



Ministry of Finance of the Republic of Latvia

**Communication Strategy for the
European Economic Area and Norway Grants
2014 – 2021
in LATVIA**

**Riga, Latvia
2018**

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Explanations of Abbreviations

- **Donor countries** – Norway, Iceland, Liechtenstein
- **EEA and Norway Grants** – European Economic Area and Norwegian Financial Mechanism
- **Regulation** – Regulation on the European Economic Area Financial Mechanism and Regulation on the Norwegian Financial Mechanism
- **Communication Strategy** – Communication Strategy for the European Economic Area and Norway Grants 2014 – 2021 in Latvia
- **Technical assistance** – European Economic Area and Norwegian Financial Mechanism 2014 – 2021 project “Technical Assistance Fund”
- **FMO** – the Financial Mechanism Office
- **FP** – Focal Point of financial mechanisms
- **PO** – Programme Operator
- **Communication Management Group** – European Economic Area and Norwegian Financial Mechanism Communication Management Group
- **Beneficiary of the co-financing** – European Economic Area and Norwegian Financial Mechanism beneficiary of the co-financing
- **Project applicant** – European Economic Area and Norwegian Financial Mechanism project applicant
- **NGO** – non-governmental organization
- **Communication and Design Manual** – European Economic Area and Norwegian Financial Mechanism 2014 – 2021 Communication and Design Manual that presents the main publicity requirements and provides advice on communication planning, dealing with the media and that covers the visual identity of the EEA and Norway Grants

Introduction

The overall aim of the Communication Strategy follows the objectives laid in the Regulation – “*creating awareness of the existence, the objectives, the possibilities for and actual bilateral cooperation with entities in Iceland, Liechtenstein and Norway, the implementation, results and the overall impact of the EEA and Norway Grants in the beneficiary State*”, while building up on the achievements from the previous funding periods.

The slogan “*Working Together for a Green, Competitive and Inclusive Europe*” shall be used as an overall message to communicate EEA and Norway Grants. Extracts of the slogan shall be used to communicate specific priority sectors and programmes.

In order to provide better visibility of the successful partnerships with entities from the Donor countries, the FP and POs shall put special emphasis on predefined projects, projects supported under the Bilateral Fund. The same is valid for any other important initiative in line with the goal of strengthened bilateral relations.

The Communication Strategy defines the overall goals for EEA and Norway Grants 2014 – 2021 period communication, the distribution of responsibilities and competences among institutions that are involved in the management of EEA and Norway Grants, and specify necessary communication activities.

The Communication Strategy is developed based on Annex 3 to the Regulation, which defines information and publicity measures for the beneficiary countries, the EEA and Norway Grants Communications and Design Guide and The Public Opinion Survey on EEA and Norway Grants Issues in Latvia.

1. EEA and Norway Grants Communication Management and Monitoring

Focal Point – is responsible for the development and implementation of the communication strategy, as well as shall provide general information on EEA and Norway Grants.

Programme intermediaries incl. programme partners – shall ensure the management of EEA and Norway Grants programmes and information activities in accordance with the relevant sector policy and the requirements of Annex 3 “Information and Publicity Requirements” to the Regulation. Programme intermediaries shall contribute to public awareness of the impact of financial mechanisms on the overall development of the sector. Based on the Communication Strategy, POs develop communication plans, which include measures specifically for informing their specific target groups and raising awareness about the EEA and Norway Grants contribution.

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

Monitoring Tool

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

The Communication Management Group will be responsible for provision and coordination of the communication process; group will be chaired by a representative of the Focal Point. The Communication Management Group will include all representatives of institutions involved in the management of EEA and Norway Grants who will be responsible for EEA and Norway Grants information and publicity issues.

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

1. Ministry of Finance,
2. Royal Norwegian Embassy in Riga,
3. Ministry of Environmental Protection and Regional Development,
4. Ministry of Justice,
5. Ministry of Interior,
6. Ministry of Education and Science,
7. Investment and Development Agency of Latvia,
8. State Education Development Agency.

2. Communication Objectives

The main objective: To increase the visibility of the contribution from Iceland, Liechtenstein and Norway through the EEA and Norway Grants in Latvia to reduce economic and social disparities and to strengthen bilateral relations with Donor countries.

The partial objectives:

- 1) Increase public awareness and inform the general public about the objectives, possibilities, implementation and results provided by the EEA and Norway Grants 2014 – 2021;
- 2) Inform potential project promoters and their partners about the availability of the EEA and Norway Grants;
- 3) Increase public awareness about the Donor countries and their roles, and about the bilateral cooperation between Latvia and the Donor countries.

In order to achieve the objectives of communication, the following communication tasks are put forward in the strategy:

Objective	Action	Result
<p>1) Increase public awareness and inform the general public about the objectives, possibilities, implementation and results provided by the EEA and Norway Grants 2014 – 2021;</p> <p>2) Inform potential project promoters and their partners about the availability of the EEA and Norway Grants.</p>	<p>1) Developed single www.eeagrants.lv and www.norwaygrants.lv web page /portal, administrated jointly by FP and POs</p> <p>2) A single Facebook account "EEA and Norway Grants Latvia" and other social network accounts created where information is provided by FP and POs (provided admin and editorial rights)</p> <p>3) Provided timely information to the media on EEA and</p>	<p>1) Regularly updated information about the expected events/ progress/ action in each program, prepared visual materials (photo, video) on the EEA and Norway Grants contribution to the Latvian and English versions of the website</p> <p>2) On a regular basis, according to topicality, information is provided on the Facebook account (specially crafted visuals, sponsored adds to open project applications, information about project launch, progress, results, success stories, etc.)</p> <p>3) Provided press releases, opinion articles, etc. related to EEA and</p>

	<p>Norway Grants topics</p> <p>4) Developed informative materials - leaflets, infographics, videos etc. about EEA and Norway Grants.</p> <p>5) Information and consultations, informative activities – conferences, seminars for potential and existing project applicants and beneficiaries of the co-financing.</p> <p>6) EEA and Norway Grants Communication Management Group (FP, PO, representatives of the Royal Norwegian Embassy in Riga). meetings organized</p>	<p>Norway Grants</p> <p>4) Published and disseminated informative materials to the general public and project promotes about EEA and Norway Grants possibilities and results.</p> <p>5) Informative activities organized throughout the planning period according to section 5. Task Time Schedule</p> <p>6) Coordinated communication about EEA and Norway Grants and Donor countries ensured. Organized at least 2 times per year, providing at least 90% of the attendance of the participants.</p>
<p>3) Increase public awareness about the Donor countries and their roles, and about the bilateral cooperation between Latvia and the Donor countries;</p>	<p>1) Provided information to the media on EEA and Norway Grants topics</p> <p>3) Informative activities – conferences, seminars for potential and existing project applicants and beneficiaries of the co-financing, the general public.</p> <p>*Including participation in</p>	<p>1) Provided press releases, opinion articles, etc. related to EEA and Norway Grants, providing the information about Donor countries and bilateral cooperation between Latvia and the Donor countries.</p> <p>2) FMO regularly informed about</p>

	<p>the democracy Conversation Festival LAMP - strategic initiative Fund for Bilateral Relations</p>	<p>communication actions taken by FP and POs. Donor countries representatives and field specialists participation in all possible informative events (conferences, seminars, workshops, etc.) is ensured.</p> <p>*4 two days events organized in 2019, 2021, 2023 and year 2024. Event in year 2019 will be the opening event, but event in year 2024 the closing event of EEA and Norway Grants.</p> <p>Information about the support granted by the EEA and Norway Grants in Latvia and bilateral relations between Donor countries and Latvia will be provided to the general public in Latvia and Donor countries.</p>
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3. Communication Channels

Communication objectives can be achieved through both direct and indirect communication channels:

1. **Single EEA and Norway Grants website/portal** – the primary source for obtaining information on the EEA and Norway Grants on Internet. FP will develop a single portal for all authorities involved in the management of the EEA and Norway Grants, providing all the information about EEA and Norway Grants and its programmes. Through the portal information to all target groups (general public, experts and media) will be provided. POs are instructed not to develop their own websites, but rather contribute to the portal of the FP. POs will administrate information regarding the programmes within the portal. Continuity and visibility on the information and results for the previous period

EEA and Norway Grants will remain available for the public on the portal. The FP will cooperate with all POs to ensure that actual and appropriate information are published in both languages (Latvian and English). Website/portal will comply with all web requirements laid in Regulation and Communication and Design Manual.

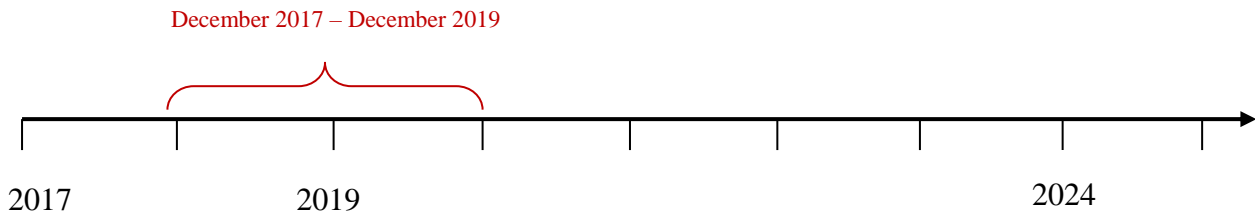
- 2. Social media** – FP in April 2018 developed single Facebook page - EEA and Norway Grants Latvia (before FP and POs were distributing information on institutions Facebook pages). In one year page has reached 155 followers (organic page reach) . The information on the single page is updated by FP and POs. Through Communication Management Group POs are instructed on providing content with visual representation to attract attention (photo, video and specially made visual content is priority). In addition FP and POs distributes information about EEA and Norway Grants on other institutions social media – Twitter, Instagram and YouTube channel.
 - 3. The mass media** – national and regional newspapers, periodicals, television and radio stations, websites. The FP distributes information to a contact list with journalists that cover topics about finances funds and grants. In addition, each PO has a press center that has contacts with journalists working in the respective field. Providing the media with fact sheets and news in advance has proven to be an effective tool for securing wide outreach. Evading administrative language and focusing on key messages and achievements are considered the keys to receive proper attention.
 - 4. Informative events** – EEA and Norway Grants and Programmes opening and closing events. Bilateral events such as seminars, conferences.. Organizing events great emphasis has to be put on distributing information about event to media and organizing media relations within the event. Photo and/or video content about event has to be taken. Events has to be communicated in EEA and Norway Grants webpage and social media as well as in FP and PO's webpages. Evaluation forms – after each event is recommended.
 - 5. Outdoor advertising** – stands, posters, outdoor installations. FP and PO are creating EEA and Norway Grants visual identity regarding to EEA and Norway Grants Communications and Design Guide. Every stand, poster or other outdoor installations in addition has to include the Web page/portal address - www.eeagrants.lv and www.norwaygrants.lv and Facebook page - EEA and Norway Grants Latvia.
 - 6. Print materials** – booklets, infographics, posters, etc. FP and PO are creating EEA and Norway Grants visual identity regarding to EEA and Norway Grants Communications and Design Manual. Every booklet, infographic, poster, etc. in addition has to include the Web page/portal address - www.eeagrants.lv and www.norwaygrants.lv and Facebook page - EEA and Norway Grants Latvia.
- Direct communication** – consultations via informational telephone line or E-mail, seminars and conferences.

4. Target Groups

Target group	Type of provided information	Communication channels
<p>General public</p>	<ul style="list-style-type: none"> - Information about the new period of the EEA and Norway Grants - information about the actual status of the implementation of the EEA and Norway Grants and achieved results and outcomes - information about cooperation (what could be achieved together or what has been already achieved) among Latvia and the Donors countries 	<ul style="list-style-type: none"> - media (print media, on line media, TV and radio); - website/portal www.eeagrants.lv and www.norwaygrants.lv : - Social media – Facebook - major information activities organized by the FP - print material, infographics
<p>POs and potential project promoters, FMO/FMC, DPPs, and IPOs and partner entities from the Donor countries</p>	<ul style="list-style-type: none"> - Information about the actual status of the implementation, specially about the calls - Information about the approved, contracted and implemented projects and bilateral activities - Information about the possibilities of bilateral cooperation, especially about the call under the BF - Information about the new rules and requirements of the EEA and Norway Grants - Information about the achieved results and outcomes 	<ul style="list-style-type: none"> - media (print media, on line media, TV and radio); - website/portal www.eeagrants.lv and www.norwaygrants.lv : - Social media – Facebook - major information activities organized by the FP - print material, infographics - workshops and seminars focused on rules and requirements of the EEA and Norway Grants - matchmaking seminars focused on possibilities given by the BF - study trips
<p>Media</p>	<ul style="list-style-type: none"> Information about the actual status of the implementation, - Information about the approved, contracted and implemented projects and bilateral activities - Information about the possibilities of the bilateral cooperation, - Information about the achieved results and outcomes 	<ul style="list-style-type: none"> - media (print media, on line media, TV and radio); - media breakfast, press conferences - website/portal www.eeagrants.lv and www.norwaygrants.lv : - Social media – Facebook - major information activities organized by the FP and POs - info material, infographics - study trips - direct emails

5. Task Time Schedule

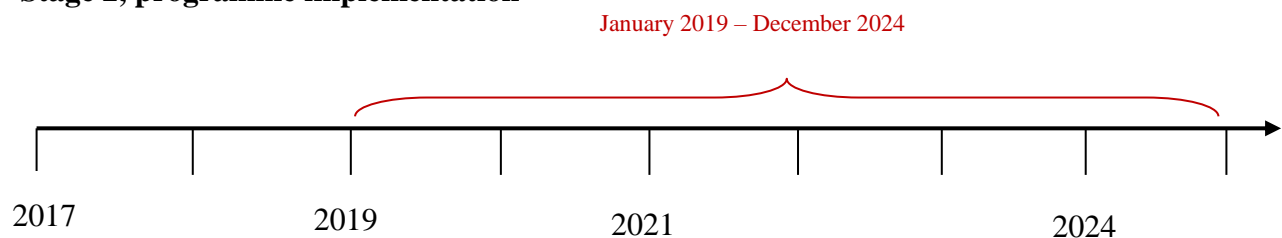
Stage 1, programme launching



December 2017 – December 2019: raising public awareness on EEA and Norway Grants and ensuring information availability for target groups.

1. Developing the Communication Strategy.
2. Developing joint website/portal for all programmes.
3. Organize an EEA and Norway Grants kick-off event.
4. Carry out a public opinion poll on the awareness of issues related to financial mechanisms
5. Inform the public about the opportunities provided by and progress of financial mechanisms.
6. Provide potential project applicants with detailed and simple information about bilateral cooperation between Latvia and the Donor countries, EEA and Norway Grants funding possibilities, programmes, amount of funding, regulations, procedures for handling documents, implementation mechanisms, etc.
7. Establish a Communication Management Group and summary of contact information of institutions involved in the management of financial mechanisms.

Stage 2, programme implementation

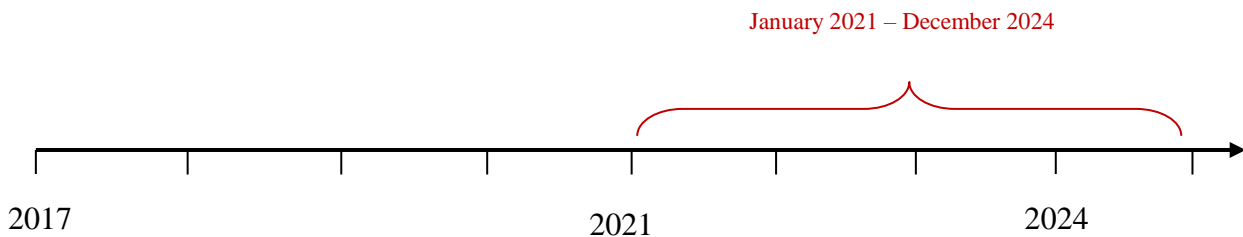


January 2019 – December 2024: providing information to the public on the EEA and Norway Grants funding opportunities, possibilities to implement projects, conditions, etc., promoting examples of best experience and practice, informing about programme implementation results.

1. Inform the public about the EEA and Norway Grants funding possibilities and results, including their impact on the economic development and the bilateral impact.

2. Ensure information sharing activities with potential applicants and beneficiaries, such as seminars, conferences, etc.
3. Strengthen communication with information intermediaries, informing them on issues related to EEA and Norway Grants and providing with comprehensive up-to-date information.
4. Collect and promote examples of EEA and Norway Grants project best practice.

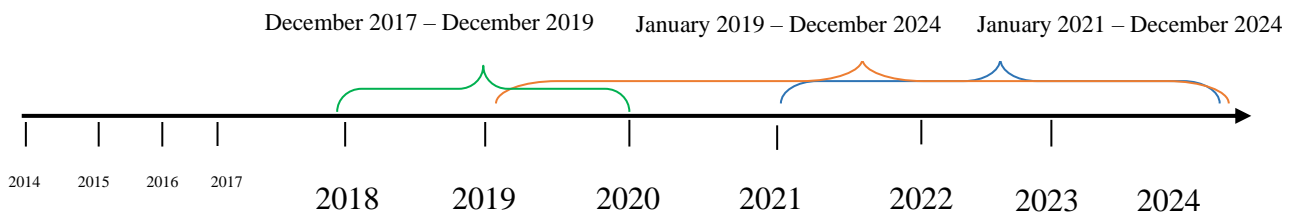
Stage 3, programme closure



January 2021 – December 2024: evaluation of the EEA and Norway Grants funding and communication activities, analysis of results.

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

6. Plan of Information and Publicity Measures



Stage 1: Programme launching: December 2017 – December 2019

Measure	Content	Target audience	Organizers
MEASURE 1: COOPERATION WITH MASS MEDIA (OBJECTIVE 1,2,3)			
- Press releases - Press conferences	- Objectives of EEA and Norway Grants	- Potential project applicants and beneficiaries of the co-	- Focal Point - Programme

<ul style="list-style-type: none"> - Interviews, opinions, comments 	<ul style="list-style-type: none"> - Availability of EEA and Norway Grants - Programmes, launching of programmes - Availability of the financing - Amount of the financing - Implementation - Contact information 	<ul style="list-style-type: none"> financing - General public information intermediaries 	<ul style="list-style-type: none"> intermediaries - Agencies
MEASURE 2: OPENING CONFERENCE/EVENT (OBJECTIVE 1,2,3)			
<ul style="list-style-type: none"> - Opening event of EEA and Norway Grants 	<ul style="list-style-type: none"> - Goals of EEA and Norway Grants - Availability of EEA and Norway Grants - Programmes, launching of programmes - Amount of the financing - Bilateral cooperation with Donors, information about Donor countries - Contact information 	<ul style="list-style-type: none"> - Institutions involved in the management of EEA and Norway Grants - Representatives of donors - Representatives of potential project applicants and beneficiaries of the co-financing 	<ul style="list-style-type: none"> - Focal Point
<ul style="list-style-type: none"> - Opening events of Programmes 	<ul style="list-style-type: none"> - Programmes objective, support activities, financing - Programme time line 	<ul style="list-style-type: none"> - Potential project applicants and programme target groups - Representatives of donors 	<ul style="list-style-type: none"> - Programme intermediaries
MEASURE 3: PUBLISHING AND DISSEMINATION OF INFORMATIVE MATERIALS (OBJECTIVE 1,2)			
<ul style="list-style-type: none"> - Informative materials (leaflets, infographics with general information) 	<ul style="list-style-type: none"> - Availability of EEA and Norway Grants - Amount of the financing - EEA and Norway Grants, programme descriptions - Bilateral cooperation with Donors, information about Donor countries 	<ul style="list-style-type: none"> - Potential project applicants and beneficiaries of the co-financing - Institutions involved in the management of EEA and Norway Grants - Information intermediaries 	<ul style="list-style-type: none"> - Focal Point - Programme intermediaries - Agencies
MEASURE 4: SEMINARS, CONSULTATIONS (OBJECTIVES 2,3)			
<ul style="list-style-type: none"> - Consultations - Seminars - etc. 	<ul style="list-style-type: none"> - Availability of EEA and Norway Grants - Information about drafting project applications - Bilateral cooperation with Donors, information about Donor countries - Project approval procedure 	<ul style="list-style-type: none"> - Potential project applicants and beneficiaries of the co-financing, their representatives - Information intermediaries 	<ul style="list-style-type: none"> - Programme intermediaries - Agencies

	- Contact information		
	-	-	-
Measure 6: MAINTAINING WEBSITES (Objectives 1,2,3)			
- Joint website/portal	- Actual issues - Programme implementation progress - Bilateral cooperation with Donors, information about Donor countries - Examples of successful projects	- Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries - Website visitors	- Focal Point - Programme intermediaries - Agencies
Measure 7: Public opinion poll on the awareness of EEA and Norway Grants			
- Public opinion poll	- Awareness of society of EEA and Norway Grants	- Institutions involved in the management of financial mechanisms - Representatives of Donors	- Focal Point
Measure 8: Media monitoring			
- Media monitoring	- To measure media coverage on EEA and Norway Grants related issues in Latvia	- Institutions involved in the management of financial mechanisms - Representatives of Donors	- Focal Point

Stage 2: Programme implementation: January 2019 – December 2024

Measure	Goal and content	Target audience	Organizers
MEASURE 1: COOPERATION WITH MASS MEDIA(OBJECTIVE 1,2,3)			
- Press releases - Interviews, opinions, comments	- Programme implementation progress - Actual issues - Bilateral cooperation with Donors, information about Donor countries	- General public - Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries	- Focal Point - Programme intermediaries - Agencies
MEASURE 2: PUBLISHING AND DISSEMINATION OF INFORMATIVE MATERIALS (OBJECTIVE 1,2)			
- Infographics, videos, photos etc.	- Programme implementation process and results, experience - Examples of successful projects - Bilateral cooperation with	- General public - Information intermediaries - Beneficiaries of the co-financing	- Focal Point - Programme intermediaries - Agencies

	Donors, information about Donor countries		
– MEASURE 3: Placing information stands and information plaques at EEA and Norway Grants co-financed project implementation sites (OBJECTIVE 1,3)			
– Information stands and information plaques at EEA and Norway Grants co-financed project implementation sites	– Information about EEA and Norway Grants co-financing within projects	– Project implementers – General public	– Beneficiaries of the co-financing – Programme intermediaries – Agencies
MEASURE 4: MAINTAINING WEBSITES (Objectives 1,2,3)			
– Website/portal	– Programme implementation progress – Actual issues – Bilateral cooperation with Donors, information about Donor countries – Examples of successful projects	– Potential and existing project applicants and beneficiaries of the co-financing – Information intermediaries – Website visitors	– Focal Point – Programme intermediaries – Agencies
MEASURE 5: Information and consultations, informative activities for potential and existing project applicants and beneficiaries of the co-financing (OBJECTIVES 2,3)			
– Consultations – Informative mid-term event – Seminars – etc.	– Practical information to beneficiaries of the co-financing – Programme implementation progress	– Potential and existing project applicants and beneficiaries of the co-financing	– Programme intermediaries – Agencies
MEASURE 6: CONFERENCES, EXPERIENCE EXCHANGE AND PUBLISHING OF BEST PRACTICE (OBJECTIVES 2,3)			
– Conferences – Experience exchange and publishing of best practice	– Practical information to project applicants and implementers	– Institutions involved in the management of grants Representatives of Donors – Representatives of beneficiaries of the co-financing – Project implementers	– Focal Point – Programme intermediaries – Agencies
MEASURE 7: INFORMATIVE MATERIALS ON BEST PRACTICE (OBJECTIVES 1,2,3)			
– Informative materials on best practice (project books, video-clips etc.)	– Examples of project best practice	– Information intermediaries – Institutions involved in the management of grants – Representatives of donors	– Programme intermediaries – Agencies
MEASURE 9: Media monitoring			
– Media monitoring	– To measure media coverage on EEA and Norway Grants related issues in Latvia	– Institutions involved in the management of grants	– Focal Point

		- Representatives of donors	
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Stage 3: Programme closure: January 2021 - December 2024

Measure	Goal and content	Target audience	Organizers
MEASURE 1: COOPERATION WITH MASS MEDIA (OBJECTIVES 1,2,3)			
- Press releases Press conferences - Interviews, opinions, comments	- Actual issues	- General public - Beneficiaries of the co-financing - Information intermediaries	- Focal Point - Programme intermediaries - Agencies
MEASURE 2: Specific publications (OBJECTIVES 1,2,3)			
- Specific publications, infographics	- Effect and result of EEA and Norway Grants	- General public Beneficiaries of the co-financing - NGO sector - Social and economic partners - Information intermediaries	- Focal Point - Programme intermediaries - Agencies
- MEASURE 3: Public opinion poll on the awareness of issues related to EEA and Norway Grants			
- Public opinion poll	- Awareness of society on issues related to EEA and Norway Grants	- General public	- Focal Point
MEASURE 4: MAINTAINING WEBSITES (Objectives 1,2,3)			
- Website/portal	- Actual issues	- Potential and existing project applicants and beneficiaries of the co-financing - Information intermediaries - Website visitors	- Focal Point - Programme intermediaries - Agencies
MEASURE 5: CLOSING CONFERENCE (Objectives 1,2,3)			
- EEA and Norway Grants Closing conference	- Effect and result of financial mechanisms	- Institutions involved in the management of financial mechanisms - Representatives of donors - Project implementers	- Focal Point
- Programmes closing events	- Results of the programme, good practice projects and bilateral relations experience	- Project applicants and programme target groups - Representatives of donors	- Programme intermediaries -

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

The Focal Point will receive financing from the Technical Assistance of EEA and Norway Grants to ensure implementation of information and publicity measures. The indicative financing from the Technical Assistance for the implementation of information and publicity measures in 2018-2025 is 70 480 euro incl. 59 908 euro EEA and Norway Grants financing. While programme intermediaries will implement information and publicity measures within the framework of programme management expenditure.¹

8. Information and Publicity Measure Evaluation Indicators

The Public opinion poll on the awareness of issues related to EEA and Norway Grants in 2013 and 2016 in Latvia was carried out.

According to results, 41% of Latvian inhabitants, who use internet, in the age group from 18 to 74, are aware of EEA and Norway Grants. The level of awareness is very superficial – 64% of 407 respondents, who are aware of EEA and Norway Grants, know only the title of financial mechanism. The same refers to areas of support, the activities in the last year and programs, - Latvian inhabitants – internet users, mostly have heard something, but cannot remember the exact information. Both, personal level of awareness of EEA and Norway Grants, and Latvian society's level of awareness were evaluated as poor. Despite the superficial awareness, respondents positively evaluated financial assistance to Latvia provided by EEA and Norway Grants.

Latvian inhabitants, who use internet, mostly have received information about EEA and Norway Grants on news portals on the internet. Latvian inhabitants, who use internet, would prefer news portals on the internet as information channel for receiving information about EEA and Norway Grants in the future as well. Positively, respondents are interested in receiving information about EEA and Norway Grants.

Comparing with results from year 2013, the awareness of EEA and Norway Grants does not have statistically significant changes - it can be characterized as comparatively wide without deep knowledge. Latvian inhabitants, who use internet, are aware of support areas and of financial mechanism, but do not have knowledge which areas are supported by which instruments.

The results of the survey show that in the new financial period a great emphasis have to be placed on the optimization of communication tools and the creation of simple, transparent and easy-to-use communication channels that are planned within this Communication Strategy. There have to be also a greater emphasis on POs and project beneficiaries effective communication activities that will be provided within the framework of communication plans developed by the POs.

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

Long term performance indicators:

Organized two Public opinion polls on citizen awareness of the EEA and Norway Grants in Latvia. An initial assessment in 2019 and a final evaluation in 2024. Public opinion polls will be organized in accordance with the guidelines *Core indicators 2014-2021*.

Indicator	EEA and Norway Grants period 2009 – 2014 (baseline)	EEA and Norway Grants period 2014 – 2021 (target for the year 2024)
Number of processed questionnaires	407	1000
Percentage of respondents who knew of the EEA and Norway Grants	41 %	60 %

Yearly performance indicators:

Indicators of the overall aim	Units	Target value	Source of information	Deadline for evaluation
Major activities including press conferences	Number	At least 3 per year	Strategic Report	2019 2021 2024
Increased total number of web pages` s view	Number of visitors	Increase for 30% (baseline in 2019 - unique visitors 1203)	Strategic Report	Every year starting 2019
Increased total number of likes on Facebook	Number of follows	At least 200 new follows per year (Baseline 155)	Strategic Report	Every year starting 2019
Media monitoring	Number of publications Target value - at least 50 publications in year 2019, growing in implementation years		Strategic Report	Every year starting 2019

9.Contact point

FP – Ministry of Finance of the Republic of Latvia

Ieva Gaigala

Senior expert of Communication department

Phone: +371 67083880, Mob: 28301482

E-mail: ieva.gaigala@fm.gov.lv

Annex 1. SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The general public opinion on the support provided by the EEA and Norway Grants in Latvia is positive • Experienced team at the FP and POs with implementation of EEA and Norway Grants (has been working with EEA and Norway Grants since programming period 2004-2009); • Close and good cooperation with the Royal Norwegian Embassy in Riga and the FMO; • Accumulated experience and lessons learned by implementation of communication activities of EEA and Norway Grants in previous periods. 	<ul style="list-style-type: none"> • Low media interest in positive news (project success stories, etc.), and often the reflection of project results in a negative light; • Limited budget for the implementation of EEA and Norway Grants communication activities; • Limited human resources for communication activities; • Complicated communication topics - bilateral fund activities, sensitive topics; • Low public interest in EEA and Norway Grants and the results that are achieved with the help of EEA and Norway Grants
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Closer cooperation between FP, POs and beneficiaries in providing communication activities; • The development of efficient, coherent and well-managed communication tools that are jointly administered by FP and POs (for example, a single EEA and Norway Grants web site/portal, unified social media networks); • Organization of communication-related procurement on a unified basis (for example, the development of alike principles for photo and video materials, banner and other material purchases among FP and POs); • Collaboration with FMO in raising competences and exchange of good practice in communication; • Increased public perceptions of EEA and Norway Grants. 	<ul style="list-style-type: none"> • Highlighting negative information on the implementation of EEA and Norway Grants projects from the media; • Negative views of society and society groups on sensitive topics; • Lack of cooperation between project managers and the Communications Specialist within their institution to ensure the most effective communication on the EEA and Norway Grants .

Annex 2. EEA and Norway Grants Programmes and Intermediaries

No	Programme	Intermediary / Ministry in charge	Mechanism
1.	Local Development, Poverty Reduction and Cultural Cooperation	Ministry of Environmental Protection and Regional Development	EEA grants
2.	Climate Change Mitigation, Adaptation and Environment	Ministry of Environmental Protection and Regional Development	Norway Grants
3.	Business Development, Innovation and SMEs	Investment and Development Agency of Latvia	Norway Grants
4.	Correctional Services	Ministry of Justice	Norway Grants
5.	International Police Cooperation and Combating Crime EEA and Norway Grants	Ministry of the Interior	EEA grants
6.	Research and Education	Ministry of Education and Science State Education Development Agency	EEA and Norway Grants
7.	Civil Society	NGO Consortium	EEA Grants