



# COMMUNICATION STRATEGY

for the  
EUROPEAN ECONOMIC AREA (EEA) FINANCIAL MECHANISM  
and the  
NORWEGIAN FINANCIAL MECHANISM  
2009 – 2014

--

**National Focal Point  
Malta**

*FINAL*

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## LIST OF ABBREVIATIONS

|        |   |
|--------|---|
| DPP(s) | Donor Project Partner(s)  |
| EEA    | European Economic Area  |
| FM(s)  | Financial Mechanism(s)  |
| FMC    | Financial Mechanism Committee   |
| FMO    | Financial Mechanism Office  |
| FPD    | Funds and Programmes Division   |
| MEAIM  | Ministry for European Affairs and Implementation of the Electoral Manifesto |
| MoU    | Memorandum of Understanding   |
| NFP    | National Focal Point  |
| NGO    | Non-Governmental Organisation   |
| NMFA   | Norwegian Ministry of Foreign Affairs                                       |
| PO     | Programme Operator  |
| PP(s)  | Project Promoter(s)   |

## 1. STRATEGIC OVERVIEW

Two Memoranda of Understanding were signed between Malta and the Donor States: one for the implementation of the Norwegian FM 2009-14, which was officially signed between Malta and the Kingdom of Norway on 27 September 2011 in Valletta, Malta, and the other one for the implementation of the EEA FM 2009-14. The latter was signed officially by all parties on 10 October 2011.

In accordance to Article 4.3(4)(a) of the Regulations on the implementation of the EEA and the Norwegian FMs 2009-14 (henceforth referred to as the 'Regulations'), the NFP is required to prepare a Communication Strategy to cover the FMs for the period 2009-14. On 7 October 2011, the FMO informed the NFP that only one Communication Strategy covering both FMs is to be submitted by the NFP.

As stated in Section 2.3 of Annex 4 of the Regulations, which further defines the obligations to be met by this Strategy, the NFP is to submit this Strategy within four months of the date of last signature of the MoU.

As further set out in the next chapter of this document, the aim of this Strategy is to support and communicate the overall objectives of the FMs through the information and publicity measures being implemented, that is:

1. to contribute to the reduction of economic and social disparities in the EEA, and
2. to strengthen bilateral relations between the Donor States and the Beneficiary States.

The information and publicity measures defined within this Strategy will primarily target the general public with the involvement of the key stakeholders, mainly the PPs, the FMO, the Royal Norwegian Embassy to Malta in Rome and the Donor States. This Communication Strategy has been drawn up to reflect the requirements of the Regulations and respective guidelines issued by the FMO and to support and communicate the aforementioned objectives.

## 2. CONTEXT ANALYSIS

### 2.1 Malta's experience in communicating the EEA and the Norwegian FMs 2004-09

During the 2004-09 period, the NFP implemented various information and publicity activities with the aim of increasing transparency and raising public awareness of the FMs in Malta.

#### *A. Signing of the MoU and launch of a call for project proposals*

In pursuit of the principle of transparency, the NFP issued a number of press releases through the Department of Information to inform the general public about the EEA and the Norwegian Grants. Press releases were issued to announce the signing of the MoU and to invite the general public to the Information Seminars organised by the NFP. Press releases were also issued to announce the calls for proposals for the submission of applications for Individual Projects. The calls for project proposals were also advertised on the most widely circulating daily newspaper, giving guidance on the application form and pointing out the relevant guidelines, rules and procedures that could be downloaded from the website of the NFP: [www.ppcd.gov.mt](http://www.ppcd.gov.mt) as well as from the website of the FMO: [www.eeagrants.org](http://www.eeagrants.org).

#### *B. Information and Publicity Campaign*

The main communication activity which targeted the general public and which saw the direct input of the respective PPs involved the implementation of a 4-month information and publicity campaign in Malta and Gozo. The campaign was held between December 2010 and April 2011 to coincide with the closing of the programme period, thus enabling the dissemination of the actual results of the projects financed by the EEA and Norway Grants. This campaign consisted of the organisation of various activities through a service provider, including:

- project visits for secondary school pupils from 6 schools in Malta and Gozo,
- the preparation and delivery of lesson plans by participating teachers to the pupils participating in the campaign,
- a competition amongst the participating pupils on their artistic interpretation of the projects visited,
- a public exhibition of the best twelve renditions which was launched through a press conference and promoted through the media and outdoor banners and signs,
- the production of 600 desktop calendars (year 2012) which was distributed to all key stakeholders, and
- the setting up of 5 billboards in prime locations in Malta.

An award-giving ceremony closed this campaign in April 2011. At this ceremony, the students who created the best twelve artistic works were presented with a book donated by the Royal Norwegian Embassy to Malta, whilst all the participating students, teachers and schools were presented with a certificate of participation and a copy of the calendar produced.

Through an awareness questionnaire distributed amongst the participating students and teachers it resulted that before the campaign there was not enough awareness and dissemination of information about the Grants. However, the campaign yielded a positive impact as the students and teachers registered a substantial increase in their awareness about these Grants, and the connection between the projects and the Grants. Furthermore, the students and teachers acted as multipliers amongst their school mates, friends and families.

*C. Booklet on all projects financed by the EEA and Norway Grants in Malta 2004-09*

Through a financial contribution from the Royal Norwegian Embassy to Malta in Rome, an A5-size booklet showcasing all the eight projects co-financed by the EEA and the Norway Grants 2004-09 was produced with the direct cooperation of the NFP. This booklet was distributed to the Donor States, the FMO, the Ministries, MEPs, local public offices, all local public libraries (including that at the University of Malta) and the local media.

*D. Bilateral Relations*

During the 2004-09 period, the NFP collaborated with the FMO and the Norwegian Embassy to Malta on a regular basis in the implementation of the above publicity and information measures. These relationships, apart from disseminating the benefits derived from the Grants, also established excellent working relations and contributed to highlight further the advantages of collaborations between the different stakeholders.

Following on these information and publicity activities, the NFP believes that for the new period it should take note of the following main issues:

- The information and publicity activities carried out by PPs complement the campaigns and activities carried out by the NFP as they build up a coherent image of the EEA and Norway Grants. Collaboration with the PPs is crucial for the successful implementation of this strategy;
- To make use of multipliers to disseminate awareness about the programmes and projects, such as the media, stakeholders, and the general public;
- To focus on specific target groups;
- To ensure regular collaboration with the Donor States in implementing publicity and information measures and in contributing to the promotion of the relationship between Malta and the Donor States.

### **3. COMMUNICATION STRATEGY FRAMEWORK**

#### **3.1 Responsibilities of the National Focal Point**

The NFP will be responsible for the implementation of this Communication Strategy. With the aim of highlighting the Grants and to ensure that the assistance from the Mechanisms' is transparent, the NFP shall proactively provide information on the Grants and the Programmes to Maltese public, PPs and relevant stakeholders as stated in Annex 4 of the Regulations. Such information will be provided on an ad hoc basis through the general helpdesk of the NFP and through participations in the media, and the activities planned in this Strategy.

According to Section 2.1 of Annex 4 of the Regulations, the NFP is to ensure that the PO fulfils its information and publicity obligations. Since the NFP will also act as the PO as stated in the signed MoU, joint efforts between these two functions will seek to enhance the activities undertaken and shall contribute to the successful implementation of both the NFP's and PO's information and publicity measures. Consequently, the NFP's Communication Strategy and the PO's Communication Plan will be interlinked to mutually work towards the same objectives through joint activities, as will be described in the subsequent chapter.

#### **3.2 Cooperation with stakeholders**

Cooperation with all the relevant stakeholders will be critical in achieving the aim and objectives of this Communication Strategy. Ongoing cooperation and involvement should ensure stronger relations between the stakeholders and provide for a wider dissemination of the results achieved through the EEA and Norway Grants.

##### *A. Project Promoters*

The PPs and DPPs will be guided through the implementation of their information and publicity activities by the NFP/PO. They will be informed about the necessity of such activities in contributing to reach the objectives of the FMs. Conversely, the PPs and DPPs will be involved in the planning and organisation of the activities carried out by the NFP in order to include the progress and, eventually, the results/impact of their projects.

##### *B. Donor States*

Cooperation with the Donor States, the Royal Norwegian Embassy to Malta in Rome, and the FMO is fundamental in the implementation of this Strategy in order to maintain the good relations established between Malta and the Donor States, and the NFP and the FMO.

The NFP shall also cooperate with the FMO (particularly the Communications Unit) and the Norwegian Embassy to Malta to propagate the benefits and outcomes of the programmes and projects being implemented further afield. The NFP shall also ensure to build its relationship with the Donors through regular contact (mainly by means of email and telephone) particularly with regard to plans, priorities and activities. Consequently, it is envisaged that the PO will involve the Donors during the planning stage of the communication activities.

##### *C. Other national stakeholders*

The Monitoring Committee, the Certifying Authority, the Audit Authority and the line Ministries will be informed about (and invited to, where applicable) the information and publicity activities implemented by the NFP. These stakeholders, apart from their direct contribution in the

management of the FMs in Malta, can act as multipliers in disseminating the progress and results of the EEA and Norway Grants in Malta and Gozo.

### 3.3 Objectives and Key Target Groups of the Strategy

Article 4.3 (4) of the Regulations states that the NFP shall provide information on the existence in the Beneficiary State of the EEA and the Norwegian FMs 2009-14, their objectives (including cooperation with Donor States entities), implementation and overall impact with the aim of highlighting the role of the EEA and Norwegian FMs 2009-14 and to ensure that assistance from the Mechanisms is transparent.

Consequently, this Communication Strategy shall broadly aim to support and address the **overall objectives of the FMs**, that is:

1. to contribute to the reduction of economic and social disparities in the European Economic Area (EEA), and
2. to strengthen bilateral relations between the Donor States and the Beneficiary States.

To bring this about, it is intended to address the aforementioned overall objectives through **five specific objectives of this Strategy**. These are being presented in the table below. The table also identifies the key target groups for each of these specific objectives:

| <b>Specific Objectives</b>  | <b>Key Target Groups</b>   |
|---|--|
| 1. to promote a general understanding and appreciation of the Donor's contribution to the overall socio-economic development of Malta and Gozo  | - General Public<br>- The media  |
| 2. to increase public awareness about the EEA and Norway Grants and their results and impact <sup>1</sup>   | - General Public<br>- The media  |
| 3. to inform the key stakeholders about the specific programmes and projects being undertaken with the EEA and Norway Grants  | - National Stakeholders<br>- PPs and DPPs<br>- Donor States (including FMO and Embassy)                            |
| 4. to ensure that all PPs are aware of the requirements and procedures, including those for information and publicity   | - PPs and DPPs   |
| 5. to highlight the results of actions (particularly those related to the fund for bilateral relations at national level and partnership projects) in order to strengthen bilateral relations with the Donor States | - General Public<br>- PPs and DPPs<br>- National Stakeholders<br>- The media ( <i>a tool to act a multiplier</i> ) |

The different information and publicity activities identified in the next chapter have been drawn up to target these audiences in a direct or indirect manner.

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<sup>1</sup> One of the two fundamental objectives of the communication activities at Focal Point level as stated in the 'Communication Strategy – Guidance for Focal Points' (p.2) issued by the FMO.

### 3.4 Key Communication Messages

*'Investing to reduce economic and social disparities'  
'Strengthening bilateral relations between Malta, Iceland, Liechtenstein and Norway'*

The NFP shall utilise the key messages of the EEA and the Norwegian Grants in its communication activities in order to deliver a consistent message and to highlight the added value and long-term effects of these Grants' interventions. These will mainly feature on all information and publicity measures aimed at the general public and the media.

#### *1. Main message*

The key messages shall be coherent with those of the activities of the PO, together with the following main slogan:

- *EEA and Norway Grants – Working together for our future*

At programme level, this tagline will be more specific to the programme/s being promoted. Other focused taglines have been identified in the PO's Communication Plan.

#### *2. Co-financing tagline*

The main and specific messages will also be supported by a co-financing tagline together with the National Emblem of Malta and the EEA/Norway Grants logo/s to acknowledge the official support of the Grants. The obligatory co-financing tagline will read:

*'Supported by a grant from Iceland, Liechtenstein and Norway  
through the EEA and the Norwegian Grants 2009-2014'.*

The NFP, PO and PPs will be requested to feature the above tagline on all information and publicity measures financed by the Grants.

## 4. PROMOTION AND INFORMATION MEASURES

In order to reach the communication objectives and target audiences outlined in the previous section, it is essential to identify the most suitable and effective communication tools and methods to be used. Rather than just taking a passive approach, the measures are envisaged to actively engage the target audience in the activities implemented and to eventually act as multipliers in order to reach an ever wider audience.

It is important to note that since the budget allocated for this Strategy is restricted, as indicated in Chapter 6, the NFP plans to make extensive use of cost-free activities.

### 4.1 Increasing the visibility of the Grants

The EEA and the Norway Grants' logos will feature on all promotional and information material in accordance with the Communication and Design Manual issued by the FMO. Furthermore, that manual will be complemented by guidelines to be issued by the NFP with the intention of supporting the PPs in applying the correct text in English and Maltese.

The NFP shall ensure that explicit and visible reference to the support of the respective Grant is made on the information and promotional activities implemented by any stakeholder and beneficiary.

### 4.2 Major Information Activities

In accordance with Article 4.3 (4)(b), the NFP is to organise:

*'at least three major information activities on the implementation of the EEA and the Norwegian FMs 2009-14 ... including a launching event and a closing event for the FMs'.*

Complementing this, the NFP plans to organise the third major activity mid-way between the launch and closing events, thus covering the three major milestones of the implementation of the programme period.

The aim of these activities would be to connect the NFP with the target audiences and to allow for active engagement. The main aspects of these events would be to keep the public informed, to deliver transparent information, to heighten awareness, and to highlight success stories. These events may be enhanced through the participation of key stakeholders (that is the Donor States, the FMO and the Royal Norwegian Embassy to Malta in Rome) and the PPs, together with high profile guests and/or speakers. The information and content to be delivered during these events shall be appropriate for the target audience.

#### A. *Launching event*

*'A major information activity publicising the launch of the financial mechanisms, presenting the objectives of the financial mechanism, the Programme Areas and the possibilities for and actual cooperation with Donor State entities'<sup>2</sup>*

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<sup>2</sup> Refer to Section 2.2 (c)(i) of Annex 4 to the Regulations.

The NFP intends to hold a press conference to launch the implementation of the EEA and the Norwegian FMs 2009-14 in Malta. The press conference will be given by a high ranking member of the Government of Malta in the presence of the Donor States and/or the FMO. All the national and local media, together with the key stakeholders and PPs, shall be invited to attend. A presentation might be delivered by the NFP to provide a general picture to those present on the objectives of the FMs, the selected Programme Areas, the projects to be financed, and also highlight the importance of the bilateral relations between Malta and the Donor States.

The NFP is envisaging holding this event during the period of the signing of the Project Contracts between the PO and PPs in order to boost visibility and increase interest amongst the media and the general public.

#### *B. Mid-term activity*

Mid-way through the programme period, a mid-term activity is intended to be held in order to present the progress achieved by the Programmes. The NFP is envisaging that this activity might entail the organisation of a seminar involving the participation of the PO, the PPs, and the national stakeholders (particularly the CA, AA and the Ministries) together with the participation of DPPs and the Donor States. This seminar would aim to promote an understanding and appreciation of the role and purpose of the EEA and Norwegian Grants and the Donor's contribution to the overall socio-economic development of Malta and Gozo, and to inform the key stakeholders about the progress of the specific projects being undertaken with the EEA and Norway FMs. Furthermore, through this activity the significance of strengthening bilateral relations between Malta and Iceland, Liechtenstein and Norway could be brought out by presenting the results achieved and impact made so far through these relations.

This activity will be complemented with the mid-term activity to be organised by the PO.

#### *C. Closing event*

*'A major closing event publicising the impact of the financial mechanism and its Programmes, including the bilateral cooperation with Donor State entities'<sup>3</sup>*

As a closing event, the NFP intends to organise a press visit to each of the five projects implemented by the FMs. The NFP is aiming to actively involve and engage the media in this activity which will run in cooperation with the PPs. The NFP envisages that these press visits will play a significant role in reaching the general public (considering the fact that the pre-defined projects identified in the MoU may not be readily accessible to the public) through the visibility generated by the press by means of their media and in communicating the results of the Programmes and projects. Furthermore, through this activity the NFP should increase awareness of the Grants amongst the media. It is also planned to involve the DPPs and the Donors in the preparation and implementation of this activity, to showcase the impact and results of bilateral relations in relation to specific projects.

This activity will be also supplemented by the closing event to be organised by the PO which is aimed to target young people.

### 4.3 Website

A webpage providing general information about the EEA and Norway Grants 2009-14 has been created by the NFP (<http://www.ppcd.gov.mt/eeanorway0914>) as a temporary arrangement before a new website is developed for the Division acting as the NFP (the Funds and Programmes Division).

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<sup>3</sup> Refer to Section 2.2 (c)(ii) of Annex 4 to the Regulations.

The new website will host webpage(s), in Maltese and in English, which will present the requirements enlisted in Section 2.2 (d) of Annex 4 of the Regulations. The webpage will be linked to the addresses [www.eegrants.gov.mt](http://www.eegrants.gov.mt) and [www.norwaygrants.gov.mt](http://www.norwaygrants.gov.mt), and shall be used for promotional purposes.

#### 4.4 Cost-free publicity

Considering the limited amount allocated to the TA, the NFP intends to also resort to the use of cost-free publicity, particularly through press releases and press kits, to disseminate information about the EEA and Norwegian Grants to the general public. Such information could include activities being organised by the NFP, general information and publicity carried out by the FMO and the Donor States on these Grants, and publicity of the milestones achieved by the Programmes.

The possibility of using social media (e.g. *facebook* and *twitter*) will be investigated.

#### 4.5 Helpdesk

A general helpdesk has also been established within the Division acting as the NFP to answer queries received. The new website will display the generic email of this helpdesk.

#### 4.6 Mail Shots

Mailshots may also be utilised by the NFP to disseminate calls launched by the other Programme Operators (the FMO for PA 10 and Innovation Norway for PA 22) and to publicise the activities organised by the NFP. These mailshots may be sent through the mailing list of the Department of Information which reaches the Inboxes of all public officers through the mailing list of the Funds and Programmes Division, and through the Malta-EU Steering and Action Committee (MEUSAC). MEUSAC is the main public EU information agency of the Government.

4.7 Timing

The following table shows the indicative timeline of when the major information activities are envisaged to be held:

|                           | 2012 |    |    |    | 2013 |    |    |    | 2014 |    |    |    | 2015 |    |    |    | 2016 |    |    |    |
|---------------------------|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
|                           | Q1   | Q2 | Q3 | Q4 |
| <b>Launch</b>             |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Mid-term (with PO)</b> |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Closure (with PO)</b>  |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |

The dates of the activities will be specified nearer to the relevant time-period and communicated to the key stakeholders beforehand.

## **5. EVALUATION AND MONITORING**

Section 2.2 (f) of Annex 4 of the Regulations require the NFP to provide an indication of how the information and publicity measures will be evaluated in terms of visibility and awareness of the FMs, their objectives and impact, supported Programmes and of the role played by the Donor States.

The NFP understands that the effectiveness of information and publicity actions needs to be measured to ascertain that the desired level of message penetration is being achieved. The results of evaluation and monitoring exercises can then be used to adapt or reinforce the Strategy as necessary. The means used for monitoring and evaluating the Communication Strategy shall be proportional to the information and publicity measures identified in this document.

This section outlines the approach to be followed with regard to the evaluation of the Communication Strategy activities, setting out the assessment exercise to be carried out. Further detailed evaluation and monitoring exercises of this Strategy will be covered by the NFP's Evaluation Plan which will be presented in the annual Strategic Reports in accordance with Article 9.1(1) of the Regulations and Chapter 8 of the Evaluation Guidelines.

## 5.1 Assessing the Communication Strategy

The following table shows how the NFP intends to assess the results of the activities identified under Chapter 4:

| Activity                                 | Assessment tool  |  | Source of verification   |
|--|--|--|--|
|  | Quantitative   | Qualitative  |  |
| Launch activity (press conference)       | Extent of media coverage   | -  | <ul style="list-style-type: none"> <li>- Invitations sent</li> <li>- Published photos of the activity</li> <li>- Copies of newspaper cuttings, online pages, broadcasted features</li> </ul> |
| Mid-term activity (seminar)              | Questionnaire to all participants to gauge the level of awareness about the programmes and projects being implemented under the 2009-14 period | -  | <ul style="list-style-type: none"> <li>- Invitations sent</li> <li>- Photos of the activity</li> <li>- Analysis of the questionnaire</li> </ul>  |
| Closure activity (press visit)           | Extent of media coverage   | -  | <ul style="list-style-type: none"> <li>- Invitations sent</li> <li>- Published photos of the activity</li> <li>- Copies of newspaper cuttings, online pages, broadcasted features</li> </ul> |
| Visibility measures                      | Ensuring that the NFP and PO feature the appropriate slogans, taglines and logos on all their  | -  | <ul style="list-style-type: none"> <li>- Copies or photos of all information and publicity material produced.</li> </ul>   |
| Other information and publicity measures | Monitoring of the NFP's social media pages and of the national and local media to the extend possible by the NFP                               | - Carry out occasional opinion/knowledge polls on the NFP/PO's social media pages to assess the active involvement of followers  | <ul style="list-style-type: none"> <li>- The number of likes/followers on the social media pages</li> </ul>  |
|  |  | - Media monitoring of the main national online news/papers around the launch/implementation of an activity, and/or programme milestones. Analysis to evaluate the quality / impression (positive/neutral/negative) of this media coverage. | <ul style="list-style-type: none"> <li>- Number of press releases and press-kits published/broadcasted by the media</li> </ul>   |

## 5.2 Reporting on the Communication Strategy

As part of the monitoring process, the NFP will annually report to the Monitoring Committee about the Communication Strategy and its progress in implementation, about the information and publicity measures carried out, about the means of communication used and about the results achieved.

An assessment of the implementation of the Communication Strategy will also be described in the Strategic Report to be submitted to the FMO annually in accordance with Article 2.2 (2) of the Regulations. This assessment will be also presented and discussed, where necessary, during the Annual Meeting between the Donor States and the NFP.

## 6. COMMUNICATION ACTIVITIES BUDGET

The cost of the information and publicity measures will be fully funded by the Technical Assistance (TA) budget as agreed in the TA Agreement signed between the NFP and the Donor States on 17 November 2011. The TA Agreement allocates EUR 2,500 for the whole implementation period for the budget line 'Promotional and Information Activities'.

In order to carry out the major information activities required by the Article 4.3(4)(b) of the Regulations, as mentioned in the previous chapters, the NFP will jointly plan and organise these activities with the promotional and information activities of the PO (apart from the launch event). This will allow the activities to yield a greater impact and reach a wider audience.

The table below shows how the TA allocation will be divided annually (all amounts are exclusive of VAT):

| Year  | Activities         | TA Amount EUR<br>(100%) |
|-------|--------------------|-------------------------|
| 2011  | n/a                | 0                       |
| 2012  | Launch             | 1,000                   |
| 2013  | n/a                | 0                       |
| 2014  | Mid-term activity* | 450                     |
| 2015  | n/a                | 0                       |
| 2016  | Closing event*     | 1,050                   |
| TOTAL |                    | 2,500                   |

The activities marked with an asterisk (\*) will be jointly organised with the activities of the PO. The NFP will ensure that separation of costs is maintained between the TA and PO Management Costs to facilitate financial and implementation reporting.

## 7. CONCLUSION

### 7.1 Ongoing development of the Communication Plan

This Communication Strategy is expected to be flexible and dynamic, taking feedback provided through exchange of experience and evaluation exercises into consideration. Furthermore, the Strategy may need to be adjusted to cater for unforeseen events or developments.

### 7.2 Contact details

This Communication Strategy will be implemented by the NFP which may be contacted for further details on the content of this Strategy:

National Focal Point for the EEA and the Norwegian Financial Mechanisms 2009-2014  
Funds and Programmes Division (FPD)  
Ministry for European Affairs and Implementation of the Electoral Manifesto (MEAIM)  
Triq il-Kukkanja  
Santa Venera SVR1411  
Malta

Tel. No.: (+356) 2200 1108

Fax no.: (+356) 2200 1141

Email: [fpd.meaim@gov.mt](mailto:fpd.meaim@gov.mt)

The person responsible for implementing the Communication Strategy in the NFP is the Senior Manager (Bilateral, Other Funds and Programmes).