Communication and Design Manual
EEA and Norway Grants 2014-2021

Iceland
Liechtenstein
Norway grants

Norway
grants

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Introduction

The EEA and Norway Grants are about cooperation to reduce economic and social disparities in Europe. Since inception, thousands of projects involving even more people have been implemented, contributing to these objectives. Relations have developed and results have been achieved.

Through communication, we show how the EEA and Norway Grants make a real difference in the lives of people. We need to show the opportunities that lie within the Grants and the results we achieve when we are **working together for a green, competitive and inclusive Europe.**

With good communication, we can show all the great work that is being done under the Grants and, at the same time, give visibility to the donor countries Iceland, Liechtenstein and Norway. What better way to do that than to tell the stories that highlight the results and achievements from the programmes and projects?

You know your projects, programmes and results best, and we depend on you to make people aware of what we achieve together through the Grants.

This manual includes guidance on how to work strategically with communication and fulfil the requirements. It also sets out technical requirements on logo use, visual identity and more. Finally, it provides you with recommendations for social media, web, events, etc.

With this in hand, we hope that everyone involved in the communication of the EEA and Norway Grants has the tools needed to communicate in a consistent, targeted and creative way.

Good luck! We are looking forward to seeing the results of your work!

www.eeagrants.org   www.norwaygrants.org

Remember that all measures are minimal requirements.

We encourage you to think outside the box and do additional activities.

The sky is the limit!

What and who is it for?

We want to get the best results and value from our communication activities and ensure that all partners involved in the EEA and Norway Grants communicate in a consistent and complementary way.

This manual should be used by anybody[1] involved in the development, delivery and management of EEA and Norway Grants projects and programmes. All involved entities share responsibility for carrying out information and communication activities.

Why do we communicate?

→ To ensure the widest possible dissemination of information, raise awareness and strengthen transparency of information about funding opportunities, beneficiaries and achievements;

→ To make the general public aware of the existence of the EEA and Norway Grants;

→ To ensure visibility for the donor countries Iceland, Liechtenstein and Norway and their contribution to reduce social and economic disparities and to strengthen bilateral relations between the donor countries and the beneficiary countries.

Communication is an important and integral part of the implementation of the EEA and Norway Grants.

The obligatory requirements on communication activities are outlined in the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021:

→ Article 1.7.: Visibility

→ Chapter 3: Information and Communication

→ Annex 3: Information and Communication Requirements

Make sure you check these requirements when you develop your communication strategies and plans, and manage your communication activities.

All information and communication material related to the EEA and Norway Grants shall be in line with this Communication and Design Manual. Here we set out detailed technical requirements about the use of logos, as well as billboards, plaques, posters, publications, web presence and audio-visual material.

The EEA and Norway Grants is the brand name of the financial mechanisms and should be used in all communication.

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1   The Financial Mechanism Office (FMO), National Focal Points (NFP), Programme Operators (PO), Fund Operators (FO), Donor Programme Partners (DPP), project promoters (pp), project partners from the donor countries (dpp), and International Partner Organisations (IPO).

Communication objectives

Our communication objectives should always support and contribute to the achievements of the two overall objectives of the EEA and Norway Grants:

Reduction of economic and social disparities in the European Economic Area

To strengthen bilateral relations between the donor countries and the beneficiary countries

Where can I get more information?

→ **National Focal Points, International Partner Organisations, Programme Operators, Fund Operators and Donor Programme Partners** should contact the Financial Mechanism Office – the secretariat of the EEA and Norway Grants. E-mail the communication team: info-fmo@efta.int

→ **Project promoters and donor state project partners** should contact the relevant Programme Operator. Visit the EEA and Norway Grants website (www.eeagrants.org) for contact details.

Let the public know

Letting people know how they can apply for funding and what has been achieved with the support is key to transparency and accountability. It also gives us the opportunity to share best practices, in order to continuously improve projects and programmes.

Part 1
Communication guidance

Information and communication requirements

The communication activities under the Grants involve people and institutions in many countries.

In order to communicate effectively, the Information and Communication Requirements (set out in Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2014-21), complemented by this manual, provide a common set of references to:

➔ Create a consistent and comprehensive message;

➔ Meet the need for factual information on programmes and projects;

➔ Convey the values of the overall grant schemes.

Benefits of shared responsibility for communication

→ **Transparency and accountability:** ensure that the public is informed about how the funding is spent and helps limit the potential for misuse that might arise from insufficient access to information.

→ **Openness and accessibility:** a large web of actors on the ground makes it possible to better communicate opportunities for applying for funding and engaging in partnership projects.

→ **Not just process, but results:** those involved in the project or programme have the best knowledge about the results and achievements and are thus best placed to communicate impact and results to national, regional and local audiences.

Roles and responsibilities

There are several actors involved in the running and promoting of projects and programmes under the EEA and Norway Grants. The full list of responsibilities and requirements for the different actors involved can be found in Chapter 3 and Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021. On the following pages, you will find useful checklists.

Checklist National Focal Point[2]

→ Highlight the contributions from Iceland, Liechtenstein and Norway

→ Emphasise bilateral cooperation

→ Be proactive

→ Designate a contact person for communications

→ Develop a communication strategy (and a baseline study)

→ Maintain a stand-alone website

→ Be active on social media

→ Create and coordinate a network for the POs

→ Ensure that POs fulfil their obligations

→ Organise at least three major events

→ Coordinate activities with donor embassies

→ Feed information upwards to the FMO and the donors

→ Evaluate your communication activities

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2   See Article 1.7, Chapter 3 and Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021 for the full list of requirements.

Checklist Programme Operators[3]

➜ Highlight the assistance from Iceland, Liechtenstein and Norway

➜ Emphasise bilateral cooperation

➜ Feed information upwards to the NFPs

➜ Report to the NFP annually

➜ Take part in the NFP communication network

➜ Coordinate activities with DPP, NFP and donor embassies

➜ Ensure that pps fulfil their obligations

➜ Develop a communication plan and activity list

➜ Organise at least two major events

➜ Provide information on calls, conditions, procedures, etc.

➜ Create a stand-alone webpage or contribute to the national portal (follow the decisions from the NFP on this)

Checklist project promoters[4]

➜ Highlight the assistance from Iceland, Liechtenstein and Norway

➜ Emphasise bilateral cooperation

➜ Feed information upwards to the POs

➜ Develop a communication plan

➜ Create a website/webpage with project information

➜ Organise at least three communications activities

➜ Make a commemorative plaque if financing a physical object

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3   See Article 1.7, Chapter 3 and Annex 3 of the Regulations on the Implementation of the EEA and Norwegian Financial Mechanism 2014-2021 for the full list of requirements.

4   See Article 1.7, Chapter 3 and Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021 for the full list of requirements.

Checklist Donor Programme Partners[5]

➜ Highlight the assistance of Iceland, Liechtenstein and Norway

➜ Provide information on your involvement to the general public

➜ Use your existing website to provide information on the involvement and links to relevant calls for proposals

➜ Have one person responsible for communication work, and liaise with the Ministry of Foreign Affairs on communication activities

➜ Develop a communication plan and an activity list

Checklist International Partner Organisations[6]

➜ Highlight the contributions from Iceland, Liechtenstein and Norway

➜ Provide information on your involvement to relevant stakeholders

➜ Make clear your involvement in the EEA and Norway Grants on your website, including where and with whom you cooperate

➜ Make the impact of the contribution visible

5   See Article 1.7, Chapter 3 and Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021 for the full list of requirements.
6   See Article 1.7, Chapter 3 and Annex 3 of the Regulations on the implementation of the EEA and Norwegian Financial Mechanism 2014-2021 for the full list of requirements.
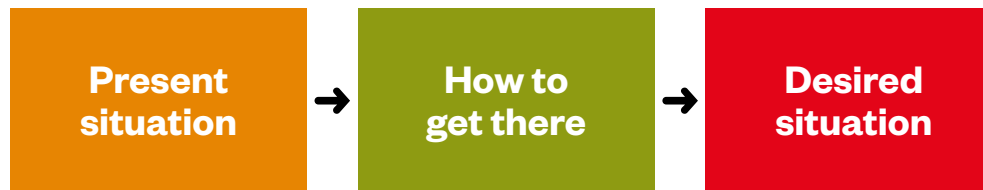
Communication strategy

A budgeted communication strategy[7] is a requirement for all programmes and projects under the EEA and Norway Grants, as well as for the National Focal Points.

Requirement: The National Focal Point should submit the communication strategy to the Financial Mechanism Committee (FMC) / Norwegian Ministry of Foreign Affairs (NMFA) within six months of the signing of the Memoranda of Understanding (MoU).

Recommendation: To make the most of your communication, the first step is to develop a communication strategy to determine and define your objectives, target audiences, key messages, channels, obstacles and how to evaluate your communication efforts. On this basis, you decide which activities and tools will best help you achieve your objectives. In simple terms, the communication strategy should have a clear picture of your present situation, what you want to achieve and how you plan to get there. This is a living document. Use it to guide your communication activities and efforts.

Present situation	→	How to get there	→	Desired situation

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7   This refers to the 'Communication Strategy' by National Focal Points, the 'Communication Plan' by Programme Operators and
     project promoters in Annex 3 of the Regulations on the Implementation of the EEA and Norwegian Financial Mechanisms 2014-21.

Recommendation: How to develop a communication strategy

1. **Baseline / SWOT analysis** - Make an analysis to determine your present situation
2. **Objectives** - Decide what you want to achieve with your communication
3. **Target group** - Define or determine your target audience(s)
4. **Messages** – Define the messages you will communicate
5. **Channels and activities** - Decide what activities and channels you will use
6. **Challenges** - Define what challenges you might encounter
7. **Evaluation** - Decide how you will measure and evaluate the impact of your activities
8. **Budget** - Include your budget
9. **Contact point** - Provide contact information

1. Baseline study / SWOT analysis

A baseline study measures your present situation. You can then compare this to the situation after the end of the implementation of the programmes and projects under the EEA and Norway Grants 2014-2021, in order to define what changes occurred. This is your starting point.

A baseline study is highly recommended, and National Focal Points in beneficiary countries with an allocation of 100 million euros or more should consider undertaking a baseline study.

If you choose not to undertake a full baseline study, we recommend you to carry out a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) with mitigation efforts.

2. Objectives

Your first step is to determine what you would like to achieve through your communications efforts. Make your objectives specific and quantifiable. Your objectives should always support the two overall objectives of the EEA and Norway Grants. Make sure you set SMART objectives for all information and communication work.

Creating SMART objectives

➜ Specific

➜ Measurable

➜ Attainable

➜ Realistic

➜ Timely

Specific: you have greater chance of accomplishing a specific objective than a general goal. For example, a general goal would be 'Have a good working relationship with partners'. But a specific goal would be 'Create a network for all the POs and arrange to meet in person twice a year.'

Measurable: establish concrete criteria for measuring progress toward the achievement of each objective you set. In order to determine if your objective is measurable, ask questions like: 'How much?', 'How many?', 'How will I know when it is accomplished?' For example: 'We have organised meetings with the PO network twice in a year with 90% participation rate on average'.

Attainable: when you identify the most important objectives, you can begin to figure out ways to reach them. You can attain most objectives when you plan your steps wisely and establish a time frame that allows you to carry out those steps. The objective then becomes attainable.

Realistic: an objective must represent an aim you are willing and able to achieve to be realistic. But be sure that every goal represents substantial progress.

Timely: an objective should be grounded within a time frame. Determine that the objective can be reached within a set time frame. 'By the end of the year, we will have organised two meetings with the PO network with at least 90% attendance'.

3. Target audiences

Understanding who you need to communicate with will help you define how to go about it, and which tools to use. Consider who you need to influence in order to achieve your objective. Be as specific as possible. Different audiences (SMEs, NGOs, municipalities, policymakers) respond to different approaches. Communication channels, messages and tools must be adapted and targeted accordingly. "The general public" is too broad to serve as a good target group. The more you can narrow down your target groups, the easier it will be to craft a good message. It will also be easier to measure if you have reached a target group that is more narrowly defined.

After your project or programme has been approved, it is worth refreshing your list of target audiences to ensure that all the people you want to address are included and to determine whether all are appropriate. The SWOT analysis and main objectives should provide a good indication of which target groups you should prioritise.

4. Messages

Keep your message simple! If possible, focus on just three key messages.

What do you want your audience to feel, think and do after hearing your message? What do you have to say to convince and engage your audience? Which key points will interest your audience? Make your message colourful and conversational. Consider whether you should appeal to the heart or to the mind in order to sway your target group.

"Working together for a green, competitive and inclusive Europe" is the overarching narrative of the EEA and Norway Grants and should be integrated in the communication strategy or plan and constitute the basis for the messages you are communicating. (See more guidance on the slogan on page 27).

5. Channels and activities

There are hardly any limits to communications channels and activities. The challenge is choosing which channel or activity will get your message most effectively and efficiently to the target audience. Channels for your information and communication could be:

→ Website
→ Social media
→ Printed material
→ Workshops
→ Newsletters to different stakeholders
→ Major events and seminars
→ Meetings with stakeholders
→ Presentations
→ Donor embassies
→ And many many more!

Plan your activities. Tailor the messages and use the right channels to target your different audiences. Your activities should always support one of your main objectives and be directed to one or more of your target groups. If an activity does not support your objectives, you should not do that activity. Remember to make a timeline for the different activities.

6. Challenges

The strategy should list which challenges you face and your mitigation efforts to tackle the challenges.

Make sure there are sufficient linkages between the objectives, target groups and activities.

7. Evaluation
The strategy should include information on how you plan to evaluate the effects of your information and communication work. It may be a matter of evaluating the planning and implementation. Are there different types of effects, such as short-term and long-term effects, intentional and unintended effects, positive and negative effects? Use the baseline study to compare the situation at the start of the funding period 2014-2021 and at the end. The evaluation should be the starting point for a new strategy for a new period.

Please, make sure to continuously evaluate your activities. You should regularly evaluate your strategy as a whole.

8. Budget
The available funds and the cost-effectiveness of the different types of communication must be a consideration when deciding on the activities to be carried out. Include a budget for the information and communication activities.

9. Contact
To facilitate dialogue with the FMO and the donor countries on communications, provide the name and contact details of the person responsible for implementing the communication strategy.

After the strategy is developed, it is time for tactical and operational planning in order to achieve your objectives.

What comes next?

Your management should approve and adopt the communication strategy and front the strategy within the entire organisation. Otherwise, it will stay in a drawer. Please, assess your strategy annually, and revise it when necessary. This is a living document and should be your most important tool in your communication work.

How will the donors evaluate your strategy?

Remember that you should not copy/paste the Regulations and Annex 3. Those documents contain the requirements. The strategy should consist of your plans to fulfil these requirements. Please, check if your strategy or plan covers the requirements in Annex 3 and in the Regulations before submitting it. We have created a checklist for your strategies and plans (see next pages).

Checklist for National Focal Point communication strategies

→ Is the strategy short and to the point?

→ Is the slogan "Working together for a green, competitive and inclusive Europe" integrated in the strategy and messaging?

→ Does the strategy highlight how to increase public awareness about the contribution and role of the three donor countries?

→ Does it include a SWOT analysis with mitigation efforts?

→ Does it include information on how the National Focal Point will facilitate the communication network with the Programme Operators?

→ Does it have information on the contact person?

Objectives, target groups, tactics and activities

→ Does the strategy have appropriate and clearly defined objectives and target groups?

→ Are there sufficient linkages between the objectives, target groups, and activities?

→ Are the objectives, messages, channels and activities tailored for different audiences? Different target groups might require different approaches - i.e. information for 'internal' target groups, such as stakeholders vs. promotion to raise awareness for 'external' target groups, such as business owners or politicians.

→ Are donor partners and potential partners mentioned as audiences?

→ Is the bilateral objective well incorporated into the strategy? How will the bilateral objective and cooperation be communicated?

→ Are communication of results and impact of the Grants mentioned, including results of bilateral cooperation?

→ Does the strategy include information on the three major information activities on progress and impact that are required?

→ Is the timeline of activities adjusted to the phases of the Grants?

Web

→ Is there a web strategy that covers social media? Does it clarify the different purposes of each channel with objectives, audiences and messages and how they relate to each other?

→ Does the strategy include information on how the NFP wants to structure the web? That is, will POs have their own programme website or will the NFP collect information from all programme information in one joint website?

→ Is there information indicating that the website will meet the Web Content Accessibility Guidelines for the visually impaired?

Evaluation

→ Has the NFP suggested a baseline study?

→ Does the strategy include information on how the communication activities will be evaluated?

→ Will the core indicator on awareness of the Grants be used to evaluate the success of the communication strategy?

Checklist for Programme Operators' and Fund Operators' communication plans

Objectives and target groups
➜ Does the plan include clearly defined objectives and target groups?

➜ Is the bilateral aspect covered in the objectives and subsequently in the activities?

Activity list
➜ Are the activities clearly linked to a target group?

➜ Are the activities clearly linked to an objective?

➜ Do the activities have a time frame?

➜ Is there any indication of what would be considered a successfully implemented activity (is there a target to be met)?

➜ Does the plan include activities aimed at promoting the bilateral opportunities of the programme to relevant stakeholders (such as info sessions, match-making seminars, etc.)?

➜ Does the plan include activities aimed at communication of the results of the bilateral cooperation taking place in the programme?

Events
➜ Are at least two major communications activities planned?

➜ Do the activities clearly contribute to the objectives?

Media
➜ Does the plan include media outreach?

Website/webpage
➜ Is there information indicating that the website/webpage will meet the Web Content Accessibility Guidelines for the visually impaired?

Evaluation
➜ Does the communication plan include information on how the communication activities will be evaluated?

Tips on planning

➜ Your communication strategy is not a shopping list of activities to check off, but a clearly stated goal with matching actions and messages to engage a clearly defined group of people.

➜ When it comes to messages, 'less is more'; focus on one idea per message targeting your chosen audience.

➜ Create an editorial calendar of activities taking place related to your project/programme so that you can plan communications actions around them.

➜ Remember internal communication: promote your project right from the start to colleagues in your organisation.

➜ Make communication an integral part of your regular planning meetings and encourage everyone to contribute ideas.

Communication **tools**

Logo(s)

The logo(s) is the central element(s) in the visual identity of the EEA and Norway Grants and must be used on all information and communication material related to the EEA and Norway Grants.

The logo(s) is used as a signature and design element in all our visual communication. This includes - but is not limited to - websites, social media, publications, invitations, conference programmes, letters, videos, plaques, billboards and promotional items.

The logo(s) is an important element when making visible the contributions from Iceland, Liechtenstein and Norway through the EEA and Norway Grants, in line with the requirements in Annex 3 of the Regulations (see chapter on Information and Communication Requirements). The logo(s) therefore includes the names of the donor countries (except for the logo in Norwegian, which is to be used in Norway only).

The guiding principle for use and placement of the logo on your material is that the EEA and Norway Grants logo is superior. There should be a clear distinction between the funding level (the Grants) and other organisations involved in the operation and implementation. In cases where the logo exceptions for projects are granted, the EEA and Norway Grants logo remains superior. Exceptions and rules for placement are described on page 25. The audience should at first glance understand where the funding is coming from.

There are three primary logos – the combined EEA and Norway Grants logo (1), the Norwegian logo (2), and the Active Citizens Fund logo (3). In addition, there are the separate logos for each of the two Grants: the EEA Grants logo (4) and the Norway Grants logo (5).

EEA Grants and **Norway** Grants

➡ The official names of the grant schemes are the EEA Financial Mechanism and the Norwegian Financial Mechanism. You will see these formal names used in all legal documents on the grant schemes, including the contracts for your project or programme.

➡ You should use the brand name of the grant scheme(s) EEA Grants / Norway Grants when communicating the Grants, e.g. on your website, social media, videos, brochures, conferences, press, etc.

➡ EEA Grants continues to be the brand name of the EEA Financial Mechanism.

Requirement: You should no longer use the previous logo(s) for the EEA and Norway Grants on any new material. This includes communication about previous funding periods; here, the new logo should also be used. Elements and colour schemes from previous visual identity should no longer be used nor combined with the new logo(s) and visual identity.
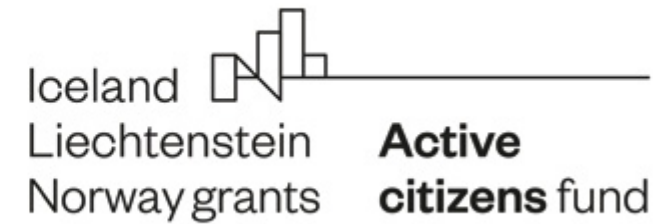
1)
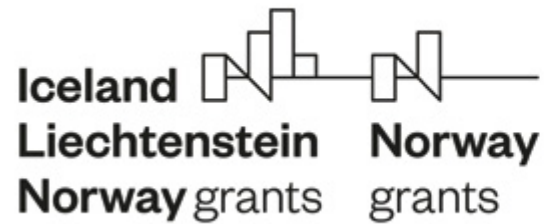
2)

3)

4)

5)

**The use of the
EEA and Norway Grants
logo(s) is obligatory.**

All these logos are to be considered as superior logos in the situations where they are used. If used together with other logo(s) (co-branding), the EEA and Norway Grants logo should be placed to the left and/or on top. Detailed guidelines for the use and placement of the logo with examples can be found on pages 50-62.

The logo symbol is mainly based on the slogan "Working together for a green, competitive and inclusive Europe", combining the horizon with the cities in the distance in a unique and timeless visual composition. The slogan may be used together with the logo(s). More guidance on the use of the slogan on page 27.

Do not use any of the logos in any other colour than black or white.

The elements in the logos are inseparable. The logos cannot be altered or modified in any way or under any circumstances.

Translated versions of the logos into the national language are not accepted.

You should use the official EEA and/or Norway Grants logo(s) to promote the EEA and/or Norway Grants on all levels and in all countries involved - including in programmes and projects. Creation of new logo(s), including new programme or project logo(s), is not accepted, except in cases listed on page 25.

Only one of the Grants logos should be used on each communication surface.

All elements on logo use are requirements unless it is stated that it is a recommendation or that other alternatives are accepted.

Exceptions for project logos

Creation of new logos is not allowed, except in the cases listed below.

→ A product or service is developed and commercialisation of the product is dependent on marketing it. In addition, for products applying for intellectual property rights when a logo is needed to support the application.

→ Awareness raising campaigns where visual communication activities are the core of the project.

→ An establishment of an entity (e.g. an NGO, a shelter, etc.) where such entity will carry out activities past the project lifetime.

In any other cases, only the relevant Grants logo should be used in accordance with the rules for the use of project logos on page 60.

Examples of project logos in use
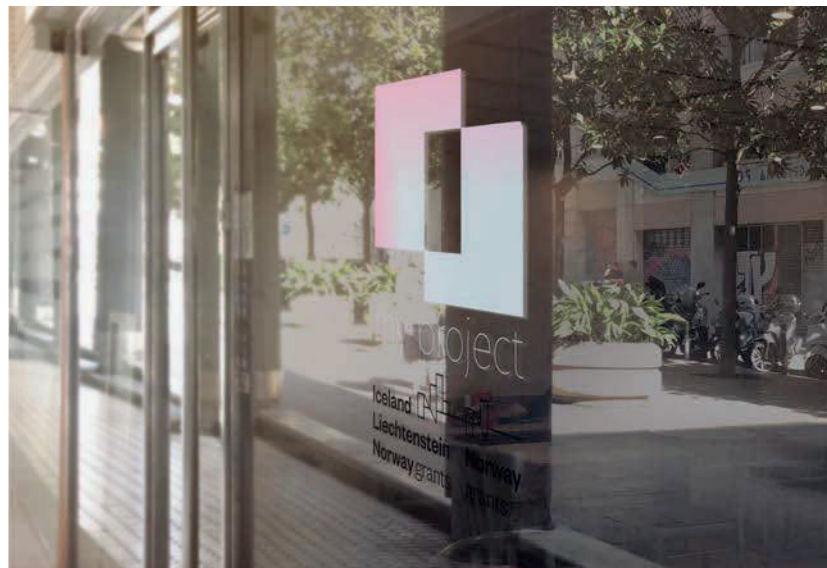
Slogan

Working together for a green, competitive and inclusive Europe

Requirement: "Working together for a green, competitive and inclusive Europe" is the overarching narrative of the EEA and Norway Grants (2014-2021) that must be used by everyone involved in communicating the Grants.

In short, this is what we are doing together through the Grants. Using it will help us communicate consistently. All your communication activities should fit within this overarching narrative.

You may use the slogan with the logo(s), on the web, social media, videos, publications, posters, etc. It should also be used in oral communication of the Grants such as in presentations, speeches and when talking about the Grants to e.g. journalists among others. Hence, the slogan should be integrated into communication strategies and plans.

This framework branding is flexible and may be adapted when communicating different programmes, projects and initiatives. The slogan may be adapted as follows:

→ Working together for a green Europe
→ Working together for a competitive Europe
→ Working together for an inclusive Europe
→ Working together for a green and competitive Europe
→ Similar variations

You may translate the slogan into your local language when necessary.

The slogan may be used in black, white or with the colours green, competitive and inclusive.

Websites

Requirement: Entities involved in the communication of the EEA and Norway Grants are required to provide information about the project/programme, the Grants and the contribution from the donor countries on the web[8]**.**

Your website will be the first entry point for the majority of stakeholders looking for information about projects and programmes. Setting up a website or adding webpages to an existing site is also a relatively easy way to communicate your activities and news. A simple site, using off-the-shelf software, may be sufficient for most projects.

On your website, you should provide news and updates on your activities and results and impact of the projects and programmes. Here, you can upload photos and share other content which might be interesting for your users. You should also add contextual information including background information about the EEA and Norway Grants, the contribution by the donors and cooperation with partners.[9]

There are a few tips and tricks you need to remember when writing for your website.

Writing for web

Recommendation: Web writing is quite different from writing for print or internal (organisational) writing. Most people scan webpages instead of reading every word and they remember less of what they read if there are no visual elements.

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8   Further details of the web requirements for National Focal Points, Programme Operators, Fund Operators, project promoters, Donor Programme Partners, donor project partners and International Partner Organisations are outlined in Annex 3 to the Regulation on the Implementation of the EEA and Norwegian Financial Mechanisms 2014-2021.

9   Further details of the web requirements is outlined in Annex 3 to the Regulation on the Implementation of the EEA and Norwegian Financial Mechanisms 2014-2021.

Recommendation: Checklist for web writing

→ **Get to the point fast:** present relevant information early and keep it simple.

→ **Short, but sweet:** keep webpages to half the length of a paper equivalent. Long reads should only occur if the text is exceptionally well written.

→ **Concise information:** break up the text using paragraphs, subheadings and keep the paragraphs short.

→ **Write to be found:** for search engines to find you, use strong key words in titles, subtitles and add hashtags by topics.

→ **Text and photo:** should always correspond and leave a coherent impression. Make sure you always have a good photo accompanying the heading.

→ **"Link to lead":** make sure your links lead to active sites and that your links are working.

→ **Be creative:** instead of writing "Read more here", try for example "Interested in Poland? Here is a story on how a small team made a great effort in changing unhealthy attitudes towards women."

→ **Always link:** it is not given that a reader enters through the front page. Always link to other relevant articles or postings.

→ **Be credible:** keep the content objective.

→ **Active voice:** use actionable language, not the passive voice.

→ **Tenses:** when possible write in the present tense to reduce the need for updating.

→ **Fonts and format:** avoid clever formatting, colours, capitals, underlinings, or italics.

→ **Be logical:** try to think like your readers and think of what they need.

→ **Be accurate:** always check your work for mistakes and do not rely too much on the spell-check function of your software. Proof-read each other's texts.

→ **Brand names:** remember to use the brand names EEA and Norway Grants on the web.

→ **Audience:** remember who your audience/target groups are. Are you writing for the general public or experts in your field? Avoid jargon.

Recommendation: Tips for websites

→ Analyse how your site works by setting up Google Analytics or a similar tool for your page (it's free). It gives you valuable information about your users. You can see who visited your site, how long they stayed on individual pages, if your content is engaging, and what link they followed to reach you, and more. This way you can evaluate your activities.

→ If you set up webpages about your project on an existing site, make sure you place a visibly and easily accessible link or banner on the front page of the website so that people find your project information.

→ Make sure you add a link to the website of the EEA Grants and/or Norway Grants: www.eeagrants.org / www.norwaygrants.org

→ Remember to inform other organisations involved in the implementation of the Grants about your website or webpage address.

→ Check that your website domain name (the URL address) is not already taken. It should be unique so that search engines can distinguish it, but also easy to type/remember.

→ There are many online platforms and solutions for creating simple websites and advice on how to fill the pages with content.

→ Don't cramp too many photos together. Give the text some air and space to unfold.

→ People remember 80 percent of what they see. Only 20 percent of what they read. Visual elements are important, and there are many free photo archives online, but strive to use original content. Check the EEA and Norway Grants media library on www.eeagrants.org if you need photos.

→ Are there other elements you can include? Did somebody compliment the project on Twitter? Embed the tweet in your article. Put important elements in bold and pull out good quotes. This sheds light on what is essential and it helps your reader. The same can be done with videos.

→ Always evaluate! What captures the readers' attention? Is there a topic that attracts more readers than others? What can be improved? Was this the right time to publish this story? If you have a strong story on for example women, maybe this story should be published on the International Women's Day?
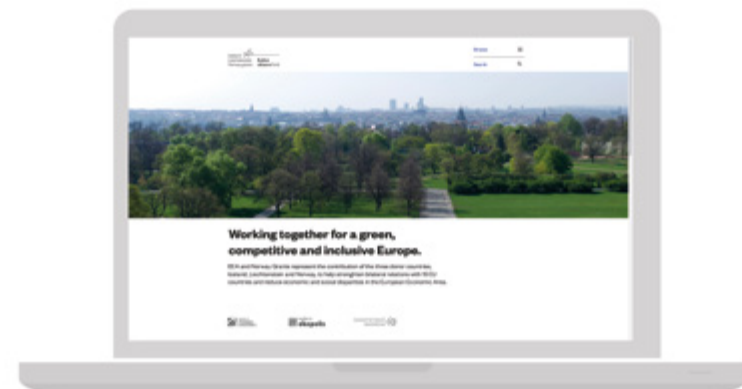
Visit data.eeagrants.org and explore results from the EEA and Norway Grants.
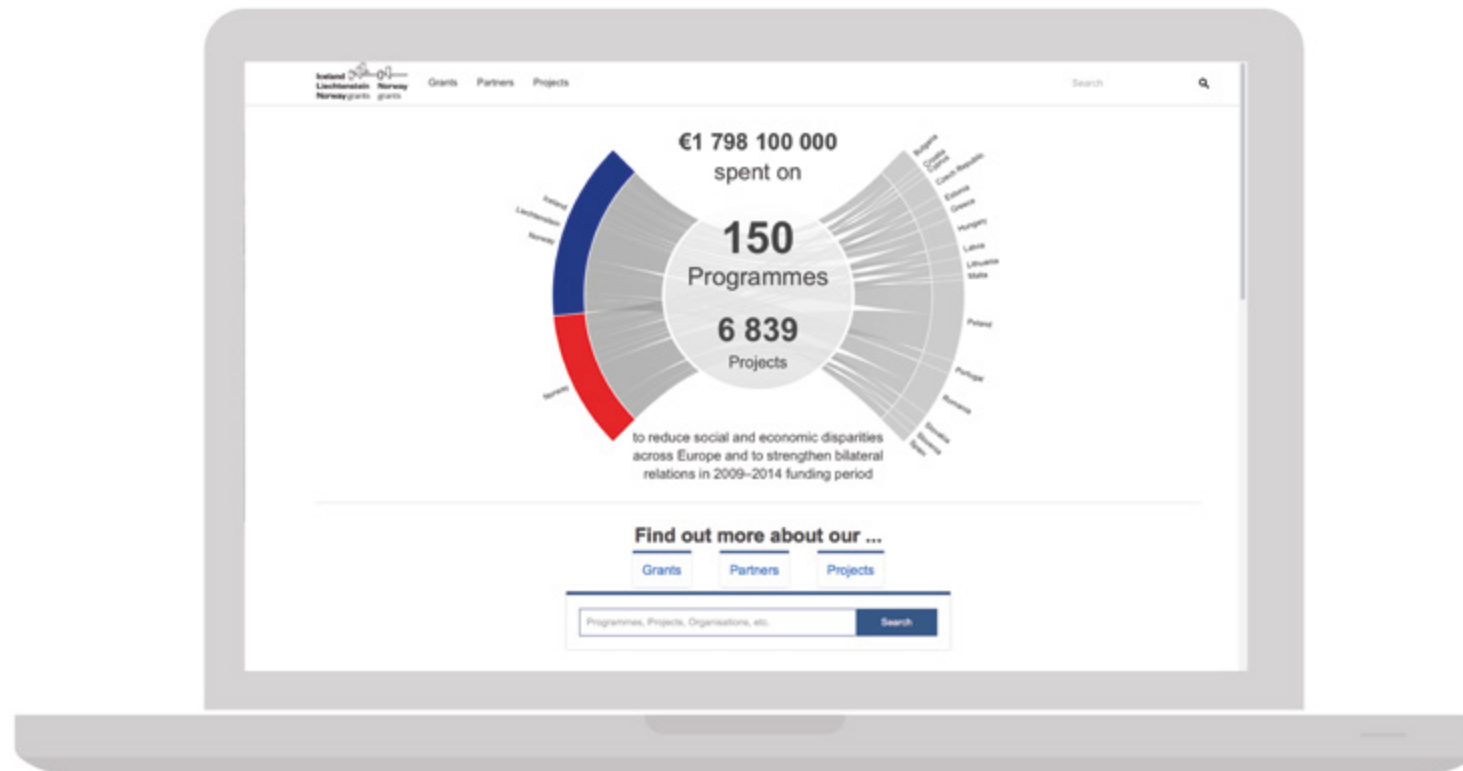
Social media

Social media can be a very cheap and accessible tool for reaching people online. You can use it to increase awareness about your project or programme, generate discussion, and drive traffic to your website.

Social media presence is a **requirement** for the National Focal Points for the 2014-2021 funding period. Other entities involved in communicating the Grants, such as Programme Operators, Fund Operators, project promoters and partners from the donor countries are strongly **recommended** to use social media in their communications.

Recommendation: Be strategic and remember that you do not need to be everywhere. Avoid spreading yourself too thinly and instead focus on keeping a high-quality presence on selected social media channels. Before joining a specific channel, identify how it fits in to your wider communication strategy. Points to keep in mind when selecting a channel:

→ **Set a clear objective:** identify what you want to achieve with your social media presence. Having a clearly established aim will help you narrow down the platform(s) where you should focus your efforts. This will also help you stay focused when producing your content.

→ **Find your audience:** identify who your audience should be. Is it the general public in a given country, politicians and policymakers, media, professionals in a specific field, or young people? Make sure to select the right platform where you know you will be able to find and engage with your target audience.

→ **Give thought to the content:** not all social media channels work in the same way. Have a look at what kind of content is favoured on the channels you have selected (photos, videos, live videos, infographics, articles, etc.) and set up customised content and posting strategies for each channel. The strategies outline what you should post, how you should do it and give a clear line of direction to everyone in your team.

→ **Define your voice:** social media allow you to communicate with your audience in a more informal way than traditional media. Define your voice and tweak it according to the selected channel (some channels allow for a more playful language and emojis).

Recommendation: Tips on social media

→ **Be friendly and helpful:** seek out interaction with your audience. Encourage them to participate in discussions and answer their questions and comments in a friendly manner.

→ **Don't feed the trolls:** if you get negative comments, give factual responses in a calm manner. For example, if someone alleges a misuse of funds, direct them to a website where they can report it. Remember that abusive, racist and hateful comments should never be tolerated - do not hesitate to block and report such users.

→ **Set goals and evaluate:** take a look at the statistics and evaluate your work. Are you meeting your goals (such as reaching your desired audience, driving traffic to your website, etc.)?

→ **Don't be afraid to try**: be open for exploring and testing new ideas. Social media are constantly changing so some things that did not work yesterday might work well today.

The Financial Mechanism Office is active on these platforms (January 2018)

(f) (t) (instagram) (in) (youtube) **EEANorwayGrants**

Photo material / Audio-visuals

Recommendation: Photos, videos and other graphics are powerful tools which bring life to your communication work. Good photos and videos quickly grab people's attention and can therefore convey key messages to your audience in a fast and efficient way.

Infographics can be useful for conveying complex information in a simple way. Visual content is an essential part of social digital platforms.

Photos

Recommendation: Make sure to take plenty of photos during your project; this will make it easier for you to communicate your results. Note that photos of meeting rooms are not the best choice for getting people interested in your project. Instead, focus on action-filled photos showing people and places that have been directly impacted by the Grants. These could be people benefitting from a new service, visitors attending a cultural performance, or new equipment being used. Before-and-after photos can also be a good way to illustrate the results of your work.

Some projects are more difficult to photograph than others. This could be due to their sensitive topic or technical nature. Be creative and adapt the photos accordingly, for example by not showing the faces of vulnerable people.

Always ask for consent when photographing people. Make them aware of how you may use the photos (online, publications, reports, media, etc). Be especially cautious when photographing children and vulnerable people. Written consent may be needed when photographing children and vulnerable people.

Low resolution photos can work well online, but professionally printed products, such as brochures, require high-quality photos (300 dpi). You can set the resolution quality when you download the photos from your camera to your computer.

Browse the EEA and Norway Grants media library at www.eealibrary.org. Some of the photos showcase the work of the Grants in our beneficiary countries, while others are of a more general nature. The photos are free to use. Anyone can get a user account, which will enable you to download photos in high quality. To upload assets, send an email to info-fmo@efta.int with your user name to get contributor rights.

When using other people's/institutions' photographs, make sure you secure the right permission and that you credit correctly the photographer and/or the institution that owns the rights to the photograph.

Requirement: Relevant photos should be included on the websites and on social media.

Please add your photos and videos to the media library.

Recommendation: Tips for taking good photos

©Christophe Vander Eecken

Keep close
Getting close to your subject can result in much more powerful images.

©M. Starowieyska

Find new perspectives
Taking your photo from a different angle – such as from the side or above – can give it more depth and make it stand out.

©FMO

Use gridlines
Digital cameras and phones offer the option of displaying gridlines when taking photos. Placing your subject on the lines and their cross-sections will result in a stronger composition of your photo (The Rule of Thirds).

Videos
Recommendation: Videos are a good tool to share information about your programme or project. Different platforms might require different size formats. It is therefore important to have a plan for where the video will be used (website/social media/presentations/TV) before you create it.

→ **Make your videos catchy**: short and to-the-point clips (less than 60 seconds) can be more impactful than longer videos. Consider breaking longer films into smaller more digestible clips for use on social media.

→ **Get straight to the point**: grab the viewer's attention within the first few seconds, otherwise they will tune out. Use your first seconds wisely – do not waste them on overly long intros.

→ **Use subtitles**: the majority of videos played on social media are viewed on mute. Consider placing all important information into on-screen text or subtitles so it does not get lost to the viewer.

Recommendation: Online resources and freeware
Creating good visual materials does not have to be expensive. There are a great number of online resources that can help you in your work. This includes free stock photos, videos and soundtracks (such as under the Creative Commons' public domain licence), tutorials, as well as online photo and video editing software.

Recommendation: Tips on photos and audio-visual materials

→ **Share your productions:** project promoters should send photos and videos to the Programme Operator, Fund Operator, National Focal Point or FMO. Having access to good photos and videos will make it easier for them to highlight the achievements of your project. Share your material with (donor) partners and the FMO as well. POs should share material with the NFP and vice-versa.

→ **Get written permission:** make sure to get permission to use photos, videos and other materials provided by others. Also remember to establish who should be credited for the material and credit them when you publish the photo/video.

→ **Captions:** make your captions detailed. Is there a person in the photo? How is that person connected to the project? Do you know his/her name? Age? Detailed captions are a good way to give interesting bits of information about your project. Ask for caption suggestions for photos others send you.

Publications

Recommendation: **As with any other communication material, the first question you need to ask yourself is who you want to reach and what you want to communicate to that audience. Once your audience and message is clear, carefully consider which type of printed material best suits your needs.**

Produce publications to share a message and have a plan on how they are to be used. This does not only include a clearly defined audience and target group, but also a distribution plan and a vision of how the publication will work with your other communication activities.

Short leaflets and fact sheets can be a good option when you want to give a quick introduction to your project or programme or the EEA and Norway Grants in your country. Keep it simple and highlight your results and achievements. Consider producing the publication in a foldable pocket-size format which can be printed in the office. This can reduce production cost and the small format will make people more likely to pick up the publication.

Larger publications are more suitable when you want to do an in-depth coverage of your work. This could be a final brochure or a book summarising your programme/project.

Do not forget to make a digital version of your publications (such as PDF) available online.

Remember to use the brand names EEA and Norway Grants in all publications.

Requirement: Remember to include the relevant EEA and Norway Grants logo(s) and information about the financial support from Iceland, Liechtenstein and Norway in all your printed publications.

<div style="border: 1px solid orange; padding: 1em;">

Recommendation: Tips on publications

➜ Avoid jargon. Instead, keep your language simple and to the point.

➜ Avoid cramming in too much text. Adding breathing space will make the information easier to read.

➜ Use pull-out quotes and visual illustrations, such as infographics, to display figures and key facts.

➜ Use sharp high-quality photos whenever possible.

</div>

Events

Organising an event is an excellent opportunity to showcase progress and results of programmes and projects supported through the EEA and Norway Grants.

Requirement: Most entities covered by the Communication and Design Manual, such as the National Focal Points, Programme Operators, Fund Operators and project promoters, are required to carry out a certain number of information activities on progress and impact, according to Annex 3 of the Regulations.

Recommendation: The first step to organising any successful event is to understand who you want to reach and what message you want to communicate. Once you have targeted the right audience and defined what you would like to communicate, it will be easier to find the right format for your event.

Organise events that your target audience and/or media will find interesting to attend and deliver a programme that is relevant and memorable. Spend some time thinking of whom you would like to invite. Think about your target group(s), how to reach them and what you would like to communicate.

If organised well, the event would ideally raise public awareness and inform participants about the contribution and role of Iceland, Liechtenstein and Norway.

The format of the event may vary from a launching or closing event for your programme or project to a conference, workshop, seminar, press conference or a public or press visit to projects, in order to see what the Grant recipients do and how they are working in practice. See the following pages for more tips.

Requirement: Make sure that participants at events you are hosting are made aware that the activities are supported by Iceland, Liechtenstein and Norway through the EEA and Norway Grants. Remember to include information about the financial support in all printed material and publications (see the section called 'Publications' on page 36).

Requirement: The relevant logo(s) should appear on all material.

Public events

Recommendation: Make sure you invite journalists, media representatives and others who are involved, interested or important to your programme or project.

A short and concise briefing, a debate or an open day at the location of your activity may be a good way of briefing local authorities, civil society representatives or students (or whoever else you are trying to reach).

Depending on your programme or project results, there are several options for activities on progress and impact. If your programme or project involves visual elements or improvements to buildings, you may want to invite local residents to come on a guided tour or host an event at your premises. If the results of your programme or project are less tangible, such as research findings or enhanced skills among public employees, you could consider a workshop, seminar or round-table discussions to share and exchange new expertise and knowledge. An information campaign initiating a debate on the topic could also be an option. For your programmes, you could consider a series of presentations and information events to reach a wider audience throughout the country.

If you organise a public event - depending on the message and format - it might be relevant to invite the media. If you do so, carefully consider which media would be most interested and make sure you provide the journalists with sufficient information and help them get in touch with relevant people they could interview (see the sections called 'Dealing with journalists' and 'Press releases' on pages 43 and 44).

Another method of engaging people is to arrange a competition, such as an essay competition for pupils or students, a quiz on social media channels, a photo or drawing competition, or asking for short videos portraying your activities or the relevant issue. The winning contributions could be exhibited online on your website, on social media channels or even displayed in your offices or any other appropriate place.

Recommendation: **Tips on events**

➜ Be creative when planning events and activities. Think outside the box! Organise your event as part of a larger event, work together with other relevant organisations or present your programme or project at a festival.

➜ Use your website and social media channels to raise awareness of your event. Ask relevant partners and entities to do the same. If it is a major event, consider campaigns on social media to engage people and attract participants.

➜ Consider producing printed material and/or promotional items. Leaflets and fact sheets can be a good option when you want to give a quick introduction to your work. Remember to include the relevant logo(s) on all material.

➜ Use hashtags. Create a short, unique and memorable hashtag that can be used across all the major social networks. Use the hashtag well in advance, and make sure that the audience knows - and uses - the hashtag!

➜ Present your programme or project through an information stand or a presentation at other relevant events. Make sure you select managers and key staff with expertise to make a presentation at important events. Communicate the programme or project objective and achievements to an interested - and relevant - audience.

Press visits to projects

Recommendation: Journalists need to talk to people and visit places to make their stories. A trip to a project to see what you are supporting and talk to the people benefitting from it can help attract press attention to your project.

It is important that journalists can photograph someone doing something, not only people behind desks.

Try to put yourself in the journalists' shoes and propose something that could be interesting for them. Is there an activity taking place under the project that you can invite journalists to and that they can take pictures of? Is there a person affected by or involved in the project that has a good story of change that could be interesting for the journalist and that illustrates the achievements of the project? If possible, make sure that the people who you want the journalist to interview are informed in advance.

Recommendation: Tip on press visits to projects

➜ Visual elements and quotes from people impacted by the support from the EEA and Norway Grants will help the journalist to make the story.

Press conferences

Recommendation: Holding a press conference can be a good way of getting your message out to a wider audience. However, you should only hold a press conference when you have some newsworthy information to present. Make sure to prepare your messages well. Using elements of storytelling can make your message more relatable.

Choose a speaker who is experienced and comfortable with the media and who will be available for further interviews afterwards. Journalists may come to your press conference if the speaker is someone, perhaps high-level, who is not normally available for the press. Prepare the speaker for possible questions that may be asked. Make sure you allow time for both the presentation and questions from the press. Having a moderator is a good idea.

Invite journalists that you think could be interested in the topic you will present. Sometimes it is not the main national news organisations that will cover your story, but specialised newspapers or regional/local news outlets. Choose the right time and place for the conference so that the journalists have time to make today's deadline (early in the week and the day) and can get to the place easily. Alternatively, organise the press conference in an interesting place that is normally not open to the public.

You may want to prepare some background information, including statements, a press release (see the 'Press releases' section on page 44), supporting visual material, etc. This can be helpful for reporters. Make sure the technical equipment that media outlets need is available.

Recommendation: Tips on press conference
- ➜ Have a message and be prepared for other questions that might come up
- ➜ Post updates from the press conference on your social media channels

Making news

Recommendation: **The existence of a project is not news in itself. Your best asset is good content. So be creative and develop at least two angles to 'sell' your story to journalists.**

The tips in this section are particularly relevant for your press activities, but also important to remember when developing other communication materials.

Always ask yourself the question: Why would someone want to read about our project or programme in the newspaper or watch something about it on television?

There is obviously no way to guarantee media coverage, but the ideas in this manual will help you to maximise your potential and tailor your efforts to attract attention. Media interest tends to be low when the communication activities are focused on the process, the bureaucracy and the details of the projects. These are important factors for any project but boring for journalists and hence you require more creative measures.

Recommendation: **Basics of news making, ask yourself …**

→ What is really newsworthy/what does the target audience need/want?

→ If your story is complicated, how can you simplify it?

→ Does the story have one or more angles that might interest a journalist?

→ What is unusual, spectacular or surprising about the story that might trigger interest?

→ What is happening locally, regionally or nationally that the story can be tied to?

→ How does my news matter to the readers/viewers/listeners?

→ What is the most effective medium or combination of media for my story (TV needs strong visuals, radio needs sounds/music/interviews, print usually needs more in-depth material)?

→ And at a time when we are all publishers, do you need the media, or can you publish and spread the story yourself?

Recommendation: Checklist for journalist contacts

→ **Call first:** phone the media organisation first - you can find out who is most likely to be interested or the appropriate person to contact.

→ **Build relations:** personal contact over time is more likely to lead to contacts that are willing to listen to your requests.

→ **Prepare for interviews:** prepare possible answers to anticipated questions (ask if you could have them in advance).

→ **Consistent line:** remember what you want to communicate, so develop internal 'question and answer' sheets to distribute to staff/colleagues who may be interviewed.

→ **No jargon:** try to think of the simplest way of saying what you want to say in printed form or on the phone with journalists.

→ **Always comment:** never say 'no comment' to journalists; it sounds like you are hiding something. If you do not feel qualified to answer on a sensitive subject, say you will look into it or arrange for the journalist to speak with the right person to comment.

→ **Ask for a readback:** this is a convention where you may ask the journalist to be given the chance to 'read back' the way (s)he has quoted you - direct quotes are where your words are in inverted commas "like this" and indirect quotes paraphrase what you said - and to check the facts (heavy rewrites or style changes are not appreciated by journalists).

→ **Offer to review** any complicated material or issues with the journalist prior to its appearance - just like you, the journalists want to get the facts right. Also follow up with the journalist if new information develops that change what you have said or communicated in the past.

→ **Make sure** to add your media contacts to your social media platforms.

Dealing with journalists

Recommendation: The key to developing a good relationship with the media is accessibility, cooperation and credibility. If you can provide the media with useful and accurate information that caters to their needs, you will gain their trust.

It is a good idea to issue newsletters on a regular basis, preferably when you have news or information to communicate.

Another useful tool that you could create is a fact sheet. Typically, A4 two-sided fact sheets provide fast background information on your programme or project for journalists to consult. It might also be a good idea to create a stock of likely 'questions and answers' which could double as frequently asked questions on your website.

Press releases

Recommendation: A press release should contain just the right information to help journalists understand your news and your organisation quickly. As a minimum, any press release must contain an acknowledgement of the support from Iceland, Liechtenstein and Norway through the EEA and/or Norway Grants and the value of the support (this is a requirement).

You should keep a record of the press releases you send out and to whom with a basic running sheet, and include a column for when a journalist responds to the release (e.g. column titles: journalist name, publication name, media type, e-mail, telephone, speciality/subject, last contacted, comment).

What you should do and not do when writing a press release:

Do...
✓ Write in an upside-down pyramid style with the most important information first and the least important information last.

✓ Time your release well. For instance, can it be linked to bigger news?

✓ Carefully indicate and check facts and sources.

✓ Include a quote or two from the appropriate person in your organisation (use spoken language and get the person to approve the quote).

✓ Write simply and objectively (many journalists will reuse your formulations).

✓ Apply the 'Keep it Short and Simple' (KISS) approach (explain technical terms).

✓ If possible and appropriate, provide audiovisual material such as photos or videos (zipped formats) to accompany your release, and include copyright information.

✓ Remember to consult the 'Tips on photos' section on page 34.

Don't...
✗ Forget to issue release instructions: embargoes must be respected by journalists, so make it clear that the information should not be publicised before a certain date, if that is important for you.

✗ Worry about a lack of response: sometimes this information is stored for later use (i.e. they now know you exist).

✗ Use marketing jargon/hype in press releases.

✗ Give up. A journalist or medium that does not pick up on a story might just be too occupied with other things but might be interested next time.

Press kits

Recommendation: Every project or programme should consider putting together a press kit that includes the range of information and tools outlined in this manual. The press kit should be kept up to date and contain all relevant information in a handy package.

Journalists are busy people and appreciate having all the relevant information they need at hand, and the ready-made press kit is also useful for distributing at events organised by the project/programme and at press briefings on specific issues, alongside the press release written for that briefing.

Recommendation: Tips on press releases and kits

➜ Keep a record of articles or mentions of your organisation, project, etc. (clippings) and put together some basic statistics on your online presence (most people use Google Analytics, but there are other alternatives).

➜ You should provide some standard explanatory text in the 'notes for editors' section at the end of your press release to help to place your project in the wider context of the overarching programme. Who is funding the programme? Who manages the programme? What is the main focus of the programme? What is the total funding available for the programme?

➜ **Requirement:** Include a stock statement at the end of all press releases stating that your project/programme is funded by Iceland, Liechtenstein and Norway through the EEA Grants / Norway Grants.
Sample: "The _____ project/programme is funded by Iceland, Liechtenstein and Norway through the EEA Grants and Norway Grants".
See pages 60-64 for additional general text about the EEA and Norway Grants.

➜ Do not stuff your press kits with every communications tool you possess; tailor them to the needs of busy journalists.

➜ Keep a digital version of a basic press kit online.

Recommendation: Checklist for a typical press kit

➜ Project-specific information or fact sheets, including the objective, key achievements and results, and contact information. For convenience it can be stored on an USB stick.

➜ Biographies of key personnel in the organisation.

➜ Case studies or showcases that illustrate the work of the project/programme in action.

➜ Brochures, whenever it does not repeat the content included in the fact sheets.

➜ Press release relevant to the event or briefing.

Sharing information

Remember to provide the institutions that carry out promotional activities on the EEA
and Norway Grants at a national or pan-European level with details of your information
and communication activities. This enables the Programme Operators, Fund Operators,
National Focal Points, the donors and the FMO to better promote the Grants and
communicate our results.

**For project promoters: share the following with your
Programme Operator or Fund Operator and National
Focal Point**

➔ Website / webpage address

➔ Links to your social media channels

➔ Developed promotional material, e.g. publications and videos

➔ Photographs of your project activities with written permission to use these in
   publications

➔ Planned events and timelines

➔ Any other interesting information you think could be good to use on a national
   or pan-European level.

Part 2
Visual identity

This part of the Manual sets out technical requirements on logo use, typography and colours. It also includes requirements for commemorative plaques, boilerplate texts and guidance for billboards, promo material, etc.

Logo use

Requirement: These are the different logos to be used for the EEA and Norway Grants. Only one of the Grants logos should be used on each communication surface.

When to use which logo:

1: Combined EEA and Norway Grants logo This logo is used when communicating about the EEA and Norway Grants in general and as a whole. It could be on European level or on national level. This logo is also used for programmes, the EEA and Norway Grants Fund for Youth Employment, the EEA and Norway Grants Fund for Regional Cooperation and for events, initiatives, etc. that are funded through both EEA and Norway Grants.

2: Norwegian logo This logo should be used in Norway for communication with Norwegian audiences. In Norway, the EEA and Norway Grants are known as 'EØS-midlene'. The combined logo (1), the EEA Grants logo (4) or the Norway Grants logo (5) should not be used in Norway.

3: Active Citizens Fund This logo is for the Active Citizens Fund, our support to civil society organisations. Only this logo should be used to communicate about the Active Citizens Fund in general on European level, on national level and by the Fund Operators. This logo may also be used to communicate about the Active Citizens Fund in the donor countries. This is a superior logo and should not be used with other Grants logo(s). Translation of the logo into national language is not accepted.

4: EEA Grants logo This logo should be used for programmes, projects, events, initiatives and activities that are funded through the EEA Grants only. This logo should be used to communicate about the Grants in countries that only receive funding through the EEA Grants.

5: Norway Grants logo This logo should be used for programmes, projects, events, initiatives and activities that are funded through the Norway Grants only.

→ 1) Iceland Liechtenstein Norway grants   Norway grants

→ 2) EØS-midlene

→ 3) Iceland Liechtenstein Norway grants   **Active citizens** fund

→ 4) Iceland Liechtenstein Norway grants

→ 5) Norway grants
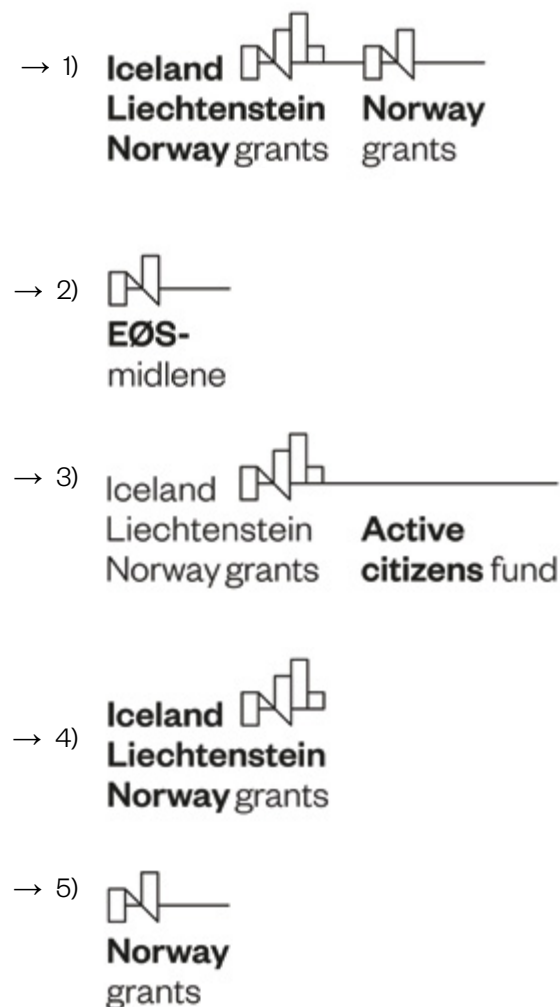
None of the logos should be used in any other colour than white or black. The white version is used on coloured background (including black background).

How to place the logo on a communication surface

Here you will find a presentation of the minimum size and safe zone (i.e. where you should not put other text or elements) around the logo(s). You should measure the height from the top of the third 'building' block in the logo icon to the bottom of the 'G' in grants, to keep consistency throughout the visual identity.

The same block should also be used as a reference point to the safe zone around the logos.

The same principles guide the use of all the logos.

All elements on logo use are requirements unless it is stated that it is a recommendation or that other alternatives are accepted.

Minimum size

Safe zone

10m

Logo extraction and contraction

The connected line is a representation of a horizon which is flexible and able to stretch to the width of your selected surface to create distance and illustrate that there are two separate grants (EEA and Norway Grants).

The minimum distance between the funds is the same as the height between either of the donors as shown in the illustration.

Extraction of the combined EEA and Norway Grants logo can be used at the top or bottom of your communication material. The logo with the extended line must stand alone, and placing other elements on, beside, above or below the line is not accepted; if the logo with the extended line is used on top of a document, no other logos should be placed next to it on the same level.

The extracted logo may be used on publications, letters, memos, presentations, videos, social media, invitations, promo material, etc., as well as on stationary items. Do not use this logo if the logo including the country names becomes illegible.

Only the combined EEA and Norway Grants logo (1) can be used with the extended line.

Minimum contraction

= Minimum distance between the logos

Logo extraction

Using the logo in combination with other logos (co-branding)

The guiding principle for use and placement of the logo on your material is that the EEA and Norway Grants logo is superior. The logo(s) is an important element when making visible the contributions from Iceland, Liechtenstein and Norway through the EEA and Norway Grants. For co-branding, the principle is that there should be a clear separation between the funding level and other organisations involved in the operation and implementation.

Guidelines on how the logos can and cannot be used together with other partners' logo(s) (co-branding) with examples are presented on the following pages.

When the logo is used together with other partners' logo(s), the volume of the different logos must be balanced, i.e. the size should be the same (example a). The typography in the logos should always be horizontally aligned at the top and vertically centred to each other.

If used together with other logos, the EEA and Norway Grants logo should be placed to the left (example b) and/or alone on top (example a, example c).

Recommendation: *When used together, all logos should preferably be used in black and white versions for a more coherent visual appearance. It is accepted to use a partner's logo in colour if the rules for using partner logos require the partner's logo to be in colour.*

Example a

See more examples on the following pages.

Example b

Iceland
Liechtenstein   Norway
Norway grants   grants

B R
The National Centre
for Research and Development

Example c

Iceland
Liechtenstein   Norway
Norway grants   grants

Bottom of format

B R
The National Centre
for Research and Development

B R
The National Centre
for Research and Development

B R
The National Centre
for Research and Development

Example d
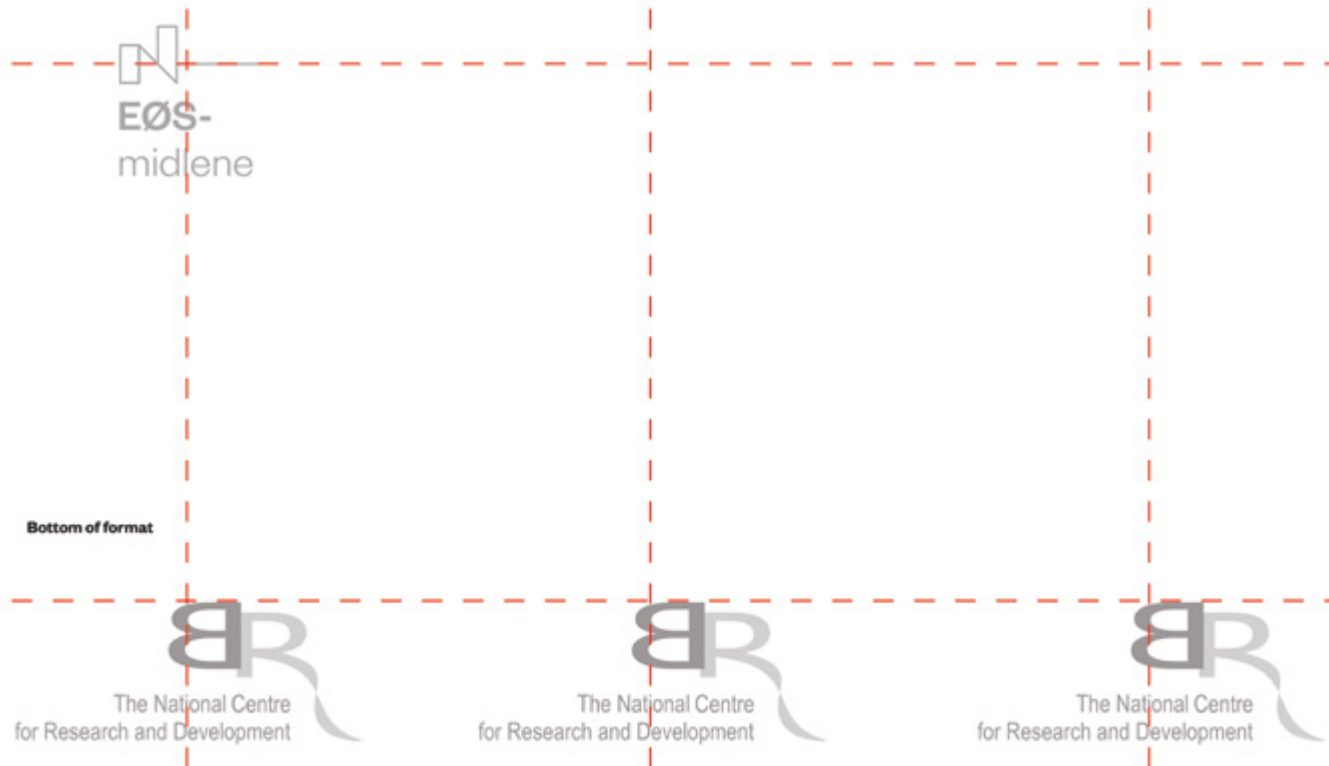
For EEA and Norway Grants programmes and funds, including the Active Citizens Fund, the logo may be used with logos of Programme Operators, Fund Operators or Donor Programme Partners if the EEA and Norway Grants logo is the superior logo (i.e. placed on top/to the left alone) and if there is a clear separation between the funding level and the operational level. This should be done by including a tag line above the Operator's or Partner's logos stating 'Fund operated by:', 'Programme operated by:' or 'In partnership with:' (example e). The tag line may be in English or in the local language.

For projects, the relevant EEA and Norway Grants logo must be used and placed on top/to the left to underline that this is where the funding is coming from.

Logos of project promoters and partners may be used together with the EEA and Norway Grants logo with a clear indication that the project is implemented by the promoter and/or in partnership with the partner, and as long as the EEA and Norway Grants logo is placed on top/to the left alone.

For programmes, projects, initiatives, events and activities that are co-financed, see the following pages.

Example e
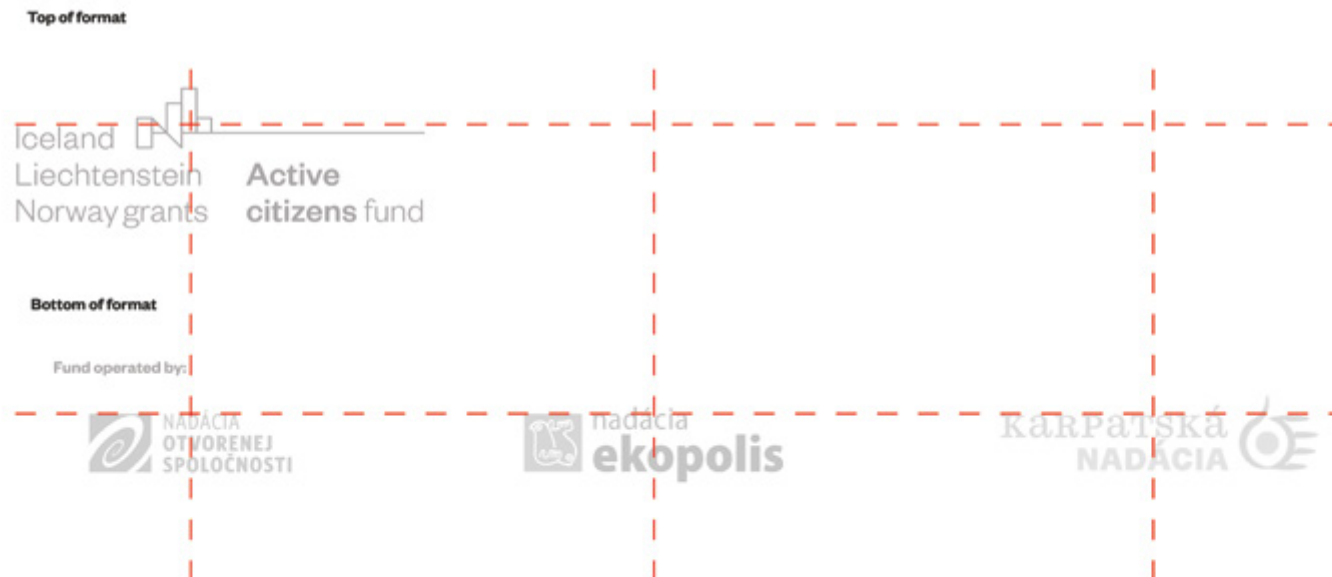
The EEA and Norway Grants logo should always be superior and there should be a clear separation between the funding level and the operational level. This (example f) is an example of wrong logo use where the Grants logo is drowning between other logos and it is not clear who is funding the initiative.

Example f
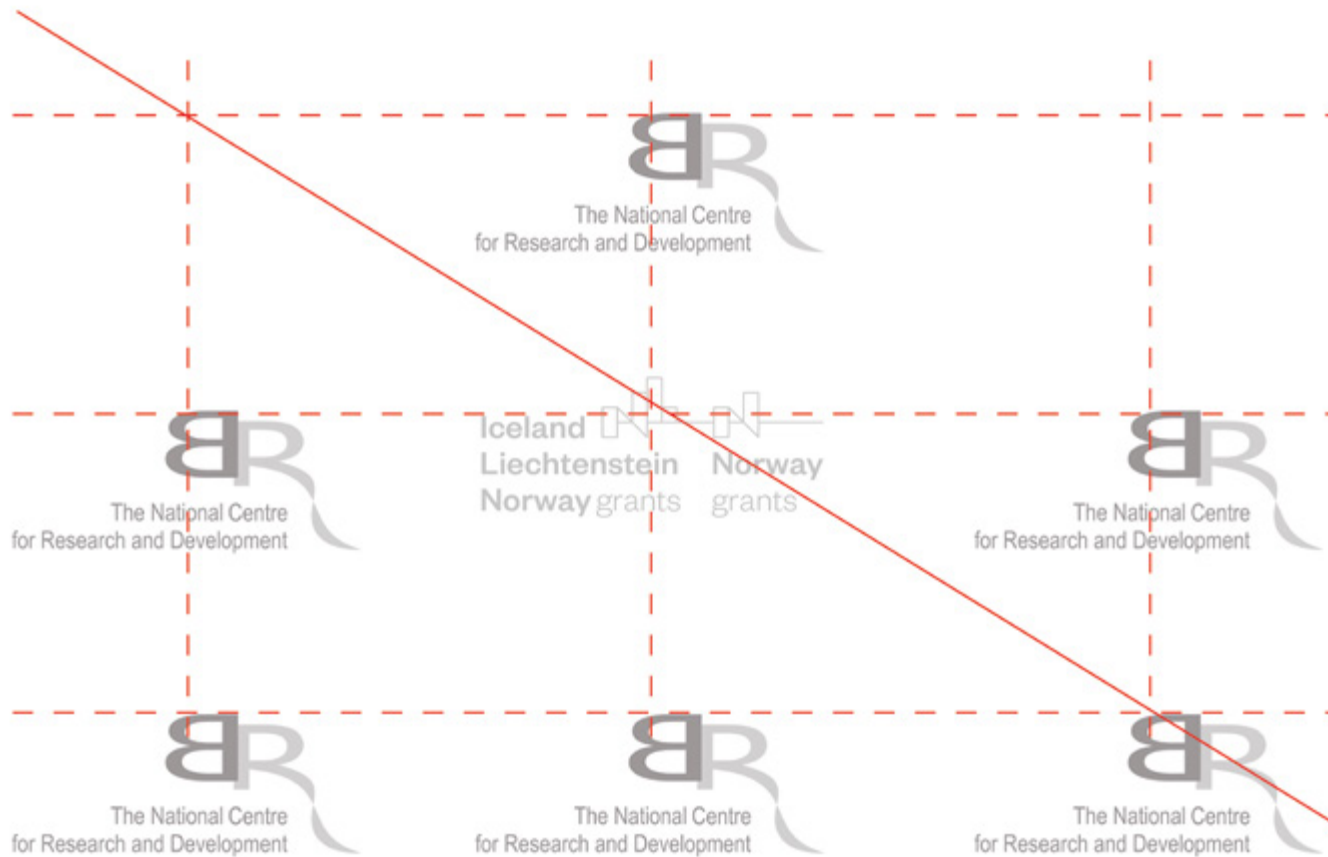
The Active Citizens Fund logo is superior (i.e. placed on top alone) and the logos of the Fund Operators should not be placed next to it. The Fund Operator's logo may be placed at the bottom or in another place on the communication surface, as long as there is a clear separation between the funding level and the operational level. This should be done by including a tag line above the Operator logos stating 'Fund operated by:' (example e).

There is no extended line with the Active Citizens Fund logo (example g).

For initiatives, events, activities, etc. under the Active Citizens Fund that are co-financed, the logo requirements for co-financing should be followed. See the following pages for further information.

Example g
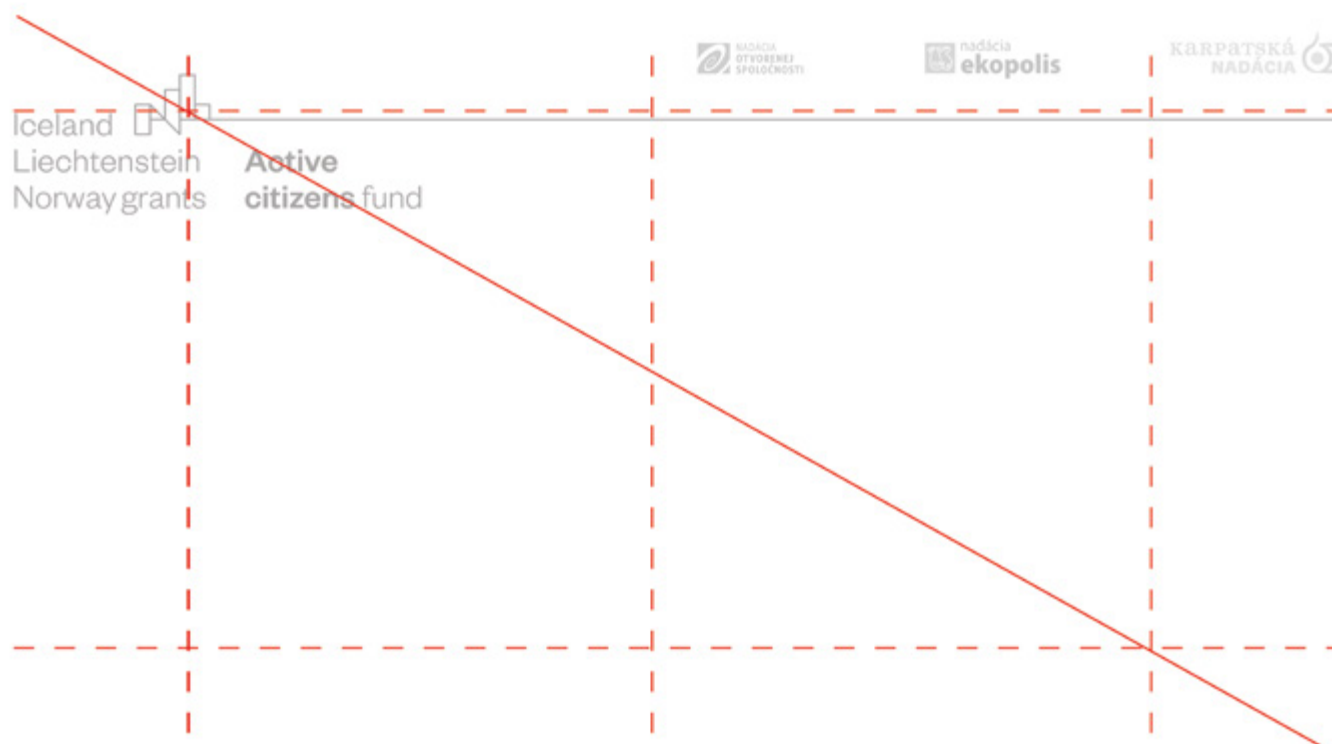
Logo use in cases of co-financing

For EEA and Norway Grants initiatives that are co-funded with national funding (such as programmes, conferences, events, initiatives, projects, etc.), the EEA and Norway Grants logo can be used together with other logo(s). The EEA and Norway Grants logo is still to be considered superior and should be placed to the left and/or on top (examples a, b, c, d). In cases of co-financing, partner logos may be used alongside.

Deviations from placing the EEA and Norway Grants logo(s) to the left and/or on top may be accepted if the rules for the use of national government or ministry logos require their logo to be placed on top/to the left.

The name and the logo(s) of the organisers may be superior to the Grants logo(s) in the case of initiatives sponsored or financed through the Grants such as conferences, seminars, events, etc. which:
(i) involve one or several of the donors,
(ii) are jointly organised by e.g. donor institutions (including Donor Programme Partners and Programme Operators from the donor countries), beneficiary country institutions (including Programme and Fund Operators), and other partners (e.g. International Partner Organisations or external partners).
The placing of the Grants logo and/or the donor logo(s) in these cases is decided by the donor institution(s) involved.

Project logos

Project logos are not allowed, except in cases listed on page 25. In such cases, the logo must follow these rules:

#1 The EEA and Norway Grants logo, the EEA Grants logo or the Norway Grants logo (the Grants logo) must always be incorporated in the logo.

#2 In visual communication, the Grants logo lettering must always be legible.

#3 A text defining the relationship between the elements may be used, for example, 'a project funded by...' or 'supported by' or 'an initiative funded by'.

#4 The project logo must respect the rules for using the Grants logo as defined on page 25.

#5 In visual communication, the Grants logo may be split from the logo when the layout requires it. The Grants logo must always be in the same view as the logo. The Grants logo keeps the superiority over other visual elements.

All new logos must be approved by the FMO at the request of the National Focal Point and adhere to these rules. If a logo does not follow the rules, the FMO retains the right to ask the project promoter to stop using the logo immediately.

Project logo examples

Example a

A project helping traumatised children, promoting its services to parents and educators.

Example b

An establishment of an NGO that will focus on lobbying for gender equity

Example c

An innovative product where packaging is necessary to take the product to market.

Boilerplate texts

The following standard texts can be used on national, programme or project websites or webpages, in publications or other information material, on the back covers of publications, at the end of press releases in the 'Note to editors' section, or anywhere else where you acknowledge the support from Iceland, Liechtenstein and Norway through the EEA and Norway Grants.

If your programme/project receives funding from only the EEA Grants, use the first boilerplate text ('EEA Grants'). If you benefit from funding from the Norway Grants, use the second boilerplate text ('Norway Grants'). Standard text 3 'EEA and Norway Grants' includes both Grants. You can also use parts of these standard texts.

Standard text 1 - EEA Grants

The EEA Grants represent the contribution of Iceland, Liechtenstein and Norway towards a green, competitive and inclusive Europe.

There are two overall objectives: reduction of economic and social disparities in Europe, and to strengthen bilateral relations between the donor countries and 15 EU countries in Central and Southern Europe and the Baltics.

The three donor countries cooperate closely with the EU through the Agreement on the European Economic Area (EEA). The donors have provided €3.3 billion through consecutive grant schemes between 1994 and 2014. For the period 2014-2021, the EEA Grants amount to €1.55 billion. The priorities for this period are:

#1 Innovation, Research, Education and Competitiveness

#2 Social Inclusion, Youth Employment and Poverty Reduction

#3 Environment, Energy, Climate Change and Low Carbon Economy

#4 Culture, Civil Society, Good Governance and Fundamental Rights

#5 Justice and Home Affairs

The EEA Grants are jointly financed by Iceland, Liechtenstein and Norway, whose contributions are based on their GDP.

Eligibility for the Grants mirror the criteria set for the EU Cohesion Fund aimed at member countries where the Gross National Income (GNI) per inhabitant is less than 90% of the EU average.

Standard text 2 – Norway Grants

The Norway Grants and the EEA Grants represent Norway's contribution towards a green, competitive and inclusive Europe.

Through the Norway Grants and the EEA Grants, Norway contributes to reducing social and economic disparities and to strengthening bilateral relations with beneficiary countries in Central and Southern Europe and the Baltics. Norway cooperates closely with the EU through the Agreement on the European Economic Area (EEA). Together with the other donors, Norway has provided €3.3 billion through consecutive grant schemes between 1994 and 2014.

Norway Grants are financed solely by Norway and are available in the countries that joined the EU after 2003. For the period 2014-2021, the Norway Grants amount to €1.25 billion. The priorities for this period are:

#1 Innovation, Research, Education, Competitiveness and Decent Work

#2 Social Inclusion, Youth Employment and Poverty Reduction

#3 Environment, Energy, Climate Change and Low Carbon Economy

#4 Culture, Civil Society, Good Governance and Fundamental Rights

#5 Justice and Home Affairs

Standard text EEA and Norway Grants

The EEA and Norway Grants represent the contribution of Iceland, Liechtenstein and Norway towards a green, competitive and inclusive Europe.

There are two overall objectives: reduction of economic and social disparities in Europe, and to strengthen bilateral relations between the donor countries and 15 EU countries in Central and Southern Europe and the Baltics. The three donor countries cooperate closely with the EU through the Agreement on the European Economic Area (EEA). The donors have provided €3.3 billion through consecutive grant schemes between 1994 and 2014.

For the period 2014-2021, the EEA and Norway Grants amount to €2.8 billion. The priorities for this period are:

#1 Innovation, Research, Education and Competitiveness

#2 Social Inclusion, Youth Employment and Poverty Reduction

#3 Environment, Energy, Climate Change and Low Carbon Economy

#4 Culture, Civil Society, Good Governance and Fundamental Rights

#5 Justice and Home Affairs

Eligibility for the Grants mirror the criteria set for the EU Cohesion Fund aimed at member countries where the Gross National Income (GNI) per inhabitant is less than 90% of the EU average.

The EEA and Norway Grants scheme consists of two financial mechanisms. The EEA Grants are jointly financed by Iceland, Liechtenstein and Norway, whose contributions are based on their GDP. Norway Grants are financed solely by Norway.

Stock statements for
acknowledgment of EEA Grants and/or Norway Grants support

EEA Grants

The (project/programme title) benefits from a € (amount - use a rounded figure) grant from Iceland, Liechtenstein and Norway through the EEA Grants. The aim of the project/programme (use the relevant one) is to (objective).

For projects funded under the Active Citizens Fund, as a minimum the statement should read as follows:

The (project/programme title) benefits from a grant under the Active Citizens Fund from Iceland, Liechtenstein and Norway, through the EEA Grants.

The full statement shall be used either on the project's website, a project promoter's webpage or social media profile for the project.

Norway Grants

The (project/programme title) benefits from a € (amount - use a rounded figure) grant from Norway. The aim of the project/programme (use the relevant one) is to (objective).

EEA and Norway Grants

The (project/programme title) benefits from a € (amount - use a rounded figure) grant from Iceland, Liechtenstein and Norway through the EEA and Norway Grants. The aim of the project/programme (use the relevant one) is to (objective).

FAQs

EEA and Norway Grants – Working together for a green, competitive and inclusive Europe.

What?
Iceland, Liechtenstein and Norway are providing €2.8 billion in funding to 15 EU and EEA member states in Central and Southern Europe and the Baltics for the period 2014-2021.

Why?
The EEA and Norway Grants have their basis in the EEA Agreement. Under this agreement, Iceland, Liechtenstein and Norway are part of the EU internal market. The agreement sets out a common goal of working together to reduce social and economic disparities in Europe. For this purpose, the donors have established the EEA and Norway Grants.

Where?
The beneficiary countries are Bulgaria, Croatia, Cyprus, the Czech Republic, Estonia, Greece[1], Hungary, Latvia, Lithuania, Malta, Poland, Portugal[1], Romania, Slovakia and Slovenia.

Which areas?
Through the EEA and Norway Grants, Iceland, Liechtenstein and Norway aim at contributing to, among other things, growth and jobs, tackle climate change and energy dependency, and reduce poverty and social exclusion.

Who?
Beneficiaries are local, regional and national authorities, educational and research institutions, students, teachers and researchers, non-governmental organisations, small- and medium-sized enterprises and social partners.

More information
www.eeagrants.org   www.norwaygrants.org

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1   EEA Grants only

Typography

Requirement: Founders Grotesk is a modernised version of the grotesque No.7, Miller & Richard, 1912. It is optimised for readability and is a friendly and welcoming typeface.

Founders Grotesk should only be used in the weights "regular" and "semibold". "Semibold" for titles and "regular" for body text.

The typeface is meant to be used in all of EEA and Norway Grants' visual communication to ensure a consistent look for the visual identity.

The font size for stationery is set to 22 pt for titles, 12 pt for section titles, 9 pt for body text and 9 pt for straplines. Sizes should be adjusted for larger formats to ensure legibility.

Colours in titles are used to create a more playful and recognisable appearance.

Founders grotesk regular

ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅ
abcdefghijklmnopqrstuvwxyzæøå!?,.;:()&%#

Founders grotesk semibold

ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅ
abcdefghijklmnopqrstuvwxyzæøå!?,.;:()&%#

Font size stationary

Title 22 pt	**Founders grotesk semibold**
Section title 12 pt	**Founders grotesk semibold**
Body text 9 pt	Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular
Strapline 9 pt	**Founders grotesk semibold** Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular Founders grotesk regular

Font colour

Founders grotesk semibold

Founders grotesk semibold

Founders grotesk semibold

Font colour Active citizens fund

Founders grotesk semibold

Typography

Requirement: Arial is used as a secondary typeface, and is only used when Founders Grotesk is not available.

Arial should only be used in the weights "regular" and "bold". "Bold" for titles and "regular" for body text.

Arial is never used in combination with Founders Grotesk.

Arial regular

ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅ
abcdefghijklmnopqrstuvwxyzæøå!?,.;:()&%#

Arial bold

ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅ
abcdefghijklmnopqrstuvwxyzæøå!?,.;:()&%#

Font size stationary

Title 22 pt	**Arial Bold**
Section title 12 pt	**Arial bold** Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular
Body text 9 pt	Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular
Strapline 9 pt	**Arial bold** Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular Arial regular

Font colour

Arial bold
Arial bold
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Font colour Active citizens fund

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Arial bold
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Colours

Requirement: Colours make the visual identity more recognisable and playful. Red and blue represent the flag colours of Iceland, Liechtenstein and Norway and should be used to highlight important information and draw the eye to the most important parts of your composition.

Green should be used in the same way as red and blue, but only for information linked to or published under the Active Citizens Fund.

Whereas red, blue and green are the main colours in the visual identity and the only colours to use with the logos (see next page), you may use other colours when you are making brochures, publications, videos, etc., as well as on your website, on social media and in presentation of programmes and projects.

CMYK 0/0/0/0   PMS Hvit   RGB 255/255/255   LAB 100/-0/-0

CMYK 0/0/0/100   PMS Black   RGB 29/29/27   LAB 11/-1/1

CMYK 100/75/0/20   PMS 287 C   RGB 0/48/150   LAB 26/6/-45

CMYK 0/100/97/0   PMS 485 C   RGB 255/0/22   LAB 49/73/55

CMYK 70/0/67/0   PMS 7479 C   RGB 32/209/127   LAB 73/-59/28

Colours

Requirement: Only use the following colour combinations when displaying the logos.
Do not overlap red, blue and green as this will decrease legibility due to low contrast
between the colours.

Possible colour combinations

Wrong use of colour combinations
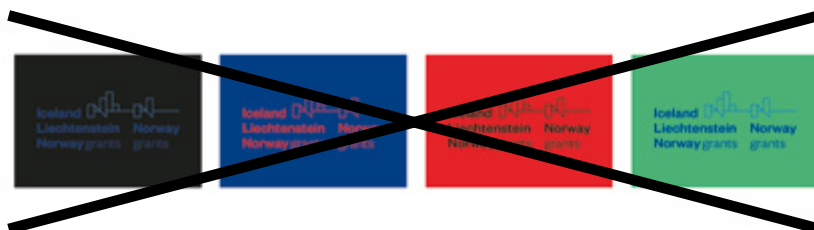
Grid

Requirement: The grid system is based on the five columns in the EEA and Norway Grants logo symbol and creates a consistent and easy to use system. Elements in the grid system, like pictures or text, can overlap multiple columns to create a more interesting and appealing composition.

Grid build-up
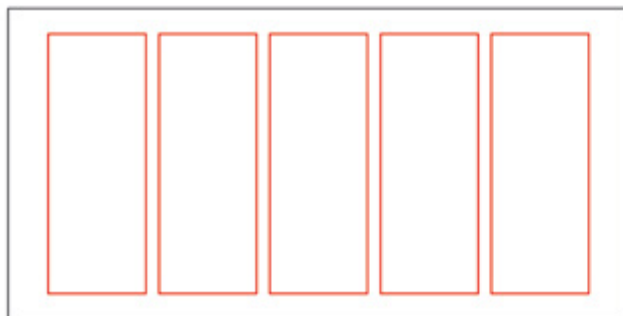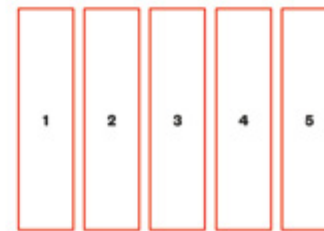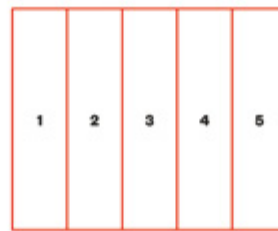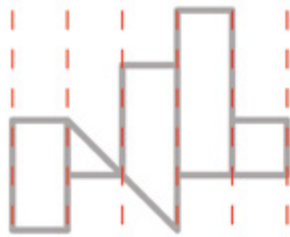
Grid

Requirement: Here is an example of how the grid system is used on a set of stationery items. The grid helps to create a consistent visual appearance across different surfaces. The spacing between the columns and the margins is only set for stationery and needs to be adjusted for bigger surfaces.
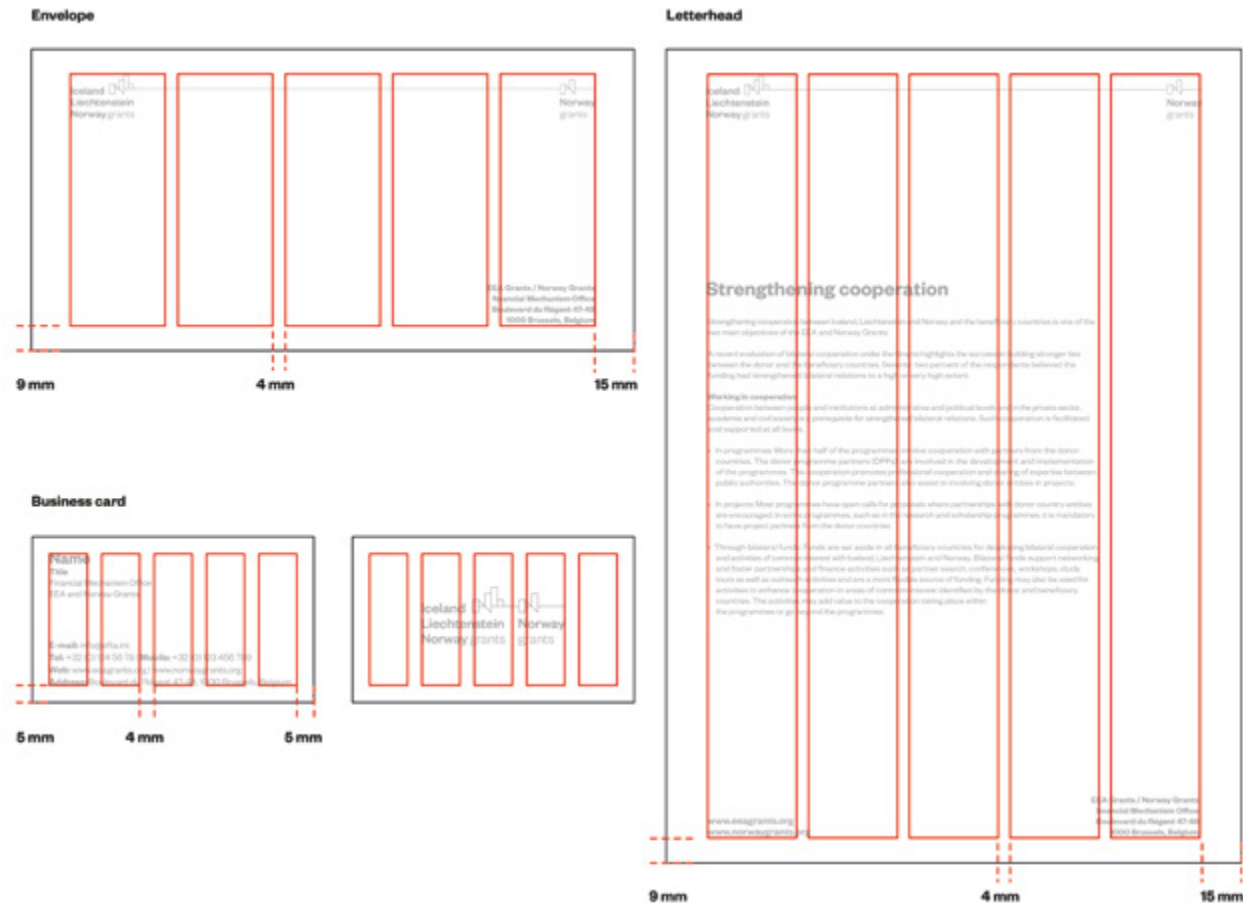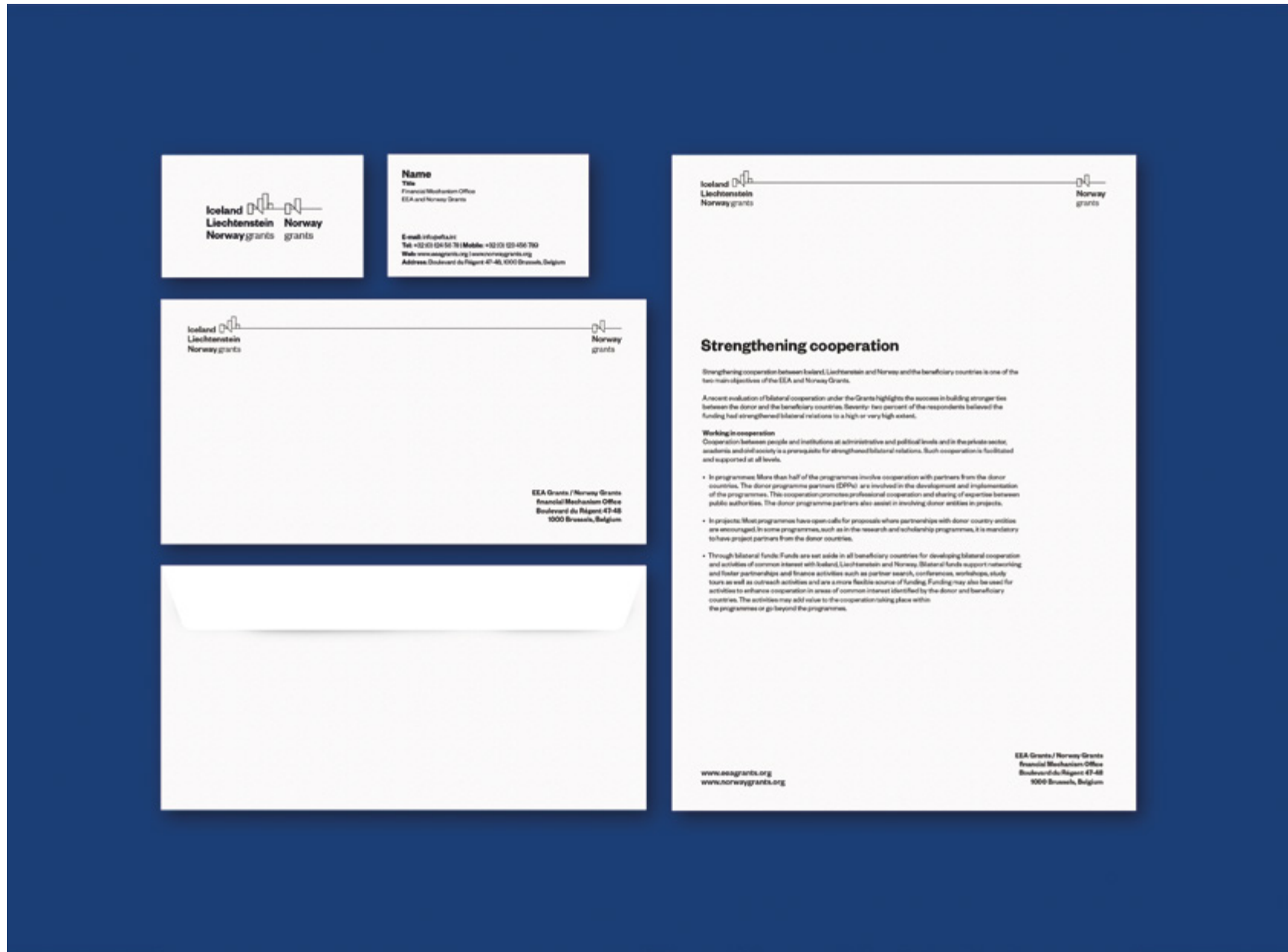
Commemorative plaque

Requirement: There are three different versions of the commemorative plaque.
Only use the one that is relevant, depending on whether your project or programme
is supported by the EEA and Norway Grants (both mechanisms), EEA Grants only or Norway
Grants only.The commemorative plaque should be 200 x 300 mm in size and should be
printed on a suitable material.

The commemorative plaque must be on a white background with the logo and text in black.

The text included in the commemorative plaque shall refer to the funding source. These are
the three possible options:
#1 "Supported by Iceland, Liechtenstein and Norway through the EEA Grants"
#2 "Supported by Iceland, Liechtenstein and Norway through the EEA and Norway Grants"
#3 "Supported by Norway through the Norway Grants"

In cases of co-financing, the commemorative plaque can also include the logo of the other
funding source. Please refer to the requirements on logo use in cases of co-financing included
in page 61. In these cases, you can also add the following sentence: "Co-funded by [Budget
type] of [Beneficiary State]"

The bottom line of text is dedicated to your national language.

Posters, billboards and roll-ups

Requirement: Roll-ups and billboards are used for a visual reflection of a given project or programme or to publicise the funding from Iceland, Liechtenstein and Norway through the EEA and Norway Grants.

Make sure not to overfill the billboard with text. The relevant EEA and Norway Grants logo(s) must be visible. If the project or programme is co-funded, the relevant logo(s) can stand together with the Grants logo, following the guidance of logo use for co-financing (see page 61).

On billboards, the national websites www.eeagrants.[country specification] or www.norwaygrants.[country specification] should be advertised. You also need to include information on what your project aims to achieve or who will benefit from it, who is providing the funding (the donor country/countries), who is managing the project and the amount you receive.

For projects funded under the Active Citizens Fund, the national website www.activecitizensfund.[country specification] and the logo of the Active Citizens Fund shall be advertised. Further information is optional.

Visual impact and legibility from up to several metres away are very important, so remember to use a suitable type size. Billboards come in various sizes depending on your purpose.
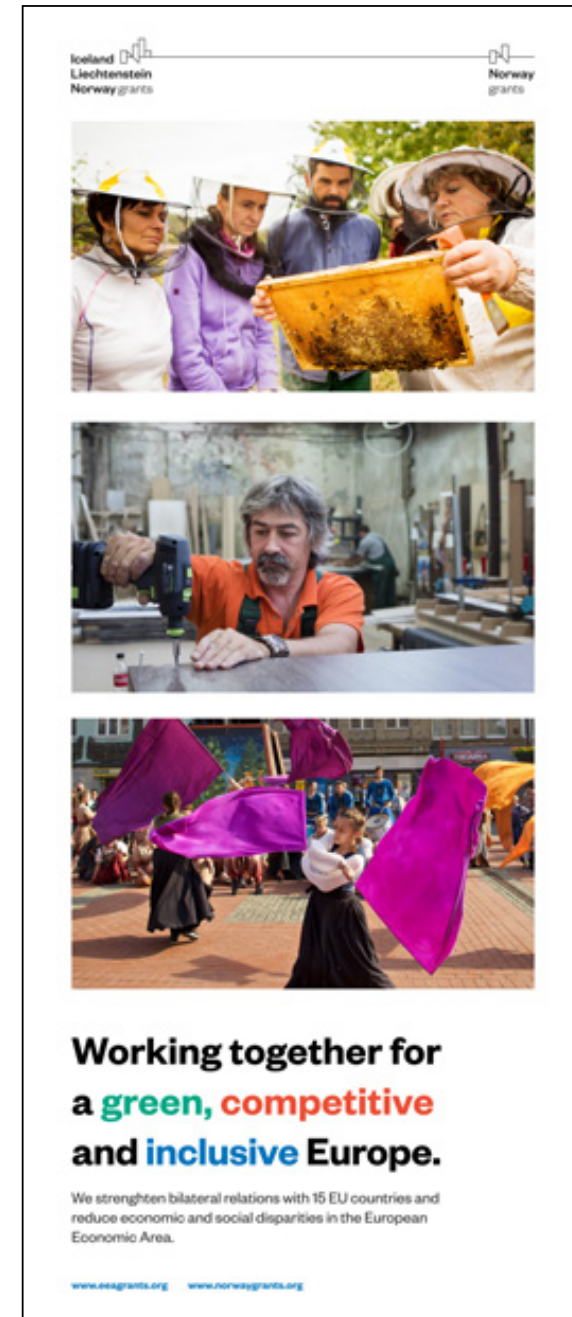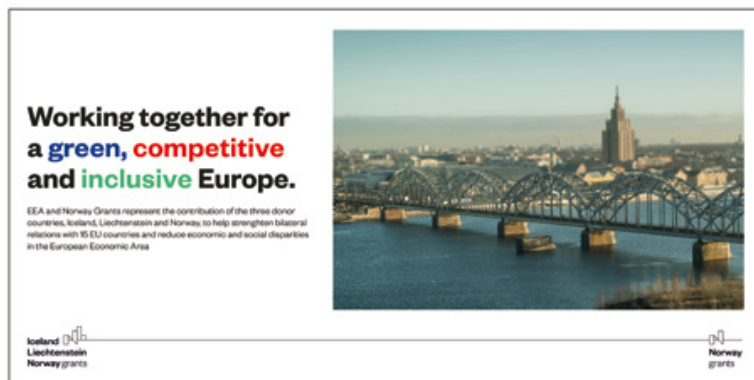
Posters
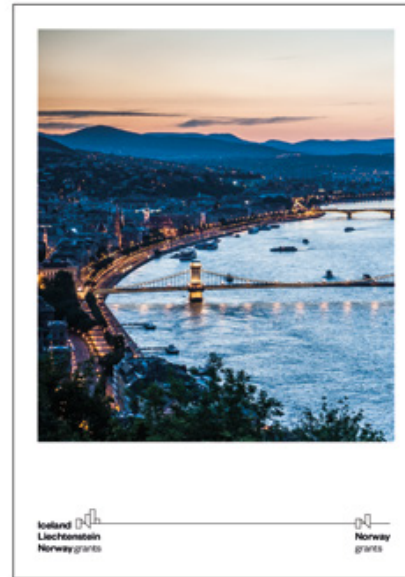
Photo/video wall
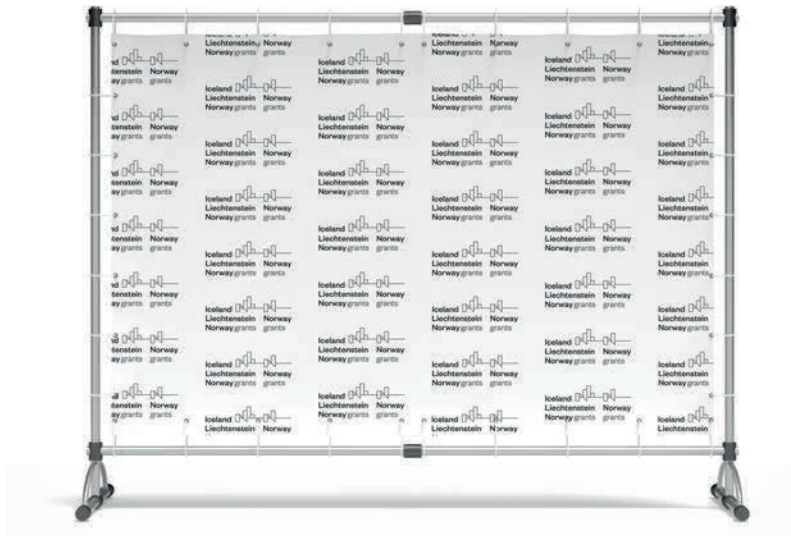
Promo material

Here you will see some examples of promo material for inspiration. There are no limits as to what kind of promo material you can make as long as the logo is on it.

On promo material that is small, such as pens, USB-sticks, writs bands, etc., and where the country names in the logo become illgible, using the loco icon alone may be accepted if the relevant web address is included. This should be the national EEA and Norway Grants website in your country, www.eeagrants.[country specification]

Newsletter

This is an example of a newsletter for inspiration. This newsletter consists of a main article with general information, an optional area for a picture or video and a flexible area for multiple articles. Each article has a direct link to its full story that is posted on a website.
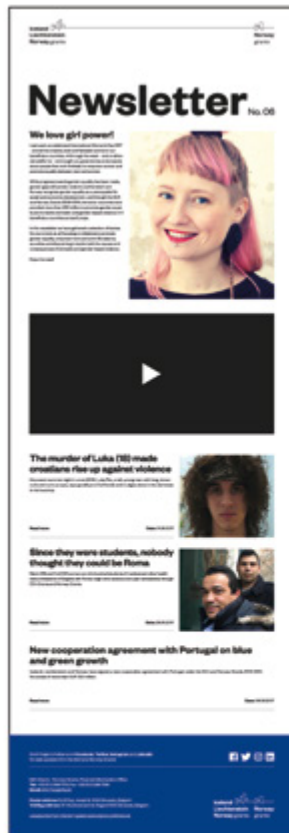
Presentations

These are examples of Power Point slides that may be used to present the EEA
and Norway Grants. The template is available on www.eeagrants.org/templates.

Communication and Design Manual
EEA and Norway Grants 2014-2021