

Iceland   
Liechtenstein  
Norway grants



# The Communication Strategy *Revised*

EEA Grants 2014–2021  
for Greece

EEA Grants Special Service | National Focal Point  
General Secretariat for Public Investments & the NSRF



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## About the EEA Grants 2014–2021

The EEA Grants represent the contribution of Iceland, Liechtenstein and Norway to reducing economic and social disparities and to strengthening bilateral relations with 15 EU countries in Central and Southern Europe and the Baltics, among which is Greece.

For the period 2014-2021 the EEA Grants have allocated a total of 2.8 billion Euros, 116.7 million of which allocated to Greece, via Protocol 38c.

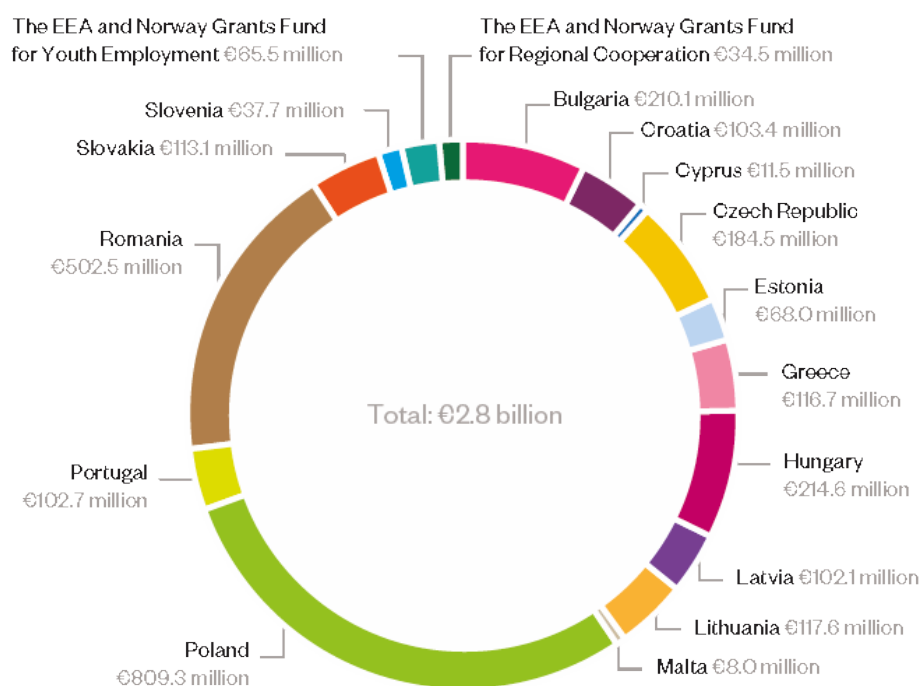


Figure 1: The EEA Grants budget allocation

The Donor countries and Greece have signed the Memorandum of Understanding (MoU) for the 2014-2021 EEA Grants on 31st October 2017, thus agreeing to nine (9) new programmes, further to formal negotiations between the Greek Authorities and the FMC and based on national needs and priorities in regard to the scope of these funds.

The programmes as provided in this MoU are in the thematic areas of:

- A. Innovation, Business Development and SMEs
- B. Roma inclusion and Empowerment
- C. Local Development and Poverty Reduction
- D. Water Management
- E. Renewable Energy, Energy Efficiency

F. Good governance, Accountable Institutions, Transparency

G. Asylum and Migration (Capacity building of national asylum and migration management systems)

H. Asylum and Migration (Addressing urgent needs for the reception and screening of asylum seekers and for the accommodation of vulnerable groups)

I. Civil Society

Out of these programmes, five (5) are managed by the Greek Authorities and four (4) by the FMO.

Finally, in the MoU there is also a provision for a Fund for Bilateral relations, which will contribute to initiatives across sectors with the objective of strengthening bilateral relations.

# The revised EEA Grants Greece Communication Strategy 2014-2021

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## Introduction

For the implementation of the EEA Grants in the 2014–2021 period in Greece (within the abovementioned thematic areas and in accordance with regulatory provisions and guidance), communication will play a prominent role in achieving the strategic and operational goals envisaged by the EEA Grants and will contribute towards the successful overall implementation of the available funding. The National Focal Point (NFP) in Greece is the special service responsible for developing and implementing a Communication Strategy (henceforth: CS) with the aim of creating awareness of the existence of the funding opportunities, the objectives, the possibilities for and actual cooperation with entities in Iceland, Liechtenstein and Norway, as well as measuring the results and overall national impact of the EEA Grants, as referred to in paragraph 2(a) of Article 3.2 of the Regulation on the implementation of the European Economic Area (EEA) Financial Mechanism 2014–2021.

In this context, the present CS has been drafted according to the Regulation on the Implementation of the European Economic Area (EEA) Financial Mechanism 2014-2021, the Communication, and the Design Manual of EEA Grants 2014-2021. The CS has been drafted so as to serve as a tool to support the effective implementation and to facilitate the achievements of the EEA Grants programmes in Greece. It is designed to facilitate information, communication and visibility requirements as stated in Art.1.7, Chapter 3 and Annex 3 of the Regulation. The CS also provides all the necessary context and methodology so as all entities involved in the implementation of the EEA Financial Mechanism 2014–2021 for Greece, in accordance with the principle of proportionality, carry out information and communication activities, ensure the widest possible dissemination of information, raise awareness and strengthen transparency of information about objectives, funding opportunities, beneficiaries, implementation, achievements and overall impact.

The CS constitutes a so-called “dynamic document” following the progress of the programming period, and it will be updated when necessary in order to take into consideration: (a) changes at the digital/technological level (e.g. social media platforms updates, various online communication tools, etc.), (b) the ever-changing communication landscape, and (c) the initiatives needed to fulfill emergent communication needs and target-audience’s expectations (i.e., moments of great tumult, as the coronavirus outbreak, or times of great socio-economic stress).

## Baseline | Communication SWOT Analysis



Figure 2: SWOT analysis

## The overall message that the CS will instantiate

Built upon the overall message we define our target-audiences, the channels, all the communication initiatives. “**Working together for a green, competitive and inclusive Europe**” is the overarching narrative of the EEA Grants 2014-2021 that must be used by everyone involved in communicating the Grants, as defined in the Communication and Design Manual of the EEA Grants 2014-2021.

The slogan along with the logo will be used in all communication activities, i.e. on the web, social media, videos, publications, posters, etc. It will also be used in oral communication of the Grants such as in presentations, speeches and when talking about the Grants to journalists, or other third parties. This slogan in Greek is:

**«Συνεργαζόμαστε για μια πράσινη, ανταγωνιστική Ευρώπη, χωρίς αποκλεισμούς»**

- Depending on the nature of each specific programme, the slogan may be adapted as follows, in English and Greek:
- Working together for a green Europe / Συνεργαζόμαστε για μια πράσινη Ευρώπη
- Working together for a competitive Europe / Συνεργαζόμαστε για μια ανταγωνιστική Ευρώπη
- Working together for an inclusive Europe / Συνεργαζόμαστε για μια Ευρώπη χωρίς αποκλεισμούς
- Working together for a green and competitive Europe / Συνεργαζόμαστε για μια πράσινη και ανταγωνιστική Ευρώπη

## Overarching goal and objectives

The overarching goal of this CS is to communicate in a clear and effective manner the objectives, possibilities and actual results of the EEA Grants programmes to all potential beneficiaries, relevant stakeholders, or any other associated entities and individuals (defined as “target-audiences”). The implementation and overall impact of the Financial Mechanism on the related issues of concern in Greece will also highlight the strengthening of the bilateral relations between the Donor states and Greece. All in all, this CS includes all the possible ways that will help us amplify our content through multiple points of contact.

To this aim, cooperation between the National Focal Point, the Programme Operators and the Fund Operators will be pursued through the creation of a so-called “EEA Grants Communications Team”, so as to ensure that the overall message (as defined in the above section) and the content produced in this spirit will reach their corresponding targets, and create conversions through engaged interaction and joint activities. Moreover, the National Focal Point (NFP) will ensure that POs and FOs fulfill their communication and publicity obligations.

In accordance with the EEA FM 2014–2021 objectives:

reduction of economic and social disparities in the European Economic Area;  
strengthen bilateral relations between the donor countries and the beneficiary countries;

and those referred in Annex 3, we further specify our communication objectives as listed here:

- Increase public awareness and inform the general public about the contribution and role played by the Donors Iceland, Liechtenstein and Norway.
- Ensure transparency and legitimacy of the assistance from the Donors.
- Create a coherent (brand) image of the EEA Grants in the Beneficiary and Donor Countries.
- Inform potential and actual beneficiaries, and potential and actual partners from Iceland, Liechtenstein and Norway about the EEA Grants.
- Increase public engagement and understanding by presenting programming interventions to key societal issues (social, economic, environmental)
- Promote visibility of the impact and results of the Norway, Iceland and Liechtenstein contribution in Greece.
- Once programmes are approved and enter the implementation phase, the main objective will be to transparently promote opportunities and attract potential applicants by making them aware of the available funding opportunities, focusing on potential beneficiaries with particular emphasis on the timing, e.g. of calls for proposals.

Former applicants and beneficiaries may be easily reached, as contacts have already been established. In order to reach new applicants, however, more efforts will be required, using various multipliers.

During the implementation phase, the communication efforts focus on raising public awareness on achievements—while target audiences widely stay the same; multipliers are important audiences in both phases.

Regardless of specific applicant or beneficiary experience level, communication will have to assist them in order to gain the relevant knowledge and ultimately contribute to receiving quality project proposals. The NFP, the POs and the FOs will further highlight the importance of PP contributions to the dissemination of the information to stakeholders, media and the general public.

Communication objectives are further analysed in tables, where the reader can find detailed mappings regarding the communicative constituents of this CS, i.e., channels of communication in correspondence with target audiences, with goals and objectives, with evaluation criteria, with timelines, etc.



## The EEA Grants Communications Team

Key role in the implementation of the CS will assume the so-called “EEA Grants Communications Team” (or “the Team”), that is, a formation of a community whose fundamental aim would be members’ shared commitment to create a Content Marketing Consciousness so as to raise awareness in the most efficient way possible regarding the contribution of the Donor countries through the funding of the programmes. The building-up of such a networking will imbue the members with a fine collaboration spirit of co-marketing.

In this context: (a) a contact person dedicated to communication will be included to the network by each entity and a mailing list of them will be the standard means of communication, (b) written instructions will be developed where necessary, (c) (online) training sessions with the members of the team will be organized concerning the EEA Grants Communication guidelines as well as the procedures and tasks according to this strategy, (d) online & offline meetings of the network will be frequently held to follow up and update the communication objectives and activities. The NFP will coordinate this effort.

As soon as this communication network is established, and all the problems are laid down and clarified, a how-to, in-depth Content Marketing guidebook will be issued by the NFP dealing with issues such as: producing high-quality content (both written and visual) to maximise conversions; planning content in a thoughtful way that takes into consideration different audiences and levels of awareness (using shared editorial calendars and content templates); deliver our content using a combination of vehicles website, social media channels, e-newsletter, etc.), and programmes to ensure maximum amplification; organising our social media activities (the NFP’s, the POs’, and the FOs) far in advance making it easier to coordinate campaigns so as to grow our reach; combining offline with online communication initiatives, etc.

The building up of a communication networking will help members to be actively engaged, and to bring everyone together so that they feel like they are a part of a real community. Finally, we will be able to develop a voice for our entities that helps us personify our business and lets people know that they are dealing with real people, not just a company or a governmental body.

The EEA Grants Communications Team will constitute an active agent in implementing the CS as its members will work towards building a content strategy which will:

- (a) Design the content our target audiences need to help them through their awareness | information | engagement journey by understanding their motivations.
- (b) Support all the efforts to create a (virtual) community of fans, followers, and subscribers.
- (c) Create actionable and utilitarian content that presents an opportunity to make meaningful contact with our target-audiences.
- (d) Find the best practices for creating and delivering content, refining them over time.
- (e) Hold frequent retrospectives.

- (f) Set clear conversion goals, such as to get our target audiences to open our newsletters, spend a certain amount of time on our websites, deciding which content format are appropriate to use in concert with the defined channels–audiences–objectives (e.g., short videos for raising awareness), etc.

The Team will work on implementing both online and offline communication activities. However, given the importance of digital communication in our days and the need for all communicators to establish a reputation for being trustworthy and innovative, the Team’s work will focus primarily on the digital content creation and its use through selected digital tools.

## Target audiences

Knowing “who”, “when”, and “how” remain the most pressing questions when communicating with your audience. To create utilitarian content that will prompt to action means that, in addition to knowing who your audience is, you also need to understand what this audience care about. Personalization and relevancy are necessary to build a solid communication strategy.

Having kept the target audiences as defined in the previous version of the CS, we proceed with a more targeted segmentation forming two distinct groups based on the core characteristics of each target. Consequently, the categorisation becomes as follows:

**Audience that needs to get informed about the programmes.** Here belongs the majority of this CS’s target audiences. All the objectives regarding raising awareness fulfill the needs of this group.

### (a) Potential Applicants | Beneficiaries

Potential Beneficiaries are all the organizations which may be interested in applying for a project grant, as listed in the calls for proposals of the Programmes 2014-2021. The potential beneficiaries will be informed on the objective of the programmes, terms and conditions for the open calls, including submission period and the possibilities for co-operation with the donor state partners.

### (b) Actual Beneficiaries | Project Promoters

The Actual Beneficiaries or the Project Promoters are all the organizations which have submitted the project application and which have concluded the Project Contract.

The Project Promoters and Project Partners will be informed on reporting activities, financial management including eligible costs, procurement information, and obligatory information activities by the Programme Operators. They will be actively involved in the communication activities in order to maximise the communication effect of their projects. Programme Operators will provide guidance and visibility of

the PPs projects and communication activities, while feedback and assistance may be provided by the NFP.

The NFP will additionally ensure that the Programme Operators and the Fund Operators will fulfill their own information and communication obligations in accordance with the Regulation.

### (c) Project Partners

The Project Partners are all the organizations which have co-submitted the project application on which the Project Contract has been concluded. Among these are included as provided in the MoU IPOs, such as the OECD, the EU Fundamental Rights Agency and Donor Programme or Project Partners.

All involved entities will be informed on obligatory management and control obligations related to communication, such as reporting activities, financial management including eligible costs, procurement information, as well as they will be guided towards implementing all necessary information and dissemination activities.

### (d) Stakeholders

Communication with all relevant stakeholders will be critical in achieving the aim of this CS. Stakeholder involvement will be on-going and Programme Operators and the NFP will ensure that relations with the stakeholders will be encouraged so as to secure the widest possible dissemination of the results achieved through the EEA Grants.

### (e) General Public

It is important for the general public to receive the message of the contribution of Norway, Iceland and Lichtenstein, to view results and benefits from the implementation of the programmes. The term “general public” is an umbrella-term, which also comprises the various target audiences the POs and the FOs have defined in their communication strategies.

### (f) Press | the Media | Journalists

The targeted journalists | the media are highly important for transferring information to the general public as well as to the potential applicants. With the collaboration of the Press and Media Office of the Ministry of Development & Investments, lists of accredited journalists covering both economic and general interest topics will be made available and used as addresses of press releases, announcements and other information at national level. Press kits that will consist of media fact sheets and photos of the projects will be prepared to be distributed to journalists during the major publicity events.

**The experts**, who generate the programmes, and they wish to see that their programmes are being promoted and the information about their contribution is being disseminated effectively.

### **(g) Donor Countries**

Continuous cooperation between the Greek Authorities and the Donor states Embassies and representatives, mainly the Royal Norwegian Embassy in Greece, plays a fundamental role in the implementation of this CS.

The NFP will establish regular contact with the Donors to communicate planned events, priorities and activities and actively involve them in the plans for sharing and multiplying information about the progress of the GR Communication Strategy “EEA Grants 2014-2021”. The NFP shall further align with any relevant instructions from the FMC and FMO Communications Unit, in order to promote the benefits and outcomes of the programmes and projects.

### **(h) Cooperation Committees**

The Programme Operator of a Donor Partnership Programme or a Programme implemented in partnership with an IPO has to establish a Cooperation Committee, consisting of representatives from the Programme Operator and representatives from the Donor Programme Partner(s) and/or the IPO(s), as applicable. Cooperation Committees shall be established as soon as possible after the designation of the Programme Operator and shall provide advice on the preparation and implementation of the programme. Cooperation Committees will be chaired by a representative of the Programme Operator and representatives of the FMC, and the NFP shall be invited to participate as observer. The internal communication among the members of these Committees will provide added value to the whole communication process.

### **(i) Joint Committee for Bilateral Funds**

The NFP is responsible for establishing the Joint Committee for Bilateral Funds chaired by the National Focal Point and composed of representatives from the Donor States and from the Beneficiary States, including the respective Ministry of Foreign Affairs. The purpose of this Committee is to discuss matters of bilateral interests, identify initiatives, decide funding allocations and review the overall progress towards reaching the objective of strengthened bilateral relations. Therefore its role in the internal communication processes is critical.

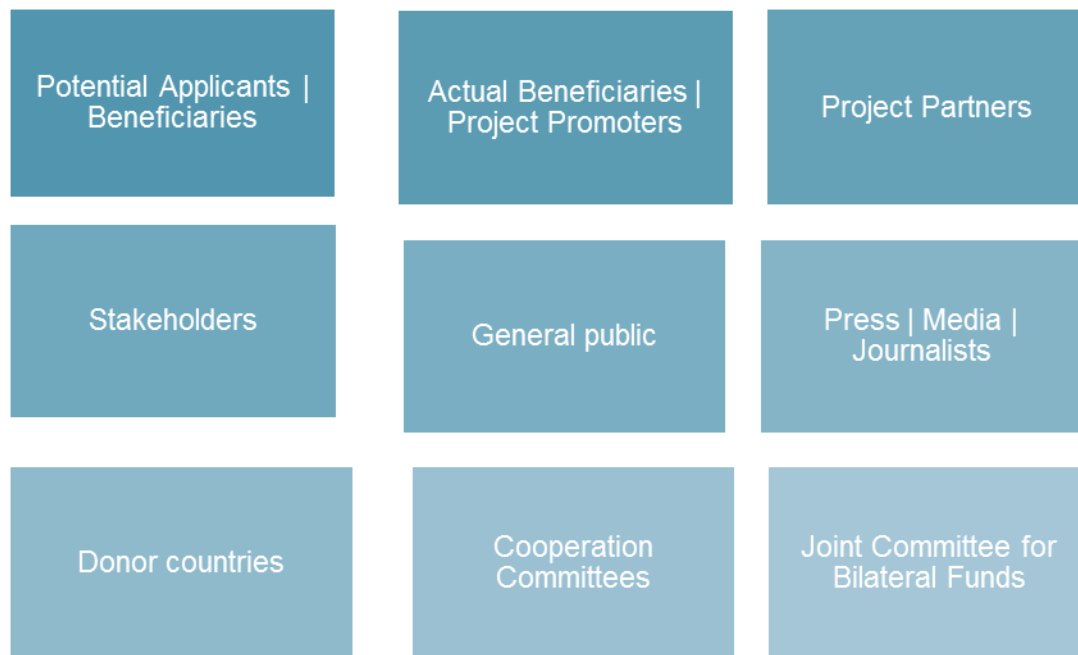


Figure 3: Target audiences

## Communications practices to tackle times of socio-economic stress

The coronavirus outbreak has changed the communications landscape dramatically, replacing physical presence and activities with online and virtual ones. To ensure that the EEA Grants programmes remain positioned in their defined business market, we need to revisit our communication map and to focus on the emergent needs of our key targets in the midst of this unprecedented, and challenging situation.

The following figure shows the shift from the offline communication tools to their online counterparts:

**Pre-coronavirus pandemic  
Requirements**



**Inter | Post coronavirus  
pandemic priorities**



Figure 4: The emergent communication priorities

As a consequence, we need to re-engineer our CS to remain relevant to and in tune with our audiences and avoid to run the risk of rapidly becoming out of synch. To that end, we add more digital tools, and adopt more effective digital practices that gives us the opportunity to react in real time and to respond quickly to any situation. For all the above reasons, we propose the following channels of communication activities as presented in the following section.

## Channels of communication activities

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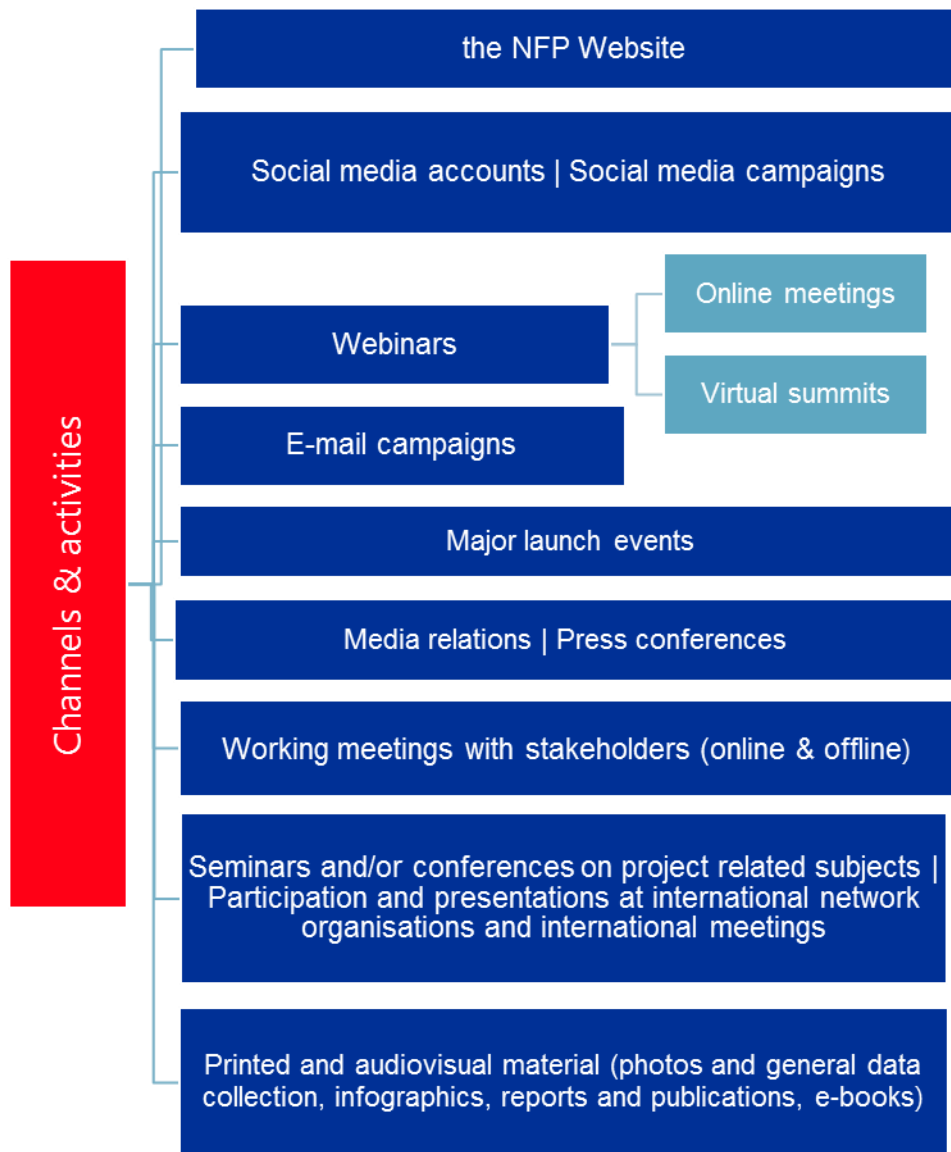


Figure 5: Communication channels and activities

Finally, we make a subtle distinction between an online communication strategy and an offline one.

## Online Communication Strategy

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In this section, the analysis focuses on the creation of a new website as this is one of the most important tools for delivering content to our audiences, and it represents the digital identity of the NFP. Due to space limitations, the rest of the digital tools will be presented and analysed in tables, where audiences, tools, goals, timelines, etc., are mapped.

### The NFP Website ([www.eeagrants.gr](http://www.eeagrants.gr))

The NFP website is a portal of information for all the defined target audiences that look for updates about the EEA Grants projects and programmes. The NFP will maintain the website for the EEA Grants for Greece at the national level, while each programme will manage its own website, respectively. NFP's website's address (URL) is [www.eeagrants.gr](http://www.eeagrants.gr), and the content is bilingual (in English and in Greek). This website domain has been in operation since the 2009–2014 period, and it was acquired for the NFP on behalf of the Ministry of Development and Investments.

For the tasks of the site's new structure and updated web design, the NFP will be supported by external experts through the programme of Technical Assistance. The content of the website will include information, documentation and supporting audio and visual material, related to the implementation of the EEA Grants programmes. Furthermore, the site will be updated according to the Web Content Accessibility Guidelines for the visually impaired.

To ensure accessibility to information, the newly created website will be regularly updated and include approximately the following pages:

- (1) **Homepage:** The page most people see first and makes immediately clear who we are and what we do. Its content should be intriguing enough to capture visitor's attention within seconds. This page will include thematic sections, as well as external links to all Programme and Fund Operators' websites, links to the website of the EEA Grants and other relevant institutions (Donor embassies, Projects and Project promoters, etc.), a visible link to alert suspicion of mismanagement of funds, and archives regarding the EEA Grants mechanism 2009–2014. The NFP's social media buttons will also be included.
- (2) **About page:** Visitors want to learn about who the people are behind the company, entity, etc. The about page is often one of the most visited page on any website. This page will include a brief summary of who we are and the NFP's history.
- (3) **The EEA Grants' page:** This page will contain all the information about the EEA Grants, including objectives, impact and the contribution by the Donors.
- (4) **Programmes page:** The "Programmes" page will include the information on all programmes, and the relevant documentation: official documents, including Strategic Reports and minutes from Annual meetings,



documentation related to the implementation of the programmes in Greece such as MCS, guidelines, ministerial decrees, etc.

- (5) **Calls page**, where all the latest, active calls will be shown.
- (6) **Bilateral relations page**, which will contain the relevant Information on bilateral cooperation with Iceland, Liechtenstein and Norway.
- (7) **Contact page** to show site visitors' all the ways they can get in touch with the NFP. It will include (e) mailing addresses (or a contact form for spam prevention), phone numbers, business hours.
- (8) **Press | Latest news page**: Here the NFP can address the media. On this page links to articles written about the programmes, press releases, relevant videos featured on other platforms, and any other recognizable publicity accomplishments can be posted. This page can also include links to download PDFs, photos, or media press kits (if available).
- (9) **FAQs page**: The page will be the NSF's space to answer the most frequent questions web visitors are asking. The frequently asked questions (FAQ) page will tell everyone—on one page—what they need to know. This will save time answering those same questions on an individual basis. The answers should be a call to action, and persuade a potential beneficiary to take the next step and get actively engaged with the EEA Grants programmes.
- (10) **Complaints page**: Here web visitors will be able to file complaints and provide detailed information about corruption or mismanagement.
- (11) **Programming period 2009–2014 page**: All the regulatory documents regarding the previous programming period will be archived here.
- (12) **A platform that** will facilitate civil society actors' search for finding and consolidating bilateral project partners, and networking.
- (13) Within the new [www.eeagrants.gr](http://www.eeagrants.gr) site, a **microsite** will be embedded which will provide the EEA Grants Communications Team used as a forum to help the team get fresh information and valuable insights (know-how), to pose questions, foster discussions, and always respond when people contact us.

Finally, **Search Engine Optimisation** (SEO) practices will be applied, so as to increase both the quality and quantity of website traffic, as well as exposure, and to better understand the needs of the target audiences.

## Social media accounts and campaigns

Social media platforms are a requirement for the National Focal Points for the 2014–2021 period. Other entities involved in the publicity of the EEA Grants, such as Programme Operators, Fund Operators, Project Promoters and partners from the donor countries are also strongly encouraged to use social media in their communication to increase reach. The NFP will continue the use of social media to further promote awareness and multiply the effect of the programmes to stakeholders and the general public. The users not only read information but create added value by expressing their views and sharing information with even larger audiences. By using social media and on-line social media campaigns cost-efficient and improved communication can be achieved along with real time interactions with our target-audiences.

According to recent studies on digital marketing, Facebook dominates in the B2C space, and also grabs the most important slot in the B2B market, while Twitter declines. On the other hand, the use of LinkedIn increases as a more powerful tool for bringing together companies and people who work in a common industry, and a more professional network, in general. LinkedIn is built on mutual connections (psychologically more meaningful), while Twitter is built from the ground up for unilateral relationships. In addition, the high temporary nature of tweets makes it hard to refer back to posts, while it is easy to miss out. For all the above reasons, we propose to add a LinkedIn account and to manage it alongside the existent Twitter and Facebook accounts in order to achieve a solid content integration.

The rules of creating social media content will be included in the Content Marketing guidebook as seen above (ibid., section “The EEA Grants Communications Team”). Indicatively, some of the ways to achieve our online communicative goals through content are the following:

- Create posts short and triggering, using smartly wording and visual elements.
- Use certain #hashtags (we already use the #eeaGrants, #eeagrantsGreece, and #WorkingTogether hashtags) and tag relevant pages and accounts, or create ad hoc hashtags to promote certain events.
- Follow measurement and analytics and adjust accordingly on different aspects of posting.
- Reply and react to messages and comments promptly.
- Be responsive with all related pages and accounts.

We also incorporate social media campaigns as a means to achieve our communication goal and objectives. Campaigns differ from everyday social media efforts because of their increased focus, targeting and measurability.

It is now more important than ever to truly understand how to reach our targets via the channels with which they engage most deeply and which influence them the most. The following tables provide detailed mappings to show in a schematic and comprehensive way all the necessary information about the implementation of the online part of the CS.

## Website

In an increasingly digital world, an entity's website has become a major engagement point with its audience and prospects. The website is where users sit down and engage with the entity on their own time and without supervision.

In the section entitled "the NFP website" we describe the site's webpages and its content, which will be enriched or changed in a dynamic way to respond to the ever-changing expectations of the users.

## Priority



### Target audiences

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press/ Media | Journalists  
 General Public

### Goal

To become the centerpiece of the NFPs digital investment in order to achieve the most effective visibility regarding the programmes and to increase the number of those who wish to actively participate and implement these programmes.

### Objectives

- Become a medium that provides real-time, honest feedback regarding the programmes.
- Showcase the NFPs and the EEA Grants' (brand) identity regarding their contribution in Greece.
- Offer thought leadership about what's going on in the Grants community in Greece.
- Share information that people won't find anywhere else.

### The EEA Grants Communication Team role

To achieve coherence in the digital representation of all the programmes.

### Timeline (quarters)

| 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|------|
|      |      |      |      |      |      |

### Expected results

Become a valuable resource of information that people will use as a point of reference.

|               |                |
|---------------|----------------|
| <b>Budget</b> | <b>20,000€</b> |
|---------------|----------------|

### Evaluation Criteria | KPI (Key-Performance Indicator)

- Number of unique visitors
- Number of hits per page
- Page views
- Conversion rate
- Bounce rate

**Social media platforms** (see also Social media campaigns ↗)

There are already social media accounts managed by the NFP on Facebook and Twitter. These accounts are:

- Facebook at <https://www.facebook.com/EEA-Grants-Greece-1562324607366222/>
- Twitter at [https://twitter.com/eeagrants\\_gr](https://twitter.com/eeagrants_gr)

Although more commonly used by B2C businesses, Facebook can still be a useful channel for B2B, particularly for sharing more personal and visually engaging content, such as videos and infographics.

We propose to add a **LinkedIn** account, as LinkedIn is the world’s leading business networking site and the perfect tool for sharing content with highly targeted audience. We will also take advantage of participating in LinkedIn groups, which segment users based on their industry, interests and needs.

↗ This table should be seen in **combination with** the following one entitled “Social media campaigns”, as the two work in parallel.

**Priority**



**Target audiences**

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists  
 General Public

**Goal**

To increase exposure and grow partnerships through each one of the platforms.

**Objectives**

- Reach the target audiences to the biggest possible degree
- Increase the number of followers
- Establish reliability among followers
- Engage social media users in interaction
- Develop loyal fans

**The EEA Grants Communication Team’s role**

Share content creation ideas regarding the posts and their publishing schedule.

**Timeline (quarters)**

| 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|------|
|      |      |      |      |      |      |

**Expected results**

Maximise conversion

**Budget**

**Free** (as regards the social media accounts management)

**Evaluation Criteria**

- Number of unique visitors
- Number of followers
- Amount of engagement content is generating in terms of likes, impressions, comments and social shares
- Number of inbound links back to the eeagrants.gr website from the social media accounts

**Social media campaigns** (see also Social media accounts 📱)

Social media campaign is a coordinated marketing effort that’s designed to reinforce information or sentiments (about a product, service, or overall brand) through at least one social media platform. Campaigns are strategically focused, and have measurable outcomes.

The NFP will create and manage Facebook campaigns throughout the programming period to highlight programmes’ milestones, inform about special events that would take place, etc.

📌 This table should be seen in combination with the above table entitled “Social media platforms”, as they work interweavingly.

**Priority**  


**Target audiences**

Potential Applicants | Beneficiaries  
 Stakeholders  
 Press | Media | Journalists  
 General Public

**Goal**

To generate leads and create programme awareness, and to establish loyal followers.

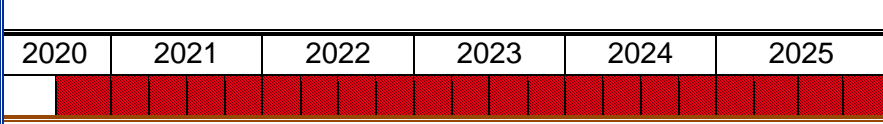
**Objectives**

- Get feedback from followers
- Optimize content for search engines
- Build email lists for the e-mail campaigns (e-newsletter)
- Increase website traffic
- Improve overall engagement

**The EEA Grants Communication Team’s role**

Share ideas regarding the creation and management of the Facebook campaigns.

**Timeline (quarters)**



**Expected results**

Maximize the impact of the NFP’s social media communication strategy.

|               |                |
|---------------|----------------|
| <b>Budget</b> | <b>25,000€</b> |
|---------------|----------------|

**Evaluation Criteria**

- Number of reaction to the post (likes, impressions, shares, etc.)
- Number of link clicks
- Number of inbound links back to the eeagrants.gr website

## Webinars, online meetings, virtual summits

Webinars are an effective way of reaching many members of a smaller or larger community at once through an engaging event that doesn't require anyone to be in the same location..

Online meetings are a great way to meet with members of the EEA Grants community while saving money on travel expenses.

Through virtual summits the NFP can share knowledge of other speakers, who in turn attract their own followers to the event.

The NFP will make use of the webinar platforms that give the opportunity to bring together smaller groups of people, while plan a budget allocation to host bigger events, such as a virtual summit (to support major launch events).

☞ It is important to pinpoint that virtual summits will be organised only if emergent situations, such as coronavirus pandemic, will not allow for a live, major publicity event to take place.

### Priority



### Target audiences

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists

### Goal

Attract the most attendees possible according to the occasion.

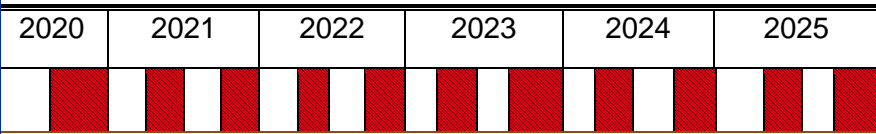
### Objectives

- Either give the audience access (if hosting) or gain ourselves access (if participating) to some high-quality information and education from trusted sources.
- Generate traffic

### The EEA Grants Communication Team's role

Inform each member for the scheduled online events, participate, and share knowledge.

### Timeline (quarters)



### Expected results

Maintain the reputation for being a trustworthy source regarding the management of the programmes, and share expertise.

### Budget

60,000€

### Evaluation Criteria

- Number of attendees
- Number of unique visitors to the website
- Number of followers on social media
- Number of media articles

## E-mail campaigns

### Priority



An email campaign is a sequence of marketing efforts that contacts multiple recipients at once. Email campaigns are designed to reach out to subscribers at the best time and provide valuable content and relevant information.

The NFP will issue roughly an e-newsletter per month.

### Target audiences

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists  
 General Public

### Goal

Build deep and trusting relationships with the target audiences.

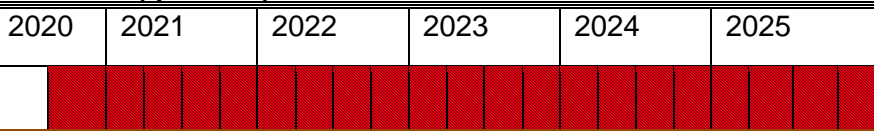
### Objectives

- Encourage engagement
- Make regular contact with the target audiences
- Promote the NFPs and community members' content
- Drive website traffic
- Develop (brand) awareness

### The EEA Grants Communication Team's role

Share content creation ideas and content regarding the e-newsletters issues and their publishing schedule.

### Timeline (quarters)



### Expected results

Improve public perception of the contribution of the programmes.

|               |                |
|---------------|----------------|
| <b>Budget</b> | <b>10,000€</b> |
|---------------|----------------|

### Evaluation Criteria

- New subscribers
- Number of unique visitors to the website
- Number of followers on social media
- Click through rates

## Offline Communication Strategy

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Three major activities are to be held in the current period:

- A major launch event, open to all target groups, which will present an overview of the financial mechanism, the Programmes areas, objectives and possibilities for support and encouraging cooperation with entities in Iceland, Liechtenstein and/or Norway. During this event a brief video production that will present projects from previous programming periods will be projected, so as to emphasize on the already achieved results and prepare the audience for the future projects. The event is planned for the first semester of 2019, to coincide with approvals and launch of programmes.
- A mid-term event will present the progress and impact from EEA Grants to stakeholders and the media. Depending on progress, good practice examples may be presented by Project Operators. The event is planned for 2021, to coordinate if possible with the mid-term evaluation results.
- A closing event, open to all target groups, with an emphasis to the active participation of Project Operators, will be organised at the end of the Programming period. This event will be a major opportunity for presenting the outcomes of the EEA Grants in social and economic terms for the current period and a vehicle for introducing the forthcoming period priorities. A video clip and at least one informative leaflet presenting the features of key projects of the period will be prepared before this event. The event is planned for 2025.

The following tables explain through the mapping process the implementation of all of the offline publicity activities.



## Major launch events

A launch event is an excellent way to showcase the EEA Grants programmes, progress, best practices, outcomes and results. This event provides the opportunity to show the real impact of the programmes on the lives of the beneficiaries, while it gives the attendees real, hands-on time with the programmes.

☞ Virtual summits will be organised instead of launch events, in case coronavirus sparks a new outbreak.

In any case, while organising events that require physical presence we should also take into consideration online communication actions, such as launching social media campaigns to promote major launch events, conferences, etc.

### Priority



### Target audiences

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists  
 General Public

### Goal

Present progress and impact, and the outcomes of the EEA Grants

### Objectives

- Turn the attendees into advocates for the EEA Grants programmes.
- Get the participants talk more about the benefits of the programmes on social media.

### The EEA Grants Communication Team's role

Share information about the planning of media events, and the creation of the relevant content, media packages, press kits, etc.

### Timeline (quarters)

| 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|------|
|      |      |      |      |      |      |

### Expected results

Show the audiences what are the EEA Grants programmes, how they work, and how they can benefit from them in their personal and professional life.

|               |                |
|---------------|----------------|
| <b>Budget</b> | <b>80,000€</b> |
|---------------|----------------|

### Evaluation Criteria

- Number of attendees
- Number of media articles
- Number of references to the EEA Grants in the published articles
- Number of participants in the press conferences
- Number of unique visitors to the website
- Number of followers on social media

## Conferences | Seminars on project related subjects

Priority



Conferences offer great educational opportunities no matter how experienced participants are. They also give the chance of networking with peers, encounter new stakeholders, and position yourself as an expert.

The NFP will organise and participate in conferences and seminars on the EEA Grants project related subjects, so as to share knowledge and also get informed about initiatives, best practices, etc.

☞ Should measures against coronavirus need to be taken anew, the NFP will host **webinars**, instead.

In any case, while organising events that require physical presence we should also take into account online communication actions, such as launching social media campaigns to promote a launch event, a conference, etc. We should also plan actions and estimate budget allocation for targeted PR campaigns before, during and after the events.

### Target audiences

Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists

### Goal

Attract the most attendees possible according to the occasion.

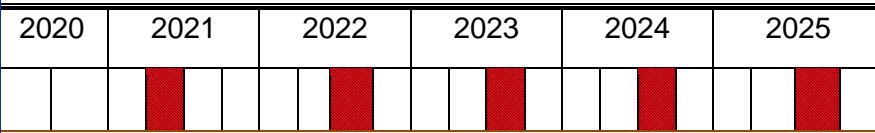
### Objectives

- Either give the audience access (if hosting) or gain ourselves access (if participating) to some high-quality information and education from trusted sources.
- Generate traffic

### The EEA Grants Communication Team's role

Inform each member for the scheduled conferences, participate, and share knowledge.

### Timeline (quarters)



### Expected results

Maintain the reputation for being a trustworthy source regarding the management of the programmes, and share expertise.

**Budget**

**20,500€**

### Evaluation Criteria

- Number of attendees
- Number of unique visitors to the website
- Number of followers on social media
- Number of media articles

## Media relations | Press conferences

Organising press conferences during the major events and producing and sending press releases to promote results throughout the programming period is essential. One important technique to attract media attention is storytelling. Focusing the project results in one particular story of a beneficiary makes the achievements much more interesting and increases the chances to have more media coverage.

To facilitate a well-established relationship with the media and journalists covering respective topics, media packages of promotional material will be created.

Priority



### Target audiences

Press | Media | Journalists

### Goal

Achieve media visibility so as to enhance the communication objectives about raising awareness and interest of the benefits of the programmes.

### Objectives

- Gain coverage in newspapers, magazines, and blogs
- Build excitement or anticipation about an event

### The EEA Grants Communication Team's role

Share information about the planning of media events, and conferences, and the creation of the relevant content, media packages, press kits, etc.

### Timeline (quarters)

| 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|------|
|      |      |      |      |      |      |
|      |      |      |      |      |      |

### Expected results

Disseminate the information and build a strong EEA Grants brand awareness.

**Budget**

10,000€

### Evaluation Criteria

- Number of press releases issued
- Number of press conferences organised
- Number of press kits created
- Number of media articles Number of references to the EEA Grants in the published articles
- Number of participants in the press conferences

## Printed and audiovisual material | productions | promotional material

Priority



As tempting as it can be to rely purely on digital channels, offline tools can still be very effective at reaching audiences.

Printed and audiovisual promoting material about the programmes will be used during the major publicity events and reproduced through the social media platforms.

All the segments of the NFP target audiences could read flyers, print advertisements, and be exposed to signage or audiovisual material. (For example, a video clip showcasing programmes or projects concluded during the previous programming periods could be a useful introductory tool during a major launching event.)

### Target audiences

Potential Applicants | Beneficiaries  
 Actual Beneficiaries | Project Promoters  
 Project Partners  
 Stakeholders  
 Donor Countries  
 Cooperation Committees  
 Joint Committee for Bilateral Funds  
 Press | Media | Journalists  
 General Public

### Goal

To enhance all other communication activities.

### Objectives

- Drive action
- Target the audience more efficiently
- Tailor the campaigns to fit the budget (for example, quarter-page, half-page, or full-page ads)

### The EEA Grants Communication Team's role

Share ideas on the creation and distribution of promotional tools.

### Timeline (quarters)

| 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|------|
|      |      |      |      |      |      |

### Expected results

Leverage credibility

**Budget**

**20,000€**

### Evaluation Criteria

- Types of printed material created (brochures, leaflets, stickers, folders, banners, etc.)
- Number of printed material distributed

## Evaluation

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There is a motto regarding any evaluation process: “You can’t manage what you can’t measure”. In addition to helping focus on results, establishing the proper measurement policies will provide the real-time feedback that allows for continuous optimization. Evaluation is important in assessing quality and quantity of the implemented Communication Strategy. It is a comprehensive analysis of communication’s role and, therefore, should be considered in all implementation phases of the CS, and take into consideration all the defined channels and activities.

Monitoring will be continuous in order to track outputs and intermediate outcomes and collect and analyse information and data of the communication activities. A baseline public research on the visibility of the EEA Grants shall be considered to take place before the official programme launch and another one after the final information event.

Cost-efficient digital tools, which can provide feedback in a short period of time, such as Google analytics (regarding the website), Facebook and LinkedIn analytics (for the social media platforms) will be used. Additionally, on-line surveys and questionnaires may also be used, to evaluate events or other communication activities.

## Using output, outcome and impact indicators

| Online Communication tool (a) | Output indicator  | Outcome indicator   | Impact indicator  |
|-------------------------------|---|---|---|
| Website                       | Number of unique visitors   | Increase conversion rate                                  | Become a valuable resource of information that people will use as a point of reference. |
|                               | Number of hits per page   |   |   |
|                               | Page views  |   |   |
|                               | Bounce rate   |   |   |
| Social media platforms        | Number of reaction to the post (likes, impressions, shares, etc.) | Increase website traffic                                  | Maximize the impact of the NFP's social media communication strategy.                   |
|                               | Number of link clicks   | Improve overall engagement                                |   |
|                               | Number of inbound links back to the eeagrants.gr website          |   |   |
| Social media campaigns        | Number of reaction to the post (likes, impressions, shares, etc.) | Get feedback from followers                               | Maximize the impact of the NFP's social media communication strategy.                   |
|                               |   | Optimize content for search engines                       |   |
|                               | Number of link clicks   | Build email lists for the e-mail campaigns (e-newsletter) |   |
|                               | Number of inbound links back to the eeagrants.gr website          | Increase website traffic                                  |   |
|                               |   | Improve overall engagement                                |   |

Table 1: Indicators to measure the progress of the online communication tools

| Online Communication tool (b)              | Output indicator                         | Outcome indicator   | Impact indicator  |
|--|--|---|---|
| Webinars, online meetings, virtual summits | Number of attendees                      | Either give the audience access (if hosting) or gain ourselves access (if participating) to some high-quality information and education from trusted sources. | Maintain the reputation for being a trustworthy source regarding the management of the programmes, and share expertise. |
|  |  | Generate traffic  |   |
|  | Number of unique visitors to the website |   |   |
|  | Number of followers on social media      |   |   |
|  | Number of media articles                 |   |   |
| E-mail campaigns                           | New subscribers                          | Encourage engagement  | Improve public perception of the contribution of the programmes.  |
|  | Number of unique visitors to the website | Make regular contact with the target audiences  |   |
|  | Number of followers on social media      | Promote the NFPs and community members' content   |   |
|  | Click through rates                      | Drive website traffic   |   |
| Develop (brand) awareness                  |  |   |   |

Table 2: Indicators to measure the progress of the online communication tools

| Offline Communication tool (a)                     | Output indicator   | Outcome indicator   | Impact indicator  |
|--|--|---|---|
| Major launch events                                | Number of attendees  | Turn the attendees into advocates for the EEA Grants programmes.  | Show the audiences what are the EEA Grants programmes, how they work, and how they can benefit from them in their personal and professional life. |
|  | Number of media articles   |   |   |
|  | Number of references to the EEA Grants in the published articles | Get the participants talk more about the benefits of the programmes on social media.  |   |
|  | Number of participants in the press conferences                  |   |   |
|  | Number of unique visitors to the website                         |   |   |
|  | Number of followers on social media                              |   |   |
| Conferences   Seminars on project related subjects | Number of attendees  | Either give the audience access (if hosting) or gain ourselves access (if participating) to some high-quality information and education from trusted sources. | Maintain the reputation for being a trustworthy source regarding the management of the programmes, and share expertise.                           |
|  | Number of unique visitors to the website                         |   |   |
|  | Number of followers on social media                              |   |   |
|  | Number of media articles   | Generate website traffic  |   |

Table 3: Indicators to measure the progress of the offline communication tools



| Offline Communication tool (b)  | Output indicator  | Outcome indicator   | Impact indicator   |
|---|---|---|--|
| Media relations   Press conferences                                   | Number of press releases issued   | Gain coverage in newspapers, magazines, and blogs   | Disseminate the information and build a strong EEA Grants brand awareness. |
|   | Number of press conferences organised   |   |  |
|   | Number of press kits created  | Build excitement or anticipation about an event   |  |
|   | Number of media articles  |   |  |
|   | Number of references to the EEA Grants in the published articles<br>Number of participants in the press conferences |   |  |
| Printed and audiovisual material   productions   promotional material | Types of printed material created (brochures, leaflets, stickers, folders, banners, etc.)                           | Drive action  | Leverage credibility   |
|   | Number of printed material distributed  | Target the audience more efficiently  |  |
|   |   | Tailor the campaigns to fit the budget (for example, quarter-page, half-page, or full-page ads) |  |

Table 4: Indicators to measure the progress of the offline communication tools

## Budget

An indicative distribution of the proposed budget for the communication activities of the present Communication Strategy is seen in the following table.

☞ It is of high importance to bear in mind that in order to deal with emergent situations (such as the coronavirus pandemic) the NSF will determine in which way the communication investments will be distributed more effectively (either switching between the online and the offline communication tools, or using both interchangeably) to achieve the desired communication results. As a consequence, in this revised version of the CS, an attempt has been made to achieve a harmonious balance between the online and the offline communication activities.

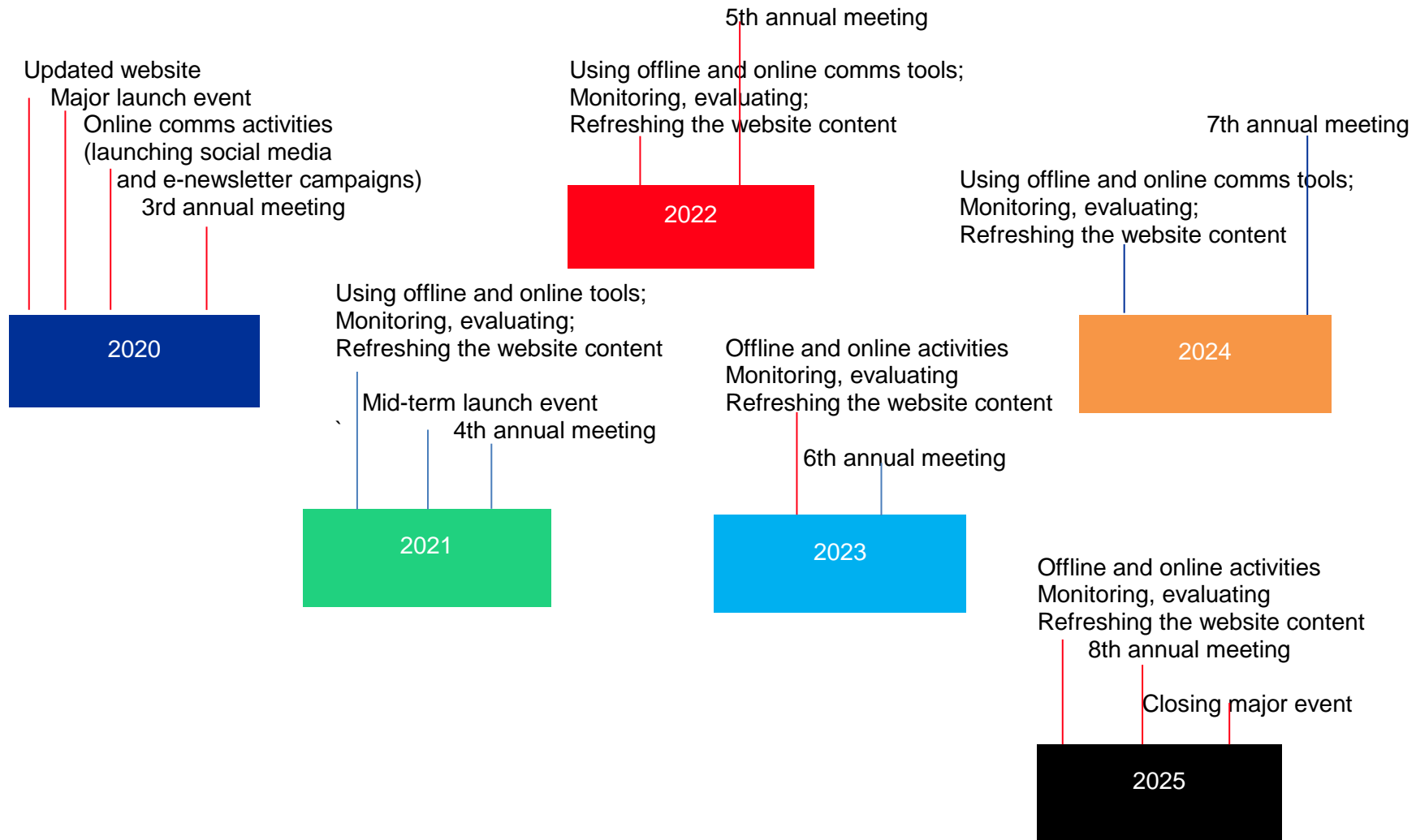
|   | Proposed internal allocation of Communication Activities Budget |                     |
|---|---|---------------------|
| <b>Communication activities</b>                                       | EEA Grants contribution (in euros)                              | Share of ttl budget |
| Website   | 20,000  | 8%                  |
| Social media platforms & Social media campaigns                       | 25,000  | 10%                 |
| Webinars, online meetings, virtual summits                            | 60,000  | 24%                 |
| E-mail campaigns  | 10,000  | 4%                  |
| <b>Online communications activities</b>                               | <b>115,000</b>  |                     |
| Major launch events (offline)   | 80,000  | 32%                 |
| Conferences   Seminars on project related subjects                    | 20,500  | 8%                  |
| Media relations   Press conferences                                   | 10,000  | 4%                  |
| Printed and audiovisual material   productions   promotional material | 20,000  | 8%                  |
| <b>Offline communications activities</b>                              | <b>130,500</b>  |                     |
| <b>Evaluation costs</b>   | <b>5,000</b>  | <b>2%</b>           |
| <b>Total proposed</b>   | <b>250,500</b>  | <b>100%</b>         |

Table 5: The CS' revised budget allocation

**Note:** The amount of the 250,500€ budget for communication purposes was originally proposed with the submission by the NFP to the FMO (in accordance with Annex 7 of the Regulation (Technical Assistance Budget) in July 2018.

# Milestones

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## Contact Information

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