

COMMUNICATION STRATEGY 2014 – 2021

Iceland 
Liechtenstein
Norway grants



REPÚBLICA
PORTUGUESA

PLANEAMENTO
E INFRAESTRUTURAS

National Focal Point – Portugal

May 2018

LIST OF ABBREVIATIONS

DPP's - Donor Programme Partner(s)

EEA - European Economic Area

FM(s) - Financial Mechanism(s)

FMC - Financial Mechanism Committee

FMO - Financial Mechanism Office

MoU - Memorandum of Understanding

NFP - National Focal Point

MC – Monitoring Committee

NGO - Non-Governmental Organization

NMFA - Norwegian Ministry of Foreign Affairs

PO's - Programme Operator(s)

PP's - Project Promoter(s)

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1. INTRODUCTION

The present Communication Strategy aims to establish the communication and information strategy to be implemented during the application of the Financial Mechanism EEA Grants 2014-2021, identify its main aims and specifications, set out the target groups and various stages of communication, predict the type of means and content to be used for dissemination and set up the general monitoring criteria.

This document was drawn up in light of the information that is currently available, particularly with regards the measures and activities that will be communicated and publicised. In this context, cooperation between the NFP, and the other institutional entities and the Donor State representatives is essential. Therefore, the NFP expect that the implementation of the present strategy will be done in coordination with the Programme Operators, the FMO and the Norwegian Embassy in Lisbon.

This Communication Strategy must be assessed and interpreted in line with the relevant rules. As such, provisions of the Regulation, in particular Annex 3, must be complemented by the Communication and Design Manual 2014-2021 and the Guidelines and Recommendations drawn up by the Financial Mechanism Committee and Financial Mechanism Office on this matter.

Finally, evaluation of the strategy's implementation will be included in the Strategic Report to be submitted annually by the NFP to the FMC, as provided by Article 2.6 of the Regulation.

2. SWOT analysis and “Awareness of EEA Grants” survey

The following scheme summarizes the main issues that were identified in the last strategic report, and turn them into a SWOT Analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> » Existence of a strong regulation framework with clear communication obligations. » Reduction in the number of programmes compared to the previous mechanism. » One staff member at National Focal Point NFP, dedicated to full-time communication. » Excellent experience of cooperation with the Embassy of Norway in Lisbon. 	<ul style="list-style-type: none"> » Currently the NFP website doesn't fulfil the web accessibility requirements, regarding responsive web design and the Web Content Accessibility Guidelines for the visually impaired. » Lack of Social Media presence in the previous mechanism. » The absence of direct relation with media stakeholders.
Threats	Opportunities
<ul style="list-style-type: none"> » Reduced involvement of partners in the communication network. » Media organizations in Portugal easily mistake EEA Grants mechanism with EU Cohesion Funds. 	<ul style="list-style-type: none"> » Create a joint website and Newsletter that aggregates all EEA Grants information in Portugal, including PO pages. » Create a collaborative framework for communication related to EEA Grants in Portugal to get a coherent picture. » Increase the consistency of the monitoring framework.

In addition, a standard survey regarding the awareness of EEA Grants was carried out in Portugal, in the first quarter of 2018, with the intention of collecting data from a national representative sample assuming a confidence interval of 95% and an error of 5%. This survey was carried out with a sample of 400 Portuguese citizens, living in Portugal, and aged 18 and over.

This data resulted from an online survey, with iterations until the pre-set quotas were full, stratified by region (Metropolitan Lisbon 20%, Metropolitan Oporto 12%, North coastline 16%, Center coastline 22%, Interior 19%, South 12%), by gender (feminine 53%), and by age group (18-34 years old 32%, 35-54 years old 34%, >54 years old 34%).

The results of this survey showed that 4% of the individuals were aware of EEA Grants either in the form of the name, logo or as entity that directly or indirectly benefitted them.

3. STRATEGY

This communication strategy seeks to ensure that target audiences have a positive perception of EEA Grants, being duly informed, to detail the target publics, to define the aims, responsibilities of the NFP, the form of relationship between stakeholders, and the time of implementation in line with the three stages of communication. In addition, it explains some aspects related to the main message to be communicated and main concerns at national level.

The Communication Strategy should guide the communication plans of the different programme operators, to achieve their objectives and reach the target groups, with regard to means and content of the information and publicity, or which certain key assumptions must be taken into account, in order to mitigate the eventual threats and weaknesses identified above.

- Information provided by stakeholders will be tailored to the different target groups.
 - Action: In order to maximize the possibilities of dissemination using the different means available, especially the target groups identified for means in web, social media and the specialized Media.
- Programme Operators and Project Promoters must be aware of their responsibility to Feed Upwards to fulfil the overall aims of the NFP concerning EEA Grants communication, in order to provide good storytelling contents, such as bold statements, numbers/facts, and stories.
 - Action: Provide clear and objective orientation to Programme Operators, related to communication obligations, using the communication network to reinforce and proactively activate those obligations.
- Continuous clarification regarding EEA Grants mechanism versus EU funds
 - Action: Create information material and communications activities for the media (and specialized media) in order to act as multiplier to the general public in issues related with EEA Grants and with a special concern about the clarification of this fund versus EU Funds.
 - Action: Promote communications activities in articulation with Programme Operators.
- NFP will promote presentation of the EEA Grants to the target groups.
 - Action: Trough regular communication and coordinating actions such as joint press releases and joint publicity campaigns.

- NFP will assist and advise the Programme Operators, coordinate communications in accordance with the regulation and guidelines provided by the FMO, and create a communication network involving PO's and Norwegian Embassy.
 - Action: By closely follow up all the communication activities under the Communication Plans proposed by the PO's.
- NFP will promote a network between the various entities involved in EEA Grants 2014-2021 (at the level of Donor States, Financial Mechanism Office, Embassies, Programme Operators and potential Promoters).
 - Action: The communication network will act as a platform do discuss and homogenise the issues related to communications, with the special concern of assure the visibility of Donor Countries under the activities carried out.
- Preference should be given to Web Communication.
 - Action: The web means such as social media, and new joint website will be the prior mean to disseminate the information and raise awareness about EEA Grants in Portugal.
- All activities must take due consideration of aspects related to inclusive design, environmental impact, the ecological footprint and sustainability.
 - Action: The present assumption will be proposed by the NFP to be written under the programme implementation agreement (PIA) for each PO.

4. AIMS

The communication segmentation related to EEA GRANTS Portugal will imply concentrating the communication effort on specific targets considered favourable to the satisfaction of the objectives. As key assumptions the Communication Strategy will focus in improving the aims related to the public awareness, visibility, provide information, and dissemination of EEA Grants impacts and results to ensure transparency, as an ongoing process.

From the outset, we should bear in mind the transversal objectives of EEA Grants 2014-2021 that guide this Communication Strategy:

1. Increase public **Awareness** and inform the general public about EEA Grants contribution and role played by the Donors.
2. Ensure **Visibility** and a coherent picture of EEA Grants in Portugal and of the Donor States.

3. **Inform** potential and actual beneficiaries, as well as potential and actual partners about EEA Grants **opportunities**.
4. **Communicate the impact and results** of EEA Grants and Donors' contribution in Portugal.

Directly connected with these four main objectives a complementary overarching aim is to reinforce the implementation of EEA Grants 2014-2021: **ensuring transparency** and legitimacy of the support from Donors States must be an *ongoing* process, not an aim in itself.

AIMS	Specification	Target Groups
Awareness	<ul style="list-style-type: none"> » Introduce EEA Grants and its priorities to the public in attractive and understandable ways. » Emphasize the importance of the financial contributions as a chance to support fields which are not covered by Structural Funds. » Emphasize the Priorities and Objectives related to the Programmes. » Highlight contributions and role of Donors States. » Highlight the role of the national contribution to the effective implementation of the financial mechanism 	<ul style="list-style-type: none"> » General Public (ex. Ultimate beneficiaries; adult people) » The media (a tool to act as multiplier)
Visibility	<ul style="list-style-type: none"> » Increase visibility and recognition of the brand "EEA Grants Portugal". » Ensure that all PO's and PP's are aware of the requirements and procedures, including those related to information and communication. » Ensure that all stakeholders communicate a coherent picture of EEA Grants in Portugal. » Ensure a favourable and positive media coverage about the application of the Grants in Portugal. 	<ul style="list-style-type: none"> » The Media » The Programme Operators Staff and;
Inform target audiences	<ul style="list-style-type: none"> » Highlight the possibilities of actions (particularly those related to the fund for bilateral relations at national level and partnership projects), to strengthen bilateral relations with the Donor States. » Highlight that the Bilateral Fund at national level aims at funding initiatives linked to any of the programmes areas that will strengthen cooperation between the Donor States and Portugal. Detailed specification can be found in the Guideline for Bilateral Relations. 	<ul style="list-style-type: none"> » Actual and Potential Partners and Beneficiaries » The Media (a tool to act as multiplier)

	<ul style="list-style-type: none"> » Disseminate programme outcomes and project outputs in dynamic ways. » Ensure that potential promoters are well informed about submission of applications. 	
Communicate impact and results	<ul style="list-style-type: none"> » Select and enhance visibility of good cases of communication to the general public. » Prepare the good cases to provide storytelling approach gathering information about problems, solutions, facts and soft evidences. » Introduce interesting stories (soft evidences) which are connected to the projects to give the public a concrete idea of the importance of EEA Grants for the development of communities, organizations and policies, focusing on results and impacts achieved (hard evidences) . 	<ul style="list-style-type: none"> » General Public (ex. Ultimate beneficiaries; adult people) » The Media (a tool to act as multiplier) » Internal Audience
(Ongoing) Ensure transparency	<ul style="list-style-type: none"> » Ensure a positive perception of the application of the Grants in Portugal. » Inform, in clear and transparent ways, on the role of the various entities that are responsible for implementing EEA Grants. » Ensure knowledge of the existence of a mechanism to report suspicious mismanagement of funds. 	<ul style="list-style-type: none"> » Target Groups and Audiences

5. AUDIENCES & TARGET GROUPS

This chapter characterizes the target groups which the EEA Grants communication activities are focused on. Understanding of their specific features and information sources enables the selection of optimal communication tools, as described in the following chapter. The Communication Strategy will work with four main target groups, with this order of preference: (1) Internal Audience, (2) Actual and Potential Partners and Beneficiaries, (3) General Public (focus in Ultimate beneficiaries and adult people) and (4) the Media. Taking into account each programme specificities, different target groups will be prioritized. This will be reflected in each Communication Plan on the responsibility of program operators.

Table of Contents: Defining Internal and External Audiences

INTERNAL AUDIENCE	EXTERNAL AUDIENCE		
	Potential and actual Partners and Beneficiaries	General Public	Media
» Donor Countries and their representatives (including Embassies and Donors States and FMO) » Certifying Authority (AdC) » Audit Authority (IGF) » Monitoring Committee » Programme Operators » Policy decision makers	» Public and private organizations, including not-for-profit organizations and NGOs, etc. » Bodies responsible for implementing policies at local, regional and/or national level, etc. » Small and medium-sized enterprises (SME), etc. » Academia, etc. » Staff from eligible institutions, etc. » Umbrella organizations in public and private sectors, etc.	» General Public (focus in Ultimate beneficiaries and adult people).	» Media Entities (Generalists and Specialists, at National and Regional level in Portugal) » Opinion makers in the areas of science, culture and economics, etc.

6. THE COMMUNICATION NETWORK

The processes behind the implementation of communication activities in Portugal include cooperation between actors at multiple levels of the EEA Grant implementation, and the mechanisms and tools used by different actors for monitoring and evaluation of communication activities, so the NFP will carry on the following activities in order to facilitate **a communication network**.

- Create a group for fast and direct information share (Facebook will be privileged).
- Meet with all of PO's in the country at least 3 times /year.
- Follow-up and advise the elaboration of the POs' Communication Plans.
- Facilitate the exchange of good communication practices between PO's.
- Organizing a joint communication meeting to all PO's at least 1/year.
- Continuously review the content of Programme WebPages in the Joint Website.
- Systematically review the content of Press Releases, to ensure a coherent picture to media and general public.

- Create a shared agenda involving all PO's, the Norwegian Embassy and the DPP's, as well as other relevant stakeholders involved the joint website.

7. COMMUNICATIONS FRAMEWORK

Whilst the cooperation between the levels appears mostly successful, the structure of reporting and follow-up must avoid unnecessary doubling of efforts.

Every stakeholder involved the communication efforts should always feed upwards. The upwards organisations should not need to contact downwards to get information, to achieve this the NFP will implement the following model of cooperation in communicating about the EEA Grants at the level of NFP and below:

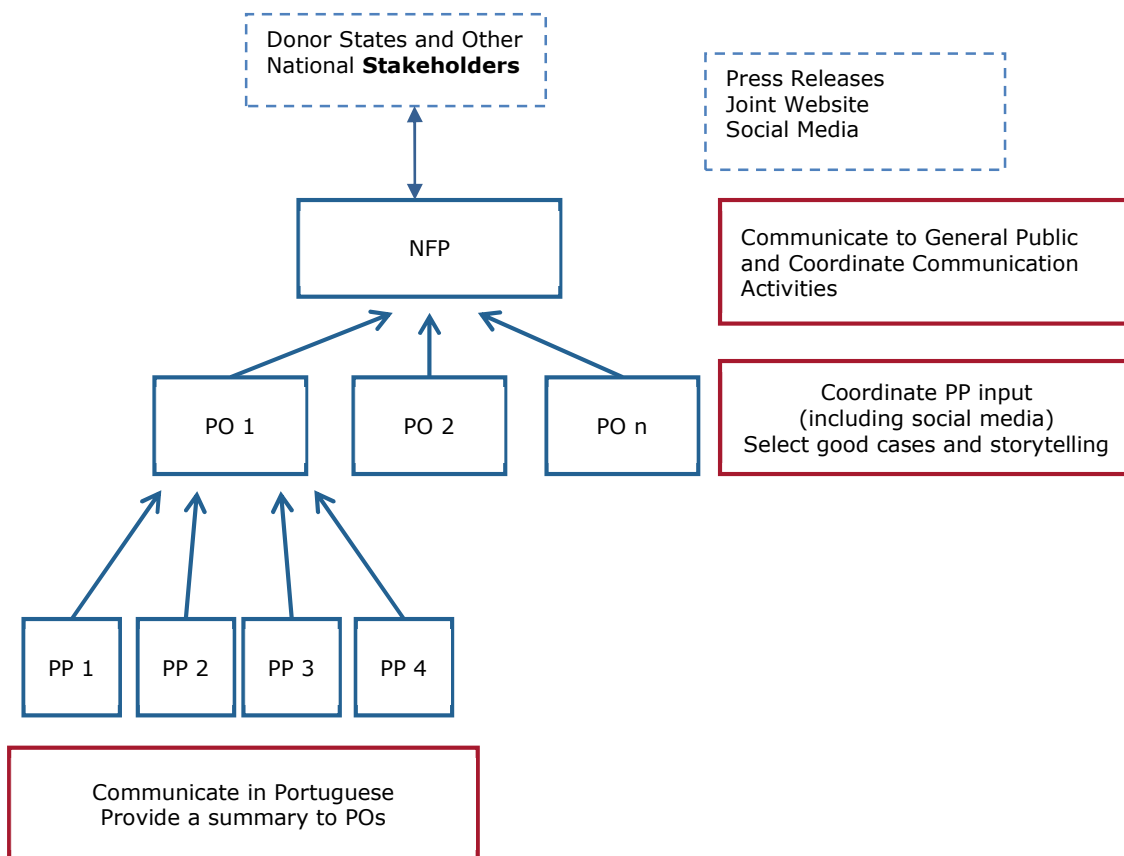


Chart 1 – Communications Framework – Feed Upwards.

8. COMMUNICATION STAGES

The Communication Strategy will follow the life cycle of EEA Grants. During the first launching phase, focus will be placed on raising awareness of funding opportunities and of the simplified functionalities to access funding and manage applications. This period should also include dissemination of results of the projects supported in the previous programming period, to avoid gaps in the communication of results.

The following stages will focus on mobilizing audiences to raise funding opportunities, supporting and training beneficiaries, and disseminating achievements, including examples of good practices and evidence of successful use of the support granted by the Donor Countries.

■ STAGE 1 | Launch of the EEA Financial Mechanism and Programmes

This corresponds to the period between the signing of the MoU in May 2017 and the formal approval of the Programme Agreements. During this stage, the intended output is to increase awareness of the existence of EEA Grants.

The use of examples and results from the EEA Grants 2009-2014, will help the communications efforts to avoid gaps in communication. The social media strategy includes this dissemination objective to ensure visibility of the projects supported in the past.

Expected added value: raising awareness of stakeholders about the existence of EEA Grants, the Programme Areas and respective objectives.

■ STAGE 2 | Implementation

This stage entails information provided to Actual and Potential Partners and Beneficiaries. It begins with the signature of the agreements by the Programme Operators, at which time communication plans start to be implemented. In order to achieve better results, bilateral opportunities will be disseminated for the Potential Partners.

Also, in implementation stage, Beneficiaries and Potential Partners will be disaggregated, as they will be selected during the course of implementation through a selection process conducted by the entities responsible for the management of each programme.

Expected added value: not only raising awareness of target groups about the Programmes, but also identifying and ensure public visibility to the programme outcomes and if possible the project outputs. Potential promoters should also be able to identify partnerships with Donor States. At this stage, conditions will be put in place to ensure that potential promoters are well informed about submission of applications.

■ STAGE 3 | Conveying Impacts and Results

This is the period mediating the closing of the Projects and Programmes and the closing of EEA Grants 2014-2021. During this stage focus is on dissemination of impacts and results from EEA Grants and of Donor Countries' role in reducing social and economic disparities.

Expected added value:

- Full specific target groups awareness of EEA Grants.
- General public's awareness of EEA Grants (particularly Ultimate Beneficiaries and adult people).
- Recognition of partnership benefits in bilateral relations by stakeholders and general public.
- Recognition by stakeholders and general public of the role of EEA Grants and Donors' contributions to the overall development of Portugal, in a transparent way.
- Awareness of results and objectives achieved and respective impact in the country, and of the financial mechanism's contribution to economic and social cohesion and to strengthening relations between Portugal and the Donor States.

The value expected to achieve will be evaluated by survey and within the analysis of Annual Reports.

8.1. TIMELINE

The following table shows the indicative time line for each of the phases described above. This timeline must be assessed and interpreted annually, in line with the steps and guidelines provided

by the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2014-2021. More detailed information can be found in the Annex II of this strategy, with the annual plan of activities.

Timetable for Stages implementation																				
	2017				2018				2019				2020				2021-2025			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Stage 1																				
Stage 2																				
Stage 3																				

9. KEY COMMUNICATION MESSAGE

9.1. EEA Grants Logo

The EEA Grants logo is the central element in the visual identity of the EEA Grants/ EEA Grants Portugal and will be used on all information and communication material as well as in all levels of communication. Therefore, it will not be created new logos for programmes or projects.

The logo can be used alone or with the Portuguese designation as below for the NFP:



The EEA Grants logo will be always superior.

In accordance with the communication and design manual there will be a clear separation between the funding level and the operational level. The national government logo will always be used alongside the EEA Grants. In case of co-financing the partner logos may be also used alongside the EEA Grants logo.

9.2. Slogan

“WORKING TOGETHER FOR A GREEN, COMPETITIVE AND INCLUSIVE EUROPE”

Iceland, Liechtenstein and Norway are working together with Portugal under the EEA Grants 2014-2021, for strengthening bilateral relations and reduce economic and social disparities.

NFP will adopt EEA Grants' key messages in its communication activities to deliver a consistent message and to highlight the added value and long-term effects of EEA Grants interventions. These will feature in all information and publicity measures aimed at the general public and the media. The use of this communication message is mandatory for all the stakeholders involved in communication about EEA Grants in Portugal.

The NFP propose to organize the main messages in an affirmative text and, if possible, connected with the programme areas to be financed in Portugal. It is important that all messages are directly or indirectly connected with the main EEA Grants objectives, but also that they provide more specific information on what programme areas are being developed.

The NFP consider important that all the messages should allow a direct or indirect connection with the main EEA Grants objectives, and the role played by the donor (Including Donor Programme Partners) but it should also allow more specific information on what programme areas are developing, and also the role played by the Donor Countries and the Donor Partners.

The messages proposed are the following:

- Working together for a Green Europe;
- Working together for an inclusive Europe;
- Working together for gender equality;
- Similar variations (in English and Portuguese).

The NFP will encourage PO's in finding messages specific to each of their areas, but that should be presented in coherence with the described above in the specific communication plans under the responsibilities of Programme Operators.

In order to ensure consistency when translating key terms and messages, the NFP will also coordinate with FMO on a set of messages and communicate these to PO's and Partners. The same applies to programme names (and short programme names).

The slogan message will be used in Portuguese and English, where the target groups so required and appear to be more favourable and effective.

The main and specific messages will also be supported by a co-financing tagline together with the EEA Grants logo and “*REPÚBLICA PORTUGUESA | Planeamento e Infraestruturas*” logo to acknowledge the official support of the Grants. The obligatory co-financing tagline will read:

“Project financed by Iceland, Liechtenstein and Norway through EEA Grants’.

“Projeto financiado pela Islândia, Liechtenstein e Noruega, através dos EEA Grants”

The PO’s and PP’s will be requested to feature the above tagline on all information and publicity measures financed by EEA Grants.

10. COMMUNICATION AND INFORMATION CHANNELS

This chapter contains an overview of the proposed communication activities to be implemented under the Communication Strategy and the tools available at this date, all tailored to our different target audiences.

The ‘effectiveness’ criteria usually considers how successful a given action has been in achieving or progressing towards its objectives. For communication, extent of target group reach is a critical success criterion. The Annex I on the present document contains more detailed information on the activities’ plan and the web and social media strategy.

CHANNELS	TACTICS	Target Groups	Aims
Media relations	<ul style="list-style-type: none"> » Develop a direct relation with media stakeholders. » Coordinate the submission of press releases with PO’s and PP’s, if more efficient. » Suggest project visits and identify good stories, providing showcases and case studies to specialized journalists. » Run press conferences in coordination with PO’s and PP’s. 	<ul style="list-style-type: none"> » External Audience » The Media 	<ul style="list-style-type: none"> » Awareness » Visibility » Communicate Impacts and results

	<p>» Adjust content of press releases to the target group (general public): (a) releases about use of EEA Grants – publishing facts (b) releases on calls for proposals, (c) target releases containing interesting facts, news, or official reaction.</p> <p>» Press releases will contain a minimum of technical terms as these are usually hard to understand by a reader from the general public. Content (vocabulary) of press releases will be adjusted to the specialization of journalists and targeted readers.</p> <p>» Create information material and communications activities regarding the difference of EEA Grants versus EU Funds.</p>		
Web Communication	<p>» The website is the most effective tool for EEA Grants, and it is important to take a more focused approach. A joint solution (NFP+PO's) will enable reaching out to a wider public at national and international levels, instead of the current fragmented approach.</p> <p>» Ensure the regular update of contents.</p> <p>» Ensure that all web requirements are fully implemented.</p> <p>» Ensure that the dedicated website complies with responsive web design and the Web Content Accessibility Guidelines for the visually impaired.</p>	»All target Groups	<p>» Awareness</p> <p>» Visibility</p> <p>» Inform Target Audiences</p> <p>» Ensure Transparency</p>
Social Media	<p>» The social media mean will be the privilege asset to disseminate Impacts and Results.</p> <p>» All the contents provided in the Feed Upwards chain should be prepared to be disseminated by the social media means.</p> <p>» It will be also used as a tool to inform potential beneficiaries about the funding and partnership opportunities brought by the EEA Grants.</p> <p>» The existence of social pages related to EEA Grants at the level of PO's is not encouraged, to avoid dispersion and low engagement of audiences.</p>	»All target Groups	<p>» Awareness</p> <p>» Inform potential and actual partners about EEA Grants opportunities</p> <p>» Communicate Impacts and Results</p>

	<ul style="list-style-type: none"> » Increase and focus on strong, visual presentation, using simple, clean and interactive elements such as films, photos, info graphics, and links to projects. » Use simple, short and clear sentences and create and actively use hash tags. » Ensure good responsiveness to the audiences. 		
Direct Communication	<ul style="list-style-type: none"> » Organize four major promotional events during the implementation period of EEA Grants in Portugal, as described in 3.1. » Organize several events and communications for specific target groups, as described in Annex II. » Organization or presence by invitation on key events with visibility to general public/specific target groups. » Organize regular meetings with stakeholders to ensure their active engagement in the Communications Network. 	<ul style="list-style-type: none"> » Internal Audience » Potential and actual Partners and Beneficiaries 	<ul style="list-style-type: none"> » Inform Target Audiences
Publication activities	<ul style="list-style-type: none"> » Publications for the general public (online content will be privileged) » Ensure a coherent visual identity in all publications related to EEA Grants, especially in legal and formal documents available to the general public. 	<ul style="list-style-type: none"> » Internal Audience » Potential and actual Partners and Beneficiaries 	<ul style="list-style-type: none"> » Inform Target Audiences » Awareness » Communicate Impacts and Results
Promotional materials	<ul style="list-style-type: none"> » Promotional materials serve as a complement to other communication tools, especially to direct communication. 	All	All

10.1. MAJOR INFORMATION AND COMMUNICATION ACTIVITIES

In accordance with Article 2.1.1 (Annex 3) (c), NFP will organize: “at least three major information activities on progress and impact,” including a launching event and a closing event. NFP plans to organize the third major activity mid-way between the launch and closing events (stage 2).

The aim of these activities is to connect the NFP with the target audiences and to allow for active engagement, by way of keeping the public informed, delivering transparent information, raising awareness, and highlighting success stories. These events’ profile will be enhanced through the participation of key stakeholders (FMO and the Norwegian Embassy in Lisbon).

■ **The EEA Grants 2014-2021 launch event.**

The event marking the signing of the Memorandum of Understanding, that took place on the 22nd of May of 2017, produced significant impact in the media and general public. This involved coverage by the main news agency (Lusa) and national television (RTP), complemented by streaming of the ceremony through the official portal of the Portuguese Government and in the social networks (EEA Grants Portugal + EEA and Norway Grants and EOS Midlene). This event qualifies as a major event in terms of communication and information dissemination.

The events marking the signing of the Programmes Agreements are the next activities that are expected to elicit engagement from the target audience (both the general public and specific audiences that are potential partners and beneficiaries).

■ **One mid-term activity**

Mid-way through Stage 2 of the EEA Grants' timeline, a mid-term activity will be held to present the Programmes' state of implementation.

The NFP expects this activity to include organization of a seminar involving the participation of the PO's, PP's, Embassy and DPP's. The purpose would be to raise stakeholders' awareness about the Programmes by sharing good communication and information practices between OPs and PP's and strengthening links between the stakeholders within the cooperation network.

Furthermore, this activity could also serve to highlight the results of actions (particularly those related to the fund for bilateral relations at national level and partnership projects) aiming to strengthen bilateral relations with, and provide clear assessment and training to stakeholders involved in communication activities, to ensure the visibility of the role played by the Donor States.

■ **One closing event**

NFP intends to organize a Final Event to publicise results, achievements and impact of the support received from Donor States, including the bilateral cooperation with entities in Iceland, Liechtenstein and Norway, as well as to highlight the sustainability of the cooperation with the Donor States.

The following table shows the indicative timeline for each of the events described above.

Time table for major national activities																				
	2017				2018				2019				2020				2021-2025			
Quarters	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Launch events																				
Midterm activity																				
Closing event																				

11. EVALUATION PLAN & CHALLENGES

Evaluation and monitoring of outputs, results and impacts provides feedback on communication activities, considering the channels related to the different target groups, as described in the preceding chapters:

- Findings **about the target groups will be included in this evaluation**, especially with regards awareness of EEA Grants and related benefits. This evaluation will use the survey “Awareness of EEA Grants” as baseline. The first survey took place in 2018. At least, one more survey will take place during the EEA Grants mechanism.
- Implementation of communication activities will be regularly monitored taking due account of all target groups (beneficiary and Donor States). On this basis, NFP will be able to generate immediate feedback on particular activities which can then be adjusted as necessary.
- Feedback on implementation of the Communication Strategy and activities plan, as described in the Communication and Design Manual, will be included in the annual Strategic Report to the FMC/NMFA.

Mean/Channel	Indicator	Target	Source of verification
Media Relations	Articles published in the media	≥20	Press Book
	Press Releases	≥10	Press release archive
	News Favourability Index	Positive	Qualitative analysis of Donors citation in publications
	Number of showcases presented	≥10	Database - Qualitative
Web	Satisfaction with the information made available	Likert Scale (1-5) (≥4)	Survey – Qualitative

	Annual average of website visitors	A 15% increase in total number of traffic to the website (see annex)	Google Analytics
	Number of Newsletter receivers	≥500	Count of number of recipients
	% of programmes that publish online all the criteria for the selection of projects through open call	100%	Verification of publications
Social media	Number of followers in Social Media	Variable (annex I)	Social media Insights
Direct Communication	Number of media assets created for dissemination	≥3	Count of assets produced
	Degree of attendance of entities representing target groups at events held	70%	Attendance record
	Events, conferences and seminars (partnerships with the FMO and Norwegian Embassy included)	4	Holding of events
	Percentage of replies to requests for information by email	100%	Verification of responses
	Annual number of the complaints forwarded by NFP to Irregularities Authority (IGF)	100%	Verification of responses
Publications	Number of downloaded documents in NFP website	≥20	Count of downloads

Considering that this communication strategy must be a dynamic document that can be adapted to the reality of the context, it is our understanding that in addition to the presentation of annual implementation results, it will also be important to reflect on the need to adapt the strategy and the means available for its implementation, taking into account the three phases identified above regarding the life cycle of the financial mechanism. For further information about evaluation schedule consult the Annex IV.

12. CONTACT INFORMATION

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13. ANNEXES

ANNEX I – WEB SOCIAL MEDIA STRATEGY

Web and social media presence supports the overall aims of EEA Grants in Portugal. The preceding chapter extensively described the relation between objectives, means, tactics and target groups, included web and social media in the equation. However, it is important to further develop some issues related to web strategy and social networks.

The *Coffey Report's*¹ positive evaluation of the Portuguese website sets a good starting point for implementation under the present mechanism. On top of this, a much more substantial web presence will be fostered, by reforming the current website:

- Create a joint website with individual pages managed by Programme Operators and where the entire web requirements defined in Annex 3 (NFP+PO) could be implemented regarding special concerns, with accessibility, responsive and user friendly layout.
- Preserve the web address www.eeagrants.gov.pt and all the contents previously updated;
- Advise the PO's in the definition of Programme Name Abbreviation suitable to good web communication.
- Preserve access to databases though links to Project results and impacts from previous mechanisms.
- Create a Digital Newsletter with relevant information tailored to target groups in coordination with the PO's.
- Promote a more integrated approach in Social Media rather than a proliferation of accounts that may be dormant or lack news.
- Coordinate actions and web campaigns with the Embassy of Norway in Lisbon.
- Increase and focus on strong, visual presentation, using interactive elements such as films, photos, info graphics, and links to convey impacts and results.
- Supply guidance to PO's, with regular dissemination of good practices.
- Use the Communication Network as a valuable vehicle to disseminate information between stakeholders, and congregate efforts to achieve more efficiency in dissemination of information.

¹ <https://eeagrants.org/Media/Files/Evaluations-and-reviews/Communications-Review-of-the-EEA-and-Norway-Grants-2009-2014-final-report>

- The Social Media Communications will be provided in Portuguese (considering that there is an automatic translation function on Facebook).
- In terms of Updates and Posts, more detailed information on social media strategy can be found in the Annex I.

Means	Baseline 2017	Target	Updates and Posts	Target Groups
Website www.eeagrants.gov.pt	Page Views 2,080	A gradual increase of 25%/year after the new joint website launch.	To review under joint website project	All
Facebook (@EEAGrantsPortugal)	1091 Followers; 2178 Total reach	Increase the total number of followers. A gradual increase of 25%/year.	Once a week	External Audience
Twitter @EEAGrantsPT	26 Followers;	Increase the number of followers up to 200.	Once a week	External Audience Media
LinkedIn	14 Followers	LinkedIn – Increase the number of followers up to 100.	Once a week	Actual and Potential Partners and Beneficiaries

ANNEX II - RESPONSIBILITIES OF THE NATIONAL FOCAL POINT

In accordance with Article 3.2 of the Regulation, the NFP is responsible for the implementation of this Communication Strategy. To ensure visibility of EEA Grants and transparency regarding the Mechanism, the NFP will provide information the general public on the Grants and Programmes, PP's and relevant stakeholders as stated in Annex 3 of the Regulations. This will be done on a regular basis through the NFP's general helpdesk and through the implementation of the information and communication activities in Portugal.²

² Paragraph 2(d) of Article 3.2 of the Regulation.

Regarding the internal organization, it should be noted that in Portugal legal framework, as regards the team that is part of the NFP, it states that it is made up of 6 elements: - 1 Coordinator, 1 Deputy Coordinator; and 4 technical elements (that includes one fulltime dedicated person as communication officer.)

ANNEX III – CHARACTERIZATION OF RELEVANT STAKEHOLDERS

Below are presented the main stakeholders and the expected role in the communication strategy:

A. Programme Operators

The PO's will be assisted through the implementation of their information and communication activities by the NFP. They will be informed about the necessity of such activities in contributing to reach the objectives of the EEA Grants, and particularly the necessity of providing media contents and summary showcases information. Conversely the DPP's will be involved in the planning and organization of the activities carried out by the NFP and PO in order to include the progress and, eventually, the results/impact of projects.

B. Donor States Stakeholders, including DPP's.

The management bodies representing the Donor States: the FMC and FMO (Specially the communications unit), which act as international stakeholders as regards the EEA Grants overall and the implementation of the EEA Grants 2014-2021 in Portugal and respective rules and guidelines, as well as the dissemination of the information available through the means at their disposal.

The Norwegian Embassy in Lisbon, in the capacity of stakeholders and representatives of priority partners as regards the development of activities and projects subject to support and, also, the preparation and distribution of information for the purposes of disseminating the EEA Grants in Portugal and Donor Countries.

The NFP will also ensure to build its relationship with the Donors Programme Partners through regular contact, particularly with regard to plans, priorities and activities. Consequently, it is indispensable that the PO's are involving the DPP during the planning stage of the communication activities.

Considering that the Donor Program Partner must ensure that a person is responsible for the communication work, the NFP will ensure that participant is well informed of all relevant activities in the area of communication taking place in Portugal.³

C. Other national stakeholders

The Monitoring Committee, the Certifying Authority, the Audit Authority, and the Embassy of Portugal in Oslo will be informed by the NFP about the information and publicity activities under implementation. These stakeholders, apart from their direct contribution in the management of the EEA Grants in Portugal, can act as multipliers in disseminating the progress and results achieved.

Since the MoU signature, the NFP team had created institutional links to the communication staff of these institutions in order to ensure a proactive collaboration in the dissemination (e.g. meeting with the senior communication officer in AdC, and direct communication to ensure dissemination).

Annex IV - EVALUATION SCHEDULING

A first evaluation is expected at the end of the first phase corresponding to the launch. The following is an overall evaluation that will correspond to the temporary realization of the national mid-term event. Finally, a pre-end evaluation before the final phase of implementation of the 2014-2021 financial mechanism. This additional evaluation will be presented to the FMC at the annual meeting taking into account the implementation phase timeline.

Plan for Stages Evaluation																				
	2017				2018				2019				2020				2021-2025			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4	Q1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Stage 1								1 st Evaluation												
Stage 2									2 nd Evaluation											
Stage 3																3 rd Evaluation				

³ Article 3.1 of the Annex 3.

ANNEX V - COMMUNICATION ACTIVITIES BUDGET

	2017(EUR)	2018(EUR)	2019 (...)(EUR)
Media relations		N/A	N/A
Web Communication	4667,85	500	500
Social Media			
Direct communication		3500	4500
Publication activities		1200	1000
Promotional materials	992,61	100	100
Others (e.g. Publicity)		700	400
Total	5660,46	6000	6500

ANNEX VI– ACTIVITIES PLAN (2018)