



European Economic Area and Norwegian Financial Mechanism Communication Strategy 2009-2017

Riga, Latvia

2012

Updated in 2015

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Explanations of Abbreviations

- **EEA** – European Economic Area
- **EEA Grants and Norway Grants** – European Economic Area and Norwegian Financial Mechanism
- **Communication Strategy** – European Economic Area and Norwegian Financial Mechanism Communication Strategy 2009-2017
- **Regulation** – Regulation on the European Economic Area Financial Mechanism and Regulation on the Norwegian Financial Mechanism
- **FP** – Focal Point of financial mechanisms
- **Technical assistance** – European Economic Area and Norwegian Financial Mechanism project “LV01 – Technical Assistance Fund 2011-2017”
- **Donors** – Norway, Iceland, Lichtenstein
- **Communication Management Group** – European Economic Area and Norwegian Financial Mechanism Communication Management Group
- **Beneficiary of the co-financing** – European Economic Area and Norwegian Financial Mechanism beneficiary of the co-financing
- **Project applicant** – European Economic Area and Norwegian Financial Mechanism project applicant
- **NGO** – non-governmental organization
- **SC** – Steering Committee
- **Communication and Design Manual** – Communication and Design Manual that presents the main publicity requirements and provides advice on communication planning, dealing with the media and that covers the visual identity of the EEA Grants and Norway Grants

Introduction

EEA Grants and Norway Grants Communication Strategy has been developed on the basis of Annex 4 to the Regulation, providing information and publicity measures for beneficiaries, and the Law on European Economic Area Financial Mechanism and Norwegian Financial Mechanism Management 2009-2014, that, after its adoption by the Saeima, will define the institutions involved in the management of financial mechanisms, their rights and obligations, decision-making procedure, as well as the delegation of the Cabinet of Ministers to issue regulations on the management, monitoring, control, auditing, irregularities, budget planning of financial mechanisms, programme implementation and other aspects related to the management of financial mechanisms.

The Communication Strategy has been developed for the EEA Grants and Norway Grants programming period 2009-2014 – launching, implementation and closure phases of programmes co-financed from financial mechanisms. The Communication Strategy defines common goals of EEA Grants and Norway Grants communication and tasks for the above mentioned period, and determines actions required – the Plan of Information and Publicity Measures for the implementation of communication tasks.

1. Communication Goals

1. To promote awareness and understanding among Latvian citizens of the contribution made by EEA Grants and Norway Grants to the social and economic development of the state.
2. Provide access to timely, clear and comprehensive information for potential beneficiaries of the EEA Grants and Norway Grants co-financing.
3. Strengthen cooperation with donors.
4. Promote cooperation between the institutions involved in the management of EEA Grants and Norway Grants within the Bilateral Fund.
5. Ensure transparency and traceability of the EEA Grants and Norway Grants funding acquisition process.
6. Ensure that performed information and publicity activities are in line with the Communication and Design Manual.
7. Objectives set out above shall also apply to the only Norway Financial Mechanism programme “Global Fund for Decent Work and Tripartite Dialogue”, which will be introduced by a Norwegian institution.

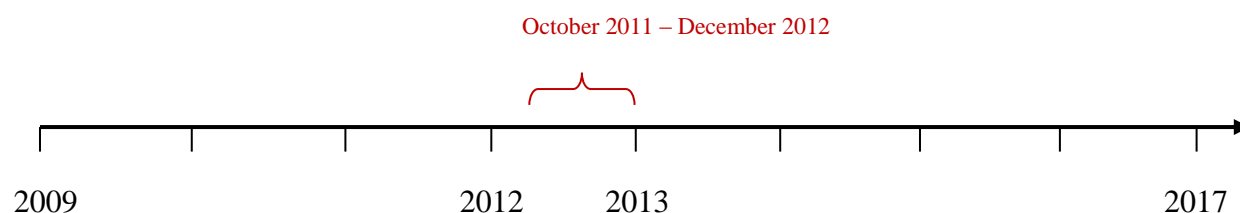
These goals can be achieved through both direct and indirect communication channels, thus providing target groups with the information agreed between institutions involved in the management of financial mechanisms and responding in a coordinated manner to the issues on media agenda and crisis situations.

2. Target Groups

1. Potential beneficiaries of the EEA Grants and Norway Grants co-financing
2. Potential and actual beneficiaries as a result of project implementation
3. Socially and economically active Latvian citizens
4. Journalists
5. Information intermediaries:
 - National and regional mass media
 - Regional EU structural funds information centres in 5 planning regions
 - The Latvian Association of Local and Regional Governments
 - The Association of Major Cities of Latvia
 - Civic Alliance - Latvia (CAL)
 - Regional NGO centres
6. Public opinion leaders
7. Donors
8. Institutions involved in the management of financial mechanisms

3. Task Time Schedule

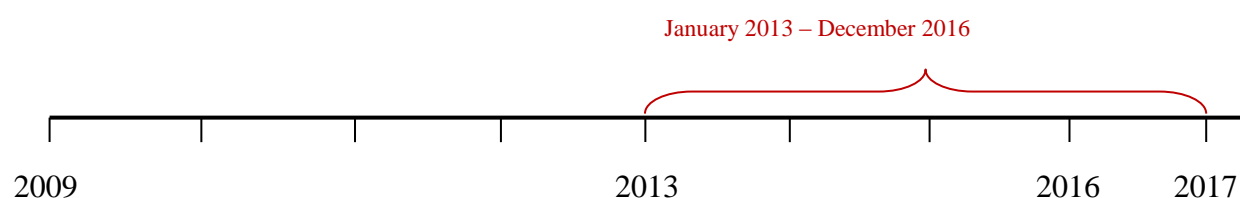
Stage 1, programme launching



October 2011 – December 2012: raising public awareness on financial mechanisms and ensuring information availability for target groups.

1. Developing the Communication Strategy.
2. Information for mass media on the EEA Grants and Norway Grants programme “Global Fund for Decent Work and Tripartite Dialogue”.
3. Organize an EEA Grants and Norway Grants kick-off event.
4. Inform the public about the opportunities provided by and progress of financial mechanisms.
5. Provide potential project applicants with detailed and simple information about the possibilities to acquire financial mechanisms, programmes, amount of funding, regulations, procedures for handling documents, implementation mechanisms, etc.
6. Establish a Communication Management Group and summary of contact information of institutions involved in the management of financial mechanisms.

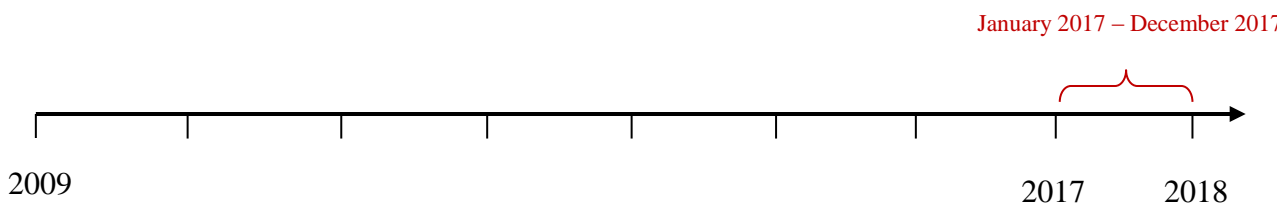
State 2, programme implementation



January 2013 – December 2016: providing information to the public on the EEA Grants and Norway Grants acquisition process, possibilities to implement projects, conditions, etc., promoting examples of best experience and practice, informing about programme implementation results.

1. Inform the public about the EEA Grants and Norway Grants acquisition process and results, including their impact on the economic development.
2. Carry out a public opinion poll on the awareness of issues related to financial mechanisms.
3. Ensure information sharing activities with potential applicants and beneficiaries, such as seminars, conferences, etc.
4. Strengthen communication with information intermediaries, educating them on issues related to financial mechanisms and providing with comprehensive up-to-date information.
5. Collect and promote examples of EEA Grants and Norway Grants project best practice.

Stage 3, programme closure



January 1, 2016 – April 30, 2017: evaluation of the EEA Grants and Norway Grants acquisition process and communication activities, analysis of results.

1. Organize a closing event on the acquisition of financial mechanisms.
2. Carry out a public opinion poll on the awareness of issues related to financial mechanisms. Compare with results of the survey carried out in stage 2, evaluate results and effect of information and publicity measures.

Overall communication tasks:

1. Strengthen communication between institutions involved in the management of financial mechanisms, beneficiaries and donors to ensure the circulation of information and to achieve a flow of mutually coordinated information.
2. Respond to the issues on media agenda related to financial mechanisms and certain opinions expressed in the media in relation to financial mechanisms.

4. Communication Channels

The Communication Strategy is focused to provide broad, timely and comprehensible information to target groups. Therefore the widest possible scope of communication channels shall be used during the implementation of the Strategy.

1.) Indirect communication:

Electronic media:

- website of financial mechanisms managed by the Focal Point <http://www.eeagrants.lv/>, <http://www.norwaygrants.lv/>, website of the Ministry of Finance <http://www.fm.gov.lv>.
- websites of programme intermediaries and agencies (information about financial mechanisms and supervised programme, information about concluded projects, contact information, practical information for project applicants and project implementers etc.)
- websites of beneficiaries (information about the project, results achieved within the project and cooperation with donors, contact information etc.);

As the homepage of EEA Grants and Norway Grants shall be one of the most important communication channels about the financial aid to Latvia it is planned that:

- EEA Grants and Norway Grants homepage section “Contacts” with a link shall be connected with the homepage of each Programme Operator.
 - The Latvian Focal Point together with Programme Operators will develop names or abbreviation for Programmes, adapted for and easily applicable on the web and redirect the appropriate URL.
 - EEA Grants and Norway Grants homepage section “Open calls” in cooperation with the Programme Operators shall contain the topical information about the open calls. The regulation on the Communication Management Group shall put an obligation to the Programme Operators to inform the Focal Point about the open calls so that the respective information could be included in the EEA Grants and Norway Grants homepage.
- internet portals;
 - social media (twitter account of the Focal Point, twitter account of the Ministry of Finance, YouTube etc.).

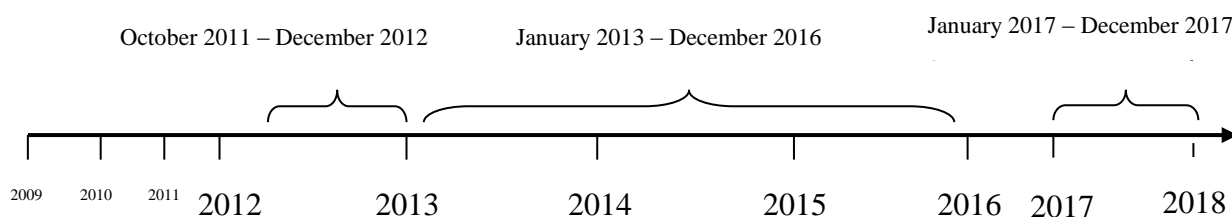
Printed media:

- national and regional press;
- information and publicity materials.

2.) Direct communication:

- conferences, seminars;
- information provided by experts, opinion leaders;
- information provided by information intermediaries;
- consultations.

5. Plan of Information and Publicity Measures



Stage 1: Programme launching: October 2011 – December 2012

Measure	Goal and content	Target audience	Organizers
MEASURE 1: Cooperation with mass media			
<ul style="list-style-type: none"> - Information for mass media - Information in social media - Press conferences - Interviews, opinions, comments 	<ul style="list-style-type: none"> - Goals of financial mechanisms - Availability of financial mechanisms - Programmes, launching of programmes - Availability of the financing - Amount of the financing - Implementation - Contact information 	<ul style="list-style-type: none"> - Potential project applicants and beneficiaries of the co-financing - Society in general - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 2: Kick-off conference			
<ul style="list-style-type: none"> - Kick-off conference 	<ul style="list-style-type: none"> - Goals of financial mechanisms - Availability of financial mechanisms - Programmes, launching of programmes - Amount of the financing - Cooperation with donors - Contact information 	<ul style="list-style-type: none"> - Institutions involved in the management of financial mechanisms - Representatives of donors - Representatives of potential project applicants and beneficiaries of the co-financing 	<ul style="list-style-type: none"> - Focal Point
MEASURE 3: Publishing and dissemination of informative materials			
<ul style="list-style-type: none"> - Informative materials (leaflets with general information, souvenirs) 	<ul style="list-style-type: none"> - Content appropriate for target groups - Financial mechanisms, programme descriptions etc. 	<ul style="list-style-type: none"> - Potential project applicants and beneficiaries of the co-financing - Institutions involved in the management of financial mechanisms - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies

MEASURE 4: Seminars, consultations			
<ul style="list-style-type: none"> - Consultations - Seminars - etc. 	<ul style="list-style-type: none"> - Availability of financial mechanisms - Information about drafting project applications - Project approval procedure - Contact information 	<ul style="list-style-type: none"> - Potential project applicants and beneficiaries of the co-financing, their representatives - Information intermediaries 	<ul style="list-style-type: none"> - Programme intermediaries - Agencies
MEASURE 5: Summary of contact information of all institutions			
<ul style="list-style-type: none"> - Summary of contact information of all institutions involved 	<ul style="list-style-type: none"> - For informative needs of project applicants and beneficiaries of the co-financing 	<ul style="list-style-type: none"> - Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 6: Maintaining websites			
<ul style="list-style-type: none"> - Websites 	<ul style="list-style-type: none"> - Actual issues 	<ul style="list-style-type: none"> - Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries - Website visitors 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies

Stage 2: Programme implementation: January 2013 – December 2016

Measure	Goal and content	Target audience	Organizers
MEASURE 1: Cooperation with mass media			
<ul style="list-style-type: none"> - Information for mass media - Information in social media - Press conferences - Interviews, opinions, comments 	<ul style="list-style-type: none"> - Programme implementation progress - Actual issues 	<ul style="list-style-type: none"> - Society in general - Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 2: Dissemination of specific information			
<ul style="list-style-type: none"> - - Infographics, videos, photo slide-shows and other new communication tools 	<ul style="list-style-type: none"> - Programme implementation process and results, experience - Examples of successful projects - 	<ul style="list-style-type: none"> - Society in general - Information intermediaries - Beneficiaries of the co-financing 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 3: Public opinion poll on the awareness of issues related to EEA Grants and Norway Grants			

- Public opinion poll	- Awareness of society on issues related to EEA Grants and Norway Grants	- Society	- Focal Point
MEASURE 4: Placing information stands and information plaques at EEA Grants and Norway Grants co-financed project implementation sites			
- Information stands and information plaques at EEA Grants and Norway Grants co-financed project implementation sites	- Information about EEA Grants and Norway Grants co-financing within projects	- Project implementers - Latvian citizens	- Beneficiaries of the co-financing - Programme intermediaries - Agencies
MEASURE 5: Maintaining websites			
- Websites	- Actual issues	- Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries - Website visitors	- Focal Point - Programme intermediaries - Agencies
MEASURE 6: Information and consultations, informative activities for potential and existing project applicants and beneficiaries of the co-financing			
- Consultations - Informative mid-term event - Seminars - etc.	- Practical information to beneficiaries of the co-financing - Programme implementation progress	- Potential and existing project applicants and beneficiaries of the co-financing	- Programme intermediaries - Agencies
MEASURE 7: Conferences, experience exchange and publishing of best practice			
- Conferences - Experience exchange and publishing of best practice	- Practical information to project applicants and implementers	- Institutions involved in the management of financial institutions - Representatives of donors - Representatives of beneficiaries of the co-financing - Project implementers	- Focal Point - Programme intermediaries
MEASURE 8: Informative materials on best practice			
- Informative materials on best practice (project books, video-clips etc.)	- Examples of project best practice	- Information intermediaries - Institutions involved in the management of financial institutions - Representatives of donors	- Focal Point - Programme intermediaries
MEASURE 9: Media monitoring			
- Media monitoring	- To measure media coverage	- Institutions involved	- Focal Point

	on EEA Grants and Norway Grants related issues in Latvia	in the management of financial mechanisms - Representatives of donors	
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Stage 3: Programme closure: January 2017 – December 2017

Measure	Goal and content	Target audience	Organizers
MEASURE 1: Cooperation with mass media			
<ul style="list-style-type: none"> - Information for mass media - Information in social media - Press conferences - Interviews, opinions, comments 	<ul style="list-style-type: none"> - Actual issues 	<ul style="list-style-type: none"> - Society in general - Beneficiaries of the co-financing - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 2: Specific publications			
<ul style="list-style-type: none"> - Specific publications 	<ul style="list-style-type: none"> - Effect and result of financial mechanisms 	<ul style="list-style-type: none"> - Society in general - Beneficiaries of the co-financing - NGO sector - Social and economic partners - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries
MEASURE 3: Survey of project applicants and project implementers on their awareness of issues related to EEA Grants and Norway Grants			
Public opinion poll	<ul style="list-style-type: none"> - Awareness of society on issues related to EEA Grants and Norway Grants 	<ul style="list-style-type: none"> - Society 	<ul style="list-style-type: none"> - Focal Point
MEASURE 4: Maintaining websites			
<ul style="list-style-type: none"> - Websites 	<ul style="list-style-type: none"> - Actual issues 	<ul style="list-style-type: none"> - Project applicants - Beneficiaries of the co-financing - Information intermediaries - Website visitors 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 5: Closing conference			
<ul style="list-style-type: none"> - Closing conference 	<ul style="list-style-type: none"> - Effect and result of financial mechanisms 	<ul style="list-style-type: none"> - Institutions involved in the management of financial institutions - Representatives of donors - Project implementers 	<ul style="list-style-type: none"> - Focal Point

6. Resources from the Technical Assistance for the implementation of Information and Publicity Measures

The Focal Point will receive financing from the Technical Assistance of financial mechanisms to ensure implementation of information and publicity measures. The indicative financing from the Technical Assistance of financial mechanisms for the implementation of information and publicity measures in 2011-2017 is 76 thousand lats or 108 thousand euros. While programme intermediaries will implement information and publicity measures within the framework of programme management expenditure.¹

7. EEA Grants and Norway Grants Communication Management and Monitoring

Focal Point – is responsible for the development and implementation of the communication strategy, as well as shall provide general information on the acquisition of financial mechanisms.

Programme intermediaries – shall ensure the management of EEA Grants and Norway Grants programmes and information activities in accordance with the relevant sector policy and the requirements of Annex 4 “Information and Publicity Requirements” to the Regulation. Programme intermediaries shall contribute to public awareness of the impact of financial mechanisms on the overall development of the sector.

Agencies – according to the procedure prescribed by the Cabinet of Ministers shall exercise part of programme intermediary’s functions. They shall provide information support to interested parties, potential applicants and beneficiaries in accordance with the delegation of functions determined by the programme intermediary. They shall ensure awareness of target groups of the programme, carry out necessary information work in order to encourage project applications, ensure explanation of implementation requirements and provide information support during project implementation.

Monitoring of the communication process shall be ensured by **the Steering Committee**, which is a collegial institution involved in the management of financial mechanisms established to monitor progress of the implementation of financial mechanisms and which shall be approved by the Cabinet of Ministers. The Steering Committee shall approve the annual Strategic Report on the information and publicity section.

¹ After programme approval the management expenditure part will be supplemented with financial data about the communication envisaged within the programme

Summary of responsibilities and competences of institutions involved in the management of financial mechanisms:

Institution	Primary target groups	Primary responsibility
Steering Committee	Institutions involved in the management of financial mechanisms and social, non-governmental and regional partners	Approval of the Communication Strategy and monitoring of the implementation
Focal Point	Socially, economically and politically active Latvian citizens	Management of the Communication Strategy implementation and acquisition of financial mechanisms as a whole
Programme intermediaries	Socially, economically and politically active Latvian citizens	Implementation of supervised programmes of financial mechanisms Information measures in accordance with the relevant sector policy and Regulation
Agencies	Potential project applicants, beneficiaries of the co-financing	Practical information for interested parties, project applicants and beneficiaries of the co-financing

8. Monitoring Tool

An EEA Grants and Norway Grants **Communication Management Group** will be established as a monitoring tool for the Focal Point to be able to monitor compliance of programme intermediaries with information and publicity requirements.

The Communication Management Group will be responsible for provision and coordination of the communication process. The Communication Management Group will be chaired by a representative of the Focal Point. The Communication Management Group will include all representatives of institutions involved in the management of financial mechanisms who will be responsible for financial mechanism information and publicity issues. The representatives included in the Communication Management Group will be responsible for the information link between the represented institution and the Communication Management Group.

Representatives of the following institutions will be included in the Communication Management Group:

1. Ministry of Finance,
2. Ministry of Environmental Protection and Regional Development,
3. Ministry of Economics,
4. Ministry of Justice,
5. Ministry of Interior,

6. Ministry of Education and Science,
7. Ministry of Culture,
8. Society Integration Foundation,
9. Investment and Development Agency of Latvia,
10. State Education Development Agency
11. State Regional Development Agency
12. Royal Norwegian Embassy in Latvia

Responsibilities of the Communication Management Group

1. Communication process planning:

- coordinate communication activities of institutions involved in the management of financial mechanisms.

2. Management and monitoring of the communication process:

- coordinate joint information and publicity measures (media coverage, conferences, etc.);
- plan experience exchange seminars, discussions.

3. Monitoring of the implementation of the Plan of Information and Publicity Measures:

- every six months, starting with Q3 2012, assess the progress of the communication process and, if necessary, decide on changes to communication plans;
- examine cases of non-compliance with a single visual style in information materials
- analyse risk situations and make suggestions for preventative measures.

Organization of the Communication Management Group

The work of the Communication Management Group will be organized and provided technically by the Communication Division of the Ministry of Finance. The organization includes:

- organization of Communication Management Group meetings, drawing up the agenda, minutes of meetings;
- preparation of draft documents and other materials necessary for the work process based on the information provided by involved institutions;
- control over the implementation of Communication Management Group's decisions.

9. Information and Publicity Measure Evaluation Indicators

Performance indicators:

- project applicants' and implementers' awareness of financial mechanisms and acquisition of financial mechanisms (source of information – surveys of project applicants and project implementers);
- project applicants' and implementers' awareness of the meaning of financial mechanisms in social and economic terms (source of information – surveys of project applicants and project implementers);
- satisfaction of project applicants and implementers of the co-financing with available information on financial mechanisms (source of information – surveys of project applicants and project implementers);
- information transfer efficiency indicator – compliance of the chosen communication channels with the needs of project applicants and implementers (source of information – surveys of project applicants and project implementers).

Measure	Performance indicators
Informative events (conferences, seminars etc.)	<ul style="list-style-type: none"> - Number of informative events - Reached audience (number of participants) - Area covered (LV regions)
Websites	<ul style="list-style-type: none"> - Number of users (daily average and total number)
Information for mass media	<ul style="list-style-type: none"> - Number of published messages for mass media
Press conference	<ul style="list-style-type: none"> - Number of press conferences - Coverage in national and regional media, as well as on websites (number of publications)

Annex 1. Logo of EEA Grants and Norway Grants

Logo of the European Economic Area Financial Mechanism for 2009-2014 (*jpg*)

[EEA Grants 2009-14 logo: jpg format](#)



Logo of the European Economic Area Financial Mechanism for 2009-2014 (*gif format*)

[EEA Grants 2009-2014 logo: gif format](#)



Logo of the European Economic Area Financial Mechanism for 2009-2014 (*eps format*)

[EEA Grants 2009-14 logo: eps format](#)



Logo of the Norwegian Financial Mechanism for 2009-2014 (*jpg format*)

[Norway Grants 2009-2014 logo: jpg format](#)



Logo of the Norwegian Financial Mechanism for 2009-2014 (*gif format*)

[Norway Grants 2009-2014 logo: gif format](#)



Logo of the Norwegian Financial Mechanism for 2009-2014 (*eps format*)

[Norway Grants 2009-2014 logo: eps format](#)



Annex 2. EEA Grants and Norway Grants Programmes and Intermediaries

No	Programme	Intermediary / Ministry in charge	Mechanism
1	Global Fund for Decent Work and Tripartite Dialogue	“Innovation Norway”	Norwegian Financial Mechanism
2	Capacity-building and Institutional Cooperation between Beneficiary State and Norwegian Public Institutions, Local and Regional Authorities	Ministry of Environmental Protection and Regional Development	Norwegian Financial Mechanism
3	Green Industry Innovation	Ministry of Economics	Norwegian Financial Mechanism
4	Reform of the Latvian Correctional Services and Police Detention Centres	Ministry of Justice, Ministry of Interior	Norwegian Financial Mechanism
5	Norwegian-Latvian Research Support Fund and Scholarship Programme	Ministry of Education and Science	Norwegian Financial Mechanism, EEA Financial Mechanism
6	NGO Fund	Ministry of Culture, Society Integration Foundation	EEA Financial Mechanism
7	National Climate Policy	Ministry of Environmental Protection and Regional Development	EEA Financial Mechanism
8	Conservation and Revitalisation of Cultural and Natural Heritage	Ministry of Culture	EEA Financial Mechanism

Annex 3. Contact details

Contacts details for the person that will be in charge of elaboration, implementation of communication strategy and surveillance of the Communication Management task group is shown in the website: <http://www.eeagrants.lv/?id=59>.

- Communication Unit of the Ministry of Finance of the Republic of Latvia, phone: +371 67 095 405, e-mail: info@fm.gov.lv