

Communication Strategy for the Czech Republic - EEA and Norway Grants 2009 - 2014

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1 METHODOLOGIES FOR PROCESSING THE COMMUNICATION PLAN OF EEA AND NORWAY GRANTS

Methodologies for processing the communication strategy based on the strategic documents EEA and Norway Grants (EEA and Norwegian Financial Mechanisms), specifically from:

- Communication Strategy – Guidance for Focal Points
- Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2009-14, Annex 4 – Information and Publicity Requirements.
- Further based on practical experiences and evaluations of promotional and publicity activities of structural funds EU in the CR and brief assessment of the carried out communication activities within the EEA and Norway Grants 2004-2009 (Insight, March 2012).

Based on the requirements from the referenced documents the communication strategy will contain following key elements:

1. Analysis of initial situation

In the beginning of the yearly communication plan it is necessary to substantially evaluate the initial situation. The analysis of the initial situation is based on information provided by the employees of the National Focal Point and by findings carried out while evaluating the communication and publicity activities of several operating programmes of structural funds. The analysis of the initial situation mainly serves for the setting of communication objectives and subsequent target groups.

2. Communication objectives

The objectives of communication strategy and communication priorities are clarified in this part. The aims will be set according to the evaluation of existing communication activities and the condition of awareness and recognised in the analysis of the initial situation. Further, the objective will be quantified in the maximal possible way to the relation of impact indicators designed at the end of programming period.

3. Definition of target groups

The target groups will be identified in this chapter and their segmentation and detailed characteristics will be also carried out. The characteristics of the representatives CS will be mainly based on the sources of their awareness. Consequently, this characteristic will be used for setting the communication tools.

4. Specification of communication tools

The analysis of information about target groups will simplify the communication tools' specification and their particular form. The task of this communication strategy's part will be to process the available information and propose specific communication activities which would contribute to the fulfilment of set objectives.

5. Cooperation and responsibilities

For the strengthening of the bilateral relations, the cooperation among the NFP and the Norwegian Embassy is essential. This chapter therefore focuses on the areas of cooperation between these two institutions and it also provides contact details of the responsible persons.

6. Proposal of communication activities' evaluation

This chapter is aimed at the proposal of a way in which the impact of individual communication activities will be measured. Moreover, the impact indicators will be specified. These will help to evaluate the impacts of communication strategy within the collective evaluation of communication activities at the end of programming period.

7. Timing and expenses

A suitable timing and estimated budget would be added to each measure and activity which are designed as communication tools. In this stage the planning should take into the account the way how to realise individual activities and also how much time should be spent on preparation of these activities.

2 ANALYSIS OF THE INITIAL SITUATION

Analysis of the Initial Situation focuses on brief assessment of the carried out communication activities within the EEA and Norway Grants 2004-2009. Apart from the general list of these activities, the chapter will try to specify their impact on each target group.

The National Focal Point has not carried out a survey focusing on assessment of the communication tools with regard to the relevant target groups. Regarding the similar target groups and similar communication tools, the Communication strategy will come out from the marketing researches conducted within regular evaluations of the structural funds publicity in the programming period 2007-2013. **In order to get a feedback to each communication activity of the EEA and Norway Grants and to assess the public foreknowledge about this issue, a survey focused on the relevant target groups should be conducted.**

This chapter will focus on general characteristics of the Czech public – its awareness about the European support, its attitude towards selected questions of the public life relevant for communication activities, its relations with the other European countries and its satisfaction with the political situation. This characteristic can consequently help to set up the communication objectives.

2.1 Overview of the Communication Activities

In the years 2004-2009 133 projects and several hundred subprojects were approved within the EEA and Norway Grants for 104, 6 million EUR in total. Publicity for these projects was provided especially by the grant recipients, who are obliged to carry out communication activities in the conditions of their financial contracts. This covers activities such as production of information posters, publications, memorial plaques, distribution of press releases etc. Regarding local character of such informative actions (carried out in the place of projects realization), it is likely that the major impact was on the local inhabitants.

Communication activity of the National Focal Point focused on the general information regarding the EEA and Norway Grants for the general public and information service to the grant recipients. Brief overview of the carried out communication activities follows.

2.1.1 Media relations

- Two press conferences were organized for journalists when the EEA and Norway Grants was launched in the Czech Republic and when the calls for applications on the research projects were opened.
- Media informed about the EEA and Norway Grants mainly through concrete projects.

- This information appeared not only in regional but also in nationwide media (radio, TV). Information about repaired cultural sites in the program “Toulavá kamera” (see the picture below) appeared in the Czech Television.
- Internet servers and journals (E15) also informed about a geocaching competition “Discover Norway in Czech and win”¹.



BONUS NAVÍC OD REDAKTORŮ TOULAVÉ KAMERY...

Nejstarší zmínky o Vranově nad Dyjí bychom našli už v Kosmově kronice. Děkan pražské kapituly jej poprvé zmiňuje v roce 1100. Život se do této oblasti dostával od pravěku, a to díky úrodné půdě a řece Dyjí. Jeho obyvatelé se po staletí živil zemědělstvím a řemesly.

V 16. století, kdy v něm dočasně zavlétlo evangelické náboženské vyznání, bylo celé obehnané hradbami. Jeho ekonomický význam zvyšovaly hamny na lavení železné rudy, pivovar, vápenice a panský dvůr. Za třicetileté války bylo v letech 1641 a 1645 obsazeno a vypleněno Švédy.

Famílní kostel Nanebevzetí Panny Marie je největší a historicky nejvýznamnější vranovskou církevní památkou. Postaven byl již v první polovině 13. století, v gotice rozšířen o dnešní sakristii. Díky projektu Tóny baroka, který symbolizuje nejen zvuk kostelních varhan, ale i tóny uměleckých směrů, které se v kostele prolínají, můžou turisté opět obdivovat obrazy svatě Barbory a Josefa, rokokový postranní oltář nebo barokní obrazy z první třetiny 18. století, umístěné v štukových rámech presbytáře a znázorňující scény ze života Panny Marie.

Postřeh: Když sjedete do vranovského údolí, první čeho si všimnete, je obrovský zámek tyčící se netradičně na skále nad městem. Nenápadného kostelíku si všimnete stěží, a přesto, když do něj vejдете, nestáčíte se divit. Většina pohraničních farností má problémy s úbytkem věřících, což se Vranova rozhodně netýká. I zde sem chodí každý měsíc na poutě a farnost žije aktivně. Možná i proto putovaly peníze z norských fondů, které jsou určeny na obnovu církevních a historických památek, právě sem. Vranov nad Dyjí stojí určitě za návštěvu.

Text: Michaela Rozbrojová

Organ reconstruction in Vranov nad Dyjí in Toulavá kamera TV programme

Source: <http://toulavakamera.ceskatelevize.cz/article.asp?id=3186>

¹ Quantification of media outcomes is unfortunately not available because medial analysis was not carried out. The existence of the media outcomes was discovered through searching on the Internet servers.

2.1.2 Direct Communication

Assistance to grant recipients

- Assistance to grant recipients took place especially through workshops and seminars.

Competition for the general public

- A competition based on the principle of geocaching named “Discover Norway in Czechia and win” was organized.
- The competition was supposed to introduce attractive projects financed from the EEA and Norway Grants.
- The promotion of the competition was ensured on the news servers and social media (internet forums, social networks) as well as in printed media (E15).

2.1.3 Online Communication

Web pages

- The web pages were regularly actualized with the latest news concerning the EEA and Norway Grants (invitations to seminars, information on new calls, approved projects etc.).
- Documents describing the program rules were also available on the web for applicants and recipients. Interactive map of projects was established as an inspiration.
- However, the web pages lack attractive information for journalists (such as press releases about projects, picture galleries; see the picture bellow), also the users who visit the pages for the first time may have troubles to get relevant information (such as which fields can be supported).



The screenshot shows the website of the Ministry of Finance of the Czech Republic. The main navigation bar includes categories like 'VEŘEJNÉ FINANCE', 'EU A ZAHRANIČÍ', 'DANĚ A CLA', 'EKONOMIKA', 'FINANČNÍ TRH', 'REGULACE TRHU', 'STÁTNÍ POKLADNA', and 'SPORICÍ STÁTNÍ DLUHOPIŠY'. The page title is 'EU a zahraniční vztahy - Aktuality'. The main content area lists several news items:

- 06. ledna 2012** - Informační brožura o Finančních mechanismech EHP/Norska 2009 - 2014 - Přehled programových oblastí pro ČR. Zdroj: MF - odd. 584 - Centrum pro zahraniční pomoc - příprava a koordinace: Informační brožura o Finančních mechanismech EHP/Norska 2009 - 2014 - Přehled programových oblastí pro ČR, publikováno 01/2012, ke stažení ve formátu Pdf.
- 05. ledna 2012** - Nové číslo bulletinu Finanční a ekonomické INFORMACE - č. 12/2011. Zdroj: MF - Oddělení finančních a ekonomických informací, publikováno 05.01.2012, ke stažení ve formátu Pdf.
- 03. ledna 2012** - Informace o materiálech, které předkládá Ministerstvo financí na jednání vlády dne 4. ledna 2012.
 - Bod č. 10:** Informace o průběhu a výsledcích jednání o návrhu na sjednání nové dohody mezi Českou republikou a Spojenými státy americkými o vzájemné podpoře a ochraně investic, a návrh dalšího postupu České republiky ve věci platnosti Dohody mezi Spojenými státy americkými a Českou a Slovenskou Federativní Republikou o vzájemné podpoře a ochraně investic, podepsané dne 22. října 1991 ve Washingtonu, ve znění Dodatkového protokolu podepsaného dne 13. prosince 2003 v Bruselu.
 - Bod č. 11:** Změna usnesení vlády ze dne 17. května 2006 č. 565, o Zásadách postupu při dokončování privatizace podle zákonů č. 92/1991 Sb., o podmínkách převodu majetku státu na jiné osoby, a č. 178/2005 Sb., o zrušení Fondu národního majetku České republiky a o působnosti Ministerstva financí při privatizaci majetku České republiky, ve znění pozdějších předpisů.
 - Bod č. 12:** Rozhodnutí o privatizaci podle § 10 odst. 1 zákona č. 92/1991 Sb., o podmínkách převodu majetku státu na jiné osoby, ve znění pozdějších předpisů.

At the bottom, there is a link to '30. prosince 2011 Zpravodaj MF - prosinec 2011'.

Section for media on the eegrants.cz

Source: http://www.mfcr.cz/cps/rde/xchg/mfcr/xsl/eu_a_zahranici.html?rdePwDays=9223372036854775807

2.1.4 Publication Activities

- Publications informing not only about the program in general but also about concretely realized projects were published.
- Interactive map with implemented projects (2004 – 2009) was created and made public on http://www.mfcr.cz/cps/rde/xchg/mfcr/xsl/eu_fm_n_projekty.html
- In 2009 a calendar with pictures of realized projects was published.
- In 2011 a publication for the general public “Meet the EEA and Norway Grants, please...” was published. It was graphically attractive (see the picture below), included useful information and directed on the geocaching competition.²

² It was twelve pages connected by nail resembling a fan after its opening.

    <p>FINANČNÍ MECHANISMY EHP/NORSKA Seznamte se, prosím...</p> <p>Cestujte a poznávejte</p>	<p>Vila Dušana Sama Jurkoviče v Brně</p> <p>V Brně můžete narazit na mnoho pozoruhodných a architektonicky zcela jedinečných staveb. Jednou z nich je i secesní vila architektu Dušana Jurkoviče. Stojí na úpatí lesa nad řekou Svratkou a její okolí je tak ideálním místem i pro romantické procházky.</p> <p>Při návštěvě Jurkovičovy vily máte na chvíli pocit, že jste se ocitli v jiném světě. Kombinaci slovanského folklóru, vídeňské secese a britské architektury totiž stavba připomíná tak trochu pohádkové stavení. Restaurovaný interiér evokuje atmosféru přelomu devatenáctého a dvacátého století, kdy vila vznikla. Kromě původního nábytku a jeho replik zde naleznete také výstavu seznamující s Jurkovičovým dílem.</p> <p>Na rekonstrukci vily Dušana Jurkoviče a zpřístupnění expozic byla z FM Norska vyčleněna částka 1 064 096 EUR.</p> <p>Po návštěvě secesní vily určitě dostanete chuť i na další architektonické skvosty. Rozhodně by vaši pozornosti neměl uniknout ani opravený Müllerův dům v Tišnově.</p> <p>www.moravska-galerie.cz/moravska-galerie/navsteva-mg/budovy-mg/jurkovicova-vila.aspx</p>
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Publication "Meet the EEA and Norwegian Financial Mechanisms, please..."

2.1.5 Recommendations for Realization of the Prospective Communication Activities

<p>1. Media relations</p>	<ul style="list-style-type: none"> • Media are usually the main source of information about the projects financed through support from different countries. • Information on projects financed from the EEA and Norway Grants was carried out by media; however, to find out their exact extent and especially their informational quality, it would be necessary to conduct a medial analysis.
<p>2. Direct communication</p>	<ul style="list-style-type: none"> • For grant recipients a direct communication is usually very valuable information source. This target group appreciates especially a personal contact with competent persons (email, phone). • The general public prefers events on which they can experience projects contributions personally to a classical advertisement. • From this point of view, the competition based on a popular geocaching represents a perfect way how to introduce the concrete impacts of the EEA and Norway Grants to the general public.
<p>3. Online communication</p>	<ul style="list-style-type: none"> • Web pages are an important information source for experienced as well as for inexperienced applicants³. • Inexperienced applicants have not created their information channels yet and information on the Internet represents usually the first contact with the EEA and Norway Grants and therefore the web pages should be comprehensible, inspiring and motivate thus potential grant recipients to apply for a project.

³ Source: Evaluation of the communication and promotional activities of the HREOP and realization of the communication plan, Naviga 4, s.r.o (February 2011)

4. Publishing activities

- Grant recipients consider the publishing activities rather complementary activity and they draw information especially from web pages and expert seminars.
- Publications can however supplement other communication activities for the general public as in the case of the geocaching competition.

2.2 Attitudes of the Czech Public towards Chosen Field of Life

This part focuses especially on relations of the Czech public to the problems on which the EEA and Norway Grants publicity and promotion could directly react. It concerns for example attitudes towards the EU, public service, satisfaction with every field of public life, relations to other European countries etc. It also monitors the awareness of the Czechs towards the EEA and Norway Grants.

It can be observed that in a long-term satisfaction with the EU membership among the Czech public sinks. A survey conducted in November proved that two from five Czechs support the EU membership. There are 18% of unconditional supporters; the answer “rather yes” was chosen by 41 % of people. Definitely against membership of the Czech Republic in the Union are 18% of respondents; the answer “rather no” was chosen by 12% of surveyed. The highest support among the Czech public had the EU in 2009, i.e. in the time of the Czech presidency of the EU.⁴

This sinking tendency is caused mainly by the economic crisis in some Euro zone countries. From further surveys it results that the Europeans generally believe in prospective positive development of the European economics⁵; however, the Czechs definitely do not belong to this optimistic group. On the contrary, almost three fifths of people think that in five years the economic situation in the Czech Republic will be worse than today.⁶

This Czech mistrust to the EU and a pessimistic view on its prospective economic development may contribute to a positive perceiving of the EEA and Norway Grants as a financial support from the countries that are not EU members and that at the same time contribute to improvement of the quality of life in the Czech Republic. Furthermore, the Czech Republic has more positive opinion on the Nordic countries than on other European countries, especially on those from the Eastern Europe. Some Scandinavian countries are perceived even more positive than the Czech neighbors (for example Sweden got much more positive marks from the Czechs than Germany or Poland).⁷

Positive promotion of the EEA and Norway Grants projects and stress on transparency of the money distribution by the National Focal Point may furthermore contribute to improvement of the public service as a whole. Astounding 74% of the Czechs are unsatisfied with the political situation and only

⁴ Source: Eurobarometr, November 2011

⁵ Source: Eurobarometr, Spring 2011

⁶ Source: Expectations of the Czech population in the next five years regarding the evolution of the economic situation and living standards, STEM (November 2011)

⁷ Source: Opinion poll, STEM (November 2011).

22% trust governmental institutions.⁸ Furthermore, majority thinks that the political scene is highly corrupted; concretely two thirds (67%) of people from which 44% thinks that the majority of public representatives are bribed and 23% that almost all public representatives are bribed.⁹

Recently, many scandals are detected in the process of the structural funds support distribution. This negative publicity may influence not only subsidies distribution within EEA and Norway Grants. The general public usually does not distinguish among the support titles and does not know which role the public representatives, who are usually considered bribed, play. Therefore, it is good to introduce the EEA and Norway Grants through concrete impacts on the public and life improvement in each region and to stress the transparency of the realized projects.

The Czech public perceives some fields which the EEA and Norway Grants contributed for. It is for instance the culture (62% of society in total is satisfied with the culture) or environment (48% of people are satisfied with the current state of environment)¹⁰. Therefore, the public appreciates further information about the projects focused on the culture and the environment and get thus a concrete grasp about how the EEA and Norway Grants help them.

Awareness of the Czech public about the EEA and Norway Grants is not high. However, it seems to correspond to the limited amount of grant assistance distributed in the country compared to the much more significant allocation of the EU Structural Funds' Operational Programs. In total 27% of Czech public knows that Norway, Lichtenstein and Iceland provide financial support to the Czechs. The revitalization of cultural heritage in general is named (80%) as a primary meaning of this support. Unfortunately almost none of the respondents could identify a concrete project supported from EEA and Norway grants.¹¹ Those who know the grants think that the assistance is primarily designated for the public sector and app. one third of them think that the EEA and Norway Grants will continue till 2014.

2.3 Conclusions of the Analysis of the Initial Situation

STRONG	WEAK
<ul style="list-style-type: none"> • High awareness of the existence of the EU SF programs providing financial support to the Czech Republic. • High satisfaction of the general public with the fields the EEA and Norway Grants support 	<ul style="list-style-type: none"> • Low awareness of the EEA and Norway Grants. • Persuasion of the Czech society about low transparency of the public service and related distribution of the public resources. • The EEA and Norway Grants identified mostly

⁸ Source: Satisfaction with the state of the public life, CVVM (June 2011)

⁹ Source: Confidence in constitutional institutions and satisfaction with political situation in November 2011, CVVM (November 2011)

¹⁰ Source: Satisfaction with the state of the public life, CVVM (June 2011)

¹¹ Source: Insight, March 2012

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<ul style="list-style-type: none"> • Positive attitudes of the Czech public towards the Scandinavian countries • Ability to address the general public with modern tools (see the geocaching competition) 	<p>with the revitalization of cultural heritage. Other areas of support are much less mentioned.</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> • Discontent of the Czech public with the current economic situation may contribute to the positive perceiving of the financial support from other countries. • Satisfaction with the fields of public life on which the EEA and Norway Grants contribute can be used for presenting the projects which contributes to this satisfaction. • It is possible to exploit the fact that they are not connected with any scandal contrary to the structural funds and through the realized projects to present their transparency. • Interest of journalists in the EEA and Norway Grants projects. 	<ul style="list-style-type: none"> • Growing pessimism of the Czech public which is not satisfied with development of political and economic situation and which thinks that the situation will get worse; this pessimism may even bring distrust into the financial tools which ought to improve the economic situation.

3 COMMUNICATION OBJECTIVES

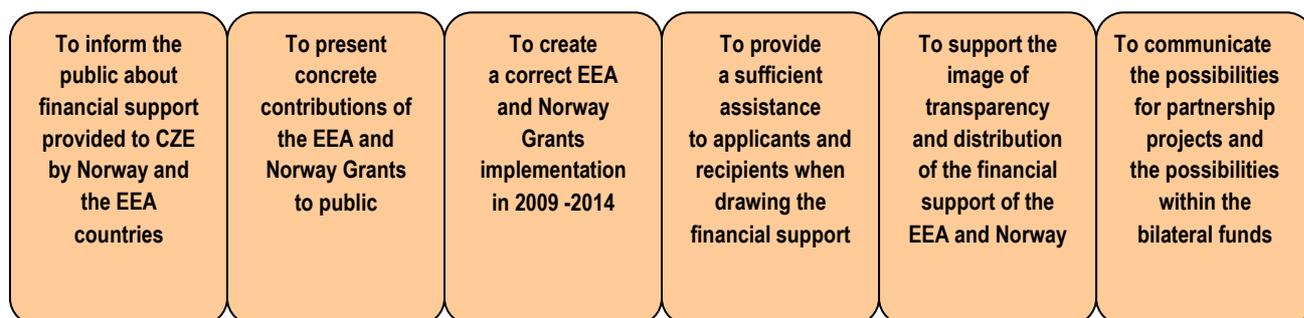
This chapter focuses on defining the communication objectives and communication priorities of the EEA and Norway Grants. These objectives were defined on the basis of priorities which emerged from the Analysis of the initial situation.

The key objective of the EEA and Norway grants is strengthening bilateral relations between the EEA/EFTA countries and the beneficiary states. This aspect will be ensured first of all through the donor programme partnerships and donor project partnerships. The bilateral aspects will be also integrated in all publicity tools.

Based on the above the communication objectives will take in consideration following points (messages):

- The Donor States are active and reliable partners in Europe. Through the grants they contribute to reaching common European objectives.
- The knowledge and awareness of the EEA agreement should be increased.
- Through the EEA and Norway Grants the Donor States would like to strengthen the bilateral relations with the Beneficiary States.

Communication objectives



Objective	Specification	Target group
1. To inform the public about financial support provided to CZE by Norway and the EEA	<ul style="list-style-type: none"> • To introduce the EEA and Norway Grants and its priorities to the public in attractive and clearly comprehensive way. • To emphasize the importance of the financial 	General public

countries	contributions as a chance to support the fields which are not covered by other grants.	
2. To present concrete contributions of the EEA and Norway Grants to the public	<ul style="list-style-type: none"> To describe the impacts on the Czech citizens through which the implemented EEA and Norway Grants projects improve the quality of their lives. To introduce interesting stories which are connected to the projects to give the public a concrete picture about the importance of Norway and the EEA countries for their region. 	General public
3. To create a correct EEA and Norway Grants implementation in 2009-2014	<ul style="list-style-type: none"> To create a unified explanation of the financial support withdrawing rules. To provide the grant recipients with comprehensive information about the activities which can be financed from the EEA and Norway Grants in the new period. 	Recipients of the support (beneficiary and donor states)
4. To provide a sufficient assistance to applicants and recipients when withdrawing the financial support	<ul style="list-style-type: none"> To offer the applicants a sufficient assistance in the application process. To quickly and flexibly inform the recipients of the support about possible changes in the calls for applications. To help recipients with projects administration and with successful accomplishment of projects. 	Applicants and recipients of the support (beneficiary and donor states)
5. To support the image of transparency and distribution of the financial support of the EEA and Norway	<ul style="list-style-type: none"> To continuously inform the public about effective use of the EEA and Norway Grants tools and thus to support a transparency of a withdrawing. To strengthen a positive reception of the National Focal Point responsible for the EEA and Norway Grants implementation and support distribution. 	General public Recipients of the support (beneficiary and donor states)
6. To communicate the possibilities for partnership projects and the possibilities within the bilateral funds	<ul style="list-style-type: none"> Activities supported through the bilateral funds at national and programme level will also serve as an important part of the bilateral aspect of the communication activities, both targeted towards the entities in the beneficiary and donor states. Bilateral fund at national level aims at funding initiatives linked to any of the programmes areas that will strengthen the cooperation between the donor states and the Czech Republic. Detailed specification will be in the Guideline for Bilateral relations at national level. Bilateral fund at programme level is aimed at searching for donor project partners prior to or during the preparation of a project application, and/or networking, exchange, sharing and transfer knowledge, technology, 	Recipients of the support (beneficiary and donor states)

experience and best practice between project promoters and partners in the donor states during the implementation. Detailed specifications will be described in particular programme proposal.

Communication priorities in 2012

Innovation, employment generation, research, social dialogue

Civil society and strengthening of the NGOs

Promotion common European values against discrimination, xenophobia and violence and for gender equality, vulnerable groups, minorities and Roma

- Prioritizing these areas in 2012 is a logical choice in light of the present situation in Europe. For 2013 different priorities should be chosen.
- New priorities should be discussed in the autumn of 2012 and every following year till the communication strategy is valid.

4 THE TARGET GROUPS CHARACTERISTICS

This chapter characterizes the target groups which the EEA and Norway Grants communication activities are focused on. Characteristics of these groups emphasize on their specific features and determination of their information sources will allow selecting optimal communication tools described in the following chapter.

Segments of the target groups were chosen in such a way they covered all the communication fields of the EEA and Norway Grants. At the same time, their number was circumscribed in order to cause highest impact possible at relatively low communication budget.

The communication strategy will work with three main target groups: grant providers, grant recipients and general public. None of these target groups will be preferred.

Due to differences in orientation of programmes, each programme will be aimed at different target groups which will be prioritised. This will be specified in the Communication Plans of the programmes.

Communication strategy will work with the following target groups:



Due to insufficient data about former and actual foreknowledge on the EEA and Norway Grants and at the same time also due to lack of information sources related to these subsidy titles, it was in some cases necessary to come out from the accessible information about the structural funds.

4.1 Grant providers

This target group includes:



- **National Focal Point (Ministry of Finance)**
- **Programme Operators**
- **Programme Partners**
- **Donor Programme Partners**

Activity of these institutions focuses especially on creation of strategic tools and documents and on informing other target groups about various fields of the EEA and Norway Grants. This includes especially creation and supervision on fulfilling various annual Communication strategy, cooperation on information campaigns, organizing seminars, specialized lectures and personal consultations for applicants and recipients. It is therefore highly important to set up an efficient mechanism of internal communication guaranteeing timely and adequate information about the development of the EEA and Norway Grants funds withdrawing among all partners.

4.1.1 Information Sources of the Grant providers

The grant recipients belong **among the best informed groups**. They are in charge for a programme implementation and they provide relevant information to other target groups. In internal communication they use traditional channels (email, personal meeting etc.). This target group also organizes regular information meetings, lectures and it actively communicates with the grant recipients target group from which they acquire **a feedback for their further work**.



The target group is well addressed, its members communicate actively and the present state of finance drawing confirms it.

4.2 Grant recipients



This target group includes

- **Project Promoters**
- **Donor Project Partners**

4.2.1 Applicants and Recipients

Foreknowledge on the EEA and Norway Grants depends on **the range of their former experience with financial support withdrawing. The experienced** applicants have usually their information channels and they know who to address with a question regarding the financial support withdrawing from the EEA and Norway Grants. Their sources are usually **implementation bodies, companies elaborating projects and the Internet**. They actively seek information on new calls and their projects applications are prepared in advance.

A specific group of recipients is formed by **those who apply for the first time**. Contrary to the experienced applicants the first-time-applicants **get the first contact with the financial support title** through classical communication channels, i. e. **media, press and laic internet**. First information may also be obtained from **deputies of consultant companies** which specialize on this type of applicants and contact them proactively offering them a possibility to finance concrete intentions. It is necessary to provide this target group with **comprehensible information and as an inspiration to introduce to them concrete successful projects**. Even though this group is shrinking as the programming period proceeds, from the point of view of the communication activities, it still represents a significant segment.

4.2.2 Consultancies (project preparation and processing)

The consultancies belong among the target group with a high knowledge of the issue. They usually obtain information from **public sources** (the Internet and media) as well as from their personal contacts with the implementing bodies.

The consultancies are moreover very **important distributors because they spread gained information further among potential or real clients**, regularly search funding possibilities, organize their own seminars and lead individual consultations.

This target group consists of the most experienced subjects in the field of financial sources withdrawing. It is a **very important source of feedback about the way of the EEA and Norway Grants implementation including informing the other target groups**. The processors of projects can also be applicants and recipients of financial resources from the EEA and Norway Grants themselves. Those are especially non-profit subjects.

4.2.3 Information Sources of the Target Group Grant recipients

Regarding the fact that currently there is no relevant research among the grant recipients focused on the EEA and Norway Grants, this characteristics of the information sources comes out from the research conducted within the foreknowledge survey of expert public about the structural funds. As these issues are quite similar, it is likely that the information sources about the EEA and Norway Grants will differ only slightly.

The recipients get to know the financing possibilities of the operational programs **especially from the Internet (52%)**. Furthermore, there are **specialized internet pages of the relevant institutions (39%)**, the important role in informing expert public plays also the **consulting companies (33%** of respondents learnt about the possibility of funds withdrawing from the SF thanks to them). Further information sources are: **conferences and seminars (26%)**, **daily and expert press (20%)**, **personal consultations (19%)**, **TV (18%)** and **specialized publications (13%)**.¹²

As the most suitable source of information, this target group names again **the Internet (80%)**, specialized **web pages of relevant institutions (79%)**, **consulting companies (64%)**, **conferences, seminars and workshops (55%)** and **personal or phone consultations (54%)**.¹³



The target group is addressed well; however; it is necessary to establish clear and comprehensible communication towards applicants. They are usually in the state of consideration whether to apply or not and they need experienced leadership not to become discouraged from the projects administration.

4.3 General Public



This target group includes:

- **The Czech population**
- **Media**
- **Public and media in donor countries**

4.3.1 The Czech Population

This target group is **very heterogeneous and it is difficult to specify it**. The Czech society is divided into several groups according to the demographic and sociological differences and each of these groups **prefers different information sources, has different life objectives and spends its free time differently**.

For example young people are usually liberal and interested in public life. They are active, unashamed to express their opinions with negative attitude towards consume way of life¹⁴. **A typical representative of this group is a young man or woman, childless with his or her own income**. His or her goal is to assemble as much information as possible using primarily **the Internet and its new channels (such as social media)**.

¹² Source: Evaluation of the communication and promotional activities of the HREOP and realization of the communication plan, Naviga 4, s.r.o (February 2011)

¹³ Ibid.

¹⁴ Source: NROS, Problems of the Society according to young generation, 2010

On the contrary, middle and elder generations have their own families and they contribute on its performance. These people are often very busy; **however, they are still willing to have a good grasp and therefore to gain new information.** It is likely that they utilize **rather traditional sources (such as newspapers, TV, the Internet).**

Everyday praxis within the EU structural funds publicity shows that this target group **will not show an active interest in the EEA and Norway Grants and they are not very familiar with its administrative and organisational background**¹⁵. Therefore, it is suitable to present them the information clearly and comprehensively and to focus especially on the presentation of contributions of the realized projects.

4.3.1.1 Informational Sources of the Czech Population

For all age groups from **the general public the primary source of information is the Internet (68%)** - mostly for the people between 18 to 39 years. After the Internet, the most popular medium for obtaining information is **the television (24%)**. The **6% share of the social network** is also worth mentioning. Other information sources (press, magazines, radio) are as primary sources of information relatively insignificant.¹⁶

For the Internet users the Internet is **the most appropriate source of news and information generally**. From the point of view of products and services, the Internet is considered unambiguously the most suitable medium (96%). More than two thirds of respondents consider also **news and magazines** a good source. On the contrary, share of television oscillates on the 56% border.

Czech Internet users usually seek the information about **video spots, sport and travelling**. More than a half of respondents watch the spots on daily basis.

Major share from all respondents would use the Internet as a source of information **when buying goods and services connected with education, free time and hobbies and travelling**¹⁷.

Recently, the importance of social networks rises sharply. The social networks are not typical information source; it is a field which represents **the next part of social life for many users where it is possible to virtually meet friends**. Hence, more than providing information the social networks **allows sharing information with similarly thinking users**. For communication with public they nevertheless represent **a significant channel**.

¹⁵ Based on the surveys carried out within the Evaluation of the communication and promotional activities of the HREOP and realization of the communication plan, Evaluation of the communication and promotional activities of the OPPA and OPPC, the Assessment of the communication plan of the Operational programme Transportation. All of these evaluations were elaborated by Naviga 4, s.r.o.

¹⁶ Source: Evaluation of the communication and promotional activities of the HREOP and realization of the communication plan, Naviga 4, s.r.o (February 2011)

¹⁷ Source: Press release Internet is the most used medium for the Czech users, Mediasearch (01/2011)

According to the survey of the Intel Company, the Czech people spend the longest time on social networks from the whole Europe. Four from five surveyed check their status **minimally once per day** (thereof 5% more often than once per hour, 35% three to four times per day and 41% once per day). In the Czech Republic, social networks are represented mainly by the Facebook; in December 2010 there were almost 3 million users according to the data of the Czech statistical office¹⁸.



Communication focusing on this target group should be strengthened by communication sources which the Czech population normally use. This includes especially the online media and also the social networks which are used more and more often.

4.3.2 Media

Representatives of media belong among **the worse informed** target groups and thus they get closer to the group Czech population. In the Czech Republic, there are no journalists specialized directly on the field of financial support provided by the European states; therefore, their expert foreknowledge is very restricted.

Journalists do not work well with the information which includes **expert terminology; on the contrary they appreciate the information with so called narrating character** on which they can base a larger story with attractive content. This includes for instance information **about concrete impacts of the EEA and Norway Grants on the life of the Czech population**. However, it depends on the journalist's orientation, for example the economic media combine information about projects with the actual state of withdrawing; the lifestyle media prefer to put the project into the context of the regular peoples' stories who are instantly influenced by a project. Furthermore, the journalists regularly **inform about events and actions, which are interesting for people and; therefore, suitable for medialization**. Any communication with the media should be led on the basis of the regularly updated media strategy which contains the list of relevant print, online and audio-visual media.

4.3.2.1 Informational Sources of the Media

Media usually get information from **press releases and conferences**. Journalists also get the information about the topics they are interested in (or which they are assigned to elaborate) themselves. **The most usual source of information is in this case the Internet**. Journalists welcome when within the specialized web pages, there is a special section for media.¹⁹

Press releases sent by the public institutions **usually include expert terminology and lack an attractive story** on which an article can be built. Some journalists do not perceive it negatively

¹⁸ Source: Czechs on the social networks, Intel (07/2011)

¹⁹ Source: Survey among journalists within the Evaluation of the communication and promotional activities of the HREOP and realization of the communication plan, Naviga 4, s.r.o. (2/2011)

because they are used to elaborate the press releases in the form attractive for readers. They admit however, that if they got **more information about concrete projects, they would refer about the financial support titles more often**²⁰.

Another important source of **information** for journalists is the **relevant ministries responsible for the financial support titles**. However, journalists assess communication with their press departments slightly negatively. They get the answers to their questions late, often in a complicated bureaucratic language which is not suitable for quoting and sometimes even do not get the answers to the questions they asked.²¹



When communicating with public service, this group appreciates especially a press agent who quickly reacts on the asked questions, comprehensible web pages with accessible information and also regular sending of interesting and attractive press releases.

4.3.3 Public and media in donor countries

The donor countries (Iceland, Liechtenstein and Norway) contribute to the reduction of economic and social disparities in the European Economic Area through the EEA and Norway Grants. The donor countries are therefore highly interested in the actual progress of implementation of EEA Grants and Norway Grants in the beneficiary countries. In the Czech Republic the communication with donor countries' stakeholders and media are mainly provided by the Norwegian embassy. Activities in this area include:

- distribution of articles,
- reports and pictures
- support of press and expert trips to Norway
- project visits
- production of information materials in English

²⁰ Ibid.

²¹ Ibid.



NFP and Norwegian embassy should cooperate on the promotion of the EEA and Norway Grants towards Norwegian media and organization of press trips and bilateral workshops in order to strengthen the relations between donor and beneficiary countries.

5 COMMUNICATION TOOLS

This chapter will concentrate on the specification of individual communication tools and their target groups.

Media relations

Specification

Following activities will be provided within the media relations:

Distribution of press releases and organising press conferences.

- During the programme initiation the press conference will take place which will be aimed at informing journalists about planned activities EEA and Norway Grants in years 2009-2014.
- The accomplishments from former period will be also presented at the conference (e.g. successful projects, cooperation with project partners from donor states and the impact on the life of Czech residents).
- The National Focal Point will periodically publish news (max. 1 per month, min. 6 news per year).
- The content of press releases will be adjusted to the target group of general public: **(a) releases about utilization of EEA and Norway Grants** – publishing of facts and numbers, **(b) releases about announcements of calls for proposals**, changes in implementation, **(c) ad hoc releases** which contain interesting facts, news, or official reaction (feedback) on criticism.
- The benefits will be brought to media and general public by presentation mainly through **promotion of successful partnerships, successful projects and „successful stories“** which are connected to their realisation – e.g. reasons why the realisation of project did not take place, what would be the impact on residents' life in the region or personal story of the implementer and examples of good practise and cooperation with donor partners.
- For media it is necessary to concentrate on particular positive impacts and quantification of what is EEA and Norway Grants in present time or future going to bring to Czech residents.
- The press releases will contain minimum of technical terms which are usually very disturbing for a reader from the general public who finds them hard to understand. The content (vocabulary) of press releases will be adjusted to the specialisation of journalists and targeted readers.
- If the target group is formed by e.g. economical journalists, the press releases will concentrate on the economical impact of EEA and Norway Grants.
- The particular projects and interesting facts about their realisation will be introduced to lifestyle media.
- Journalists are usually very busy and do not enjoy having to search for additional information. Therefore, the press releases will be closely related to the news style. Editors will be able to publish these press

	<p>releases with minor changes.</p> <ul style="list-style-type: none"> • The press releases will also contain citations which will liven up the articles and will add to them a personal format – the readers will be able to add to an abstract term “EEA and Norway Grants” a particular person and his story. <p>Organisation of professional meetings with journalists – „media brunches“</p> <ul style="list-style-type: none"> • Suitable for making informal contacts with journalists from professional media. The brunches are organised with a small number of attendants (5-10 people) for who a specific theme presentation is prepared. <p>Co-working with regional media</p> <ul style="list-style-type: none"> • In case of organising events in regions the regional journalists will be invited who will be offered a special programme (e.g. a visit of a project supported by EEA and Norway Grants). • Regional journalists usually inform about most topics which are up to date. They are mainly interested in current events and improving offer of services for local residents. • The presentation in regional media will further help to promote particular impacts on the quality of residents’ life in certain region.
Target group	<p>General public Grant recipients (beneficiary and donor states)</p>

Online communication

Specification

The importance of Internet is still increasing and its role will be further promoted in future years. For most of the target groups Internet is the primary source of information (see previous chapter). Therefore, following activities will be carried out within EEA and Norway Grants implementation:

Maintenance of web pages eeagrants.cz and norwaygrants.cz

- The information about calls for proposals, seminars, workshops, activities funded from the Fund for Bilateral relations at national level and current news about the programme will be still offered to the recipients on the official website. Information aimed at target groups from the donor states will be in English.
- The annual reports and evaluation of the communication activities in an electronic form will be also supplied on the website.
- The creation of simple website EEA and Norway Grants (micro site) is planned to be created for a simple orientation and an increase of information quality offered to recipients. This will be different from the official web pages of the Ministry of Finance.
- The information on the website will be available in Czech and English and the website will contain the following information:
 - Overall information on the programme and focus of the EEA and Norway Grants 2009 – 2014

	<ul style="list-style-type: none"> – Current/updated information on the programme's implementation status – A list of invitations within the scope of the programme for submitting individual projects – Programme terms and conditions, deadlines, selection criteria – All relevant documents applying to EEA and Norway Grants – Information on public contracts – Information on supported projects – Contact information, etcA section for journalists will be created within the web pages in order for them to obtain information for their articles. – This means that the website will provide all press releases or illustration photos available for downloading (very suitable as a supplement tool for media relations) connected with EAA Grants. – It is possible to connect the press releases which are published on the Internet with the articles on web pages using pro-links in text (e.g. if a press release is concerned with calls for proposals' announcement for urban reconstructions, it is possible to reference projects which contain these activities, other articles about the topic, uploaded videos, etc.). <ul style="list-style-type: none"> • All information on EEA and Norway Grants will also be available at the web page of Norwegian embassy www.noramb.cz. • It is also possible to form a section the website for first-applicant which would describe in a simple way the whole grant process. • Internet can be effectively used for any promotion/publicity activities aimed at general public (competitions etc.). <p>Usage of social media</p> <ul style="list-style-type: none"> • In order to increase the impact of online communication on the target group of general public, the web pages should be efficiently connected with social media. • The presentation on social media is usually free, but requires a greater time investment. Therefore, it is necessary to choose the most convenient publicity tool according to the personal possibilities (sufficient time allocation). • The National Focal Point will consider of all possibilities of usage social media, e.g. YouTube, Facebook or Wikipedia.
Target group	<p>General public Grant recipients (beneficiary and donor states)</p>

Specification

Within the scope of the implementation of EEA and Norway Grants 2009-2014 there will be two ceremonial events taking place as part of the initiation and finalisation of the programme.

The National Focal Point will continue to provide professional help to grant recipients. This mainly includes:

- Professional seminars and workshops
- Personal consultations

Nowadays, the general public is overwhelmed by advertisement and the greatest impact on it is left after “trying out” certain programmes. Therefore, it is very important to organise various events and competitions. The direct communication is aimed at general public and is concentrated on following activities:

Geocaching ceremony

- In April 2012, the Official prize announcement for the geocaching competition “Discover Norway in Czechia and win” will be held under the presence of the Norwegian Ambassador.

The ceremony will also include the exhibition of photographs of selected projects. This exhibition could be used also on other occasions.

Organisation of a competition for elementary and high schools.

- The young generation does not usually come into contact with grants²². This is a way how to introduce the topic of EEA and Norway Grants and its impacts on the life in regions to them.
- The competitions for elementary schools are also very popular topic for media and therefore large media coverage can be expected for this theme.
- The topic for the competition should be related to the supported areas of EEA and Norway Grants (e.g. environment, memorials’ reconstruction, equal opportunities for men and women etc.).
- The children will for example receive a task to create a project (to protect the cultural heritage, environment, science and research etc.), which could help the development of their region. The already implemented projects could serve as an example.
- The main aim would be the familiarisation of the youngest generation with the programme’s mission and its particular benefits.

Organisation of an event for general public

- EEA and Norway Grants EEA Grants will be promoted through several cultural events on which **Norway embassy cooperates, for example:**

²² Although there is no relevant source to this theory, it is possible to assume that grants do not belong to the interest area of young people.

	<ul style="list-style-type: none"> • 2012 Prague Writers Festival with the presence of J.E. Vold • 2012 Literature Night and Book World with the presence of Roy Jacobsen and Jo Nesbø; Concerts with L.O. Andsnes at Rudolfinum • 2012 Bohemia Jazz Festival <ul style="list-style-type: none"> – 2012 Architecture exhibition at The Jaroslav Fragner Gallery • These events are usually attended by many people and therefore it is possible to offer people not just the practical benefits of EEA and Norway Grants, but also an entertaining programme with competitions and introduction to Nordic culture etc. • The visitors may be also asked to fill in a questionnaire (in order to gain data about the knowledge of EEA and Norway Grants, sources of knowledge, awareness about particular projects and benefits etc.) with exchange for a small commercial product. • The overall impression will be completed by the usage of commercial materials (banners, roll-ups, flags). <p>The competitions and events would be efficiently interconnected with social media, e.g. information could be promoted through social networks, and videos could be uploaded to the server of shared multimedia on YouTube etc.</p>
Target group	<p>General public Grant recipients (beneficiary and donor states)</p>

Printed materials

Specification

The printed materials are still very important. Nevertheless, while planning how excessive they should be, it is necessary to consider the increasing importance of the Internet as a main distribution channel which causes the decrease of the effect of publications. The publication activities may serve as a complement to other communication activities. Therefore, according to the need there will be created:

Publications for general public

- These publications will introduce the public to particular projects and will interconnect with other communication tools, especially with online communication (publications will be available online on the web pages) and with direct communication (publications will refer to competitions or sum up the benefits of events for the public).
- The most important for the printed materials is the design of the project and comprehensibility and simplicity of the text. Therefore, the publication will be processed for readers in an attractive way and texts will avoid using technical terms and sentences which are hard to follow.
- The publications will combine projects EEA and Norway Grants with

	<p>practical information for general public with connection to the topic of the publication (travelling, healthy life style, environment etc.).</p> <p>Information brochures/flyers for grant recipients</p> <ul style="list-style-type: none"> • These brochures will be published according to the current information needs of grant providers. <p>Multi-lingual publications for professional public</p> <ul style="list-style-type: none"> • A publication will serve as an aggregate information material intended for prestigious events (conferences), for media, foreign institutions, and diplomatic representation of states that offer grants and other similar subjects and opportunities. • An emphasis will be given to visual quality of the material, citations of relevant people, facts, numbers and simplicity of texts. <p>The publications will also exist in multimedia form (e.g. on a CD) and will be offered to seminars' and workshops' visitors, for the general public they will be provided in an electronic form and may be downloaded from the web pages.</p>
Target group	<p>General public Grant recipients (beneficiary and donor states)</p>

Promotional materials	
Specification	<p>In order to support the events for general public, promotional materials will be created and may be offered to visitors as an award for competitions or to grant recipients to express thanks.</p> <ul style="list-style-type: none"> • Promotional materials serve as a complement to other communication tools, especially to direct communication. • The offer of promotional products will be rather limited. Instead of putting importance on a bigger choice, the emphasis will be given to an individual theme – creating particular sets of products which are easy to exchange or supply according to the characters of events and target group. • The character, material and appearance of products will keep reminding the fact that grant providers behave in considerate and responsible ways towards the environment and community. The trend of the recent years has been e.g. concentration on BIO products (travelling bags and T-shirts from bio-cotton) or from recycled and biologically degradation material (bags from bio-plastic material).
Target group	<p>General public Grant recipients (beneficiary and donor states)</p>

6 COORDINATION, RESPONSIBILITIES AND CONTACT DETAILS

For the strengthening of the bilateral relations, the cooperation among the NFP, PO, (DPP) and the Norwegian Embassy is essential. The NFP will be in close cooperation with Norwegian Embassy in Prague regarding the publicity activities of EEA and Norway grants. All planned publicity activities will be mentioned in annual NFP's Communications Plan that will be in accord with the Embassy's communication strategy.

The NFP will issue instructions for the Programme Operators regarding the publicity activities and publicity requirements. In ten programmes the Programme Operator is the Ministry of Finance – the National Focal Point. In this case better interconnection between the national and programme level will be ensured. The Programme Operators will be also informed about the bilateral relations and bilateral funds to encourage them on developing bilateral dimension. The Programme Operators will prepare the Communication Plans within the programmes in cooperation with the National Focal Point. They will inform the NFP about the actual publicity activities. In addition, the NFP will organize seminars/ workshops for the Programme Operators and the Programme Partners where the actual issues (including publicity of the programmes) will be discussed.

The information flows between NFP/Programme Operators/Norwegian Embassy/FMO

- mail exchange
- regular meetings
- workshops, seminars, conferences
- sharing relevant documents

6.1 Cooperation between NFP and Norwegian embassy

In line with the Embassy's communication strategy, the main areas of cooperation between NFP and the Norwegian embassy will be:

- Promoting of the EEA and Norway Grants towards Czech and Norwegian media and the wider public.
- Cooperation on preparation, organization and promotion of different activities (bilateral workshops, press conferences, social events, launches of the programs)
- Promoting the bilateral aspect of the Grants: on the embassy's website and in printed materials, translation of the information into English (and Norwegian in some cases)
- Cooperate on monitoring of the media coverage of the Grants and the bilateral cooperation, communication with media, possible press trips

- Informing the donors (NMFA, FMO, DPPs, Norwegian media) on the bilateral activities in the Czech Republic (writing reports and analysis, taking pictures)
- Facilitating contacts between project promoters and donor project partners, especially in the program areas without DPPs
- Cooperation with Norwegian DPPs – exchange of information and experience, individual meetings

6.2 Contact details

- Norwegian Embassy in Prague (www.noramb.cz); responsible person - Ms. Helena Benýšková (hbe@mfa.no)
- National Focal Point – Ministry of Finance (www.eeagrants.cz , www.norwaygrants.cz); responsible persons - Ms. Kateřina Kopečková (katerina.kopeckova@mfcz.cz) and Ms. Radana Dvořáková (radana.dvorakova@mfcz.cz)

7 EVALUATION OF COMMUNICATION ACTIVITIES

7.1 Evaluation of communication

An impact of communication activities will be regularly evaluated and on the basis of an aggregate evaluation of communication activities. This evaluation will be accomplished at the end of the programming period (2017) and will inform about the progress of communication strategy implementation.

The findings about the informed target groups will be added to this evaluation, especially their awareness about EEA and Norway Grants and its particular benefits. These findings will be carried out on a representation sample of the target group of the general public and grant recipients. Furthermore, they will monitor the spontaneous and supported knowledge about EEA and Norway Grants, source of information and knowledge of the main mission and EEA and Norway Grants benefits.

There will be two evaluations carried out. The first will take place at the beginning of the implementation of the new programme period for EEA and Norway Grants and the second will take place at the end. The comparison of these two will help to evaluate the communication strategy impacts.

Regular feedback of the implemented communication activities will be monitored considering all the target groups (beneficiary and donor states). The National Focal Point will obtain an immediate feedback on a particular activity which may be dynamically modified according to the needs.²³

7.1.1 Regular evaluation

Regular evaluation or monitoring of outputs, results and impacts is basically searching for a **feedback of accomplished communication activity** from target groups. This applies mainly to grant recipients, but also to media representatives and grant providers. It is entirely based on the consideration of the National Focal Point, similarly when and on which bases should these needs be implemented.

An example of this form of regular evaluation is **e.g. questionnaire investigation specialised on the applicant within one particular call for proposals**. Usually it is realised after the termination and evaluation of a call for proposals to ask all applicants to evaluate cooperation with the National Focal

²³ The progress of Communication Strategy will also be monitored in every annual report on the implementation of the Norwegian Financial Mechanism 2009-2014 (referred also as the Strategic Report).

Point within the process of asking and evaluating projects. A suitable form is a short online or email questionnaire.

The primary ranges of questions should be: availability and understanding of information, expertise and helpfulness of the employees of the National Focal Point while providing information and transparency of the evaluation. The evaluation should be anonymous. If possible the questionnaire should also contain closed questions i.e. with prewritten options of answers. This increases the rate of return and speeds up the subsequent evaluation. Moreover, at least one question should contain an option of free answer with the purpose of finding spontaneous suggestions for improvement.

This form of regular evaluation provides a feedback of the communication activity to grants recipients. The suggestions from the operational solution should be already included in the following call for proposals.

Following chart suggests **basic forms of obtaining feedback using regular evaluation** of individual types of the communication activities.

Communication tools	Form of obtaining feedback while regular evaluating – monitoring
Media relations	<ul style="list-style-type: none"> In case of events' organisation where journalists are invited – the feedback will be received by a number of journalist who really come, the number of articles which will be published etc. Focus on the evaluation of the event itself, on understanding and relevance of the topic for their readers, listeners, spectators, on organisational and technical norm of the event – suitability of time, place, catering etc. Similarly it is possible to address even invited journalists for Press conferences.
Online communication	<ul style="list-style-type: none"> Short inquires – on the title page – focused on general public (e.g. currently it is possible to monitor whether the web visitors easily understand the content of the given information and what they would add etc.). On-line questionnaires – specialised on new sections or part of web pages which we aim to improve. Monitoring of evaluation on YouTube and social networks (in case when they are published there).
Direct communication	<ul style="list-style-type: none"> The evaluating questionnaire of a seminar, training, conference – every participant should be asked to express his opinion in a form of a printed questionnaire with both opened and closed questions (yes/no). The questionnaire should contain the evaluation of content's quality part concerning the relevance, understanding, added value compared to other sources.
Publication activities	<ul style="list-style-type: none"> Enabling simple evaluation of a publication for publications which are available online. Using these, provide space to CS for own suggestions, especially if considering the brochures for applicants etc.
Promotional materials	<ul style="list-style-type: none"> Ad hoc verbal evaluation of promotional materials using seminar and conferences.

In cooperation with Norwegian Embassy the National Focal Point has already implemented the press monitoring - using the press book, i.e. collection of media outputs. In addition, NFP also uses the online monitoring engine, i.e. it follows the publicity of EEA and Norway Grants on the Internet.

7.1.2 Aggregate evaluation of communication activities

Aggregate evaluation of communication activities will inform about the proportion of **implementation of communication strategy** and it will be realised in both **quantitative** and **qualitative** ways. The proportion of communication activities will be measured based on following indicators:

- **Indicator of an output** – measures the number of organised activities, events in a relation to the planned number of activities, events and measures. The outputs inform about the proportion of implementation of communication strategy, especially in a quantitative way.
- **Indicator of a result** – evaluates direct and immediate impact of the activity on target groups – impact of members CS, number of downloaded documents, number of visitors in seminars etc. The indicators of results show the evaluation of a communication strategy’s realisation with the quality factor.
- **Indicator of an impact** – observes a change in awareness, knowledge, perception and approaches.

Indicators of an output and a result

Communication tools	Indicator of an output	Indicator of a result
Media relations	<ul style="list-style-type: none"> • Number of press releases; • Number of organised events (press conferences, press trips, events) 	<ul style="list-style-type: none"> • Number of published contributions (articles, reports, interviews etc.)
On-line communication	<ul style="list-style-type: none"> • Number of web pages • Number of profiles in social media 	<ul style="list-style-type: none"> • Number of visitors; • Number of downloaded documents • Quality of comments in social media
Direct communication	<ul style="list-style-type: none"> • Number of organised seminars and trainings • Number of organised conferences • Number of visits on conferences • Number of organised events for public • Number of data based e-mails 	<ul style="list-style-type: none"> • Number of visitors in seminars and trainings; • Number of questioned people through data based mailing • Number of filled in questionnaires • Number of event visitors

Publication activities	<ul style="list-style-type: none"> Number of created publications, manuals, methodologies, annual and final reports Number of processed materials in digital media 	<ul style="list-style-type: none"> Number of printed copies Number of distributed printed copies Number of downloaded annual and final reports Number of distributed digital media
Promotional materials	<ul style="list-style-type: none"> Number of promotional materials' kinds 	<ul style="list-style-type: none"> Number of distributed digital media

Impact indicators

The executor suggests to monitor the saving on impact indicators displayed in the table below and their target values in 2017 are defined followingly:

Impact indicators	Target values
Spontaneous knowledge of EEA and Norway Grants <ul style="list-style-type: none"> by grant recipient; by general public <p>„Do You know the name of a grant which is used by states such as Norway, Island, and Lichtenstein to provide financial aid to the Czech Republic?“</p>	<p>30 %</p> <p>10 %</p>
Questioned knowledge of EEA and Norway Grants <ul style="list-style-type: none"> by grant recipient; by general public <p>„Now I will read to You names of couple particular grants. Tell me please whether and how much You know them.“</p>	<p>80 %</p> <p>30 %</p>
Knowledge of the main mission of EEA and Norway Grants <ul style="list-style-type: none"> by grant recipient; by general public <p>„Do You know what is the main mission of EEA and Norway Grants(Norway funds)?“</p>	<p>80 %</p> <p>30 %</p>
Informing about the results and benefits of EEA and Norway Grants <ul style="list-style-type: none"> by grant recipient; by general public <p>„Do You remember any particular projects financed by EEA and Norway Grants(Norway funds)?“</p>	<p>50 %</p> <p>20 %</p>

8 TIMING AND EXPENSES

8.1 Budget for communication activities

The budget for communication strategies is selected in order to correspond to set communication tools and available finances. A number of activities were not included in the expenses because the investment is rather temporal than financial (e.g. creation of press releases, social media). The assurance of these activities by an external supplier could form an exception.

Following parts of communication were included in the expenses:

- Media relations
 - Press conference
- Online communication
 - Micro site
- Direct communication
 - Ceremonial initiation and finalization of EEA and Norway Grants 2009-2014
 - Professional seminars, workshops
 - General public events
- Publication activities
 - Information brochures for applicants and recipient
 - Publications for general public
- Publicity tools

Communication tool	Expenses according to excel. chart	Edited expenses
Ceremonial initiation and finalisation of EEA and Norway Grants	250 000 CZK	300 000 CZK
Press conference (covered from other sources)	0 CZK	0 CZK
Micro site, web pages' maintenance	220 000 CZK	220 000 CZK
Professional seminars, workshops	50 000 CZK	150 000 CZK
General public events	350 000 CZK	800 000 CZK
Information brochures for grant recipient	300 000 CZK	300 000 CZK

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Publications for general public	500 000 CZK	250 000 CZK
Promotional materials	600 000 CZK	250 000 CZK
Total	2 270 000 CZK	2 270 000 CZK

The distribution of above shown expenses is indicative and may be adjusted according to the needs of National Focal Point.

8.2 Time schedule

Project activities	I. Quarter	II. Quarter	III. Quarter	IV. Quarter
2012				
Ceremonial initiation of EEA and Norway Grants				
Press conference				
Seminars, workshops for grant recipient				
Media relations (distribution of news releases)				
Creating micro site				
Economisation of target groups				
2013				
Seminars, workshops for grant recipient				
Media relations (distribution of news releases, addressing journalists)				
Regular actualisation of micro site				
Publication for grant recipient				
2014				
General public event for presentation of current progress of EEA and Norway Grants				
Media relations (distribution of news releases, addressing journalists)				
Publication for general public				
Regular actualisation of micro site				
2015				
Seminars, workshops for grant recipient				
Media relations (distribution of news releases, addressing journalists)				
Regular actualisation of micro site				
2016				
Seminars, workshops for grant recipient				
Media relations (distribution of news releases, addressing journalists)				

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Regular actualisation of micro site				
2017				
Public event for the completing of the programme				
Ceremonial completing of the programme				