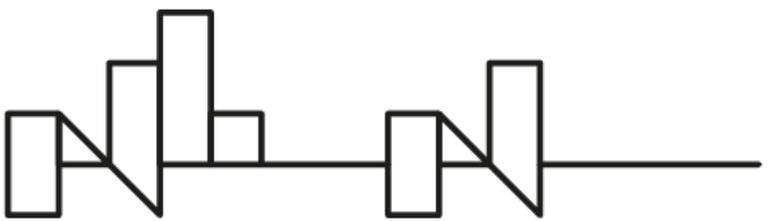


Iceland 
Liechtenstein **Norway**
Norway grants **grants**

The Communication Strategy for
the Implementation of the
2014-2021 European Economic
Area Grants / Norway Grants in
Lithuania

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Abbreviations

CPMA	Central Project Management Agency
DPP	Donor Programme Partner
EEA	European Economic Area
FMO	Financial Mechanism Office
KPI	Key Performance Indicator
RCL	Research Council of Lithuania
MITA	Agency for Science, Innovation and Technology
NFP	National Focal Point
NGO	Non-governmental organization
RNE	Royal Norwegian Embassy in Vilnius
PO	Programme Operator
PP	Programme Partner

Introduction

This Communication Strategy of the European Economic Area (EEA) and Norway Grants 2014-2021, hereinafter referred to as 2014-2021 EEA and Norway Grants, is related to the implementation of information and publicity measures in the Republic of Lithuania and describes the objectives of information and publicity, target groups, strategy of communication, including the overview of the main information and publicity measures, key messages, principles and major information activities. The Communication Strategy also contains the indicative timetable and budget, description of the system of monitoring and evaluation and the information about the administrative provisions of these measures.

The Communication Strategy is prepared by the National Focal Point (NFP) and based on Annex 3 "Information and Publicity Requirements" to the Regulations, while aiming to provide the framework for communication with key audiences on the issues related to the promotion of availability and benefit of the EEA Grants and Norway Grants, thus ensuring that assistance from the grants are used in Lithuania in a transparent and effective manner.

The Communication Strategy is prepared considering the experience gained while implementing the 2004-2009 and 2009 - 2014 EEA and Norway Grants in Lithuania.

All information and publicity measures defined in the Communication Strategy shall support the overall objectives of the EEA and Norway Grants:

- to contribute to the reduction of economic and social disparities in the EEA; and
- to strengthen bilateral relations between the Donor States and the Beneficiary States.

This document should serve POs and PPs as a guideline for communication activities.

Strategic Outlook

I. SWOT

NFP gained experience in implementing the 2004-2009 and 2009 - 2014 EEA and Norway Grants in Lithuania. During this new period of 2014-2021 there are a lot of changes on different levels (new POs, new Grants logo, new personnel in NFP), so it is expected to have new ideas, new point of views and new challenges.

STRENGTHS

1. A very close communication and cooperation with the Royal Norwegian Embassy in Vilnius (RNE) and PO's.
2. A number of successfully implemented projects and significant results achieved under the 2004-2009 and 2009-2014 EEA and Norway Grants led to a strong community of the EEA and Norway Grants ambassadors of project promoters, who helped communicate the benefits of the Grants to the public and created a significant list of success stories.
3. Experience on Web: a great web site under the 2019-2014 EEA and Norway Grants, which was acknowledged as an excellent website by FMO.

WEAKNESSES

1. The society and mass media hardly separates the EEA and Norway Grants from the Structural Funds and other financial programmes.
2. Reorganisation and staff turnover in NFP resulted in personnel with less personal experience working directly with EEA and Norway grants.
3. Low awareness rates (the public knowledge was measured by the survey which is presented in our baseline study).

OPPORTUNITIES

1. Increasing bilateral relations between the Donor State(s) and Lithuania.
2. New people working with the Communication can lead to new ideas and new ways to communicate.
3. A positive general image of Donor States in Lithuania and increasing society knowledge about EEA and Norway Grants.
4. Increasing possibilities of using social media.
5. Strengthening media interest in the EEA and Norway Grants (e.g.: visits of the Lithuanian journalists to Donor States which will be organized by the NFP should help to raise the interest in the EEA and Norway Grants.

THREATS

1. Changed logo and slogan might take more time and effort for the general recognition
2. Negative campaigning from the media – media tend to prioritise negative stories.
3. Slower and less effective processes due to a different level of knowledge between grants' administrative bodies and new people with less experience.
4. Low interest of media in the process and results of the EEA and Norway Grants in Lithuania.

In developing this Communication Strategy, the NFP took into consideration the results of the SWOT analysis. The planning of separate activities is based on weaknesses and opportunities outlined in the analysis giving a special focus on sections of weaknesses and threats with a view to exploiting them in different communication measures and converting them into opportunities.

For instance, in order to form a **clear identity of financial mechanisms and to separate it from other financial sources available in Lithuania**, particular emphasis will be given to the communication between the Donor States - the message spread is not on hardly identifiable and recognizable financial mechanism, but on the Donor States making investments in specific areas (*Norway, Iceland and Liechtenstein to Lithuania*).

The Communication integrity is sustained in all selected information and publicity activities. The NFP considering the challenges ahead develops the Communication Strategy based on the best practice of integrated communication. The NFP makes its efforts to ensure that **the renewed staff of the organisation** accesses all documentation required and institutional memory as well as to ensure the continuity of activities.

While seeking to avoid one of the threats mentioned in the analysis „Slower and less effective processes due to a different level of knowledge between grants’ administrative bodies and new people with less experience“ the NFP will organise various trainings and consultations that are planned in the process of implementation of the Grants. NFP gains some advantage from an expanded role of the CPMA as a Programme Operator for 4 programs it works as a measure that will help counter the threat and spread previously gained know how.

In order to create a **positive image of the EEA and Norway grants**, in this Communication Strategy the NFP planned a number of preventive actions directed towards raising the profile of financial mechanisms, creating a positive relationship with the media. Particular measures and actions planned are elaborated in separate sections of the Strategy.

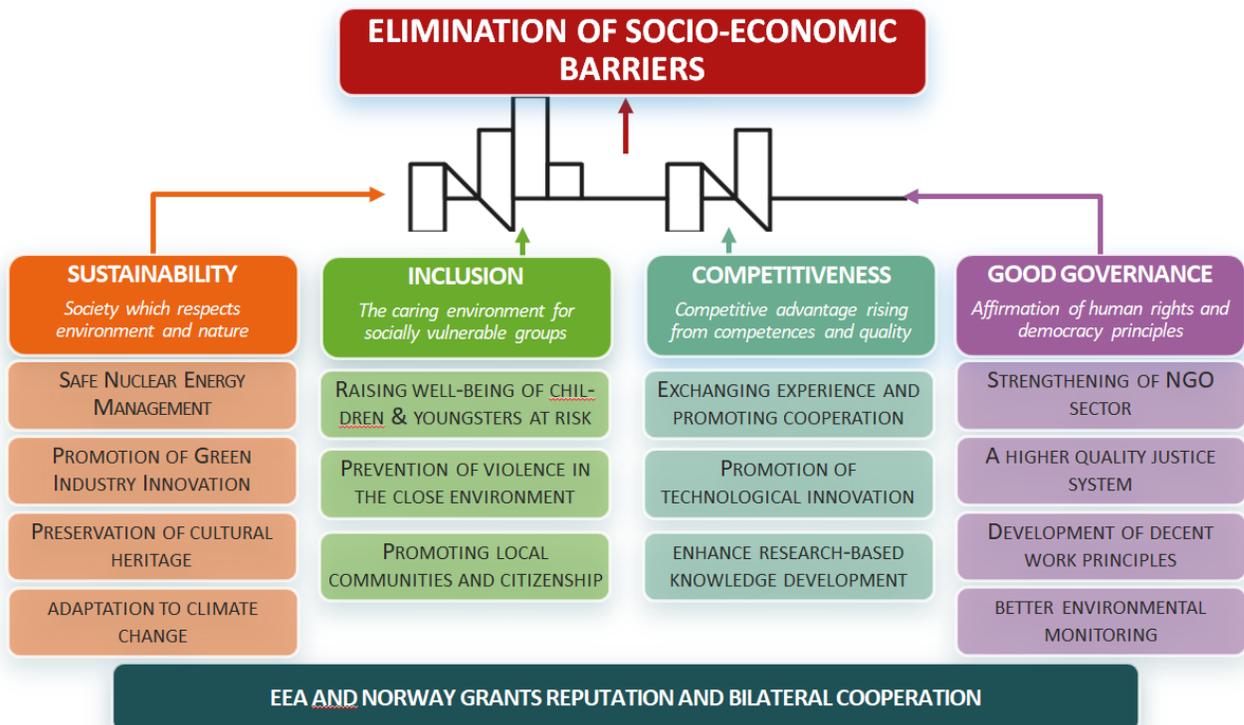
II. Project ambition and strategic priorities

Overall objectives

The Communication Strategy is based on overall objectives of the EEA and Norway Grants, Programmes and the slogan (“Working Together for a Green, Competitive and Inclusive Europe”). The main objectives the Strategy supports are the following:

- To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants;
- To promote a positive image of the 2014-2021 EEA and Norway Grants;
- To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants;
- To promote bilateral relations between the Donor States and the Beneficiary State;
- To ensure timely and effective communication and cooperation between grants' administrative bodies.

Important and essential information was structured and put into the scheme, which should help to understand the main idea what we are working for and how we should communicate about it.



Integration of horizontal programmes

There are eight programmes funded by the EEA and Norway Grants in Lithuania:

- I. RESEARCH
- II. HEALTH
- III. CULTURE
- IV. JUSTICE AND HOME AFFAIRS
- V. BUSINESS DEVELOPMENT, INNOVATION AND SMES
- VI. ENVIRONMENT, ENERGY, CLIMATE CHANGE
- VII. CIVIL SOCIETY (NGO)
- VIII. SOCIAL DIALOGUE – DECENT WORK

All these programmes were put under the main terms/goals (Sustainability, Inclusion, Competiveness, Good Governance, Bilateral Cooperation).

	SUSTAINABILITY	INCLUSION	COMPETTIVENESS	GOVERNANCE	COOPERATION
RESEARCH			✓		✓
HEALTH		✓			✓
CULTURE	✓	✓	✓		✓
JUSTICE AND HOME AFFAIRS		✓		✓	✓
BUSINESS DEVELOPMENT, INNOVATION AND SMES	✓		✓		✓
ENVIRONMENT, ENERGY, CLIMATE CHANGE	✓			✓	✓
CIVIL SOCIETY (NGO)	✓	✓		✓	✓
SOCIAL DIALOGUE – DECENT WORK			✓	✓	✓

As it could be seen from image above – bilateral cooperation is the only goal which is necessary for all the programmes. This goal can be reached more effectively if included in the communication messages, connecting all of the programmes together.

Even if some concept notes of programmes (including communication plans) are already confirmed, some are still in the development phase, so the description of programmes and how these programmes contribute to the overall communication strategy goals will be presented at a later date. The programmes communication plans will be an integral part of the Communication Strategy after the approval of concept notes.

Target Audiences

There are three main target groups: applicants and promoters, institutions involved in the Grant's management and general public.

Potential applicants and project promoters

Potential applicants and project promoters are legal persons. In some cases, potential applicants become project promoters, so they are considered as one target audience. For clarification, a short description about them is given in a separately.

Potential applicants

Applicants are interested about the possibilities to get funds, but the fear of not getting them could result in not pursuing the funding at all. The task for POs and PPs is to offer their assistance in clarifying the documentation and requirements. Another task for all institutions is to provide all information about the programmes and funds by giving specific information about deadlines for applying for funds and the main ideas what kind of projects could be funded.

Project promoters and Donor programme Partners

Project promoters are interested about the project implementation mechanism (main problems: reports, irregularities, eligibility of expenses). The task for POs is to be prepared to provide all needed information and ensure project promoters that they are all the time welcome to ask questions.

The Donor Programme Partner shall ensure that a person shall be responsible for communication work, including updating the web regularly and developing a communication and activity plan to fulfil the Donor Programme Partners communication obligations.

Institutions involved in the Grants' management

Institutions are interested about the successful programme implementation. Institutions have different knowledge and experience; however they all work for the same results. To eliminate the difference and lack of some information, the institutions should communicate by their internal communication channel and at the Communication Group meetings. Another task is to provide all needed information to FMO and partners.

There are the following two groups of such institutions:

- institutions in Lithuania;
- donors and Donor Programme Partners.

General public

General public is the main beneficiary. It is important that this target group would see and feel the benefits and transparency of funds. General public wants that funds would impact its conditions of living. In concrete programmes special audiences from the general society should be targeted, e.g. young people, people from justice sector, employers – a part of the society, which will participate in the programmes.

The task for the institutions is to provide the information why the EEA and Norway Grants really affect that public group. Another task is to provide the information which should reduce the general public mistrust in an effective and transparent use of funds.

Interested parties

Interested parties do not fall under direct target groups. However, it is important to include them in the communication plans as their approach to the project can have a significant impact on its success, i.e. they can affect or be affected by the organization's actions, objectives and policies.

In our case, we distinguish the following types of interested parties:

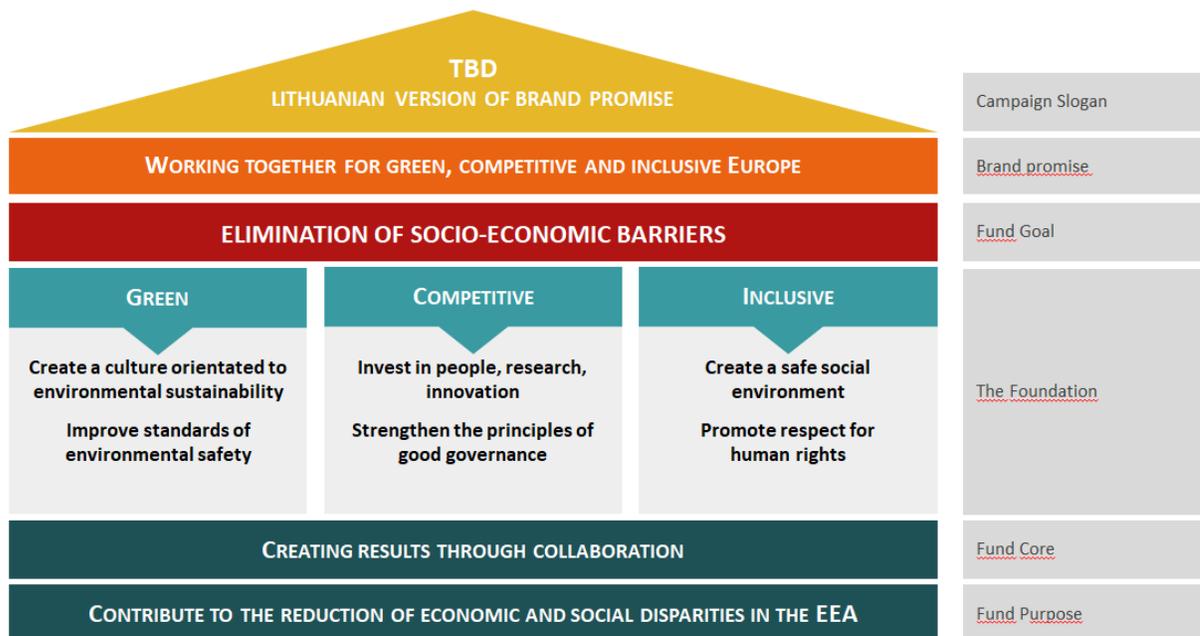
- **Media, bloggers.** Media is a channel to reach audience, so it is very important to invite media representatives to events and to have some contacts with them. In many cases, media tend to prioritise negative stories, thus it is a big challenge to make them be interested in good ones.
- **Politicians.** They know the situation in country and, usually, they are giving their opinion when something is going bad or when something is going in great way. There are some politicians whose opinion really matters to public, so it will be a challenge to try to attract some of them to the events or for discussions/press conferences. In term of content and in specific cases opinion of politicians could be very important.
- **Experts of the main supported sectors** (it also includes: representatives from institutions not involved in the Grants' management; NGO leaders; business leaders, etc.). The opinion of experts (from health, justice, research, business etc. sectors) would be very effective in all the communication line. It could be very important for Institutions involved in the Grants' management and for the general public.

I. The Communication Strategy

The Communication Strategy includes a message house, reputation objectives, creative strategy, digital strategy and information about events.

1. A MESSAGE HOUSE

A message house, as many parts of this strategy, covers the EEA and Norway Grants slogan and the main goals of the Grants. The whole point of this message house is to have the same ideas in different contexts for people to better memorize and recognize the Grants. Also, it is better for the institutions involved in the management of the Grants to have a clear vision of how they should communicate in every lifecycle of the 2014-2021 EEA Norway Grants. The main message (slogan) stays the same for all stages (i.e. the preparation, invitation to apply, project implementation period and communicating the results achieved), but in each stage the main aspect of the message reflects the basic need of the Grants stage, e.g. to inform, to build trust, to spread the news about good practices and etc. It also defines how all communicators should present the main messages: “green” – we seek to innovate and create a green culture, if we need to explain what means “competitive”, we recommend to show the examples such as investment in people or business innovations. This message house is a tool, which should help all communicators to understand that in Lithuania we communicate clear, through examples and keep the message simple.



The slogan “Working together for green, competitive and inclusive Europe” could not be literally translated into Lithuanian in a way that people would understand the real meaning and remember it easily. The NFP

will take its best efforts to find the right translation, which should be more poetical/artistic, but not the literal translation. For now, the original/English slogan would be used.

2. REPUTATION OBJECTIVES

One of the most important questions is what kind of image characteristics/features should be related with the EEA and Norway Grants and donors themselves. The aim of communication is to show to the general public that Grants mean “partnership”, “cooperation”, “innovation” and “reducing disparities”.

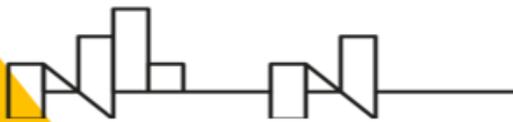
The image of donors should be related to such terms as a “**reliable partner**”, “**innovative state**”.

It is also very important to clarify the difference from other funds:

- EEA and Norway Grants finance the areas which are not fully covered by other financial mechanisms.
- EEA and Norway Grants mean a collaboration programme based on exchange of experience and a strong orientation towards a mutual work.

3. CREATIVE STRATEGY

The Communication Strategy in this period is extended by the Creative Part, which will act as the guidelines for POs and project promoters in indicating the communication style, tone, etc. POs and project promoters also should follow the information given in the Communication and Design Manual on the EEA and Norway Grants 2014-2021.



Brand essence:

Realize a vision: If you can imagine it, it can be done!

Brand personality - CREATOR:

We are open to inspiration and visions. We feel very comfortable coming up with creative solutions to problems that others may not think of. We like to see new ideas take shape, love unique, clever, and visionary creations. And our organizational culture is always collaborative

Emotional benefits:

1. Contribution to meaningful changes in the country; 2. Being the part of the community (European, Baltic, Nordic); 3. Credibility, lightness, clarity.

Functional benefits:

1. Possibility of implementing meaningful ideas; 2. Bilateral exchange of experience (*possibility of getting some experience from others and sharing your good practice with others*); 3. Reduces innovation-related risks; 4. Synergies between ideas and activities of business, NGOs, public and private partnerships.

Unique attributes:

1. Partnership (at both programme and project levels). 2. Funded areas are not covered by other financial mechanisms.

Core attributes: 1. Effective investment management; 2. Transparency standards; 3. Orientation to achieve long-term goals

4. DIGITAL STRATEGY

There are different digital strategy channels. To use the correct digital channel for the right audience, the audience was divided into following six types:

1. General society (a part of the society, which will not participate in the programmes). This audience is best to be reached by the mass media. People in this group would be hardest to reach, because most of them may think that the EEA and Norway Grants are not dedicated for them. So, it is important to make content on Facebook, Instagram and some news portals interesting and suited for the general society. Videos in public transportation or on airplanes (Norwegian airline has video screens, many Lithuanians are flying to Scandinavian countries, they could really appreciate the impact of the programmes and understand the meaning of collaboration) could be used too.
2. Special target audiences from the general society (e.g. young people, people from justice sector, employers – a part of the society, which will participate in the programmes). Channels for reaching these audiences will be selected based on their demographic and lifestyle specificities. Therefore, the broadest media channel spectrum will be used to reach these audiences: Facebook, Instagram, Project Promoters web page. This group is interested in what they could get from the programmes, how they should use it, where to find more information.
3. Applicants (people/institutions interested in applying for funds and programmes). Applicants do not want to miss information about deadlines, seminars, events and more general information about the programmes. So for reaching them the broader communication through Facebook, paid media along with more formal and targeted information on LinkedIn and main web sites will be used.
4. Project Promoters (people/institutions performing all activities of the programmes). This audience like applicants does not want to miss information about deadlines, seminars, events so both these group would visit the main eeagrants.lt/norwaygrants.lt website and POs web pages. Also, Project Promoters will be already implementing the projects, thus they will be reached by the direct way too.
5. Institutions involved in the Grants’ management. This audience has different inside communications and they usually use the main web pages to put their information and to get news about other institutions’ work. Institutions would gather and share the experience and results during The Joint Communication Working Group meetings too.
6. Interested parties (influencers). This audience mostly will be reached by direct media. The important role also goes to paid media (like articles on news portals).

The table below summarizes which target audiences will be affected by which channels.

	PAID MEDIA	FACEBOOK	INSTAGRAM	LINKEDIN	WEB	PWEB	DIRECT

GENERAL SOCIETY							
SPECIAL TARGET AUDIENCES							
APPLICANTS							
PROJECT PROMOTERS							
INSTITUTIONS							
INTERESTED PARTIES							

Paid/other media is one of the main channels to reach the biggest part of the audience, it includes the articles on different news web pages (for example: delfi.lt, 15min.lt), banners, ads (for example Google AdWords). The aim is to make bloggers/ journalists interested in topics related to the programmes and find articles about the EEA and Norway Grants on popular news portals without paying for that.

Facebook and **Instagram** are the channels to reach mostly the general society. Those channels should be used for increasing awareness of the EEA and Norway Grants. Facebook and Instagram will be used as informal diaries and show the stories of different people from general society.

- At present there is a Facebook page “EEE ir Norvegijos parama Lietuvai” (“EEA and Norwegian support to Lithuania”). For the clarity of communication it was decided to change the name of this page to “Norvegija, Islandija ir Lichtenšteinas Lietuvai” (“Norway, Iceland and Liechtenstein to Lithuania”) as general society usually don’t understand what the “EEA” stands for. Also, in Lithuania we try to not use the word “support” – the overall view of the Grants is as an investment not a support.
- It is already agreed with POs (CPMA, RCL, MITA) and the Royal Norwegian Embassy in Vilnius that it will be one Facebook page which should cover different programmes.
- It is planned to start the Instagram page too. As Facebook page, Instagram will be one for NFP, POs and the Royal Norwegian Embassy in Vilnius. It should be named the same as Facebook page.

Investments to boosts or ads can be made to attract the needed audiences. Retargeting, integrated with eeagrants.lt/norwaygrants.lt website, should also be used for directing the investments to the target audiences – the persons which were already interested in the grants.

LinkedIn will be used for sharing different type of information than Facebook or Instagram. It will be more formal and dedicated not to the general society, but to other institutions, stakeholders and representative of business segment. The Royal Norwegian Embassy in Vilnius will make their own LinkedIn profile, where they will put information about the EEA and Norway Grants. POs will publish information on their own LinkedIn profiles, therefore a separate profile dedicated only to the EEA and Norway Grants will not be created.

Working with all three social media platforms (Facebook, Instagram, LinkedIn) the related hashtags will be used for SEO purposes and for better recognition of the EEA and Norway Grants in general.

WEB is considered as the main eeagrants.lt/norwaygrants.lt site. It should contain the information which is relevant to applicants, Project Promoters and institutions involved in the Grants' management. The site will also inform the public about the results achieved and benefits provided. The web page eeagrants.lt/norwaygrants.lt is functional now, but still it is under the process of some corrections and the new version of the site should be launched in the first half the year 2019. It will be a single site for all the programmes. The website will present a simple newsletter form, thus everyone who is interested in getting an update of the main events could simply subscribe it.

According to section 2.2.4. Web requirements of the regulation, the website will comply with responsive web design and the Web Content Accessibility Guidelines for the visually impaired.

The website will provide this information:

- information on the Programme, the EEA and Norway Grants and the Donor(s);
- an overview of open calls, including documents pertaining to the open calls; iii) information on selection criteria, procedures and deadlines;
- information on all funded projects, including contact information, a description of the projects and their duration, the amount of funding allocated to the projects and information on cooperation with entities in Iceland, Liechtenstein and/or Norway;
- information on impact, achievements and results from the Programme and support from the EEA and Norway Grants;
- relevant documents, including the annual programme reports and the final programme report;
- a link to the website of the EEA and Norway Grants;
- a link to the website of the EEA and Norway Grants in the Beneficiary State;
- links to websites of Donor Programme Partners and other relevant institutions;
- contact information;

Pweb is web sites of Projects. The information on such sites should be mostly directed to a part of the general society, which consists of the participants of the programmes.

Direct contact is planned to be orientated towards Project Promoters, institutions involved in the Grants' management, and interested parties. Direct communication in this case is the best option as we already know concrete contacts and personal communication should yield better results. Communication includes invitations to seminars, press conferences and similar events by e-mail messages or calls.

5. EVENTS AND EXPERIENCES

Based on the Information and Communication Requirements for EEA and Norway Grants 2014-2021 (Annex 3), each participant is subject to certain requirements and should hold appropriate events. The main idea for all participants is to work together and to pursue the same main goals. It is very important that everyone involved in the EEA and Norway Grants is open for discussions, exchange of experience, cooperation to solve some problems or fulfil tasks. As one of the main goals for the Grants period is to help applicants and Project Promoters in handling documentation, it is planned to organize seminars and talk about how to do it. The FMO participation in these seminars is also very welcome.

NFP

NFP will perform three major information activities:

1. The first one will be performed at the beginning of December (2018). It will be the major opening event publicising the assistance from donors through the EEA and Norway Grants, presenting the objectives of the Grants, programme areas, possibilities of support and enhancing cooperation with entities in Iceland, Liechtenstein and Norway. This event will be organized with the Royal Norwegian Embassy in Vilnius.
2. The second major event will be organized in 2020 or 2021. It is planned to make a concert. The NFP does not have a clear idea for this concert yet: it could be a concert which invites people to have a picnic with a music or it could be a concert with some presentations and talks in between the songs. It is planned to invite some musicians from Norway, Iceland or Liechtenstein to cover the bilateral cooperation aspect as well.
3. The last information activity will be carried out at the end of the funding period. It will be the major closing event presenting the results, achievements and impact made through the support from donors, including bilateral cooperation with entities in Iceland, Liechtenstein and Norway, and sustainability of cooperation with the Donor States.

It is also planned to organize around five seminars/workshops for POs and PPs which should help to work more efficiently (it should be counted as information activities). The first one will be held in the second half of the year 2019 and should be about the Social Media and the best ways of using it. Other seminars/workshops should be held depending on POs or PPs' needs. FMO, NFP and POs from other countries experience sharing seminars are in the plans too.

II. Communication plan

The communication plan composes planned NFP activities and it is based on key goals (which are listed in the item "Overall Objectives") and target groups which should be affected by the given activities.

The NFP activities are related to the programmes and their communication activities, also to the activities of RNE, thus the plan given below could be changed and adapted to the communication plans of POs and the RNE.

2018

Activity	A survey of the public opinion about the awareness of the EEA and Norway Grants
Target group	General Society
Key goal	To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants

Activity	To establish the Joint Communication Working Group
Target group	Institutions involved in the management of the Grants
Key goal	To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Opening event (the first major information activity)
Target group	Potential applicants; project promoters; institutions involved in the management of the Grants; interested parties
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State; • To ensure timely and effective communication and cooperation between grants' administrative bodies

2019

Activity	Workshop/seminar for POs, PPs
Target group	Institutions involved in the management of the Grants
Key goal	To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	A new joint website for the EEA and Norway Grants
Target group	General Society; potential applicants; project promoters; institutions involved in the management of the Grants; interested parties
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State; • To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Visit of the Lithuanian journalists to Norway
Target group	Media, bloggers; general Society

Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State
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Activity	TV/internet series with created characters who should introduce the EEA and Norway Grants to the Lithuanian people
Target group	General society; potential applicants
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants

2020

Activity	Communication campaign (success stories, articles on news web pages)
Target group	General society; potential applicants; project promoters; interested parties
Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure public access to all relevant information about the 2014-2021 EEA and Norway Grants

Activity	Survey of the public opinion about the awareness of the EEA and Norway Grants
Target group	General Society
Key goal	To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants

Activity	Workshop/seminar for POs, PPs
Target group	Institutions involved in the management of the Grants
Key goal	To ensure timely and effective communication and cooperation between grants' administrative bodies

2021

Activity	Concert (the second major information activity)
Target group	General society; potential applicants; project promoters; institutions involved in the management of the Grants; interested parties

Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State; • To ensure timely and effective communication and cooperation between grants' administrative bodies
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Activity	Workshop/seminar for POs, PPs
Target group	Institutions involved in the management of the Grants
Key goal	To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Outdoor advertisement
Target group	General society; potential applicants; project promoters
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State

2022

Activity	Visit of the Lithuanian journalists to one of the Donor State
Target group	Media, bloggers; general society
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State

Activity	Survey of the public opinion about the awareness of the EEA and Norway Grants
Target group	General society
Key goal	To increase awareness of existence, objectives and benefit of the 2014-2021 EEA and Norway Grants

Activity	Content project (success stories on WEB and/or on TV)
Target group	General society; potential applicants; project promoters; interested parties

Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State
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2023

Activity	Content project (success stories on WEB and/or on TV)
Target group	General society; potential applicants; project promoters; interested parties
Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State

2024

Activity	Survey of public opinion about the awareness of the EEA and Norway Grants
Target group	General society
Key goal	To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants

Activity	Content project (success stories on WEB and/or on TV)
Target group	General society; potential applicants; project promoters; interested parties
Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State

2025

Activity	Closing event (the third major information activity)
Target group	Potential applicants; project promoters; institutions involved in the management of the Grants; interested parties
Key goals	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants;

	<ul style="list-style-type: none"> To promote bilateral relations between the Donor States and the Beneficiary State; To ensure timely and effective communication and cooperation between grants' administrative bodies
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Activity	Outdoor advertisement
Target group	General society; potential applicants; project promoters
Key goals	<ul style="list-style-type: none"> To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; To promote a positive image of the 2014-2021 EEA and Norway Grants; To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; To promote bilateral relations between the Donor States and the Beneficiary State

Activity	Survey of the public opinion about the awareness of the EEA and Norway Grants
Target group	General society
Key goal	To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants

Communication activities which will be active during all the period:

Activity	Quantitative analysis of the media coverage
Target group	Institutions involved in the management of the Grants
Key goal	To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Information on the joint website for the EEA and Norway Grants
Target group	General society; potential applicants; project promoters; institutions involved in the management of the Grants; interested parties
Key goal	<ul style="list-style-type: none"> To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; To promote a positive image of the 2014-2021 EEA and Norway Grants; To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; To promote bilateral relations between the Donor States and the Beneficiary State; To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Information on Facebook and Instagram for the EEA and Norway Grants
Target group	General society; potential applicants; project promoters
Key goal	<ul style="list-style-type: none"> To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants;

	<ul style="list-style-type: none"> • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State
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Activity	Information on the Royal Norwegian Embassy in Vilnius LinkedIn
Target group	Potential applicants; Institutions involved in the management of the Grants; interested parties
Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State; • To ensure timely and effective communication and cooperation between grants' administrative bodies

Activity	Information on the website of the NFP (www.finmin.lt)
Target group	General society; potential applicants; project promoters; institutions involved in the management of the Grants; interested parties
Key goal	<ul style="list-style-type: none"> • To increase awareness of existence, objectives and the benefit of the 2014-2021 EEA and Norway Grants; • To promote a positive image of the 2014-2021 EEA and Norway Grants; • To ensure the public access to all relevant information about the 2014-2021 EEA and Norway Grants; • To promote bilateral relations between the Donor States and the Beneficiary State; • To ensure timely and effective communication and cooperation between grants' administrative bodies

III. Process control

The monitoring and evaluation of the information and publicity measures is the basis of the successful Communication Strategy implementation and improvement when necessary.

In addition to the 2014-2021 EEA and Norway Grants' Joint Communication, the Working Group will be established as a coordination and monitoring tool for the whole communication process. The NFP shall continuously monitor the implementation of information and publicity activities, and report on the results in the Strategic Reports and at annual meetings. POs shall report in annual programme reports and present results of the performed information and publicity activities to NFP, where appropriate.

1. MILESTONES AND KPI'S TO CONTROL

Baseline study

The baseline study was carried out in the form of a survey at the beginning of 2018 (1014 respondents were interviewed during the study). This survey was intended to define what is the current public knowledge and opinion about the EEA and Norway Grants considering the following issues:

- awareness of the EEA and Norway Grants (only 14% of respondents have heard about the EEA and Norway Grants);
- awareness and recognisability of the EEA and Norway Grants logo (only 11% of respondents have seen the logo of the previous period, but as the logo is a new one, so we will consider that there is no recognisability of it);
- information sources where the respondents saw and wish to see the advertisements:
 - 38% of respondents find out about the EEA and Norway Grants from the Internet; 15% - from newspapers and journals;
 - 37% of respondents would like to get more information about the Grants from the Internet; 30% - from TV;
 - 46% of respondents say they do not possess enough information about the Grants.

The surveys will be carried out by the NFP every for two years to see the progress.

It is planned that POs will evaluate by surveys the opinion of the applicants/project promoters (the additional characteristics: interest in the EEA and Norway Grants; perception of personal benefits from the EEA and Norway Grants; transparency and legitimacy in managing the EEA and Norway Grants).

KPI's from Google Analytics (eeagrants.lt/norwaygrants.lt)

There are the following four main indicators from Google Analytics of the site which will be monitored:

1. Unique Visitors (this indicator shows the general interest generated by communication tools);
2. Bounce rate (this indicator best describes how much information on the page meets visitor expectations. Landing pages with high Bounce rates will be analysed individually to improve user experience.);
3. Returning Visitors, % (this indicator is an important indicator of higher engagement);
4. Conversions (percentage of visitors who made the intended actions: registered, submitted applications, etc.).

Data for the period from 20 September 2017 to 20 September 2018 shows the following numbers:

1. Unique visitors on the site: 6,700 (the aim is to raise this number more than twice, up to 15,000).

2. Bounce rate: 0.21% (this indicator is very low; the aim is that the bounce rate after the site adaptation to the new period would be no more than 30%).
3. New visitors - 82.54%; Returning Visitors - 17.46% (the aim is to reach 30% of returning visitors).
4. Benchmarks of conversions will be determined in the beginning of 2019.

Facebook (“EEE ir Norvegijos parama Lietuvai”/“Norvegija, Islandija ir Lichtenšteinas Lietuvai”)

A number of people who like this Facebook page – 391. A number of people who follow this – 384. The aim for Facebook page is to raise both numbers at least twice.

Once the project is launched, the benchmarks for the Reach and Engagement for this Facebook page will be set. Additional post boost investments can be made to attract the necessary audiences.

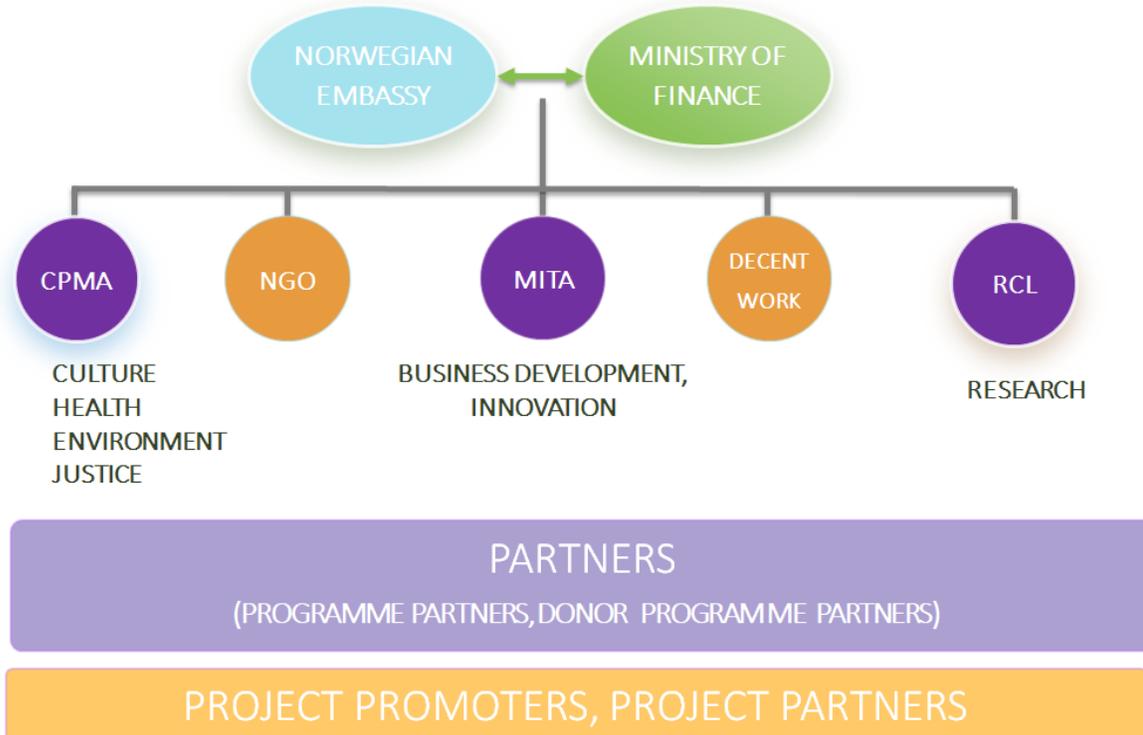
Other output indicators

There are also other indicators, which do not have numbers yet, but at the end of the monitoring period they could help to analyse the entire communication work:

- a number of reports in all types of media;
- a number of seminars, conferences and other events carried out;
- a number of event participants (reached audience);
- a number of information publications;
- other information and publicity activities carried out during the monitoring period.

2. INTERNAL PROJECT COMMUNICATION AND INTERESTED PARTIES MANAGEMENT

The internal project communication about the EEA and Norway Grants is shown in the chart below.



The Ministry of Finance of the Republic of Lithuania (NFP) is responsible for the goals which should be reached with communication and all the communication process to control. The Royal Norwegian Embassy in Vilnius works closely with NFP and performs more likely the representative/advisor functions.

Three POs (CPMA, MITA, RCL), NGO and Decent Work are responsible for the programmes, as they coordinate and work with PPs and project promoters. The Programme Operator for Decent Work and NGO is FMO, thus the programmes could get a bit detached from the entire context, however it is requested that all the programmes would follow some basic rules that the EEA and Norway Grants are more recognisable in Lithuania.

Joint Communication Working Group

The EEA and Norway Grants Joint Communication Working Group will be established by the NFP and will be responsible for coordination and monitoring of the communication process. The NFP shall chair the Joint Communication Working Group. The Joint Communication Working Group will consist of the representatives of the NFP, POs, PPs and the RNE will also be invited to participate. If there are any specific

issues, the experts and other qualified professionals shall be invited to participate in the meetings of the Joint Communication Working Group.

The Joint Communication Working Group includes the representatives from:

- The Royal Norwegian Embassy in Vilnius
- NFP
- Programs operators (CPMA, MITA, RCL, OLF)
- Programmes partners

The meetings of the Joint Communication Working Group will be held at least once every quarter. The communication between all members of the Group will be by telephone, shared e-mail. The members of the Group will have a joint group in Facebook, where they will be able to exchange various information.

Responsibilities of the Joint Communication Working Group will be as follows to:

- coordinate communication activities of institutions involved in the management of the Financial Mechanisms;
- discuss and coordinate annual communication plans;
- coordinate joint information and publicity measures;
- exchange good experience in implementation of information and publicity activities;
- discuss the problems related to information and publicity activities and formulate recommendations.

NFP budget

The measures related to the information and publicity at the Beneficiary State level shall be financed from the Technical Assistance. The budget for the measures to be implemented by the NFP for the period 2018 - 2025 is presented in the table below.

Promotional and information activities	Average cost per activity, EUR	Number of the activities	Total sum, EUR
Three major information activities (including opening and closing events) of the EEA and Norwegian Financial Mechanisms 2014-2021. The costs include the rent of premises, preparation of material, catering, transport, information in the media, etc.	24 900	3	74 700
Seminars, workshops	5 000	3	15 000
Surveys of public opinion about the EEA and Norway Grants (Planned public procurement for these services)	1 500	4	6 000

A qualitative analysis of media (Planned public procurement for these services)	12 000	1	12 000
Internet website dedicated for the EEA and Norwegian Financial Mechanisms 2014-2021. The costs include creation, maintenance and supervision of the website (the rest of the sum will be covered from all POs' management costs)	11 200	1	11 200
Communication campaign (packs of different communication activities: video, articles, ads)	48 000	3	144 000
Outdoor advertising	20 000	2	40 000
Additional printed promotional materials	2 000	5	10 000
TOTAL:			312 900

Contact details

Contact details for the persons that will be in charge of the coordination, implementation and monitoring of the Communication Strategy and coordination of the Joint Communication Working Group are the following:

- Mrs. Rūta Dapkutė - Stankevičienė, Head of the Investment Department of the Ministry of Finance of the Republic of Lithuania (NFP), phone: +3705 2194 436, e-mail: ruta.dapkute@finmin.lt (Head of NFP);
- Ms. Edita Petrauskaitė, Chief Specialist of the Investment Department of the Ministry of Finance of the Republic of Lithuania (NFP), phone: +3705 2199 317, e-mail: edita.petrauskaite@finmin.lt (Contact person of NFP).