiaries have been requested to use this system efficiently for the visibility feedbacks as well, and the system will be followed regularly to ensure this communication flow.

A database would be a useful tool for an effective communication flow with CSOs and also with relevant stakeholders. An IT company could be hired to establish the database and the design of the database could be decided with DEUA.

3.2.3.3. Newsletter/E-Bulletin

Newsletters/E-bulletins are genuine tools for continuous communication with the target groups, media and the relevant stakeholders. Newsletters should be produced electronically at least every 6 months. The newsletters/e-bulletins will be the source of current news and updates. Newsletters could be sent through the established database.

3.2.3.4. Social Media

The social media would be one of the most appropriate tools for this plan's achievement, when its target groups and the nature of the programme are taken into account. As an important method of social networking, the social media's size of accessibility and the amount of information generated would enable the programme to become more visible and accessible to larger user communities. In that sense, the presence in social networking platforms (e.g. Facebook, YouTube, Instagram, Twitter, LinkedIn etc.) will be ensured to enable access not only to existing interested groups but also to larger communities.

Furthermore, with the mentioned social networking platforms, dissemination of information and conveying key massages to the target audience can be ensured. The frequency of posting on different social media channels would be determined as a result of the survey, which is mentioned under the Communication Tools.

Meanwhile, DEUA's social media channels and website need to be used to promote and publicize the Civil Society Sector and the Consultation Mechanism. The website and social media accounts will be updated regularly to include information on the Grant Schemes and other relevant developments.

Special hashtags and mentions have been identified to maximize the interaction of the posts with relevant accounts such as #SivilToplumSektörü, #ŞimdiGelişimZamanı and #AynıÇatıAltında. Grant beneficiaries of the programme have been asked to use these hashtags on their posts. However, it is advised that public institutions implementing CSO projects may also use a common hashtag to establish the coordination within the projects and the institutions. Coordination mechanism should be established with the relevant public institutions to follow up all project activities on the social media.

An effective online presence can help civil societies build connections with wider society, run fundraising campaigns and connect with other individuals and groups in different sectors or different countries. Often times, creating content and engaging meaningfully with the CSOs is easier, quicker, cheaper (free), and more impactful than one would assume.

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Moreover, in line with the needs, special ad planning should be developed to promote an event, to establish a calendar or to emphasize any particular development.

Civil Society Sector Programme already has social media accounts on Facebook, Twitter, Instagram and YouTube.

Active social media accounts
www.siviltoplumsektoru.org

🐦 **Sivil Sektör**
ⓕ **Sivil Toplum Sektörü**
📷 **Sivil Toplum Sektörü**
▶️ **Sivil Toplum Sektörü**

In addition to these accounts, an official account on LinkedIn, which is the professional social networking platform, is advised for the Civil Society Sector Programme. LinkedIn has the ability to tap into existing connections and grow the brand through word-of-mouth. It is also the top-rated social network for the lead generation.

Activities and news about the grant beneficiaries are being posted on Instagram and other social media accounts of the Sector. However, to keep the Instagram account more active and interactive, online mini surveys, questions-answers and live broadcasts as one of the most dynamic ways to communicate with the followers are suggested as well.

3.2.3.5. Digital Learning Systems

Digital learning is the process of using digital tools and technology to create a better learning experience. Digital learning also makes training sessions more efficient and improves the learning experience of learners using the latest tools. With the internet and digital content playing an ever-larger role in our democratic societies, civil society actors stay at the forefront of technological change.

The daily use of all forms of digital media is part of our lives, and therefore becomes a key component of education. The process of developing digital learning curricula should be considered as a learning model while planning a training for the projects. This means the significance is on *how* to learn as well as *what* to learn.

To improve the capacities of the CSOs, it is advised that a training needs analysis via online survey from the social media accounts is conducted to identify the subjects of the digital trainings for the CSOs.

As examples, the training subjects could include:

- Voluntarism
- Digitalism
- Networking and Partnerships
- Project Cycle Management
- Fundraising Activities
- Social Services
- How to launch and run campaigns
- Cooperation with the public institutions
- Advocacy and Lobbying
- Administrative issues

Today's technologies relate to education in many ways such as distance learning, webinars, e-learning modules or online trainings which would be tailored for the CSOs' use to enhance their capacity. Since today's society is viewed as a digital society and people enjoy using digital media tools, digital learning systems would be more attractive and efficient for the users. As experienced during the pandemic period in 2020, digital tools for learning became more important than ever.

3.3. Media Communication

Media relations should be managed continuously throughout the span of the programme to ensure high media coverage. News and updates about the activities should be shared with media constantly for promoting Civil Society Sector among the target group as well as the public. Editorial visits would also be an effective method for sustainable media relations.

Press releases will be important tools to communicate with the local and national media regularly to convey the intended messages. Press releases should be distributed at national, regional and local levels and to targeted media before and after the events/workshops to maximise the visibility of the "civil society sector" brand.

To create awareness in the media, conducting face-to-face and written interviews, sending regular press bulletins and preparation of short informative films are important, and working with a PR company serves this purpose in professional terms.

Articles covering success stories from grant projects or about project events could be prepared to be published on the periodical of DEUA, other line public institutions and/or CSOs.

DEUA should also designate a staff member for managing relations with the media.

3.4. Celebrity or Role Model Actions

Celebrities and other role models can be voluntarily used especially in social media to convey civil society sector messages via viral/very short videos. Grant beneficiaries' celebrity faces (the famous names who already work with the grant beneficiaries voluntarily for social responsibility) may be used to support the visibility of CSSP as well.

3.5. Monitoring of Effectiveness

The management and implementation process of the visibility activities of the Programme should be reported with the indicators and results achieved.

Mini surveys (before and after the events) for the project event participants, oral and written feedbacks, focus group meetings (with specific groups such as communication consultants of other relevant projects, press office of DEUA, grant beneficiaries during trainings, kick-off event etc.) will also help to evaluate the communication efforts.

3.6. Interpersonal Communication

3.6.1. Info Days, Workshops and Meetings

Interpersonal communication tools have great importance to brand and promote the Civil Society Sector and to facilitate the participation of CSOs in the programming and oversight of the Civil Society Sector plan. Info days should be used for sharing the progress with the target audience and the public.

National and local workshops are among the valuable tools to bring all parties together and to discuss the structure of the Consultation Mechanism, programming and branding and their impacts in general. Also, workshops create ownership, which supports the dissemination of the Civil Society Sector brand throughout Turkey.

Regular meetings between the line ministries and related institutions will create the same understanding on the programming and provide updates about the progress.

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SUMMARY TABLE

Tool	Aim	Target Group	Content
Visual Identity	The visual identity is the way of conveying our messages and outputs to the target groups, stakeholders and the media.	All target groups	
• Logo			Name and visual
• Visual Identity Guidelines			Reference document for all parties and include following information: • Logo specifics • Templates for various material applications
Printed Materials	Dissemination of information and raising awareness among the target groups and the public	All target groups	
•Brochure / Leaflet			• The objective and the priorities of the Civil Society Sector
• Posters / Billboards			• To promote the objectives and priorities of the Civil Society Sector especially at the local level
Promotional Materials	Raising awareness and increasing visibility among the target groups and the public	All target groups	• Notebook • Pen • Folder • Bag etc
Visibility Materials	Increasing visibility of Civil Society Sector	All target groups	• Flags • Backdrops • Spiders • Roll-ups etc
Electronic Media	Dissemination of information and raising awareness among the target groups and the public	All target groups	
• Project Website			• Dissemination of information • Sharing knowledge • Project Website • Announcements
• Social Media Channels - Facebook - Twitter - Instagram etc			• Dissemination of information • Conveying key massages
• Newsletter			• Dissemination of up-to-date news and progress (at least every 6 months)
Media Communication	Providing media with accurate information and support	National and local media	• Press releases • Editorial Visits • Preparation of short information films

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Tool	Aim	Target Group	Content
Interpersonal Communication	Dissemination of information and raising awareness among the target groups and the public		
Info days		All target groups	• Dissemination of information especially at the local level
Workshops		CSOs and related institutions	• Dissemination of information and programming
Meetings		CSOs and related institutions	• Dissemination of information and programming