

COMMUNICATION STRATEGY

FOR THE EEA FINACIAL MECHANISM AND THE NORWEGIAN FINANCIAL MECHANISM 2014-2021 IN CROATIA

Version 4, April 2020

| | |
|--------------------------------------------------------------------------|-----------|
| Chapter 1 Introduction | 3 |
| Chapter 2 Legal Basis and other relevant documents | 5 |
| 2.1. Legal basis | 5 |
| 2.2 Other relevant documents..... | 5 |
| Chapter 3 Communication Strategy Framework..... | 6 |
| 3.1 Responsibilities of the National Focal Point | 6 |
| 3.2 Target groups | 6 |
| 3.2.1 Potential and actual beneficiaries | 6 |
| 3.2.2 General public | 6 |
| 3.2.3 Media..... | 7 |
| 3.2.4 Stakeholders communication network | 7 |
| 3.3 Objectives | 7 |
| 3.4 Key communication messages | 11 |
| 3.5 Visual identity..... | 11 |
| Chapter 4 Promotion and information measures..... | 11 |
| 4.1 Web site..... | 11 |
| 4.2 Publications, promotional materials and audio-visual materials | 12 |
| 4.3 Social media (Facebook page)..... | 13 |
| 4.4 Events (launching, mid-term and closing event)..... | 13 |
| 4.5 Other events to promote the Financial Mechanisms | 15 |
| 4.6 Timeline | 16 |
| Chapter 5 SWOT Analysis..... | 17 |
| Chapter 6 Evaluation and monitoring..... | 18 |
| Chapter 7 Communication budget..... | 20 |
| Chapter 8 Responsible people..... | 20 |

Chapter 1 Introduction

The Norwegian Financial Mechanism 2014-2021 (NFM) and the EEA financial mechanism 2014 – 2021 (EEA FM) in Croatia represent a valuable supplement in the national and EU funding of the national priority areas.

NFM and EEA FM were launched on the 3 July 2018 upon signing of the Memoranda of Understanding (MoU) for both financial mechanisms¹. MoUs indicate the priority sectors and main responsibilities of involved stakeholders.

A total of EUR 103,4 million is available to the Republic of Croatia under the FMs for the period 2014-2021, of which EUR 56,8 million are funds from the EEA FM and EUR 46,6 million are funds from the NFM. The Croatia co-finances programmes with the additional EUR 9,8 million, making the total available funds in the amount of EUR 113,2 million.

Funds allocated to Croatia are divided in the six programmes: Justice and Home Affairs (JHA); Local Development and Poverty Reduction (LDPR); Energy and Climate Change (ECC); Innovation, Research, Education and Competitiveness; Civil Society and Social Dialogue. Implementation of the first three programmes are directly managed by the Croatian institutions appointed as the programme operators (POs) for the programmes (Ministry of Justice for the JHA, Ministry of the Regional Development and EU Funds for the LDPR and Environmental Protection and Energy Efficiency Fund for the ECC programme). POs for the last three programmes is the Financial Mechanism Office (FMO). Overall responsibility of the FMs implementation and achievements of the FMs objectives in Croatia lies with the Ministry of Regional Development and EU Funds (MRDEF) which performs the role of the National Focal Point (NFP).

According to the paragraph 2(a) Article 3.2. of the Regulation, the NFP is responsible for developing the Communication strategy (Strategy) for the FMs.

In order to make awareness of EEA and NFM, the main focus of the Strategy will be to highlight the funding possibilities, results and overall impact of the programmes and projects implemented within FMs in the Croatia and to promote the possibilities for the actual bilateral cooperation with entities in Iceland, Lichtenstein and Norway.

The communication and publicity activities described in this Strategy are primarily focused on the programmes under the Croatian management. However, in order to highlight the overall contribution from the donor countries, the NFP will present and inform general public about the results of other three programmes under the management of the FMO as well and put

¹ The Law of proclamation of both Memoranda was published in the Government Gazette 7/2018 on 31 October 2018.

every effort in securing the open communication with those programmes' Fund operators in order to exchange all the relevant information related to the programmes and their results.

Since the most programmes under the Croatian management will be implemented through open calls (apart from the JHA programme, where all projects are predefined), the significant focus in the first stage of communication will be on raising the awareness of the general public and potential beneficiaries about the funding possibilities under the FMs and how to apply for available funds. This will be reached through the FM's launch event, producing the FMs related publications, regularly publishing of new information about the FMs and Open Calls on official web site *eeagrants.hr* etc. Also, the EEA and NFM and donor's contribution will be presented at events organised by the Ministry of Regional Development and EU Funds whenever it is possible.

In the implementation phase the focus of communication shall be on projects, their goals, progress, main results and achievements. Also, significant effort will be put for sharing the best practices of projects within different programmes.

The main purpose of the Strategy is to establish and engage a set of communication tools and principles for successful interaction with specific target groups vis-a-vis implementation of the programmes and the projects financed through the EEA and Norway Grants.

The objective will be achieved using a variety of **communication tools** and events, which will be described further throughout the Strategy, such as:

- The dedicated web site of the Financial Mechanisms
- The use of promotional materials (brochures, leaflets, roll-up, etc)
- Three major events to promote the Financial Mechanisms
- Participation to the events organised by Programme Operators
- Participation on other events, press events and workshops organised by the Ministry of Regional Development and EU Funds to promote the Financial Mechanisms
- Other activities as appropriate.

The communication activities will be implemented in the line with Regulation, the Information and Communication requirements in the Annex 3 of the Regulation and applicable Communication and Design manual.

The NFP's communication activities will be complemented with the POs individual activities. Each Programme Operator will develop a Communication Plan with the aim to reach the widest possible audience, including key stakeholders at the appropriate territorial level/s. The developed Communication plans shall be in line with this Communication Strategy.

The communication objective will be achieved through close cooperation between the National Focal Point and the main stakeholders, including POs, Fund operators, project

promoters, the FMO, the Royal Norwegian Embassy in Zagreb, the Embassy of Iceland in Berlin and the Liechtenstein office service - Mission to the EU.

This Strategy includes the following chapters:

- Chapter 1. Introduction
- Chapter 2. Legal basis and other relevant documents
- Chapter 3. Communication strategy framework
- Chapter 4. Promotion and information measures
- Chapter 5 SWOT Analysis
- Chapter 6 Evaluation and monitoring
- Chapter 7 Communication budget
- Chapter 8 Responsible people

Chapter 2 Legal Basis and other relevant documents

2.1. Legal basis

Legal basis for this Strategy is:

- Regulation on the implementation of the EEA Financial Mechanism 2014-2021
<https://eeagrants.org/Results-data/Documents/Legal-documents/Regulations-with-annexes/EEA-Grants-2014-2021>
in particular Annex 3 Information and Communication Requirements EEA and Norway Grants 2014-2021
- Regulation on the implementation of the Norwegian Financial Mechanism 2014-2021
<https://eeagrants.org/Results-data/Documents/Legal-documents/Regulations-with-annexes/Norway-Grants-2014-2021>
in particular Annex 3 Information and Communication Requirements EEA and Norway Grants 2014-2021

2.2 Other relevant documents

Other relevant documents are:

- Memorandum of Understanding on the Implementation of the EEA Financial Mechanism 2014-2021 between the Republic of Croatia and the Kingdom of Norway, Iceland, Principality of Lichtenstein
- Memorandum of Understanding on the Implementation of the Norwegian Financial Mechanism 2014-2021 between the Republic of Croatia and the Kingdom of Norway
- Communication and Design Manual EEA and Norway Grants 2014-2021:
<https://eeagrants.org/content/search?SearchText=%E2%80%A2%09Communication+and+Design+Manual>
- Communication Strategy of the Ministry of Regional Development and EU Funds

Chapter 3 Communication Strategy Framework

3.1 Responsibilities of the National Focal Point

In accordance to Annex 3 of the Regulation (Information and Communication Requirements) the National Focal Point shall proactively provide information on the financial mechanisms and its Programmes to the general public of the Beneficiary State, potential beneficiaries and relevant stakeholders with the aim of highlighting the financial mechanism and to ensure that assistance from the mechanism is transparent.

The National Focal Point shall also ensure that Programme Operators fulfil their information and publicity obligations.

3.2 Target groups

- General public – the active population in Croatia: people of 18 to 65 years old; both female and male; who follow the news on the Internet, newspapers and TV;
- Potential and actual beneficiaries (local and regional self-government, SMEs, NGOs)
- Programme Operators and Project Promoters
- Potential and actual partners from Donor countries
- Donors (Financial Mechanism Office, the Royal Norwegian Embassy in Zagreb, the Embassy of Iceland in Berlin, the Liechtenstein office service Mission to the EU, Donors' Ministries of Foreign Affairs)
- Other national stakeholders (Certifying Authority, Audit Authority), other Ministries and national authorities and public institutions
- Media

3.2.1 Potential and actual beneficiaries

All communication and information activities will be tailored to the specific target groups. Potential and actual beneficiaries are the most important target group. This includes, but it is not limited to, local and regional self-government, SMEs and NGOs. The NFP will provide them with all relevant information on open calls, funding possibilities and successful projects funded by EEA and Norway Grants. This will be reached through both high-level and other visibility events, publications and by regularly publishing of new information on official web site www.eeagrants.hr.

3.2.2 General public

Special attention will be given to the general public as the largest target group who is not directly involved in project implementation, but it is the ultimate beneficiary of the EEA and Norway Grants. Communication activities towards this group will contribute to raising the awareness of citizens at local, regional and national level about the possibilities of using EEA and Norway Grants to raise the quality of everyday life and strengthen the country's economic and social growth. This will be reached through NFP's website, publications, promotional materials and by events organised and participated by the NFP as well as through media coverage and other public relation activities.

3.2.3 Media

Well established media relations are important for promotion of EEA and Norway Grants in Croatia. Maintaining a proactive media relation, distributing newsworthy information to the media will provide visibility and transparency of the programme implementation. Furthermore, evading administrative language and focusing on key messages and achievements are considered the keys to receive proper media attention.

3.2.4 Stakeholders communication network

The NFP will create and coordinate the communication network composed of the appointed representatives from the NFP, Programme Operators and Fund Operators.

The communication network will serve as a platform for exchanging information on upcoming information and communication activities, for assessing activities undertaken in previous period and to discuss new possibilities and initiatives. The communication network will also serve as a monitoring tool in order to identify if the POs are fulfilling their information and communication obligations according the Regulation.

The meetings of communication network will be held on quarterly basis and more frequently when it is required. The NFP may organize *ad hoc* meetings for discussing actual matters, if needed. The cooperation will be strengthened by regular contact through emails and telephone calls to foster the exchange of up-to-date information about open calls, the progress of projects and future planned communication activities.

The POs will provide the NFP on regular basis with summary information of upcoming events, communication and visibility activities as well for the information about the progress in each programme.

The NFP will closely cooperate with the representatives of the Donor Embassies on information and communications matters by regular contact through emails, telephone calls and individual meeting.

The NFP may invite representatives of Financial Mechanism Office or Donor Embassies or the Donor programme partners and Project promoters to participate the meetings of communication network when their presence is required in order to prepare joint activities or discuss some specific issues.

Upon request of the Donors, the National Focal Point will provide information and materials on the implementation of the Financial Mechanisms suitable for their communication needs.

3.3 Objectives

The main communication objective of the National Focal Point, as laid out in this Strategy is to achieve the maximum visibility and raise awareness of the main objectives of the financial mechanisms which are:

- to contribute to the reduction of economic and social disparities in Europe and

- to strengthen bilateral relations between Iceland, Liechtenstein, Norway and Croatia

The specific objectives of the Strategy are:

1. To raise general awareness on the existence of the Financial Mechanisms and the Donors' contribution to the socio-economic development of Croatia.
2. To inform a wide group of stakeholders and the general public on the programmes and projects which are being implemented in Croatia.
3. To inform a wide group of stakeholders and the general public of current and future funding possibilities under the Financial Mechanisms.
4. To highlight the results and impact of the implemented projects and programmes.
5. To promote the possibilities of bilateral cooperation through the Fund for bilateral relations.
6. To create a successful communication network as described in point 3.2.4

This communication objective will be achieved through the close cooperation between the National Focal Point and Programme Operators with the main stakeholders including the Financial Mechanism Office (FMO), the Royal Norwegian Embassy in Zagreb, the Embassy of Iceland in Berlin, the Liechtenstein office service - Mission to the EU, various Fund Operators and the Project Promoters.

The following table represent the key target groups, activities, goals and timeline for each of the specific objectives:

| What/Objective | Target group | Activity | Goal | Deadline |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Maintaining of NFP web site for the EEA and Norway Grants 2014 – 2021/ Obj 1 – 5 | Programme Operators; Potential and actual beneficiaries; General Public; The media; | Upgrading and continuously updating the NFP website with information on possibilities and results within EEA and Norway Grants and Fund for Bilateral relations, securing visibility of financial mechanisms | To raise awareness on possibilities and results within EEA and Norway Grants and Fund for Bilateral relations | Continuously through the course of implementation |

| | | | | |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <p>Create and maintain meetings of communication network</p> <p>Obj. 6</p> | <p>Programme Operators;</p> <p>Other stakeholder, when needed</p> | <p>Create and carry out the meetings of communication network</p> | <p>To coordinate the overall implementation of communication activities at programme and project level;</p> | <p>On quarterly basis, <i>ad hoc</i> meetings</p> <p>Continuously through the course of implementation</p> |
| <p>Baseline study</p> <p>Obj. 1</p> | <p>General public – active people between 18 and 60 years old</p> | <p>Conduct the baseline study on public awareness</p> | <p>To identify the level of awareness on the Grants. To identify a starting point for the future evaluation of communication activities</p> | <p>End of 2019/ beginning of 2020</p> |
| <p>Launching Event/</p> <p>Obj. 1 & 3</p> | <p>Potential and actual beneficiaries;</p> <p>The media;</p> <p>General public</p> | <p>Event</p> | <p>To present the priority areas of financing, partnership opportunities and timelines for the first calls for proposals</p> | <p>3Q 2020</p> |
| <p>Production of publication and promotional materials/</p> <p>Obj. 1 – 5</p> | <p>Potential beneficiaries;</p> <p>General public</p> | <p>Publication and promotional materials to support the planned events and spread knowledge about the grants and their visual identity</p> | <p>To spread information on the existence of the EEA and Norway Grants and funding opportunities</p> <p>To communicate the best results and practices.</p> | <p>Continuously through the course of implementation</p> |

| | | | | |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Create and maintain the Facebook page dedicated to the EEA and Norway Grants 2014 – 2021/ Obj 1 – 5</p> | <p>General public between 18 and 50 years old</p> | <p>To disseminate information about funding opportunities, programmes and project objectives, activities and results within the EEA and Norway Grants 2014 - 2021 and the Fund for Bilateral Relations, securing visibility of financial mechanisms</p> | <p>To reach people online and to raise awareness on the opportunities and results achieved within the EEA and Norway Grants 2014 -2021 and the Fund for Bilateral Relations in more informal way of communication</p> | <p>1Q 2021 Once the Facebook page will be developed, information will be shared continuously according to various phase of the implementation</p> |
| <p>Midterm event for sharing results/ Obj. 3 & 4</p> | <p>Potential and actual beneficiaries; The media; General public</p> | <p>Public event to show current status, achievements, goals and stories</p> | <p>To spread information on programme and projects progress. To present future opportunities in the context of the remaining time for implementation</p> | <p>During 2022</p> |
| <p>Closing event/ Obj. 1 & 4</p> | <p>The media, the general public</p> | <p>Public event to share results and effects of EEA and Norway Grants in Croatia</p> | <p>Inform on mechanisms' impact and results To present strategic projects for both Croatia and the Donors.</p> | <p>Second half of 2024</p> |
| <p>Final study on public awareness</p> | <p>General public – active people between 18</p> | <p>Conduct the final study on public awareness</p> | <p>To evaluate communication efforts undertaken to</p> | <p>Second half of 2024</p> |

| | | | | |
|---------------------------------|------------------|-------------------------------------------------------------------|----------------------------------|---------------------------------------------------|
| Obj. 1 | and 60 years old | | trough the implementation period | |
| Media Monitoring/ Obj. 1 | NFP | Press clipping with regards to the Grants using relevant keywords | To evaluate media outreach | Continuously through the course of implementation |

3.4 Key communication messages

The key communication messages in the implementation of this Strategy also follow the main objectives of the Financial Mechanisms:

- Reduce economic and social disparities
- Strengthen bilateral relations

The main slogan “Working Together for a Green, Competitive and Inclusive Europe” shall be used on all promotion materials, web site and etc., as an overall message of the EEA and Norway Grants. Also, according to the Communication and Design Manual (page 25), “the framework branding of the slogan is flexible and may be adapted when communicating different programmes, projects and initiatives”.

3.5 Visual identity

The visual identity of the Financial Mechanisms has been developed using the Communication and Design Manual. The logo of EEA and Norway Grants, as the certain elements of visual identity will be used on all communication materials. Furthermore, NFP purchased several visual identities for different Programmes which will be used on the web, publications, roll-up, etc.

Chapter 4 Promotion and information measures

In order to deliver the communication message to the target groups, a variety of promotion and information measures will be used:

4.1 Web site

A dedicated web site has been prepared for the EEA and Norway Grants 2014 - 2021 in accordance with Annex 3 of the Regulation and responsive web design and the Web Content Accessibility Guidelines for the visual impaired. It will be accessible from domain www.eeagrants.hr.

The structure of the web site will include the information as follows:

- Information about EEA and Norway Grants 2014 -2021 (the main objective, goals)
- News and main results regarding projects/activities/published calls etc
- Information regarding Fund for bilateral relations at the national level

- Information about Programme Areas and contact information and links to all Programme websites/ webpages
- Information about all funded projects and main results of projects as well as the results and impact of the total support from the Grants
- Information about previous financial perspective 2009 – 2014 in Croatia
- Information on Open Calls, including an overview of the estimated launch of calls in advance;
- All relevant documentation at national level regarding EEA and Norway Grants
- Link to the official web site of the EEA and Norway Grants www.eeegrants.org
- Information on how to report complaints and irregularities
- Contact information and links to websites of other relevant institutions;
- Photo/video materials and charts will be available on the web site
- contact information and information on a dedicated press contact

All information on the web site will be available in Croatian and in English. The web site is constructed in line with the Design and Communication Manual.

In order to make the web site operational, interesting and useful to the target groups, the Publicity Officer will update the web site with news and new information continuously.

4.2 Publications, promotional materials and audio-visual materials

The National Focal Point will prepare publications and promotional materials with important information on the Financial Mechanisms, conveying the key communication message of the mechanisms.

These are as follows:

- information brochures on financial mechanisms
- promotional roll-ups
- short videos

The promotional documents and roll-ups will be used in every appropriate occasion to promote the Financial Mechanisms.

The information brochure will be printed for the Launching event, with the aim to inform the public with the basic information on Financial Mechanisms, the objectives, the main Programmes and planned activities of the various projects. During the implantation phase a leaflet will be published to contain progress of the specific project and the Programmes. For the closing event, a brochure will be published to emphasize the best results and practices. Also, a presentation about the main achievements within each project will be prepared and presented during the closing event.

The NFP will gather and produce good visual materials (photos, videos, infographics, etc.) from the projects and events which are going to be published on the NFP's website and shared with partners, Donors, the FMO. The promotional materials will be available to a wide group of

stakeholders, always, in the premises of the Ministry of Regional Development and EU Funds and at the premises of the Royal Norwegian Embassy in Zagreb. The electronic version of all relevant promotional materials will be accessible on the web site eegrants.hr. for further dissemination.

4.3 Social media (Facebook page)

The use of social media is one of the most common and frequently used communication tools among the population between 18 and 35 years old. Social media represent accessible tool to communicate the message to wide population in more informal way of the communication and enable two-way conversation.

Taking into account the fact that the use of social media implies very quick and intensive communication, on a daily basis, the NFP will develop its social media presence progressively as programmes move from the current preparation phase to the implementation phase.

The NFP will create a social media presence on the Facebook since it is by far one of the largest platform for communication. One of its advantage is that this platform can be highly customized to target very specific audiences in order to increase the likelihood of higher engagement on current post. Additionally, one of the results of the Baseline study conducted in order to assess the level of public awareness on the FMs in Croatia² shown that majority of respondents or 63% use Facebook as the primary source of information (Instagram is used by 16% and 21% of the respondents do not use any social media as source of information).

Through the Facebook page, information on funding opportunities, planned Calls and events, main activities, results and achievements will be disseminated. Also, news, projects and people who work within FMs will be presented. Further, it will provide an opportunity to direct communicate with audience.

4.4 Events (launching, mid-term and closing event)

Events are an excellent opportunity to present key information about the Grants to all target groups. Furthermore, events will provide an excellent opportunity to directly communicate with journalist who will have an opportunity to get clarification and answers on their questions about the EEA and Norway Grants in Croatia.

The National Focal Point will invite all relevant media (print and electronic, regional and national) to cover the events. The maximum outreach of our messages, as well as visibility of the events will be ensured through the following activities:

- creating list of media – contacting listed journalists, sending invitations, follow up etc.
- preparing press kit – with background information, fact sheet listings, biographies of key persons (with photos), a press release with contact information etc.

² The Baseline study was conducted in February 2020 across Croatia and covered 1000 respondents

- handling the media members prior to the event
- sending press release to the media – after the events NFT will disseminate press release to all relevant media, with photos
- publishing news regarding events on the NFT web site and Facebook – in order to regularly present project activities and relevant material to target groups
- using a Facebook as a tool to raise awareness of the planned event and to engage more people to participate at the event. Before the event, a brief information on the event, its main goals will be communicated. The other stakeholder will be also encouraged to use this platform and share information about event. After the event follow up information (pictures, main message and etc) will be published.

The National Focal Point shall make explicit and visible the support of Iceland, Liechtenstein and Norway through the EEA and Norway Grants through various tools of communications prior, during and after event, including press releases, press kits, brochures, presentations and promotional roll-ups.

- **Launching event**

The Launching event will be held at the beginning of the implementation of the programme where the objectives of the Grants, the programme areas and the possibilities for support and encouraging cooperation with donor countries will be highlighted. It will be organized on high level and will aimed at members of the press, donors, potential beneficiaries and Programme Operators.

Press coverage will be achieved through the already established channels in the Ministry of Regional Development and EU Funds and with the participation of high-ranking officials from both the Croatian and the Donor side.

- **Mid-term event**

The mid-term event will show the status, the main progress and achievements and goals of the implementation of the programmes. It will be aimed at members of the press, donors, national stakeholders, actual eligible project promoters and project partners as well as promoters and partners under the bilateral fund.

Press coverage will be achieved through the already established channels in the Ministry of Regional Development and EU Funds and with the participation of high-ranking officials from both the Croatian and the Donor side.

- **Closing event**

The closing event will be used to present the results and goals of the successfully finished projects and Programmes, lessons learned the best practices, impact made through the

support from the Donors, including the bilateral cooperation and sustainability of the cooperation with the Donor States. It will be aimed at members of the press, donors, national stakeholders and project promoters, actual beneficiaries and project operators and promoters.

Press coverage will be achieved through the already established channels in the Ministry of Regional Development and EU Funds and with the participation of high-ranking officials from both the Croatian and the Donor side.

4.5 Other events to promote the Financial Mechanisms

Apart from the major events described above, the National Focal Point will participate at events organised by the Ministry of Regional Development and EU Funds where there is a chance to promote the EEA and Norway Grants.

Furthermore, the National Focal Point will seek to exploit synergies with the Croatian Presidency of the European Union in 2020 in terms of the possible promotion of the EEA and Norway Grants in Brussels and in Croatia. The EEA and Norway Grants will be also promoted and suitably complemented by the Donor activities within the Rijeka Capital of Culture project financed by the Bilateral fund.

Chapter 5 SWOT Analysis

According to the Annex 3 of the Regulation on the implementation of the EEA and Norwegian Financial mechanisms 2014 -2021, NFP made an analysis with the aim to determine the main strengths, opportunities of NFP, as well as weaknesses that should be reduced as much is possible. In order to mitigate potential risk day-by-day communication, quarterly meetings with POs will be carried out. NFP will inform public procurement department in Ministry about importance of the EEA and Norway Grants with the aim to try speed up the whole process. Furthermore, NFP will lead effective communication with the media providing them with timely information about Grants, POs and project promoters.

Thanks to the SWOT analysis effort should be put to mitigate potential risks. Furthermore, NFP will lead effective communication with the media providing them with timely information about Grants, POs and project promoters.

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Strengths</p> <ul style="list-style-type: none"> • Experience gained in the previous financial perspective • Members of NFP have experience in the establishment and implementation of EU projects • Members of NFP have experience in designing, organizing and implementation of the communication and visibility activities | <p>Weaknesses</p> <ul style="list-style-type: none"> • Slow public procurement procedure • Insufficiently established communication network with POs, especially regarding obtaining the relevant and objection information about progress of projects on time. |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Cooperation with the Department for the implementation of ESIF with the aim to define priorities and projects that can be financed through EEA and Norway Grants (which are not funded through ESIF) • More funds allocated in this financial perspective 2014- 2021 for Croatia means more successful projects which will be implemented and greater opportunities to inform the general public and potential beneficiaries about EEA and Norway Grants • Communication with POs • Communication with public procurement department in Ministry | <p>Threats</p> <ul style="list-style-type: none"> • Negative campaigning from the media (negative news on failed or poorly implemented projects) |

Chapter 6 Evaluation and monitoring

According to the Regulation, the National Focal Point shall ensure that the information and publicity measures are implemented in accordance with the Communication Strategy and that they aim to reach the widest possible audience, including key stakeholders at the appropriate territorial levels.

The National Focal Point shall inform of the following:

- (a) the Communication Strategy and progress in its implementation;
- (b) Information and publicity measures carried out;
- (c) the means of communication used; and
- (d) results achieved in awareness raising and ensuring transparency.

The implementation of the Communication Strategy shall be described in the Strategic Report.

The National Focal Point shall carry out regular monitoring of the programmes with regards to their progress towards the programme outputs, outcome(s) and objective(s) according to agreed indicators and financial requirements specified for the programme. Results of the monitoring shall be reported in the Strategic Report.

In order to monitor the implementation of the Communication Strategy, in particular the communication activities explained in Chapter 4 of this Strategy, the National Focal Point has set out the following targets:

| Activity | Target values | Means of verification | How often |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------|
| 3 Major events (launching event, midterm event and closing event) | 3 articles in the media on the event/on the EEA and Norway Grants' support for each event | Media monitoring of national electronic and paper media using relevant keywords. | After each event |
| | 50 participants to each event | Attendance lists | After each event |
| Web site | The minimum of 130 website announcements through the course of FMs' implementation | Web site log | Every three months |
| | 500 total visits on the web site | Google analytics | Every three months |
| Promotional materials | 1000 brochures printed/disseminated 5 roll-ups presented 5 short videos filmed and published on web site | Financial documents | Once a year |

| | | | |
|------------------|-----------------------------------------------------------------------------------------------|--------------------------------------|------------------|
| | through the course of FMs' implementation | | |
| Facebook page | At a later stage of the programmes implementation, 1 post per week is planned to be published | Through "Follow" feature on Facebook | Continuously |
| Other activities | Promotion/presentation of Financial Mechanisms support on at least 2 events per year | Attendance lists Media monitoring | After each event |

Chapter 7 Communication budget

This Strategy will be implemented using the following budget as stated in the Technical Assistance Budget. Amount per year is indicative and is subject to change:

| Year | National Focal Point (amount in Euros) |
|-------------|---------------------------------------------------|
| 2019 | 14,160 |
| 2020 | 11,920 |
| 2021 | 7,170 |
| 2022 | 5,160 |
| 2023 | 11,920 |
| 2024 | 11,920 |
| 2025 | 3,490 |

Chapter 8 Responsible people

The Communication Strategy of the EEA Financial Mechanism and the Norway Financial Mechanism 2014 – 2021 is the responsibility of the National Focal Point (Ministry of Regional Development and EU Funds of the Republic Croatia).

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