

**The European Union's IPA Programme  
for the Western Balkans and Turkey**

# **Evaluation of IPA Information & Communication Programmes**

*Evaluation Report*

*Volume I*

*June 2016*



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**Unit A2 Inter-Institutional Relations and Communication**

**Western Balkans and Turkey**

**Evaluation of IPA Information & Communication Programmes**

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**Volume I - Evaluation Report**

**June 2016**

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## Table of acronyms and abbreviations

|          |  |
|----------|--|
| AKAP     | Awareness, Knowledge, Attitude & Practice                          |
| CSO      | Civil Society Organisation   |
| DAC      | Development Assistance Committee                                   |
| DIS      | Decentralised Implementation System                                |
| DG ELARG | Directorate General for Enlargement                                |
| DG NEAR  | Directorate General for Neighbourhood and Enlargement Negotiations |
| EC       | European Commission  |
| EIDHR    | European Instrument for Democracy and Human Rights                 |
| EQ       | Evaluation Question  |
| EU       | European Union   |
| EUD      | Delegation of the EU   |
| EUICs    | European Union Information Centres                                 |
| EUIP     | EU InfoPoints  |
| EULEX    | European Union Rule of Law Mission in Kosovo                       |
| EUMS     | European Union Member States                                       |
| EUOK     | EU Office in Kosovo*   |
| EUPK     | EU Perspective in Kosovo   |
| EUR      | Euro   |
| EUSR     | European Union Special Representative                              |
| HoD      | Head of Delegation   |
| IC       | Information & Communication  |
| IPA      | Instrument for Pre-accession Assistance                            |
| IPARD    | Instrument for Pre-Accession Assistance in Rural Development       |
| IR       | Inception Report   |
| JE       | Junior Expert  |
| MIFF     | Multi-Annual Indicative Financial Framework                        |
| NGO      | Non-governmental Organisation                                      |
| OECD     | Organization for Economic Co-operation and Development             |
| PIO      | Press & Information Officers                                       |
| SE       | Senior Expert  |
| SMART    | Specific, Measurable, Achievable, Relevant & Time-bound            |
| TA       | Technical Assistance   |
| TBD      | To be determined   |
| ToR      | Terms of Reference   |
| WBT      | Western Balkans and Turkey   |

\* This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244 and the International Court of Justice Opinion on the Kosovo Declaration of Independence.

## Abstract

### PURPOSE AND SCOPE

The assignment's global objective is to assist the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR) and the concerned Delegations of the European Union (EUDs) and the European Union Office in Kosovo (EUOK) in improving the programming and implementation of information and communication (IC) Programmes funded by Instrument for pre-Accession Assistance (IPA) II, through developing a Performance and Monitoring Framework for measuring IPA 2015-2020 assistance, taking into consideration the lessons learned and the performance of past IPA information and communication actions.

### MAIN CONCLUSIONS

IC programmes have been relevant in view of existing and emerging political priorities linked to the stage of the integration process in each target country and the need to increase the level of public support for the enlargement process. However, a strengthening of the strategic approach to information and communication would be desirable. Information and communication programmes use available resources efficiently, yet weaknesses can be found in internal horizontal and vertical communication processes. Prospects for effective information and communication are good in general, but vary from case to case. Particularly strong contributions were noted in relation to mobilising citizens on issues pertaining to awareness raising on EU policies, culture and values. Somewhat limited effects were recorded in reaching out to the broader public. There are some positive cases related to impact and sustainability.

### MAIN RECOMMENDATIONS

The report provides the following recommendations: 1) Elaborate a strong results framework for the IC programmes with clear and measurable indicators, fewer instruments, more clearly targeted interventions for selected target audiences and with longer time-horizons; 2) Simplify complex EU information and communication messages; 3) Use social media more proactively; 4) Ensure better coordination and targeted communication of EU IPA projects and horizontal communication activities; 5) Continue cooperating and providing capacity building of government partners in terms of communication and information regarding the EU; 6) Conduct an evaluation of EUICs, and 7) Establish baselines, where relevant and realistic, for the Performance Monitoring Framework.

## Executive Summary

### BACKGROUND

Information and communication efforts funded under the IPA constitute a key element of the EU's enlargement strategy and aim to provide objective information on the enlargement process, raise public awareness of the EU, encourage broad public debate about the EU integration process and emphasise the EU's status as the countries' main economic partner. The country level information and communication programmes are defined according to the specific priorities linked to the stage that the integration process each country has already reached and the level of public support for the enlargement process. Approximately EUR 50 million was distributed to EUDs and the EUOK for tailored IC programmes in the period 2008-2013. Additional budgetary resources were made available for multi-beneficiary and regional communication activities implemented by Unit A2, *Information & Communication* of the Directorate General for Enlargement (DG ELARG).<sup>2</sup> Unit A2 also provides backstopping and advice in relation to information activities carried out by EUDs and the EUOK in line with their specific communication needs in the pre-accession process, the political priorities emanating from the *Multi-Annual Indicative Financial Framework* (MIFF) and their respective IC capacities.

The present assignment concerns an Evaluation of IPA-funded IC programmes carried out in Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Kosovo,<sup>3</sup> Montenegro, Serbia and Turkey in the period 2011- 2014.

### PURPOSE AND SCOPE

The global objective of the assignment is to assist DG NEAR and the concerned EUDs and EUOK in improving the programming and implementation of information & communication programmes funded under IPA II.

**The purpose** of the assignment is to improve the measurement of information and communication activities in the target countries through the following specific objectives: 1) judge the **performance** of IPA information and communication activities from 2011-2014 and distil lessons learned; 2) Assess the **relevance** of those activities; 3) Review **performance** monitoring and measurement practices; 4) Deliver **recommendations** for better programming, monitoring and evaluation; 5) **Develop a foundation for measuring, monitoring and evaluating the performance** of the information and communication programmes; and 6) Provide **technical assistance and training** for EUDs, the EUOK and DG NEAR.

### KEY EVALUATION FINDINGS

Section 4 of the report examines the overall performance of EU IPA information and communication programmes. The assessment is based on responses to a number of evaluation questions (EQ). These findings are summarised below - per evaluation question - under the headings of Relevance, Effectiveness, Efficiency, Impact and Sustainability.

#### Relevance

Regarding "Relevance", the responses to the evaluation questions indicate that information and communication programme has been able to **respond to the need for delivery of objective information on EU accession and reforms**. However, it should be kept in mind that without a strategic framework with elaborated strategic objectives and linked indicators, it is difficult to assess

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<sup>2</sup> With the establishment of the new European Commission in November 2014, Unit A2 was renamed the *Inter-Institutional Relations & Communication Unit* within the new *Directorate General for Neighbourhood & Enlargement Negotiations* (DG NEAR).

<sup>3</sup> *This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.*

the actual achievements of the information and communication programmes overall and in respective countries individually.

### **Effectiveness**

Information and communication programmes are on the way to achieving - albeit to varying degrees - all of their envisaged outputs. However, the level to which they have made contributions to planned outcomes is more difficult to assess. This is primarily due to weaknesses in the programmes' strategic framework which results in weaknesses in monitoring and evaluation systems. There is no cause-effect causality between achieved outputs and targeted objectives, due to the fact that the Programme collects information on activities and immediate outputs, but there is no opportunity for reflection on how these translate into higher-level results. Evaluation findings point to particularly strong contributions in relation to mobilising citizens on issues pertaining to awareness raising on EU policies, culture and values. Somewhat limited effects have been achieved in reaching out to the broader public. The effectiveness of tools used by the IC programmes varies as well. EU websites are generally a first source of information, but their accessibility is at times assessed as low. EU Info Centres (EUIC) are generally effective, with some exceptions. Cultural events, as well as promotional activities engaging children and youths bring positive results, but the effectiveness of publications produced by IC programmes is hard to measure. Evaluation findings also show that social media tools are not utilised to their greatest potential.

### **Efficiency**

For "Efficiency", information and communication programmes' use of resources is quite well regarded, with an important caveat: internal procedures and communication are at times slow, and a certain level of 'stove-piping' in IC programmes both horizontally (within EUD/EUOK) or vertically (between EUD/EUOK and DG NEAR) takes place - directly influencing both the efficiency and effectiveness of the Programmes. Not having an elaborated Performance Monitoring Framework and system to retain institutional memory affects the programmes' ability to reflect on the way in which activities and their outputs contribute to the desired change.

### **Impact**

There are positive indications related to impact and sustainability; however, they are rather inconsistent. IC programmes contributed to awareness on EU integration and its policies, though awareness on EU policies and programmes in Western Balkans and Turkey among the general public varies and is highly susceptible to other political and socio-economic factors. These external factors are too complex to foresee and it is complex to manage mitigation measures. IC programmes contributed to informed public debates on EU integration, its benefits and challenges in terms of reforms and EU support in reinforced cooperation with the Member States. Additionally, there are positive indicators relating to the mobilisation of citizens and civil society. However, the impact of IC programmes highly depends on coherence in communication between different EU structures and within the IC programmes themselves.

### **Sustainability**

The sustainability of results correlates with a degree of ownership from national and local partners. While governments have EU integration communication strategies, these are often not implemented properly. In cases where local governments take on to communicate their commitment to EU values, the effects are much higher, directly contributing to a higher level of support towards EU integration.

## CONCLUSIONS

A number of conclusions to the evaluation are made in the report. They can be listed as follows:

Overall, IC programmes have been relevant in view of existing and emerging political priorities linked to the stage of the integration process in each country and the need to increase the level of public support for the enlargement process.

Prospects for the effective delivery of information and communication are good in general, but vary from case to case. Particularly strong contributions were noted in relation to building the capacities of media and journalists and mobilising citizens on issues pertaining to awareness raising on EU policies, culture and values. Outreach to the broader public has been less effective.

Efficiency in terms of resource allocation was very good; however, monitoring, internal organisation and processes as well as horizontal (within EUDs) and vertical (with EUDs and DG NEAR) co-ordination are areas for improvement.

There are some positive signs related to impact and sustainability. Although they provide justification that the IC programmes contribute to raised awareness on EU policies, they do not provide strong evidence that the IC programmes are impacting positively on informed public debates on the EU in the Western Balkans and Turkey.

## RECOMMENDATIONS

A number of recommendations can be made as is listed below:

**Recommendation 1.** Elaborate a strong results framework for IC programmes with clear and measurable indicators, fewer instruments, more clearly targeted interventions for select target audiences and with longer time-horizons.

**Recommendation 2.** Simplify EU IC messages (limit the number of key messages).

**Recommendation 3.** Use social media more proactively.

**Recommendation 4.** Ensure better coordination and targeted communication of EU IPA projects and horizontal communication activities.

**Recommendation 5.** Continue cooperating and providing capacity building of government partners in terms of communication and information regarding the EU.

**Recommendation 6.** Conduct an evaluation of EUICs.

**Recommendation 7.** Establish baselines, where relevant and realistic, for the Performance Monitoring Framework.



## Project synopsis

|                                       |  |
|---------------------------------------|--|
| <b>Assignment Title:</b>              | Evaluation of Instrument for Pre-Accession Assistance Information & Communication Programmes   |
| <b>Type of Evaluation:</b>            | Programme Evaluation   |
| <b>Contract Number:</b>               | 2014/350805/1  |
| <b>Region/Countries:</b>              | Western Balkans and Turkey (WBT): IPA – Albania, Bosnia & Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Kosovo*, Montenegro, Serbia and Turkey.   |
| <b>Global Objective:</b>              | To assist DG NEAR and the concerned Delegations of the European Union and the European Union Office in Kosovo in improving the programming and implementation of information and communication programmes funded by IPA II.  |
| <b>Specific Objectives:</b>           | <ul style="list-style-type: none"> <li>• Providing a judgement on the performance of implemented IPA-funded information and communication programmes and activities, as well as lessons learned from the activities completed in the period 2011-14;</li> <li>• Assessing the relevance of information and communication activities included in the information and communication programmes;</li> <li>• Reviewing the existing practices in relevant IPA information and communication programmes to assess the monitoring and measuring the performance;</li> <li>• Delivering findings and conclusions regarding the current system and drafting operational recommendations for improving programming, monitoring and evaluation system in IPA Information and communication programmes;</li> <li>• Developing a foundation for measuring, monitoring and evaluating the performance of the information and communication activities (by means of defined, clear, transparent and measurable indicators) and more globally the performance of the information and communication programmes implemented by the EUDs concerned, the EUOK and DG NEAR's Unit A2;</li> <li>• Providing TA and learning-by-doing, through training workshops organised on the spot in each EUD, the EUOK and DG NEAR, in developing and integrating the proposed performance framework system in the IPA II programming cycle.</li> </ul> |
| <b>Evaluation Assignment Outputs:</b> | <ul style="list-style-type: none"> <li>• Inception Report, setting out the assignment's scope and indicative methodology, including evaluation questions, judgement criteria and indicators, a work plan for all phases and an indicative Final Report structure;</li> <li>• Draft Final Report and Final Report covering: (i) a judgement on the performance of IPA-funded information and communication activities completed in the period 2011-2014; (ii) assessment of the IPA intervention logic for the period 2012-14; (iii) lessons learned and recommendations; and (iv) training workshops plan to support the implementation of the measuring, monitoring and evaluation performance framework;</li> </ul>  |

\* This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244 and the International Court of Justice Opinion on the Kosovo Declaration of Independence.

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Final Report Abstracts and Executive Summaries (English and French);</li> <li>• Training through workshops in the EU Delegations, EU Office and DG NEAR A2 Unit to implement the measuring, monitoring and evaluation performance framework;</li> <li>• Activity Report (assignment implementation against planning, resources use, problems encountered, lessons learned &amp; recommendations).</li> </ul>   |
| <b>Evaluation Assignment Activities:</b> | <p><b>Inception &amp; Desk Phase</b> (early-January – mid-Sep 2015):</p> <ul style="list-style-type: none"> <li>• Kick-off meeting with DG NEAR A2 and Reference Group in Brussels;</li> <li>• Collection of the relevant documentation (financing decisions, planning documents and mid-year and annual reporting) for IPA information and communication activities in the target countries;</li> <li>• Initial documentation review;</li> <li>• Preparation of data analysis in the form of (re-) framing evaluation questions, judgement criteria and indicators;</li> <li>• Drawing up a questionnaire for semi-structured interviews.</li> </ul> <p><b>Fieldwork Phase</b> (early-September – January 2016):</p> <ul style="list-style-type: none"> <li>▪ Complementation of the documentation provided by DG NEAR A2 and collection of relevant documentation in the EU Delegations (contracts, reports of activities, evaluation activities, etc.);</li> <li>• Completion of data collection through an initial round of interviews and focus groups in the 8 target countries;</li> <li>• A round of triangulation interviews with key EUD/EUOK representatives by the Senior Experts (SE), with a focus on the programming, monitoring and evaluation practice of EUDs/EUOK and based on the reporting on the initial round of interviews and focus groups carried out by the Junior Experts (JE);</li> <li>• Presentation of the evaluation's provisional findings, conclusions and recommendations to DG NEAR in Brussels.</li> </ul> <p><b>Synthesis Phase</b> (March 2016 – May 2016):</p> <ul style="list-style-type: none"> <li>• Preparation of the evaluation findings and presentation to DG NEAR Unit A2 and the Reference Group;</li> <li>• Preparation of the draft final report and Integration of DG NEAR Unit A2 and Reference Group comments;</li> <li>• Submission of the draft final report to DG NEAR Unit A2 and the Reference Group.</li> </ul> <p><b>Training Phase</b> (first half of June 2016)</p> <ul style="list-style-type: none"> <li>• Eight training workshops to support the implementation of the developed foundation for measuring, monitoring and evaluating the performance of the information and communication programmes and activities, for relevant staff of the EUDs, the EUOK and DG NEAR A2, who are directly involved in information and communication activities.</li> </ul> <p><b>Synthesis phase (continued)</b> June 2016]</p> <ul style="list-style-type: none"> <li>• Submission of the definitive version of the Final Evaluation Report;</li> <li>• Preparation and submission of Abstract and Executive Summary (in English and French);</li> <li>• Preparation and submission of the Activity Report.</li> </ul> |
| <b>Contract Duration</b>                 | <b>19 months (including a no-cost extension of 7 months).</b>   |
| <b>Assignment Start Date</b>             | <b>05 January 2015.</b>   |
| <b>End of contract</b>                   | <b>30 June 2016 (after a no-cost extension).</b>  |

## 1. Introduction

### 1.1 Report purpose

This report presents the main findings, conclusions and recommendations of the Evaluation of IPA IC programmes funded by the European Union (EU) and carried out in the Western Balkans and Turkey.

### 1.2 Background

IC efforts funded under the *IPA* constitute a key element of the EU's enlargement strategy for the benefit of *inter alia* the Western Balkans countries and Turkey as prospective Member States. The EU deems the communication activities of the highest importance for obtaining public and political support for reforms geared towards meeting the conditions for EU Membership and enhancing the credibility of the enlargement process in the candidate countries.

The EU's IC activities in the candidate countries in particular aim to provide objective information on the enlargement process, raise public awareness of the EU, encourage broad public debate about the EU integration process and emphasise the EU's status as the countries' main economic partner.

The IC activities are also designed to enhance the visibility of EU-funded IPA assistance in the Western Balkans' countries and Turkey. The relevant EUDs and the EUOK received some EUR 50 million for tailored Information and Communication Programmes in the countries concerned in the period 2008-2013. Additional budgetary resources were made available for multi-beneficiary and regional communication activities implemented by Unit A2, *Information & Communication* of the Directorate General for Enlargement (DG ELARG). Unit A2 also provides backstopping and advice in relation to information activities carried out by EUDs and the EUOK in line with their specific communication needs in the pre-accession process, the political priorities emanating from the *Multi-Annual Indicative Financial Framework* (MIFF) and their respective IC capacities.

The present assignment concerns an evaluation of IPA-funded IC programmes carried out in Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Kosovo, Montenegro, Serbia and Turkey during the period 2011- 2014.

### 1.3 Evaluation objectives & scope

The assignment's *global objective* is to assist [DG NEAR] and the concerned EUDs and the EUOK in improving the programming and the implementation of IC programmes funded by IPA II, through developing a monitoring & performance framework for measuring IPA [2015-2020] assistance, taking into consideration the lessons learned and the performance of past IPA IC actions.

The underpinning **purpose of the assignment is to improve the measurement of IC activities in the target countries** through the following specific objectives as mentioned in the Terms of Reference (ToR) (section 2.2):

- (i) Providing a judgement on the performance of implemented IPA-funded IC activities, as well as lessons learned from the activities completed in the period 2011-14;
- (ii) Assessing the relevance of IC activities included in the IC programmes;
- (iii) Reviewing the existing practices in relevant IPA IC programmes for monitoring and measuring performance;
- (iv) Delivering findings and conclusions regarding the current system and drafting operational recommendations for improving programming and the monitoring & evaluation system in IPA IC programmes;
- (v) Developing a foundation for measuring, monitoring and evaluating the performance of the IC activities (by means of defined, clear, transparent and measurable indicators) and more globally the performance of the IC programmes implemented by the relevant EUDs, the EUOK and DG NEAR's Unit A2; and

- (vi) Providing technical assistance (TA) and learning-by-doing, through training workshops organised on the spot for each EUD, the EUOK and DG NEAR, by developing and integrating the proposed performance framework system in the IPA II programming cycle.

Together, the above specific objectives define the **scope** of the evaluation assignment, which encompasses:

- Element (a):** Performance appraisal on the basis of the seven evaluation criteria<sup>5</sup> of IC activities funded by IPA that are completed during the period 2011-2014;
- Element (b):** Assessment of the relevant IPA 2012-14 intervention logic and its efficiency in setting up objectives, indicators at output and outcome impact level, milestones and targets and the assessment of the concerned EUDs and the EUOK's monitoring and reporting systems to review the progress made towards delivering expected results;
- Element (c):** Formulation of recommendations for the programming of the future IC activities, including specific performance measurement methods to measure the performance of the IC programmes implemented by EUDs and the EUOK and the progress realised; and
- Element (d):** Provision of TA through training workshops to support the implementation of the developed performance framework system in the future IC programmes to be developed by EU Delegations and EU Office in Kosovo.

The specific objectives and scope of the assignment have been translated into evaluation questions (Annex 2, ToR, section 2.5), the treatment of which will be executed according to the Evaluation Matrix provided in Annex 2 to this Report.

This assignment also required development of the Performance Monitoring Framework for IC Programmes. This was duly developed and is presented in Annex 6 of this Report.

The assignment also encompassed eight training workshops – one in each of the seven target countries and one in Brussels – that intended to provide EUD/EUOK staff, DG NEAR A2 and the Reference Group with clear recommendations on how to plan, monitor and evaluate their IC activities.

The evaluation assignment took into account the fact that DG NEAR Unit A2 is seeking to obtain better insight into the actual achievement of IC activities in the target countries in terms of output, outcome, effect and impact. This relates to the fact that EUDs/EUOK currently evaluate their IC activities and programmes predominantly or even exclusively on the basis of output indicators, and not on outcome, effect and impact (*inter alia* because of deficient indicators at these levels). There is a need to improve the visibility of EU actions in the region and evaluate the EU added value of IPA funded information & communication activities to the beneficiaries in the relevant EUD/EUOK IC programmes. However, it is understood that DG NEAR A2 attaches relative importance to the assessment of the intervention logic [**evaluation scope, element (b)**] and the formulation of a framework to improve programming, monitoring and evaluation of IC activities, including the formulation of Specific, Measurable, Achievable, Relevant & Time-bound (SMART) indicators, which will facilitate the measuring of results for future IPA-funded IC programmes not only from a qualitative perspective, but also - where possible - from a quantitative perspective.

The nature of the evaluation was qualitative; it judged the extent to which selected IC activities had contributed to results or impact in terms of *Awareness, Knowledge, Attitude & Performance* (AKAP),<sup>6</sup> taking into account specifically targeted messages and their related target audiences. The judgement of these is based on interviews and focus groups with representatives of concerned target groups, due to the fact that IC programmes do not contain indicators at the levels of overall and specific objectives and outcomes (results) that would allow for a benchmarked judgement of performance at these levels. The IC programmes do not define indicators in terms of specific AKAP changes in specific target groups.

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<sup>5</sup> The six standard criteria are: 'relevance', 'efficiency', 'effectiveness', 'coherence', 'impact' and 'sustainability', with 'EU-added value' as a seventh, additional criterion.

<sup>6</sup> Awareness, Knowledge (or 'understanding'), Attitude (or 'opinion', 'perception') & Practice (or 'behavior', 'performance'). 'Awareness' is often included as a refining element of 'Knowledge'. Communication objectives are usually formulated in relation to these three (or four) concepts.

The judgement of the performance of IC activities followed the lines of the seven evaluation criteria, within the scope and methods presented in Annex 2 (pages 13 – 21) of this evaluation report. It should be noted that a cost-effectiveness analysis of all the IC activities in 8 countries over 4 years was not feasible within the scope of this assignment. The answer to this question is therefore a qualitative judgement based on interviews with a limited number of implementing parties and the consultation of relevant documents.

## 1.4 Stakeholders

The primary stakeholders<sup>7</sup> of this evaluation include DG NEAR, in particular Units A2 (*Inter-Institutional Relations and Communication*), A3 (*Thematic Support, Monitoring and Evaluation*) and A5 (*Turkey*), the relevant Units in Directorate D (*Western Balkans*), the relevant EUDs, the EUOK, as well as IPA beneficiaries. Secondary stakeholders include 'strategic multipliers' in the target countries, such as civil society organisations (CSO), the media and other specific audiences.

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<sup>7</sup> The list of stakeholders takes into account the organisational changes brought about by the establishment of the new Commission in November 2014.

## 2. Methodology

### 2.1 Key features

The methodology applied for the purpose of this evaluation was characterised by the following features, in line with the ToR. These features include:

- Linkage to EU methodological guidelines, including the Secretariat General's *Public Consultation on Commission Guidelines for Evaluation* (2013) and the former DG ELARG's *Evaluation Guide* (2008);
- A thorough review of the *evaluation questions* mooted in the ToR, with alternative questions provided for 15 of them (Annex 2, pages 13 - 21);
- Formulation of more than 50 *judgement criteria* to benchmark the answers to the evaluation questions (Annexes 2 (pages 12 – 20) and 3 (pages 22 - 41));
- Drafting a similar number of SMART *indicators* for the judgement criteria (Annexes 2 (pages 13 – 21) and 3 (pages 22 – 41)); and
- Consultations with representatives of the stakeholders in the main target groups of the communication activities that were subject of the evaluation (Section 1.4).

### 2.2 Evaluation Questions

The evaluation questions in the ToR comprised the following three sets of questions:

**Set A** relates to the six 'standard' evaluation criteria including: relevance, efficiency, effectiveness, coherence, impact and sustainability, as well as the additional criterion 'EU-added value of IC activities funded by IPA';

**Set B** concerns the intervention logic assessment; and

**Set C** refers to lessons learned and recommendations.

Annex 2 (pages 13 – 21) lists the evaluation questions under these three headings, with judgement criteria and indicators. Some questions have been slightly reordered. For instance, the second evaluation question<sup>8</sup> in the ToR related to 'intervention logic assessment' has been moved to set A, since this question concerns the achievement of the objectives of the IC programmes and not the soundness of the intervention logic. The Team also divided some of the more complex evaluation questions into sub-questions. In a number of cases, the team proposed an alternative formulation of the evaluation question concerned, for the purpose of clarifying the team's understanding of the evaluation questions and making them more explicit, as well as ensuring a unified use of logframe terminology.

### 2.3 Assignment phases

The evaluation was implemented in four phases: (i) the inception phase and desk phase; (ii) the fieldwork phase; (iii) the synthesis phase; and (iv) the training phase. The training workshops were organised after receipt of DG NEAR's comments on the draft Final Report and the Performance Monitoring Framework (see Annex 6). In this way, the workshops were based upon an approved Performance Monitoring Framework.

### 2.4 Inception & desk phase

The service contract was signed on 24<sup>th</sup> November 2014 for a period of 12 months (until 23<sup>rd</sup> November 2015). On 9<sup>th</sup> January 2015, a kick-off meeting was held in the premises of the DG NEAR in Brussels. Work on the project then began with initial desk work; a first draft was submitted in March 2015 which required substantial revision. A meeting between DG NEAR and the entire

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<sup>8</sup> To what extent ongoing IPA financial assistance has contributed to achieving the strategic objectives and priorities linked to achieving the objectives of the communication strategy.



team took place in May 2015 in order to clarify the evaluation assignment's objectives, tools and methodologies. The Inception Report was finally approved on 30<sup>th</sup> July 2015.

The larger part of the inception period and desk phase was dedicated to:

- Collection of the relevant documentation (financing decisions, planning documents and mid-year and annual reporting) for IPA IC activities in the target countries (list of documents consulted included in Annex 5 of this report);
- Initial documentation review;
- Preparation of data analysis in the form of (re-)framing evaluation, judgement criteria and indicators;
- Drawing up the questionnaire for semi-structured interviews;
- Requesting and obtaining additional information and documentation from EUDs/EUOK;
- Defining the approach to the sampling of target groups, activity categories, as well as the assessment tools to be deployed for each.

## 2.5 Fieldwork phase

The evaluation fieldwork phase started in September 2015 subsequent to the approval of the Inception Report in July 2015. The fieldwork phase focused on the gathering of information and feedback from stakeholders in order to complement findings from the documentary review phase. It was expected that this phase would comprise the completion of data collection through interviews with primary stakeholder representatives, as well as interviews and/or focus groups with secondary stakeholder representatives. The fieldwork phase (initially scheduled between September 2015 – November 2015) took place between September 2015 and January 2016.

A round of triangulation interviews with key EUDs/EUOK representatives by the Senior Experts (SE) then took place (later than scheduled due to the changes in the senior experts) with a focus on the programming, monitoring and evaluation practice of EUDs/EUOK. By the end of January 2016, all countries with the exception of Kosovo and Croatia had been visited.

### Online survey

Within the scope of the evaluation, two online surveys were conducted: one for media and journalists and one for CSOs cooperating and participating in activities implemented by IC programme in respective countries (with the exception of former Yugoslav Republic of Macedonia, where it was decided not to conduct the survey due to political events at the time when the survey was initiated). The two surveys were administered through the online survey tool, *SurveyMonkey*, to facilitate access, confidentiality but also to facilitate data analysis. The surveys were conducted in April-May 2016 and the link to the online questionnaire was distributed by the EUDs/EUOK to the CSO and media partners respectively. Participation in the survey was recorded in all countries, except Kosovo and Croatia. For example, none of the respondents from Kosovo participated in the survey despite the fact that the survey was distributed among 60 media and 284 CSOs.

The response rate from Serbia and Turkey was extremely low for both surveys, while response rate in other countries was relatively high with the highest being in Bosnia and Herzegovina. There was a difficulty to establish the exact figures for distribution lists for Croatia and Turkey respectively.

Further analysis of respondent demographics shows that, over 50% of media survey respondents emanate from national newspapers and online media (combined), while only 3.3% of participants come from regional newspapers or radio (8.3%). Out of the total respondent rate, 6.7% are freelance journalists. With regards to the CSO survey, 43% respondents come from service delivery CSOs and 24.3% from CSOs dealing with human rights - the remaining respondents come from education-related CSOs or other thematic areas (**see master data tables for the two surveys in Annex 11 of this report**).

Generally, the response rate was rather low per country and overall. Therefore, online survey results were used in this Evaluation report as complementary to other data sets collected in the field and have been understood as data used to highlight trends and not as a sole indication of IC programme performance.

## 2.6 Analysis of field data

The fieldwork phase encompassed two analysis periods. The first of these analyses was carried out by the JEs in the two weeks after the initial series of field visits. This analysis focused on the 'performance judgement', in line with specific objectives of the contract. The second analysis period came as a follow-up to the field visits by the SEs as well as an internal team workshop that took place in March 2016. This workshop was a space for team reflection and discussion of the field data, preliminary findings and discussion on the evidence, drawing-up of conclusions and recommendations from the evaluation. The workshop was also an opportunity for the team to discuss and elaborate the foundations for the Performance Monitoring Framework. Data gathered through the online survey was analysed and presented in the report as a complement to the evaluation findings.

## 2.7 Development of the Performance Monitoring Framework

The Performance Monitoring Framework (see Annex 6) was elaborated in accordance with the Evaluation findings, conclusions and recommendations and prepared on the basis of refined, clear (unambiguous), transparent and measurable indicators at impact, outcome and output levels. The Framework represents a proposed foundation for measuring, monitoring and evaluating the performance of the Information and Communication Programmes and activities in respective EUDs and EUOK.

## 2.8 Elaboration of training approach and methodology

Based on the evaluation findings, conclusions and recommendations as well as proposed performance monitoring framework, the Evaluation team developed and conducted eight training sessions in EUDs/EUOK, and one at DG NEAR A2. As envisaged in the ToR and confirmed during the inception phase, training workshops were organised to support the implementation of the measuring, monitoring and evaluation Performance Monitoring Framework. The workshops concentrated on two main aspects that can help improve the IC programming, monitoring and evaluation considerably: (1) increasing capacities of IC Teams in EUDs/EUOK and DG NEAR on performance monitoring, and (2) adequate drawing up of a focused intervention logic of IC projects (reflecting the priorities set), including the formulation of useful, 'SMART' indicators and the identification and gathering of the necessary baseline and benchmarking data (sources of verification). The training methodology and materials were shared with DG NEAR for comments and approval prior to implementation.

## 2.9 Synthesis of main findings, conclusions and recommendations

The synthesis phase was marked by two key points of interaction:



1. Meeting with DG NEAR Reference Group and presentation of preliminary findings, conclusions and recommendations (April 2016). Following the desk review and the internal workshop, a presentation of preliminary findings, conclusions and recommendations was organised with DG NEAR.
2. Submission of the Draft Final Report to DG NEAR Unit A2 and the Reference Group for comments (May 2016). The Report presented the findings, conclusions and recommendations generated by the Evaluation Team. Most of the comments received were incorporated into the Final Report, which was submitted together with Abstracts and an Executive Summary in both English and French (June 2016).

## 2.10 Quality control & backstopping

Overall quality control – focusing on data reliability and soundness of analysis, as well as realistic recommendations – and team oversight was the responsibility of Ms Ana Vilar, Project Director at AETS. Team backstopping – including meeting information needs and coordinating data gathering – was the responsibility of Mr Pascal Jones, Project Manager at AETS's headquarters.

## 2.11 Reference Group

The work of the Evaluation Team and the quality control provided by AETS benefited greatly from the active involvement of the Reference Group established for this evaluation.

The Reference Group's responsibilities as identified in the ToR include: (i) guidance of the evaluation team in planning and implementing the assignment, (ii) assisting the management of the evaluation contract (DG NEAR Unit A2), (iii) quality control of the team's reporting, the questionnaire for semi-structured interviews, as well as other evaluation tools, and (iv) follow-up upon completion of the evaluation.

The Reference Group consisted of representatives of the evaluation's primary stakeholders, i.e. DG NEAR's Units A2 (*Inter-Institutional Relations and Communication*), A3 (*Thematic Support, Monitoring and Evaluation*), D1 (*Montenegro*), D2 (*Serbia*), D3 (*former Yugoslav Republic of Macedonia*), D4 (*Albania, Bosnia and Herzegovina*).

## 2.12 Evaluation limitations

Table 1: Evaluation limitations

| Limitations/Constraints   | Mitigation approaches   |
|---|---|
| Unavailability of key stakeholders (staff changes, high ranking officials mainly remained unavailable during field missions). | The evaluation team mapped the key informants and organised, in close cooperation with EUD/EUOK, interviews with representatives of key institutions. In cases where information obtained from the available interlocutors was insufficient, the evaluation team undertook additional desk reviews and reviews of secondary sources.  |
| Inability of the team to reach out to all target groups for assessment.   | The proposed methodology included the use of a representative sample of various target groups in each country as per agreed matrix of targeted communication tools and audiences. The sample was constructed on the basis of several sampling criteria; however, this was very ambitious and not realistic given the overall timeframe. Due to an inability to reach out to all audiences (e.g. remote villages in former Yugoslav Republic of Macedonia), the Evaluation team conducted an online survey with CSOs and media targeted by IC programme activities. The survey offered insight into the performance and impacts of IC programmes relating to these groups. |
| Lack of indicators, baselines and targets,  | The evaluation reconstructed - to the greatest extent possible - the relevant areas of performance of the programme, however lack of  |

| Limitations/Constraints  | Mitigation approaches   |
|--|---|
| which raised difficulties in assessing the effectiveness of the programme.   | consistent indicators and baselines made it difficult to understand the real scope and achievements of the programme.   |
| Due to logistical issues, the Evaluation team was not always in a position to meet with some stakeholders, particularly for focus groups and discussion groups.  | The methodology included a large number of focus groups and discussion groups from the very beginning. Even if some of these did not take place, a sufficient number was organised to allow the evaluation team to collect representative opinions, facts and perspectives to inform the analysis.  |
| Internal changes in the Evaluation team, particularly on the side of Team Leader (TL) - two changed in the course of the evaluation - and one SE, as well as the resignation of JE in the analytical phase of the evaluation were a serious impediment to the process. | DG NEAR and the contractor (AETS) found a way to overcome the potential threat to the quality of evaluation by engaging a third Team Leader to lead the process of synthesising the field work inputs and further desk review that facilitated the drafting of the report.  |
| Lack of participation of media/CSO partners/participants in IC programme activities from Kosovo, Croatia and the former Yugoslav Republic of Macedonia in the online survey.   | DG NEAR sent reminders to country IC teams regarding the survey participation. The response rate in other countries increased after these reminders. However, Croatia and Kosovo did not record any changes in response rate. The situation with the former Yugoslav Republic of Macedonia was different as the survey was not distributed due to a complex political situation at the time of the survey launch. |

### 3. Context of the EU IPA IC Programme

The recent global financial crisis and its consequences in the Western Balkan countries (Turkey as an exception) has had a dramatic impact on the media sector – a sector that has suffered acutely in comparison with other industries. Circulation levels of the mainstream print media have all but halved – along with the overall volume of the advertising market. In light of a reduced advertising market, the position and influence of the largest players in this sector is stronger than ever, leading to a favourable environment for the exertion of direct pressures or influence on editorial policy. Many industry owners have close relationships with politicians and this only compels the matter that media outlets in most of the region are becoming less and less independent - a trend that is reflected in various media freedom indexes.

Political interference with the work of journalists in the WBT region is a key problem. Due to issues with government reactions to the work of the independent media, a culture of self-censorship among journalists and editors is on the rise. Smear campaigns against independent media, journalists and other public figures conducted by government-friendly media additionally contribute to the sharp, ongoing decline in media freedoms. An analysis of the World Press Freedom Index (2010-2015) for countries in the region shows stagnation or a worsening of the situation since 2009, especially in the former Yugoslav Republic of Macedonia, Montenegro and Turkey (see Table 2 below).

Table 2: World Press Freedom Index 2010 - 2015

| Country                               | 2009 | 2010 | 2011-2012 | 2013 | 2014 | 2015 |
|---------------------------------------|------|------|-----------|------|------|------|
| Albania                               | 88   | 80   | 96        | 102  | 85   | 82   |
| Bosnia and Herzegovina                | 39   | 47   | 58        | 68   | 66   | 66   |
| Croatia                               | 78   | 62   | 68        | 64   | 65   | 58   |
| former Yugoslav Republic of Macedonia | 34   | 68   | 94        | 116  | 123  | 117  |
| Kosovo                                | 75   | 92   | 86        | 85   | 80   | n/a  |
| Montenegro                            | 77   | 104  | 107       | 113  | 114  | 114  |
| Serbia                                | 62   | 85   | 80        | 63   | 54   | 67   |
| Turkey                                | 122  | 138  | 148       | 154  | 154  | 149  |

Source: Reporters without borders

Public opinion in the Western Balkans and Turkey is currently increasingly targeted by Russia, especially when it comes to forming opinion related to foreign affairs. Russia is looking to strengthen its influence, not only in its neighboring countries but also in regions located further afield. This is achieved not only by financing of some regional media outlets, but also by Russian influence on media as well as politicians or the political and business elite in the region.

The European Union has yet to find an answer to these emerging efforts of Russia and therefore an increased effort in managing EU public relations is desirable. The IPA Information and Communication programme seen in this framework remains of utmost importance.

At the same time, media news output is more and more dominated by issues of limited importance – a phenomenon that is seriously narrowing the space for open and meaningful public discourse. An increasing number of readers, particularly from the younger generations, are migrating to Internet-based sources, relying increasingly on social media and other online sources and thus neglecting traditional media. The trivialisation of content has brought about a sharp decline in public trust in the media, especially with the more demanding sections of audiences.

In this environment, it will become increasingly difficult for EUDs in the region to spread their messages objectively through traditional media channels. On the one hand, due to the trivialisation of the media, there is less and less space for an open, objective and informed debate and on the other hand, public trust in media discourse has been diminished severely.

Outreach to citizens and civil society is at the core of the EU's communication strategy, as an effort to strengthen the awareness of citizens of EU values, accession requirements and agenda, and generally bringing EU institutions and governance structures closer to citizens. The importance of working with citizens and civil society in particular comes from the recognition of a 'gap' between political elites and ordinary citizens, which creates difficulties in relation to the continuation and consolidation of EU integration values. The role of civil society in this process is critical, as it can play a linkage role between citizens and the state and further the EU integration process - helping to bring them closer together. In doing so, the democratic legitimacy of governance structures linked to the EU accession process is enhanced. In practice, EUDs work with CSOs which work with and mobilise citizens for different developmental processes, including EU accession in IPA countries. However, organisations in the Western Balkans and Turkey do not always have the capacity - or even willingness - to engage in communication activities that would help to bridge the gap between citizens and the EU accession process.

## 4. Evaluation Findings

This section presents a synthesis of findings of the Evaluation of Instrument for IPA IC Programmes. These findings are the result of an extensive desk review of available documentation submitted by DG NEAR and respective EUDs/EUOK as well as the fieldwork interviews and group discussions that have been conducted in the Western Balkans and Turkey. The presentation of findings is organised as per the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) criteria and related evaluation questions.

### 4.1 Relevance

#### EQ 1. To what extent have the IC activities reached their target groups?

The EU IPA Information and Communication Programmes' main objective has been **to raise public awareness about the EU, its policies, its values, where necessary dispelling myths and misconceptions**. Groups included in the EUD/EUOK outreach activities may be broadly divided into three groups: 1) 'informed professionals' (media and journalists), 2) (informed) stakeholders (mostly civil society and public authorities); and 3) un – or less-informed public (others).

**EUDs/EUOK carefully approach the selection of target groups when selecting IC activities.** A desk review of available EUD programmes and reports, as well as Communication Strategies shows that each EUD carefully approaches the definition of target groups and ways in which these groups may be approached. In most cases, media come to the forefront of the target groups as a group that has a strong message multiplier capacity. Other important groups are students and CSOs - as groups which can multiple the key messages among their peers. In addition, EUD strategic documents and reports also mention a range of other groups, including - but not limited to - the business community, civil society, academia, think tanks, analysts, TV audiences, radio listeners, women, the general public, citizens in the 35 – 65 age group and citizens in the 18 – 35 age group, political actors, public servants, youths, high school pupils (12 - 18 year olds), parents, teachers and local communities.

**Different tools are used in targeting various groups, based on an assessment of information needs.** A review of planning documentation and reports shows an elaborated analysis of types of activities that can be implemented to reach different target groups. For example, media are usually targeted by press releases and newsletters, websites, Facebook, Twitter, traditional press instruments, such as interviews, releases, conferences and briefings. Furthermore, some EUDs (Albania, Croatia, Bosnia and Herzegovina and Turkey), organise study trips within country or to the European Union Member States (EUMS) for members of the media corps. EUDs have introduced new tools for strengthening their relationships with media such as informal social events (i.e. "breakfast with editors" and other briefings in an informal atmosphere). The main means used for reaching out to students and the youth are social media tools, particularly Facebook and Twitter, but also Europe Day events, EU Cultural Events (film, photo exhibitions, concerts), and other thematic days and weeks, such as EU mobility week, Enlargement Week events, EU Green week, European day of Languages, comprising different activities, such as social media activities, publications, roundtables and conferences.

**IC activities reach their targets when these targets are well informed professionals.** The evaluation desk review and field work reveal that the EUDs/EUOK generally feel more comfortable and able to address the needs of - and work with - well informed professionals from CSOs, the media, public administrations and community stakeholders. This is mainly due to the fact that these groups are already familiar with the way in which EUDs/EUOK work. They are familiar with information and communication tools, and therefore, the dissemination of messages is more straightforward. EUDs generally resonate challenges that media in the region face in terms of vested interests of media owners, a lack of capacity and familiarity of journalists with EU policies, values and messages which (in many cases) cause messages to be inadequately or not at all spread. The familiarity of IC programme teams in countries with the needs of media and journalists - and how to address these - stems from years of cooperation. There are also examples of Opinion

polls<sup>9</sup> for these target groups, which facilitated the understanding of the ways in which different target groups may be best approached. Similarly, EUDs/EUOK regularly have communication and exchanges with CSO representatives; they also work with them closely (through grants, cooperation and partnership in organising IC activities, and through the implementation of other IPA projects) and view them as credible multipliers of EUD messages to the general public.

**The success of IC activities in reaching the general public varies between communication tools that are used.** Evidence from the field shows weaknesses in EUD/EUOK approach to reaching the less-informed public, especially those populations located in rural areas. There is a lack of consistent information on these target groups in EUD/EUOK, as specific opinion research studies have been carried out only periodically and on ad-hoc basis. In addition, there was limited evidence of a follow up from EUDs/EUOK on the effects of the selected communication tools to the target groups in rural areas.<sup>10</sup> Communication with less informed members of the public, especially with ones living in rural areas, usually relies on the repetition of tools traditionally used by EUD/EUOK (such as TV/radio/newspaper messages or direct communication with public, etc.)

For example, EUD/EUOK opinion polls suggest that the vast majority of the general public uses TV as its primary source of information on the EU. However, during the fieldwork, it transpired that TV is losing popularity among certain target groups, especially among students and youths. According to a survey conducted in Turkey in 2013,<sup>11</sup> a high number of respondents indicate that they have information needs but feel that the EU related information provided by the media is insufficient. For instance, 32% of the respondents find it fairly or very difficult to obtain information. It should be noted that even though media is an important channel to inform the public according to the periodic Euro Barometer surveys, the overall level of trust in media institutions (i.e. TV, printed press, radio) is fairly low in the WBT.

Another important outreach tool, - the Head of Delegation's (HoD) presence at local level - is repeatedly referred to as being instrumental to EUDs' communication strategies by EUDs in the region. An important activity targeting rural populations is the *EU Traveling Bus* (for example in the former Yugoslav Republic of Macedonia<sup>12</sup> and to some extent in Montenegro<sup>13</sup>), which is repeatedly mentioned as one of the strengths of the EUD's communication activities. HoD activities at the local level are especially successful when they are organised with local authorities (municipalities) and local CSOs, as they have very good mobilising capacity at the local level - especially in rural areas.

To conclude, **IC activities are satisfactory in terms of reaching the informed professionals and informed stakeholders**, as many of the information activities are specially designed for them. **Communication outreach with the un-informed public, especially from rural areas, remains varied.**

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<sup>9</sup> For example, Opinion Polls have been conducted for target groups in Bosnia and Herzegovina in 2013 and 2014; they had a section on Media and EU integration process issues.

<sup>10</sup> with the exception of former Yugoslav Republic of Macedonia and Albania.

<sup>11</sup> The survey fieldwork was conducted between 16<sup>th</sup> August and 29<sup>th</sup> September 2013. The sample selected (N=2067) is representative of the voting age in urban and rural populations of Turkey. For sampling, 167 primary sampling units (addresses) were randomly selected by the Turkish Statistical Institute and the fieldwork was completed with a response rate of 62%. The fieldwork was conducted by Frekans Research.

<sup>12</sup> EU Travelling bus in former Yugoslav Republic of Macedonia was organised in 2012, 2013 and 2014. The concept includes renting and branding a bus, which is used by the EUD and government officials (Ambassadors of EU Member States, journalists, NGOs, etc.) to visit rural areas of the former Yugoslav Republic of Macedonia (mainly villages). Every year, the EU Travel Bus visits 10 villages (in the last three years, 30 villages have been visited). During the visit (one-day event), villagers have the opportunity to directly discuss with EUD officials and EU Member State Ambassadors about issues related to EU integration. As of 2013, there are public lectures in local schools, which makes a very strong contribution to a regular course on civic education. The EU travel bus is very popular in rural areas - it creates a sense of belonging to a wider EU community among villagers. The project is implemented in cooperation with the Secretariat for EU Affairs, the Instrument for Pre-Accession Assistance in Rural Development (IPARD) office and local governments.

<sup>13</sup> In former Yugoslav Republic of Macedonia, EU Travelling Bus is a regular communication outreach tool of EUIC, in Montenegro it was organised in 2013 as a part of the project "EU Info Bus", implemented by the Center for Civic Education and the NGO Natura. EUD Montenegro coverage on the EU day event organised through the project "EU Info Bus" is available at: [bit.ly/1PRrMVB](http://bit.ly/1PRrMVB).



## 4.2 Efficiency

**EQ 3. Were the outputs and effects achieved at a reasonable cost? Why was this possible? Could the same results have been achieved with less funding? Could the use of other types of financing or mechanisms have provided better cost-effectiveness?**

**Most of the Information and Communication programme allocations have been distributed to EUDs/EUOK.** The global budget allocated through the Information and Communication Programmes, adopted annually by the European Commission (EC), for the six years from 2008 to 2013, amounts to EUR 57.3 million. From this amount, almost 90% was allocated to EUDs in the WBT and the EUOK, for information and communication activities in the respective countries. The remaining funds were allocated to DG ELARG (DG ELARG which is now DG NEAR) for information and communication activities with a regional scope.

Table 3. Allocated Budget for IC Programmes<sup>14</sup>

| Evaluation Period (2011-2014)         |            |            |            |            |           |                      |                         |
|---------------------------------------|------------|------------|------------|------------|-----------|----------------------|-------------------------|
|                                       | 2010       | 2011       | 2012       | 2013       | 2014      | Average<br>(2011-14) | Percentage<br>(2011-14) |
| Albania                               | 400 000    | 450 000    | 479 000    | 700 000    | 700 000   | 582 250              | 5,74                    |
| Bosnia and Herzegovina                | 565 000    | 600 000    | 692 000    | 700 000    | 700 000   | 673 000              | 6,64                    |
| Croatia                               | 1 800 000  | 2 000 000  | 550 000    | -          | -         | 637 500              | 6,30                    |
| Kosovo                                | 250 000    | 450 000    | 479 000    | 550 000    | 550 000   | 507 250              | 5,00                    |
| former Yugoslav Republic of Macedonia | 700 000    | 700 000    | 700 000    | 800 000    | 800 000   | 750 000              | 7,40                    |
| Montenegro                            | 250 000    | 350 000    | 672 500    | 550 000    | 550 000   | 530 625              | 5,23                    |
| Serbia                                | 1 000 000  | 1 200 000  | 1 277 500  | 1 500 000  | 1 750 000 | 1 431 875            | 14,12                   |
| Turkey                                | 3 800 000  | 4 000 000  | 3 950 000  | 4 000 000  | 4 000 000 | 3 987 500            | 39,33                   |
| Regional Events                       | 535 000    | 550 000    | 500 000    | 500 000    | 500 000   | 512 500              | 5,06                    |
| Iceland                               | 700 000    | 700 000    | 700 000    | 700 000    | -         | 525 000              | 5,18                    |
| Total                                 | 10 000 000 | 11 000 000 | 10 000 000 | 10 000 000 | 9 550 000 | 10 137 500           | 100                     |

Criteria for budget allocation includes an assessment of communication needs for individual countries related to their individual progress in the accession process; the political priorities as reflected in the allocations of funds between the countries as stated in the Multi-annual Indicative Financial Framework (MIFF); as well as capacity of the relevant EUDs/EUOK to manage and implement the information budget. The A2 Unit for Information and Communication of DG NEAR also has a share of the budget for activities that have a multi-beneficiary or regional scope.

**IC programmes are cost efficient.** Information and communication activities seem usually expensive, while IC budgets remain relatively moderate for the scope of the programmes and their objectives. Moreover, IC teams are relatively small in almost all observed countries, whereas the number of activities financed by IC programmes is quite substantial.

**Good European Union Information Centre locations and performance contributes to the efficiency of the IC programmes.** Work through EUICs is proven to have positive cost-efficiency, particularly in cases when an EUIC is located in the same building as an EUD (i.e. in Skopje). In such cases, it is easier to have a HoD participating in events and it opens the EUD to a wider public. In Sarajevo (Bosnia and Herzegovina), the EUIC is located in the same building as the EUD; it is not easily accessible as the EUD and EUIC share the same entrance and all visitors/participants of EUIC activities are required to undergo security checks. In Serbia, until recently, the City of Belgrade provided the EUIC premises that were to be found in the hallway of a

<sup>14</sup> Note: These figures are based on the allocated budget in the programming documents - not on actual expenditure. In some cases, implementation periods are extended to the following years. The 'Average 2011-14' column represents the total amount divided over the corresponding number of years. The 'Percentage 2011-14' column is the respective country percentage as per the overall IC allocated budget for the relevant period.

multi-purpose public building that is located in the downtown area of the city. In some respects, these premises were not always fully adapted to the proper functioning of an EUIC.

In the Western Balkans and Turkey, communications expertise tends to be limited on the labour market; therefore, the changing of an EUIC service provider often does not result in a change of EUIC communication experts, since the new contractors generally hire staff from the previous contractor. In that regard, the change of service providers for EUICs often does not substantially change the efficiency aspects of an IC programme. For instance, the EUIC in Skopje has contracted the same consortium for the past eight years. This might perhaps be considered as unusual in contractual terms, but at the same time, it brings added value in terms of efficiency (and effectiveness), as having the continuity of the same team working is a strong asset in many respects. This includes familiarity with EU communication procedures and trust with EUD IC staff in that they have strong relationships with target groups and beneficiaries etc.

Experience from Turkey shows that **cooperation with the Chambers of Commerce may weaken information and communication activities to some extent**. In Turkey, the EUD has partnered with Chambers of Commerce, resulting in the establishment of 21 EUICs across the country. Under the cooperation agreement, the EUD covers 70% of the staff costs and costs of events and the Chambers of Commerce cover the office and other related costs (until 2016). In an attempt to improve the results, the EUD introduced new contracting conditions in 2016, which resulted in a change from a cooperation agreement to an official contract where the EUD has agreed to provide two full-time members of staff with better qualifications and has also agreed to continue covering the costs of events. Field research found that EUICs are not reaching their targets in an effective manner due to issues with visibility of/and access to EU communication interventions within Chambers of Commerce. This is also due to the fact that Chambers of Commerce have their own agendas and activities which sometimes undermine EU communication activities.

**A network of EU InfoPoints (EUIP) in the former Yugoslav Republic of Macedonia contributes to the cost efficiency of communication activities in the country.** The EUIP is made up of a desk with a computer that is available for public use along with shelves dedicated to EU official publications. There are 15 EUIP: 12 of them are located in municipalities and 3 at university faculties. Their structure and funding differ to some extent. Those located at universities have a special status and are partly funded by EU, which also provides them with Information Technology (IT) equipment. The EUIPs are funded entirely or partially by the EUD. Some of them have existed for quite some time, such as the EUIP at the Faculty of Economics in Skopje which has been operational for 20 years. The greatest assets are EUIP contact persons, since they provide *pro bono* support to the EUD/EUIC in organising campaigns, events, info days for EU calls, dissemination of publications, etc. EUIP contact points are also very active in organising EU Days, mobilising and coordinating activities with local schools, non-governmental organisations, local authorities and others. EUIP presents a best practice model of how local volunteers can support the EU.

**Changes in partnership agreements towards contracts with EUICs have some benefits in terms of better management and oversight, though they do have some weaknesses.** Feedback from Albania shows that the EUIC service contract is very short term to be able to see tangible results. One year can be sufficiently considered as an adjustment phase and ideally, the contract runs for at least three years.

**Partnering with local actors contributes to efficiency of the IC programme.** The Evaluation shows that the most efficient (and effective) are those IC activities in which there is a partnership with local actors - either local authorities or CSOs. There are numerous examples of successful partnerships with public entities, including municipalities, CSOs and voluntary groups. For instance, there is a strong ownership of municipalities in the former Yugoslav Republic of Macedonia on the celebration of EU Day, which has become a popular event with the local population. Namely, every year, many municipalities prepare the celebration of an EU Day regardless of the support that is provided by the EUD. A good example is the City of Bitola, which on a yearly basis, mobilises schools, CSOs, different associations and voluntary groups to jointly prepare activities for the EU Day that represents EUMS through their cuisine, geography, art, music, etc. The EUD contributes to this celebration with a small budget (several hundred euros) for covering miscellaneous expenses related to the pupils' preparation of decorations and costumes for the event. The celebration of EU Day in Bitola represents a best practice example of how a local community can be involved in EU communication activities.



**Use of various innovative tools contribute to cost-efficiency of communication.** EUDs/EUOK are using innovative approaches by using different tools when communicating with the target groups, which often contributes to efficiency. For example, in 2013, the EUD in Serbia organised a campaign on gender equality that was part of the International Women's Day celebrations on 8<sup>th</sup> March. In that regard, the EUD launched a competition with a hashtag *#superzena* (in English: super woman), where the Twitter community was invited to give contributions to the term 'super women'. The most creative answers were rewarded with symbolic prizes during the public debate that was organised on the same day. The competition was quite popular on Twitter – with the participation of both men and women. This campaign was cost-efficient and required limited resources to achieve successful implementation. Combining activities on social media (Twitter) with public debates and using symbolic awards from existing EU promotional material represents a best practice example in modern communication.

Another example of innovative communication arises from Montenegro, where the EUD established a public title 'Honorary EU Ambassador' that was awarded to three prominent public figures<sup>15</sup> who were supporting the EUD in communication and public diplomacy. The engagement of these Honorary Ambassadors is free of charge. The concept is very good and was well accepted among the general public.<sup>16</sup> However, this concept needs to be further developed in many aspects. For instance, the Honorary Ambassadors should receive a certificate or some recognition for their honorary title. Moreover, to date, they have mainly been involved in EU Day celebrations and small scale events. Their role might contribute to achieving better communication results if careful planning takes place and if their activities are supported with small communication budgets.

**Stove-piping might occur in IC programmes both horizontally (within EUD/EUOK) or vertically (between EUD/EUOK and DG NEAR).** The complex and diverse needs of communication activities make it easy to fall into a trap of stove-piping, where sections, EUDs and teams become overwhelmed with their day-to-day activities and in coordinating between different levels/dimensions of communication. This is a limiting factor to the efficiency of IC programme implementation. It also entails that insufficient attention is paid to developing a long-term vision and planning of activities, as much time and efforts are going into ad-hoc communication responses to day-to-day (political) events. This contributes to the fact that IC staff in the EUDs/EUOK devote little time to reflect upon and build up a long-term strategy in the field of communication.

**A lack of institutional memory is visible in IC programmes.** Apart from standard reporting formats for IC programmes internally and in relation to contractors, there is not much institutional memory at EUD/EUOK level in terms of a performance monitoring framework which would contain an account of activities, results and changes achieved, but also lessons learned and best practices. This makes it difficult for new IC staff to learn lessons from previous implementation periods.

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<sup>15</sup> Honorary EU Ambassadors are Sanja Popović (an actress), Dragan Adžić (national women's handball team coach of Montenegro) and Dragoljub Đuričić (a drummer).

<sup>16</sup> Honorary Ambassadors were not only well accepted by the general public yet by other actors as well. For instance, at the event organised by the US Embassy in Podgorica, Dragan Adžić was presented as a national coach of Montenegro and a EU Honorary Ambassador.

## 4.3 Effectiveness

**EQ 2. To what extent have the outputs and results corresponded to the objectives? To what extent have the objectives been met? Where expectations have not been met, what factors have hindered their achievement?**

### **The extent to which outputs and results correspond to the objectives**

**There is no cause-effect casuality between achieved results and targeted objectives.** A review of strategic documentation for IC Programmes at overall level and at EUD/EUOK level shows that the overall objective is defined broadly, while specific objectives<sup>17</sup> are also not entirely SMART. A review of documentation shows that expected results<sup>18</sup> are not very detailed. Strategic documents outline a wealth of activities in different spheres and for different target groups.<sup>19</sup> Desk review and field research confirms that corresponding activities are adequate to achieve expected results. The link between activities, target groups and outputs is more evident, as these levels in the hierarchy of results are more defined. However, due to IC Programme documents being output-based, there is no clear causal link to upper levels, outcomes and impact.

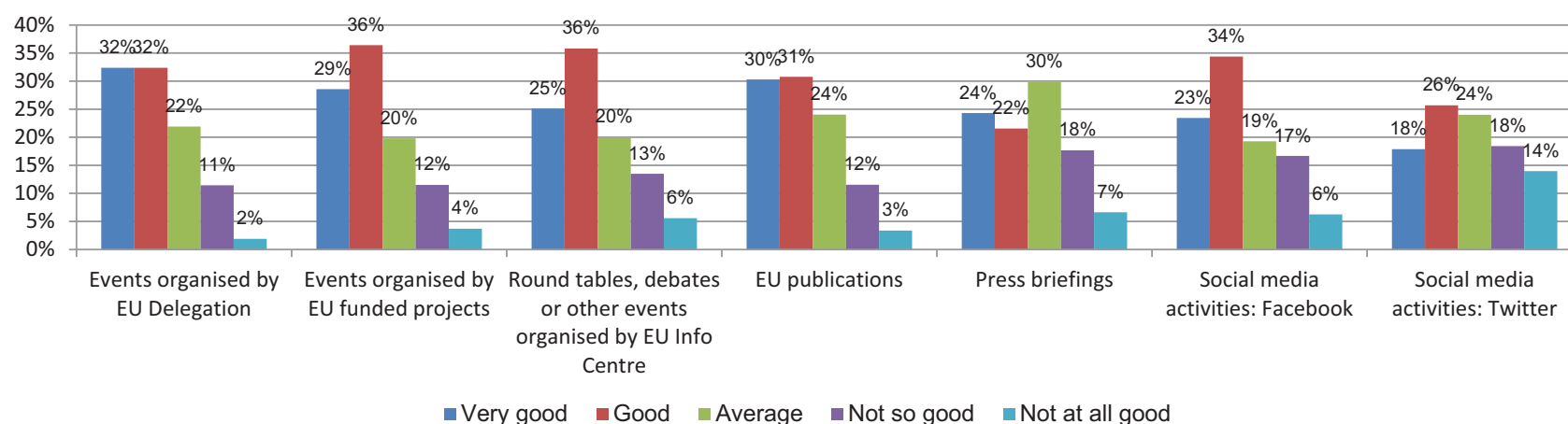
**IC programmes have been producing a large number of outputs.** EUD IC teams produce a vast number of outputs, be they press material, social media inputs, publications, events, etc. The evaluation shows a high efficiency of rather under-resourced IC teams. However, in many cases, there is an 'inflation' of outputs (events, publications, press releases, etc.), and because of the high number of outputs, some outputs seem to be 'swallowed up' quickly by other events or communication activities. For example, the IC teams organise a big conference to launch a publication, but the following week there is another event, creating an absorption issue for the public or target group, as there is too much information. This is particularly problematic as such a high turnover of events/products includes a small group of 'informed professionals' who are regularly invited to all these events, creating a sort of 'fatigue' among them due to over-exposure to various events. On a more general level, it makes it more difficult for these types of outputs to really contribute to the objective. The survey conducted within the framework of this evaluation among CSOs shows that 86.6% of respondents across the region are aware of the IC activities of their EUDs; the awareness among media respondents is slightly higher at 88.5%, with 90% of them using information provided by IC programme for their work (See aggregated data from CSO and media surveys in Annex 11). Interestingly, as presented in Graph 1 below, CSOs rate events organised by EUDs or EU-funded projects better than social media activities - particularly Twitter. The vast majority of CSO respondents confirm that EUD information & communication activities helped them increase knowledge and/or understanding on the EU, EU integration process and EU-country relations and EU related issues (e.g. EU policies, accession process, *acquis communautaire*). Nevertheless, over half of the respondents claim that these activities did not change attitudes or views on the EU and related issues. A survey conducted within the framework of this Evaluation shows that over half of the total CSO respondents use information from the EU for planning new projects. They also use it for advocacy and campaigns, research and the mobilisation of citizens (see Annex 11 for an aggregated set of survey responses).

<sup>17</sup> Specific objectives are: To inform different target groups about the EU, its policies and programmes and their impact on citizens' everyday life; To increase frequency and quality of media coverage and public debate on EU related issues; To raise awareness about the EU among university students; To increase the information level at municipal level across the country.

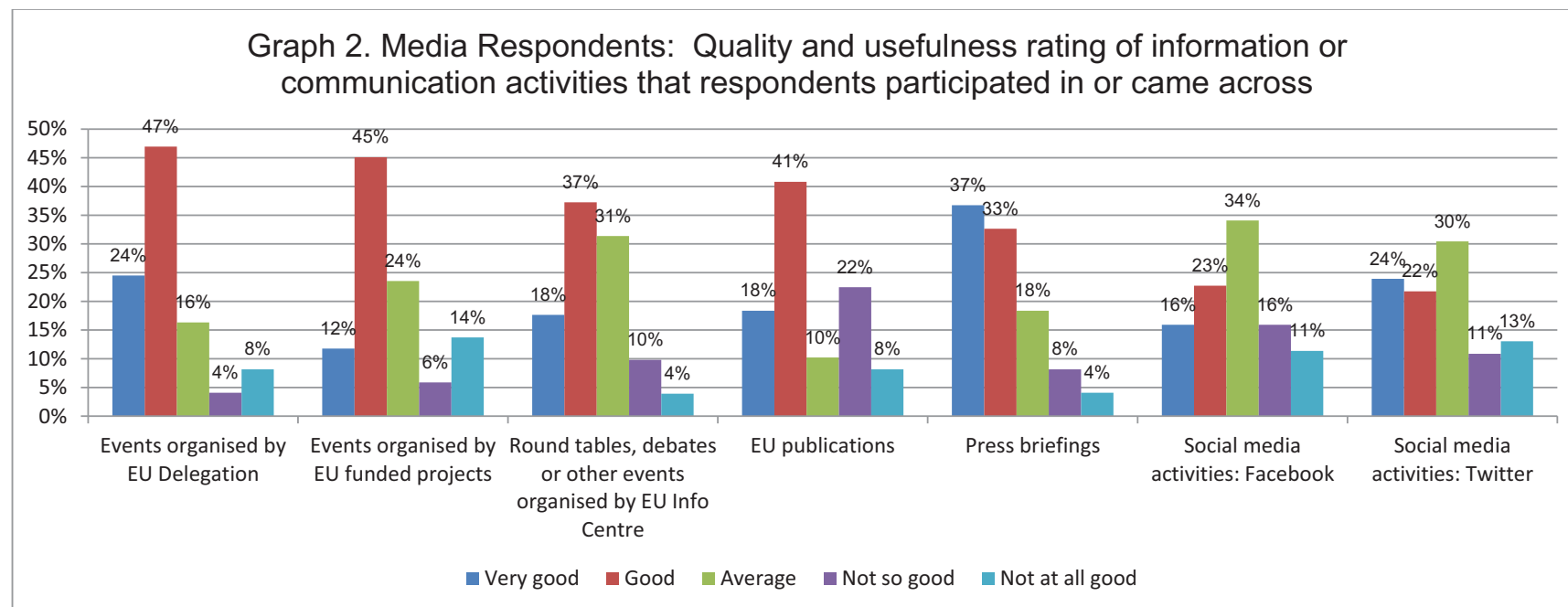
<sup>18</sup> The main results expected are the dissemination of more accurate information, the increase of information about EU policies and values, an increased number of students informed about EU issues and an increased number of citizens informed across the regions.

<sup>19</sup> Activities include: Opinion polls and surveys, media monitoring, qualitative and quantitative studies; Organisation of seminars and trips for journalists where concrete results of EU policies can be observed, i.e. in the newer EU Member States; Multiplication of opening of various EU information relays throughout the country where citizens can find information about the EU and reply to their questions; Organisation of events including cultural and thematic aspects, such as EU week, European film week, literary reading, exhibitions, cultural and heritage events; Organisation of thematic campaigns (i.e. on energy efficiency, environment; discrimination, minorities, human rights); Organisation of events with focus on development of business; Dissemination of information through dedicated web sites, magazines and publications, promotional items, social networks, mobile apps; Support, for EUIPs (EU information point hosted generally by a University) where students can find general and specialised information about the EU and help for further research; Organisation of student visits to Information Centres established by EU Delegations and the EU Office in Kosovo; Support to audio-visual production on EU policies - Production of audio-visual material.

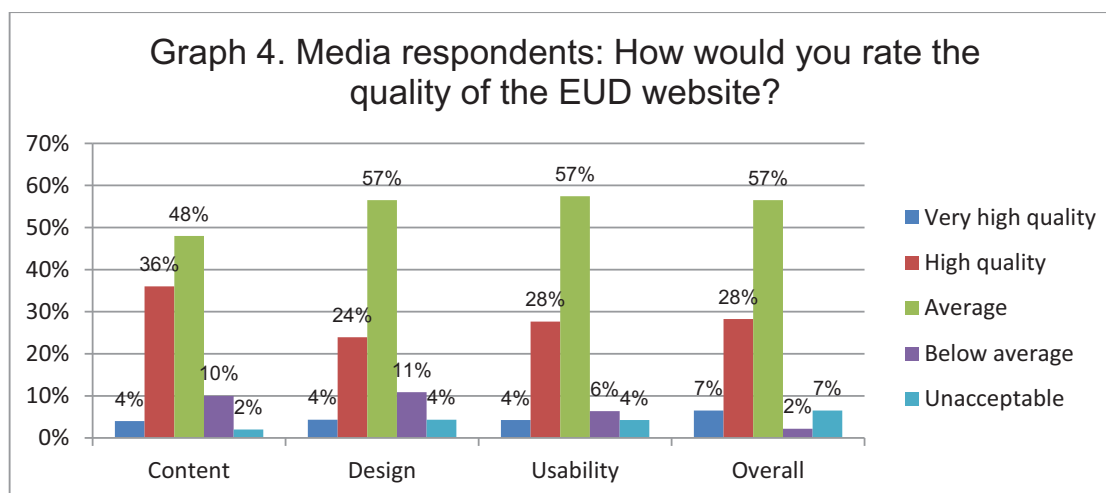
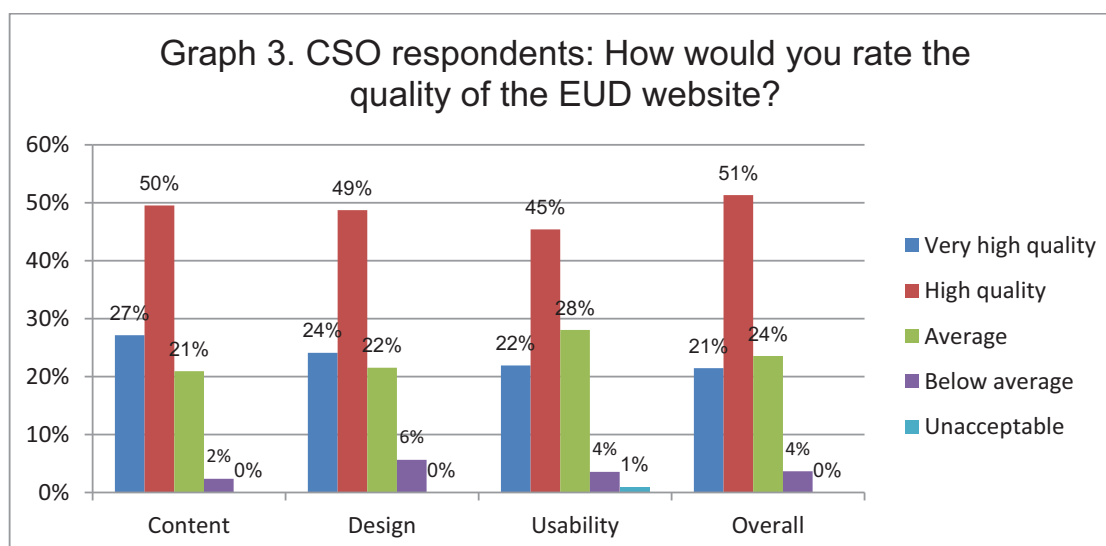
Graph 1. CSO Respondents: Quality and usefulness rating of information or communication activities that respondents participated in or came across



At the same time, media respondents rate events organised by EUDs and press briefings best, while social media and EU publications slightly lag behind (see Graph 2). The majority of media respondents confirm that EUD information and communication activities helped them increase knowledge and/or understanding on the EU, the EU integration process and EU-country relations and EU-related issues (e.g. EU policies, accession process, *acquis communautaire*). Nevertheless, these activities did not change attitudes or the views of almost 70% of media respondents.



**EU websites are generally a first source of information, but their accessibility varies.** Interviews and also surveys conducted under this evaluation confirm that EUD websites are generally used by interested parties; it is interesting to note that 24% of media respondents to the survey conducted within the framework of this evaluation do not use them (for example, in Albania, 50% of media respondents do not use the website, 30% in Montenegro and 25% in Turkey). In Serbia, on the contrary, all media respondents claim to use the EUD website. As for CSOs, just over 15% of CSOs in countries like Serbia, Turkey and Bosnia and Herzegovina do not use the website. Feedback from the field highlights some weaknesses with the websites, mainly relating to the fact that most information is in English (with 9% of survey respondents from CSOs and 8% of media respondents confirming that they are not able to follow the contents in English, while 30% of CSOs and 20% of media respondents manage to follow with some difficulty). Other highlighted weaknesses are that websites are - by and large - difficult to navigate and search which discourages users to use them as a source of information. These weaknesses affect the effectiveness of this tool. Nevertheless, surveys conducted within the scope of this evaluation show that CSOs and the media rate the overall quality of the EUD websites differently – respectively reflected in Graphs 3 and 4 below. While CSOs rate them rather well, the media generally rate them as average or even below average in some cases.



**EUICs are generally effective, albeit variably.** Field data shows that EUICs are generally effective and offer a good service to clients. As mentioned in the Efficiency section above, some EUICs are proactive in diversifying their services or in fulfilling their planned outputs. For example, feedback from the Albanian community of Flora indicates that the EUIC in this community is very functional. It gives information on how the EU functions, progress of Albania's integration into the EU as well as actively involving the general public and media.

On the other hand, as already mentioned in the Efficiency section, cooperation with national partners may not always be so effective as evidenced by the EUIC context in Turkey. Locating EUICs within Chambers of Commerce has brought about some good results over several years of cooperation. Having institutional partners helps IC programmes navigate their way much easier around the authorities in the 20 cities where programme activities are implemented (apart from the contractual activities, the EUD can spontaneously and regularly call on the EUICs for help with any other activities in their cities (e.g. European Parliament/European Commission visits, etc.)). In addition, with an open tender, EUIC costs would never be affordable, because it would imply renting spaces that are now used free of charge in the Chambers of Commerce. Nevertheless, such cooperation has its weaknesses: Chambers of Commerce do not invest much support and energy in terms of promotional activities within the EUICs; their premises are often located marginally in cities. Therefore, having an office in their premises is also not necessarily advantageous (despite being free of charge) due to low accessibility. Finally, management differences and approaches to work between the Chambers of Commerce and the EUD significantly affect the effectiveness of the EUICs in Turkey.

Similarly, in Bosnia and Herzegovina, challenges lie in the selection and delivery of outputs by contractors for IC related activities (e.g. translation services, newsletters, etc.). The issue pertained to the type of contract (global price), which resulted in contracting being largely based upon the best price offer, which in turn had a direct effect on the quality of deliverables. As for the EUIC, the fact that the Center is located within the EUD building requiring all visitors to go through security checks is an important discouraging factor for potential visitors. Very few people are ready to go through security checks for simple questions like scholarships. The EUIC tries to compensate here through the events they organise - inviting people through social media. When special events are organised, they manage to gather larger visitor groups.

A survey conducted within the scope of this Evaluation among CSOs and media shows interesting trends regarding EUICs. For example, the lack of effectiveness of EUICs in Turkey is somehow confirmed by the survey findings, which point out that 75% of CSOs participating in the survey rarely use EUICs as a source of information. On the other side, half of the respondents from the media use EUICs regularly as a source of information, with one quarter rarely ever using them. Across the sample, 50% of either media or CSOs rarely use EUICs as a source of information; the remaining half is divided between those who use them regularly (28% for both CSOs and media) and those from time to time.

**Cultural events, as well as promotional activities engaging children and youths bring positive results.** Evaluation findings point to the fact that cultural events, campaigns, promotional activities, workshops, competitions and other related events with children and youths are effective in terms of engaging these groups, raising their awareness and knowledge but also empowering them to take a proactive role. Experiences from Croatia, Albania, Bosnia and Herzegovina and the former Yugoslav Republic of Macedonia show that competitions for children and students that were organised in a creative and interactive way garnered a high level of interest and engagement among these groups. Such activities resulted in better knowledge of EU integration issues among such groups but also opened up the EUICs and EUDs more generally to them. The weakness of such measures is that they often tend to be one-off interventions with few follow-up measures. There is no opportunity through follow-up activities for children and youths to be able to upgrade their acquired knowledge that would generate a critical mass of children and youths as multipliers of knowledge.

**Effectiveness of publications produced by IC programmes is hard to measure.** IC programmes produce a variety of publications on a number of thematic fields. The main purpose of publications is to ensure easily accessible and comprehensive information to be available for targeted audience (primarily students, media, CSOs, academia and other interested parties). While survey results indicate that media partners and CSOs see benefits from such products in general, interviews show that there is not much wide interest in publications. Exceptions are students who



approach EUICs, EU info points and EUDs for publications. The availability of publications in electronic format on websites certainly facilitates access to such documents.

**Social media tools are not utilised to their best potential.** Social media tools are increasingly used and are popular among all target audiences of IC programmes, particularly young people and CSOs. While EUD IC teams and EUICs do increasingly use these tools (Twitter, Facebook, Flickr), their full potential is not utilised yet due to complex approval processes of messages to be disseminated through social media. Evaluation findings point to the fact that the effectiveness of these tools is relatively low still due to the fact that the messages posted are often already 'old news' by the time they are approved and posted or not presented in interesting way (particularly for young people). For example, a random analysis of some Facebook and Twitter pages shows that political messages get a much lower amount of 'likes' than messages relating to cultural and other events or news.

#### **The extent to which objectives have been met**

**There is no clear link between IC results and public support to EU integration, which has been established as one of objectives to IC programmes.** A desk review of available DG NEAR, EUD/EUOK documentation and external sources shows that in the Western Balkans and Turkey, support towards EU integration is high, with visible variations in Serbia and Turkey (28.15%)<sup>20</sup> particularly. Concretely, in Bosnia and Herzegovina, the figure is 76%<sup>21</sup>, Albania 76.41% and Croatia 52.40%<sup>22</sup>. However, the link between the level of support of EU integration and IC programme activities is not clearly visible, even though their contribution is most likely to be positive. This particularly applies to the areas of work with journalists and students, but also in work with local communities. Interviewed journalists and CSO representatives who were involved in IC related activities across the region agree that IC activities were instrumental in improving their knowledge and familiarity with EU related values, policies and programmes, albeit that they did not affect the change in their attitudes as also confirmed by the surveys conducted within the scope of this evaluation. Similarly, students confirm that their level of knowledge of EU has improved thanks to outreach activities of IC programmes, particularly through social media and publications. Another positive example is the work with local communities.

#### **Factors hindering the achievement of objectives**

**Measuring the status of objectives was a difficult exercise due to a lack of indicators and baseline values.** IC programmes do not have established baselines, clear targets and SMART indicators. This makes it difficult to clearly establish the level of attribution of IC activities and outputs to the objectives over the years. The level of elaboration of programme documents is weak, including general quantitative output indicators which cannot measure any level of change desired.

Another important issue is that the **level of achievement of IC objectives is highly dependent on a number of external factors, be they political, social or economic.** Most importantly, the effectiveness of EU messages is directly controlled and limited by the political circumstances in a country, and also dependent on political statements from domestic governments/the United States/Russia or other players, which influence the receptiveness of the target groups of EU IC messages. Another challenge is the difficult socio-economic situation in countries which affects the countries' EU accession path.

**With few exceptions, IC staff have been mainly conservative in using innovative communication tools.** While the use of social media as an effective and relatively cheap communication tool, EUD/EUOK and IC programme approaches are most often conservative in the selection of activities and tools, usually selecting activities within a 'comfort zone' (where business is done following established methods and activities throughout the years). So far, evidence of the innovative use of tools and activities is limited. The best example of such a conservative approach of EUDs pertained to social networks - primarily Facebook. Although Facebook is recognised as a tool that is mainly used to approach younger population groups (youths and students), the contents

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<sup>20</sup> Eurobarometer Nov 2014; the question was: 'Generally speaking, do you think that (our country)'s membership of the EU would be...?'

<sup>21</sup> IPSOS Public Affairs, EUSR Public Opinion Polling & Evaluation in Bosnia and Herzegovina - June 2014.

<sup>22</sup> Eurobarometer May 2013; the question was: 'Generally speaking, do you think that (our country)'s membership of the EU would be...?'

of Facebook posts often focused on the dissemination of EUD political activities that were less attractive to the target groups. An example of this finding is demonstrated in the number of likes and shares of EUD Facebook posts, where politically-related posts are much less interesting (for younger population groups) than those that focus on education, culture, activism, or so called 'EU values'.

**Internal rules for the approval of communication activities may slow down or affect the effectiveness of IC messages.** Internal rules for approval of (political) communication have been evidenced to at times prevent ICPs from being more proactive in their outreach activities. For example, the approval process for Facebook or Twitter messages can take a lot of time, making some messages outdated or redundant by the time they are eventually posted. This is a strong factor that hinders the effectiveness of social media tools due to the fact that social media requires swift reactions and inputs.

## 4.4 Coherence

### EQ 7. To what extent ongoing IPA financial assistance has contributed to achieving the strategic objectives and priorities linked to achieving the objectives of the communication strategy?

**Results of IPA financial assistance have not been fully utilised in achieving communication objectives.** EU financial assistance to the WBT is far bigger than that of other countries/agencies and IPA projects present a great communication potential. Nevertheless, this potential has not been properly utilised due to many factors. The main weakness lies in the fact that individual projects have their communication and visibility activities that at times coincide or even conflict with regular IC activities. The evidence gathered in the process of this evaluation shows that there is a need for a paradigm change in communicating EU projects. Due to the lack of a coordinated strategy between the IC programme and IPA projects' communication activities, there is a lack of consistent key messages, hampering effective EU communication efforts. The primary reason for this is the lack of (possibility to develop) a comprehensive communication strategy and guidelines for all EU IPA projects that can be in line with IC programme principles. Furthermore, EUD/EUOK IC staff have limited resources and limited responsibility for communication on IPA projects. Another factor is that there is little coordination between IPA projects and EUD/EUOK IC staff. Projects are usually communicated through press conferences (at the beginning and at the end of the project), and sometimes when significant results are achieved. In addition, EUD/EUOK communicates on projects usually through the HoD or HoC. However, the number of projects is so considerable that high-ranking EUD/EUOK officials cannot manage to visit all the projects, neither participate in their events.

There is a need to engage more people from EUD/EUOK in the communication and visibility of project results. Communication efforts of EU-funded projects need to be part of the tasks of all EUD/EUOK Task Managers and not only be limited to EUD/EUOK IC staff.

**Overall communication of IPA financial assistance has been a difficult exercise that should be further developed.** This Evaluation shows that, although IPA projects are more or less communicated with success, the overall communication of IPA financial assistance should be further developed. In each Western Balkans country and in Turkey, there are many ongoing projects (for example in there are over 700 projects Serbia, over 500 in the former Yugoslav Republic of Macedonia, over 400 in Montenegro and over 400 in Kosovo, etc.) and they communicate their results according to IPA visibility rules. There should nevertheless be more efforts to communicate results and lessons learned at the aggregate level of the IPA programme. There are examples of presentations of success stories within a sector or territory, usually used during HoD public diplomacy events. Effective mechanisms for the collection of results and lessons learned produced by IPA projects would lead to a better use of the communication potential of IPA projects results. There are good examples of intentions to effectively communicate on IPA financial assistance, such as in Montenegro, where the EUD has been producing infographics on the volume and scope of IPA interventions per sector or per the EU *acquis communautaire*.

**IC projects funded through IPA national envelope do make a difference in achieving communication objectives, as well as in mobilising national authorities.** There is a difference in communication outreach between countries that had communication related projects financed



from IPA national envelopes and those that were financed from communication programmes that were the subject of this evaluation. For instance, in 2010-2014, there was a large cross-media communication project 'EU Perspective in Kosovo' (EUPK) that presented a key communication instrument. The project was implemented in two phases, with a total value of EUR 5.6 million (first phase was EUR 2.6 million and second EUR 3 million). This project covered all aspects of communications, from producing audio/video material (films, soap operas (8 episodes), documentary movies, a TV Quiz, raw audio/video material etc.) to publications, public opinion polls, communication and media trainings, study visits and other outreach activities. The project provided technical assistance in designing the Government's EU Communication Strategy. The project published books for an EU-related TV Quiz, which was later included in school curricula for civic education courses. Another positive effect of the project was increased ownership of the Kosovo government, especially the Ministry of European Integration, over EU communication activities. For instance, the Ministry officials participate in all EU communication activities except ones that are related to CSO and European Instrument for Democracy and Human Rights (EIDHR) projects. There has been a visible decrease of communication activities in Kosovo following the closure of this project.

The second example of a similar kind comes from Montenegro, where the British Council implements a direct grant for the project 'Communicating EU Accession and IPA assistance in Montenegro'. The project is implemented (and co-financed) in cooperation with the Ministry of Foreign Affairs and European Integration and supports the implementation of the Montenegrin Government's Strategy for Informing the Public about the European Union and Membership Preparations 2014-2018. This project has been producing excellent results in many segments, from creating the Government's ownership in EU communication affairs through tangible and measurable progress in the implementation of the Government's Strategy on EU Communication<sup>23</sup> and communication outreach to different target groups. This project is a best practice example of how the EUD and the Government should work together in achieving communication goals. Bearing in mind that there is a deadlock in the implementation of national strategies in many of the Western Balkans' countries and Turkey, the Montenegrin example could be easily replicated to other settings.

## 4.5 Impact

**EQ 4. Are the outputs and immediate results delivered by IPA translated into the desired and expected impacts, namely in terms of achieving the strategic objectives and priorities linked to information and communication? Are impacts sufficiently identified and quantified? Are there any additional impacts, both positive and negative?**

In order to respond to this question and in the absence of a reflection on the higher level objectives in IC programme reports, the Evaluation Team applied a contribution analysis from secondary sources and from fieldwork interviews and group discussions in order to establish plausible links between IC engagement and the changes and results seen. The Team sought to ascertain the extent to which changes at impact level are systemic, while carefully considering contributory factors and other likely effects of contextual factors. This section presents findings from this process.

**IC programmes contributed to awareness on EU integration and its policies.** The evidence collected shows that the level of contribution of IC programmes on *raising public awareness about the EU and its policies* has been positive, which translates into a generally increasing public awareness of the EU. An analysis conducted using secondary sources for different countries shows that the level of awareness of the general public for the EU varies among countries in the region. Asked about how well informed about the EU they are (Eurobarometer<sup>24</sup>), Turkey is listed first with 58% of those interviewed expressing that they are very or fairly well informed. The other

<sup>23</sup> With the support of this project, 90% of the 2014 Action Plan and 92% of the 2015 Action Plan of the Government's EU Communication Strategy were implemented.

<sup>24</sup> National survey on perceptions & expectations towards a potential EU membership of Albania, Open Society Foundation For Albania, Soros – Tirana 2014, European Commission, Brussels (2014): Eurobarometer 80.1 (2013). TNS Opinion, Brussels, IPSOS Public Affairs, EUSR Public Opinion Polling & Evaluation in Bosnia and Herzegovina - June 2014.

countries whose people think they are very or fairly well informed are Albania 57%, the former Yugoslav Republic of Macedonia 39%, Montenegro 34% and Serbia 33%. Approximately 57% of Croatian citizens feel averagely informed and well informed (IPSOS study, 2013). A similar survey for Bosnia and Herzegovina shows that 40% of citizens believe there is a solid level of information.

**Media interventions (particularly TV and radio broadcasting of messages) reach a wider public, but their real impacts are difficult to measure.** TV/radio broadcasting messages are easier to control in terms of contents and airing times when they are paid for (e.g. short advertisements), but their effect is difficult to measure due to the influence of other media messages from other sources that may influence wider audiences, particularly at times of complex political crises. Media interventions that target journalists in order to convey EU messages are hard to control; nevertheless, efforts of the EUD IC teams to improve media relations and consequently to have a better impact content-wise are often successful. In Montenegro for example, the fact that the EUD has good relations with journalists and having a HoD that speaks the local language gives them a great deal of positive media exposure.

**IC programmes contributed to the informed public debate on EU integration, its benefits and challenges in terms of reforms and EU support in reinforced cooperation with the Member States.** The evaluation identified elements of change in how public debates are taking place, albeit at an *anecdotal level*. Therefore, IC's direct contribution to these cannot be strongly evidenced by this Evaluation. As discussed in earlier sections of this document, IC programmes work well with informed professionals, which are most often their main target audiences. Work with CSOs has primarily resulted in raising knowledge and understanding on EU accession requirements and the benefits of EU support, which directly affected their ability to stir-up discussions and public debates on these topics. However, these circles are rather closed, with an 'elite group' of people who gain access and benefit from IC activities; the general public tends to be left behind and the multiplication potential is therefore limited.

**IC activities have produced good results on the mobilisation of citizens,** especially ones that are active within CSOs, particularly those coming from small communities. IC activities, especially those organised by local government and community CSOs bring positive experiences to local populations and help stir-up new information and more informed debate on the benefits of EU support. Evidence from the field shows that local ownership of such events and activities is an important positive factor for mobilising citizens and informing larger groups of people on a number of subjects pertaining to EU values and the EU reform agenda.

**The identification and quantification of impacts is difficult to provide due to a lack of impact measurement mechanisms set by the programme.** As discussed in the previous section, IC programmes do not have clearly defined results and performance monitoring framework which could include (SMART) indicators, baselines, targets and sources of information for gathering and analysis of results. An analysis of programme documents - and more importantly reports - shows a lack of IC programmes' practice of reflection on results and their contribution to desired changes. Overall objectives are set up quite broadly and this evaluation could not establish strong evidence that outputs and immediate results were translated into impact. There is no clear cause-effect causality of IC plans, which in the cases where there are no baselines and targets, makes it more difficult to monitor and adequately attribute the extent to which results delivered by the IPA are translated into the desired and expected impacts (e.g. in reporting on the IC programmes, teams indicate improved knowledge on EU affairs, but reports do not offer tangible evidence of this, against established baselines). Furthermore, it is difficult to link many IC activities to any higher level objectives, as IC programmes only measure how many people participated in an event, without at the same time measuring the outcome of such an event. Due to a lack of proper impact measurement, impacts of IPA information and communication activities are not sufficiently identified and quantified, which makes it practically impossible to conduct internal or external evidenced assessments of the impacts and contribution of IC programmes to the overall objective established in the strategic document. In most cases, impacts are difficult to verify.

**Impacts of IC programmes highly depends on coherence in communication between different EU structures and within IC programmes themselves.** Communicating EU affairs is a multidimensional and complex exercise; it is very sensitive with respect to political circumstances, external factors and global trends. The EU communicates at different levels: EUD Communication on political domestic issues; Communication on EU financial assistance/projects; Communication on human/cultural values that the EU represents; Communications from the European Commission

and the European Parliament; and Communications from other EU bodies (i.e. European Union Rule of Law Mission in Kosovo (EULEX) in Kosovo). Given the myriad issues and levels of communication, it is very difficult to send a clear, coherent and comprehensive message to target groups. In some cases, some of the communication needs take priority over others, rendering some communication fields marginalised.

As mentioned in the Efficiency section above, there is an issue with 'stove-piping' within IC programmes but also between IC programmes and other EUD/EUOK sections in particular. At times, competing or conflicting priorities between sections make it difficult to send the right message to the right audience at the right time (for example, using Facebook or Twitter), which results in missed opportunities. These 'missed opportunities' further result in a difficulty to achieve the required changes in perceptions and attitudes towards EU reform support.

## 4.6 Sustainability

### EQ 5. Are the identified impacts sustainable or likely to be sustainable?

**Citizens' support to EU integration is relatively high and stable.** The very complex and ever-evolving nature of EU related issues requires continuous IC activities in the WBT. In all WBT countries, there is relatively high and stable public support towards EU integration. Although this evaluation mission was not able to accurately measure to what extent EUD/EUOK communication activities contributed to this support, the contribution is irrefutable. In Croatia, upon EU accession, IC activities were placed under the supervision of relevant government bodies. In Turkey, the Ministry of EU Accession has sufficient resources to support the media and CSOs on EU-related matters and inform the general public under its own budget. For example, Turkish authorities have similar training programmes for the media professionals and information programmes, as well as various competitions for students. However, in Albania and Bosnia and Herzegovina, the financial and technical resources of the relevant government institutions are quite limited when it comes to sustaining their activities without EU assistance.

**The sustainability of results correlates with a degree of ownership from national and local partners.** On a national level, the level of involvement of national structures in EU communication (except in Turkey), is decisive for the sustainability and impact of IC interventions which in many cases is actually low or non-existent, or if existent – often driven by political considerations. Lack of ownership by national structures hampers the sustainability of impacts. In cases where local governments take on to communicate their commitment to EU values, the effects are much higher as evidenced by the case of the former Yugoslav Republic of Macedonia where local authorities organise (by themselves) EU related communication activities. Another positive example comes from Montenegro, where the municipality of Pljevlja publishes a local newsletter with information related to EU integration and EU projects. As a result, support to EU integration is the highest in Pljevlja among all Montenegrin municipalities. However, such cases are an exception rather than a rule. Although all national governments declare their commitment to EU integration, their involvement in IC activities has not been sufficient and proactive. All governments have EU integration communication strategies, yet their implementation can be questioned. There is a good example from Montenegro, where the EUD supported the implementation of the Government's EU communication strategy through the national IPA envelope. Such model can be replicated to other countries. This is especially important since the national governments are or will be in charge of the implementation of IPA projects through a Decentralised Implementation System (DIS). Once a DIS is implemented, the national government will have more responsibilities in EU communications, including the communication of projects. At present, a majority of countries that were the subject of this evaluation do not have sufficient capacity (both in human and financial terms) to successfully communicate EU projects. The Croatian example shows that the commitment and ownership of a communication strategy by the government is a good prerequisite for stronger visibility of EU integration-related issues and topics. For example, two years prior to accession, both the EUD and government's information activities increased, particularly focusing on smaller cities and schools. These measures contributed to stronger visibility but also to more support, even though direct contribution could not be evidenced strongly by this evaluation.

**Sustainability depends on political factors.** The sustainability of public support towards the EU integration processes highly depends on country-specific political factors, primarily those linked to

government support to EU integration; the lack of negative messages by other actors, as well as by overall stability of the region. Many of them have already been discussed within the framework of EQ 2. An external factor, not mentioned in the EQ 2 discussion, is the overall perceived slow/lack of progress in the EU integration process, which influences the impact of communication elements. While the general awareness of EU policies is increasing, there are still many misconceptions, myths and negative messages resulting from the perceived lack of progress in EU integration that consequently diminishes the possibility of holding informed public debates - particularly outside of the capitals.

This is accompanied by the volatility of political circumstances in the IPA region. Communication efforts can be quickly overtaken or even become redundant by a change of political circumstances, as evidenced by recent events in the former Yugoslav Republic of Macedonia or in Turkey, where political influence on media and civil society brings many negative consequences to the reform agenda and overall road to EU integration in these countries. In addition, the IPA region was very much affected by the 'migrant crisis' where international and EU attention and support shifted to supporting these countries to deal with the migrant crisis. Another factor that has been identified by a number of interviewed persons and in the desk review is the communication of other EU entities (EC, European Parliament, EULEX), which have the potential to hamper sustainability and impact of IC activities. This is mainly due to the fact that the coordination of communication activities between different EU entities is not strong enough and sometimes there can be contradictory messages. In Bosnia and Herzegovina, the EU Special Representative (EUSR) office also has its own IC team. Good cooperation between the EUSR and the EUD in the field of communication contributes to the enhancement of EU messages.

**Critical relevance for sustainability and impacts of IC intervention is the context of media in the region.** The media scene is complex and often polarised and trivialisation of the media is high. Most countries are still at early stages of the EU integration process, so it is very difficult to produce and sell news on EU affairs. Moreover, the privatisation of the media has decreased the number of journalists at agencies and many of them now cover multiple topics. Media are focused on topics that can be sold to the general population and as such, media reporting directly corresponds to the attractiveness of EU-related issues at a given time. Therefore, the specialisation of journalists to cover EU related topics, such as content reporting on the EU *acquis communautaire* has been a challenge in all observed countries. A good solution to this problem was found in the collaboration of media with CSOs that are specialised in EU affairs or in the training projects funded by the EU that were provided to local journalists. Positive examples of such cooperation can be found in all observed countries.<sup>25</sup>

**External factors are too complex to foresee and it is complicated to manage mitigation measures.** Although exposed to numerous external factors, EUD/EUOK do not have a strategy for communication in crisis situations.

## 4.7 EU Value-Added

### EQ 6. What is the additional value resulting from the IPA interventions, compared to what could be achieved by the beneficiary countries at national or regional levels?

**IC programmes fill the information gap on EU-related public awareness.** As aforementioned, governments of respective countries in the Western Balkans and Turkey have their EU integration communication strategies, but often these strategies are not accompanied by a financial framework for implementation, which leaves a gap in information on the status, measures and updates on the overall EU integration process. The IC programmes fill this gap by extensive communication on EU policies, programmes as well as on EU values which contributes to an increase of the public's awareness. EUDs remain a driving force communicating about the EU process in the countries, even though governments should be in the driver's seat. Surveys conducted within the scope of the

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<sup>25</sup> For example, "Growing Together 3" call for communication projects in Montenegro required collaboration between media agencies and CSOs. Two projects were selected for implementation, first one is collaboration between pro-government media agency Portal Analitika and the European Movement in Montenegro for establishing portal that is available at <http://portalanalitika.me/kategorija/eu>, and second one is collaboration between pro-opposition media agency Vijesti and NGO Centre Civic Education for establishing portal that is available at <http://www.vijesti.me/eu-vijesti/>



evaluation show that over 60% of media respondents are aware of government communication activities on EU and EU integration, with one quarter of respondents being aware to some extent. Awareness of CSOs is somewhat different; while half of CSO respondents are to some degree aware of such government activities, 16% are not at all aware of such activities.

**IC programmes have a good mobilisation potential.** The way in which the EUD/EUOK involves civil society in the programming of EU IPA assistance, the modalities by which IC programmes partner with CSOs in the organisation of various events as well as grants to civil society constitute good support and empowers actors from this sector to take the lead and become credible multipliers of messages to the general public. Furthermore, the active engagement with media/journalists and investment in their capacities and knowledge is a good measure for their overall professionalisation.

**IC programmes contribute to coordination and visibility of EUMS activities in Western Balkans and Turkey** (e.g. cultural events, etc.). Even EUMS that have cultural centres in the countries in the region<sup>26</sup> often coordinate with EUD/EUOK on their communication activities or use EUIC premises for their events. This has been indicated as an important value added both boosting the visibility of individual EUMS, but also overall EU values and policies.

## 4.8 IPA intervention logic assessment

### EQ 8. To what extent are global and specific objectives included in the IC programmes clear, measurable, achievable and realistic?

**The level of clarity and SMART-ness of IC objectives varies from level to level.** In previous sections, the issues pertaining to the results framework for the IC programme have been discussed. The overall objective is fairly well defined and presents the desired change that the programme wants to achieve. Specific objectives are too broadly defined; they lack clear descriptions and are generally difficult to measure. They do not present a good basis to measure performance at this level. The most elaborated are activities, showing that the IC programmes at DG NEAR and in EUDs/EUOK have a clear picture on what they want to do. However, this does not reflect enough on what new values or changes these activities are expected to achieve. This is confirmed by the level of the definition of indicators. Output indicators, while still general, are clearer and present some means for measurement at activity and output level. However, the lack of indicators at higher levels reflects an inherent weakness of IC programmes. Further analysis shows that objectives are similar from one year to another, and does not seem to reflect an assessment of their status. The strategy of achieving these is not clear; the baselines are missing and there is no clear vision of cause-effect links between levels in the hierarchy of results.

The evaluation identifies some arguments and reasons for this. The positioning of the IC programmes - particularly at country level - is planned one year in advance, which limits the potential for a proactive strategising of their work (mid-term) depending on circumstances. Some initiatives then occur on an ad-hoc basis and as a reaction to arising needs.

### EQ 9. To what extent is the selection mechanism of IC activities appropriate in the sense of selecting the most relevant, efficient and effective projects to achieve the strategic communication objectives?

**Selection mechanisms of IC activities are not systematic enough, though IC activities, once implemented, are mostly appropriate.** By their very nature and variety, activities respond to the needs of diverse audiences as confirmed by the field work and online surveys (e.g. press releases target journalists or media and as reported by interviewed journalists, their quality was high; etc.). However, evidence gathered within the scope of this evaluation shows that selection mechanisms of IC activities are not systematic enough and are sometimes ad-hoc; the selection of tools and activities is not based on proper impact measurement. Assessments conducted for a sample of activities in countries shows that some activities are selected without informed decision making on how/why these activities would work and how they can contribute to overall objectives of the IC programmes. Evidence indicates that the selection of activities often occurs without a reflection on

<sup>26</sup> Such as the United Kingdom, France, Germany, and to some extent Italy and Spain.

the links to long-term objectives. For example, some activities are one-offs and do not have a clear justification in terms of their contribution (e.g. Women's day campaign, supporting marathons, etc.) Interviews confirm that selection mechanisms are based on experience from previous years; however, there is a consensus that selection is conservative and has not evolved greatly. A clear example of this is the limited increase in the use of social media. As social media is becoming a mainstream and relatively cheap communication channel with high impact particularly among youths - but increasingly so among governments, media, etc. - EUDs/EUOK should increase their use of such tools. Many IC teams prefer the use of other tools, which may be less effective for some of the desired target audiences. A good exception to this is the EUSR in Bosnia and Herzegovina where (also due to a larger communication budget) there is a specific team member dedicated to social media. Some events, campaigns, selection mechanisms lead to a more focused activity. For example, thematic months in Kosovo included interesting activities. A reflection about what the effects would be useful.

**The selection of IC activities depends on budget constraints.** Another important factor in the selection of IC activities is the budget. Media buying for the TV, printed press and the internet are a relatively costly business in the Western Balkans and Turkey. As EUDs/EUOK are not able to use these tools extensively, they rely more on PR activities and media relations between the EUD and media organisations in the various countries. In Montenegro for example, the HoD plays an important role in bringing across EU related messages to the various media organisations in the country which is a relatively cheap but - in this case - also an effective tool.

#### **EQ 10. To what extent are the results of the evaluation of the IC activities taken into account in the preparation of the following IC programme?**

Based on previous evaluations, the annual planning and reporting requirements have already been substantially improved but the evaluation shows that the programming of IC activities could further benefit from lessons learned. The fact that the EUDs usually monitor their IC activities at the output level and not at any higher level, makes it difficult for teams to reflect and self-evaluate their work. The evaluation also reveals that major changes in which IC planning is happening or decisions on activities are made comes with the change of people that lead IC units. New managers bring with them experience from other places and they introduce new approaches that worked within their previous deployments. Although replicating best practices from other contexts might be beneficial, there is a need for the creation of institutional mechanisms that will record best practices and lessons learned that were achieved in a host country. The regular information and communication seminars are already good steps in this direction. Further planning of communication activities should also be based on the experience from the achieved results. The EUD/EUOK communication staff across the Western Balkans and Turkey should further work on creating effective mechanisms for systematic learning from past experience.

#### **EQ 11. To what extent do programming and monitoring mechanisms include clear (unambiguous), transparent, measurable indicators at impact, outcome and output levels to measure progress towards achievement of objectives?**

**IC programme documents present indicators at activity level.** These indicators are not really SMART. The lack of baselines hampers the efforts to effectively measure the progress made. IPA programming documents did not see enough change in this, as indicators are mostly output based (e.g. number of events, number of participants) and not impact based. The impact of the events is not really measured. Such an approach does not enable the measurement of qualitative progress in the areas of reflection, such as the level of awareness or newly acquired knowledge or familiarity of the intended target groups in a given subject.

#### **EQ 12. To what extent are the monitoring and evaluation mechanisms correctly functioning to ensure measuring the performance of IPA IC programmes? What are the main gaps and weaknesses of the current programming framework?**

**The current monitoring and evaluation mechanisms focus more on activities than on emerging results and impacts.** IC programme teams at country and DG NEAR levels conduct extensive monitoring activities at the activity/output level, especially if these are the subject of a service contract (i.e. a contract for an EUIC). Information on different activities, attendance at events, etc. are readily available and can tell a story about the outreach of an IC programme. However, monitoring and evaluations on how these outputs translate into outcomes and how they

affect change - together with a reflection on external factors - affecting IC interventions are not done systematically. Existing planning and reporting templates are found useful by the EUD/EUOK staff to present their work, but a review of reports does not offer much insight into changes made as a result of the work. Once submitted, reports are not subject to extensive feedback either. There is no two-way communication on reports or how these could be improved. Some interviewed EUD/EUOK staff members mentioned that they do not receive enough feedback on their planning or reporting documents. On the one hand, they are happy with their ability to decide on their own activities, but on the other hand, they think that some more guidance would be useful.

This is a consequence of many inter-related challenges. First of all, interviews reveal that IC staff are not properly trained in monitoring/evaluation, especially not on the results-based monitoring approach. Furthermore, IC teams are under-resourced, which limits resources for the proper monitoring of IC activities. Another factor revealed through interviews is that there is a common assumption among IC staff that the effects of IC activities cannot be measured, or that they are very difficult to measure. The reasoning for this may lie in the fact that IC programmes have a rather unsystematic approach to monitoring and evaluation, due to a lack of devised performance monitoring framework and related skills. This results in a lack of systematic institutional memory in the EUDs/EUOK on what was supported, what was achieved through these, etc., which hinders the understanding of long-term effects.

Nevertheless, some EUDs/EUOK show examples of best practice in measuring their performance. Most country offices conduct some sort of perception surveys or opinion polls either annually or periodically. For example, in Turkey, such opinion polls are conducted on questions of perception of Europe and EU membership. In the former Yugoslav Republic of Macedonia, the EUIC contracted the company – GfK - to carry out several research assignments that contributed to an evaluation of IC activities in this country. The service contract included the undertaking of an Impact Evaluation of EUIC events, EU publications' user satisfaction surveys and a public opinion poll. In Albania, the EUD tries to orient its communication strategies using the results of the public survey. Those evaluations and surveys showed very positive results of activities implemented by the EUIC, which can be ascribed to a sound methodological approach towards target groups. For instance, EUICs distribute publications based on the preferences of target groups; therefore, the survey showed an exceptionally high rate of satisfaction among their users.

## 5. Conclusions

IC Programmes have been **relevant** in view of existing and emerging political priorities linked to the stage of the integration process in each country and the need to increase the level of public support for the enlargement process. The relevance of IC activities for the so-called informed professionals (media, journalists, civil society) is high, and IC activities were an adequate tool to fill in existing gaps in awareness and skills of these relevant actors. The relevance of IC activities for the so-called less and uninformed public, especially from rural areas, varies between communication tools used. An elaborated SMART results framework would allow to prioritise the interventions and to select sufficiently tailored activities to the needs.

**IC programmes made successful efforts to use available resources efficiently.** Staff and resources are efficient in transforming resources into outputs (they do a lot of things with very limited resources). Partnerships with other national and international players are drivers of efficiency. Another driver is work with and through EUICs, whereby Centre location and performance contributes to the efficiency of the IC programme. There is a variation in efficiency in some cases. The use of innovative tools - particularly social media - contributes to the cost-efficiency of communication, though the area of social media use needs to be further strengthened.

The main weaknesses in efficiency relate to internal organisation and processes. To increase their efficiency, the IC programmes should include better systems to monitor and report on performance in terms of achievements of objectives; currently, emphasis is placed more on recording activities but not so much on emerging results. There is potential for stove-piping in IC programmes both horizontally (within EUD/EUOK sections) or vertically (between EUD/EUOK and DG NEAR). This might result in activities planned and implemented in isolation in different sections/levels, and in a duplication of efforts or the sending of confusing messages. The EUD/EUOK should also further profit of lessons learned, experiences from the implementation of previous years for the planning of new interventions. The IC programme has not yet fully used the opportunity to draw upon lessons and insights deriving from its past interventions..

**The IC programme is on the road to achieving, albeit to varying degrees, all of its envisaged outputs. However, the level to which it has made contributions to planned outcomes is more difficult to assess.** Particularly strong contributions were noted in relation to building the capacities of media and journalists and mobilising citizens on issues pertaining to awareness raising on EU policies, culture and values. IC activities filled identified gaps in existing knowledge and awareness on EU integration issues and helped draw broad attention to the previously overlooked concerns of the EU accession process. Effectiveness in terms of reaching out to the broader public is less visible due to a lack of systematic measurement of the effectiveness of activities targeting this audience. The effectiveness of IC programmes is also highly dependent on external political factors and IC programmes are vulnerable to these.

**There are positive indications related to impact and sustainability.** However, these indications are relatively few. Although they provide justification that the IC programmes contribute to raised awareness on EU policies, they do not provide strong evidence that the IC programmes are impacting positively on informed public debates on the EU in the Western Balkans and Turkey. The sustainability of these efforts depends highly on external factors that are outside the control of IC programmes, but which can diminish IC efforts quickly.



## 6. Recommendations

This evaluation has generated a long list of findings, conclusions and recommendations. From this, the evaluation Team has drawn-up a more concise number of strategic recommendations for IC programmes as is presented below.

### **Recommendation 1. Elaborate a strong results framework for IC programmes with clear and measurable indicators, fewer instruments, more clearly targeted interventions for selected target audiences and with longer time-horizons.**

IC programmes are good at implementing a wide range of information and communication activities. However, these appear somewhat inconsistent, with too little strategic positioning and reflection on longer-term effects. Impact measurement can only be done by setting up relevant indicators and their corresponding means of verification. IC programmes should therefore strategise their interventions within a more defined programme results framework, that includes strategic decisions on what is to be achieved (objectives), why (needs assessment), how (interventions), against what current situation (baselines) and to what aim (targets). The results framework should include SMART indicators to facilitate the measurement of results. This is extremely important also from the perspective of ensuring that most effective measures and interventions are implemented within budgetary constraints.

### **Recommendation 2. Simplify complex EU IC messages.**

EUDs/EUOK need to simplify the often complicated messages relating to the EU reform agenda - in particular the *acquis* - so they can be both used by the media and be understood by the public. Concurrently, EU values need to remain at the forefront of communicating the EU. The development of a limited number of short key messages (per country) that are repeated and used in all communication activities will also be useful to effectively bringing across the information.

### **Recommendation 3. Use social media more proactively.**

Evaluation findings show that the use of social media tools is taking root, but too slowly, which does not follow the new spirit of information sharing. EUDs/EUOK have difficulty to keep pace with social media developments. Procedures for the approval of social media messages should be shortened to enable social media tools to be used in a timely fashion in order to achieve better results faster. Social media should become an integral part of a more strategic approach to IC activities.

### **Recommendation 4. Ensure better coordination and targeted communication of EU IPA projects and horizontal communication activities.**

The evaluation gathered evidence that stove-piping occurs both horizontally (within EUDs/EUOK sections and also EU IPA projects) and vertically (between EUDs/EUOK/DG NEAR). All involved teams should explore ways on how to strategically tackle inter-departmental cooperation to ensure that no mixed messages or duplication of events and efforts occur. A sectoral orientation of IPA II provides a good foundation to organise communication strategies and teams thematically. This approach would significantly increase the efficiency and effectiveness of IC work.

**Recommendation 5. Continue cooperating and providing capacity building of government partners in terms of communication and information regarding the EU.**

This evaluation found that despite countries having their communication strategies, they are not applied consistently. There should be continuous support for the capacity building of press officers in Ministries for communication on IPA in light of the implementation of Decentralised Implementation Systems. This type of support would be beneficial to respond to arising needs due to new demands for governments to communicate about EU topics and related projects funded through the IPA.

**Recommendation 6. Conduct an evaluation of EUICs.**

This evaluation identified many good practices - but also weaknesses - in how EUICs function and relate to EUDs/EUOK. A focused evaluation on EUICs would be helpful to take stock of performance and efficiency, value added and impact of EUICs in all countries. In particular, this evaluation would be beneficial for Turkey.

**Recommendation 7. Establish baselines, where relevant and realistic, for the Performance Monitoring Framework.**

Baselines need to be established for indicators **where relevant and realistic** in the Performance Monitoring Framework in order to allow proper monitoring of progress made and results achieved by the IPA Information and Communication Programmes. To establish the baselines, a baseline study can be commissioned to an external contractor in order to develop respective baselines.

**The European Union's IPA Programme  
for the Western Balkans and Turkey**

# **Evaluation of IPA Information & Communication Programmes**

*Annexes*

*Volume II*

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## Annex 1: Specific Terms of Reference

### Specific Terms of Reference

#### Evaluation on IPA information and communication programmes

#### FWC COM 2011 – Lot 01

#### 1. BACKGROUND

##### 1.1. Context

Enlargement is an important policy of the EU. The current EU enlargement agenda covers the Western Balkans and Turkey, which have been given the perspective of becoming EU members once they fulfil the necessary conditions. The EU negotiations with Iceland have for the moment been put on hold. The progress of the aspiring countries towards EU membership depends on the pace at which they meet the necessary conditions.

Communication is an important part of the overall EU strategy for enlargement. The Commission's enlargement communication needs to engage two main audiences with diverse expectations: in the member states and in the candidate countries and potential candidates.

This evaluation will concern the communication towards IPA beneficiary countries – **Western Balkans and Turkey**<sup>1</sup> – implemented by the EU Delegations in the concerned countries and by the EU Office in Kosovo<sup>1</sup>. The communication implemented in Iceland is not included in this evaluation exercise. It will also concern information and communication activities implemented by DG Enlargement towards the same beneficiaries.

A thematic evaluation of the IPA funded information and communication activities has been carried out for the period 2007- 2010.

**The evaluation here concerned will cover the information and communication activities implemented during the period 2011 - 2014.**

##### 1.2 Communicating enlargement in candidate and potential candidate countries

In the candidate countries and potential candidates, the communication supports the political priorities linked to the stage of the integration process and the level of public support for enlargement process. In order to increase public support and political leverage for reform, information and communication aim at emphasizing the credibility of the enlargement process and showing the tangible results already achieved under this process, through factual information transmitted in a user-friendly way and cooperation with strategic partners and multipliers.

The communication environment in enlargement countries implies addressing a number of specific challenges, whose importance may vary from one country to another and according to the political context:

- To provide to the citizens objective information about enlargement process and about the impact of this process to their daily life;
- To raise public awareness about the EU, its policies, its value, dispelling myths and misconceptions;
- To encourage a large public debate about EU enlargement integration process, its implications and benefits, EU support and concrete achievements on the path towards the EU;
- To portrait the EU as the main partner of the given country, in terms of investment, trade and donations;
- To ensure visibility of IPA assistance to support the reforms.

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<sup>1</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Communication activities are essentially implemented by the concerned EU Delegations and EU Office in Kosovo. The A2 Information and Communication in DG Enlargement organises, twice a year, a meeting with the heads of Political and information section and press and information officers. The purpose of these meeting is to provide a platform for the exchange of best practices and to discuss issues of mutual interest, as well as to prepare forthcoming events of common interest, such as the publication of the yearly autumn package. It is also the place where the EU Delegations and EU Office raise specific issues and inform A2 Information and Communication Unit about possible difficulties met regarding the implementation of their information and communication programme.

The information and communication budget, funded by IPA, is largely distributed to EU Delegations and EU Office, according to the communication needs in the Beneficiaries related to their individual progress in the accession process, the political priorities as reflected in the allocations of funds between the Beneficiaries as stated in the Multi-annual Indicative Financial Framework (MIFF), and the capacity of the relevant EU Delegations and EU Office in Kosovo to manage and implement the information budget. A small share of the budget is implemented by DG Enlargement, both A2 Information and Communication Unit, for activities that have a multi-beneficiary or regional scope, and Geographical Unit for activities in Iceland (since 2010).

The global budget allocated through the information and communication programmes, adopted yearly by the European Commission, for the six years from 2008 to 2013, amount to EUR 57.3 million. From this amount, nearly 90% was allocated to EU Delegations in Western Balkans and Turkey and to EU Office in Kosovo, for information and communication activities in the Western Balkans and Turkey. The remaining funds were allocated to DG ELARG for information and communication activities with a regional scope, and since 2010, as well for information and communication activities in Iceland.

The information and communication programme adopted yearly by the European Commission include the information and communication programmes developed by each of the EU Delegations concerned and EU Office in Kosovo. The activities funded by one programme can be implemented three to four years following the year of adoption of the programme. (As an example, activities funded by IPA 2008 information and communication programme could be implemented till the end of the year 2011.)

## 2. DESCRIPTION OF THE ASSIGNMENT

### 2.1 Objectives

The **global objective** of this evaluation is to assist DG Enlargement and the concerned EU Delegations and EU Office in improving the programming and the implementation of information and communication programmes funded by IPA II, through developing a monitoring and performance framework for measuring IPA 2015 - 2020 assistance, taking into consideration the lessons learned and the performance of past IPA information and communication actions.

To reach this global objective, the evaluation aims at assisting DG Enlargement and the concerned EU Delegations and EU Office to better measure the results of the IPA information and communication programmes implemented in the Western Balkans and Turkey, specifically in pursuing the following **specific objectives**:

- Providing a judgement on the performance of IPA funded information and communication programmes and activities implemented as well as lessons learnt from the past activities completed during the **period 2011 - 2014**;
- Assessing the relevance of information and communication activities included in the information and communication programmes;
- Reviewing the existing practices in relevant IPA information and communication programmes to assess the monitoring and measuring the performance;
- Delivering findings and conclusions regarding the current system and drafting operational recommendations for improving programming, monitoring and evaluation system in IPA Information and communication programmes;
- Developing a foundation for measuring, monitoring and evaluating the performance of the information and communication activities (by means of defined, clear, transparent and



measurable indicators) and more globally the performance of the information and communication programmes implemented by the EU Delegations concerned, EU Office and DG Enlargement A2 Information and Communication Unit;

- Providing technical assistance and learning by doing training, through training workshops organised on the spot in each EU Delegation, in EU Office and in DG Enlargement, in developing and integrating the proposed performance framework system in the IPA II programming cycle.

## 2.2 Stakeholders

The primary stakeholders of this evaluation are the European Commission (DG Enlargement), in particular A2 Information and Communication Unit, A3 inter-institutional relations, planning, reporting and evaluation Unit, relevant EU Delegations, EU Office in Kosovo, and IPA beneficiaries.

The secondary stakeholders are strategic multipliers in the region, such as civil society organisations, journalists and other specific audiences.

## 2.3 Requested services, including suggested methodology

- **Judgement on the performance (efficiency, effectiveness, coherence, impact, sustainability and EU value added) of information and communication activities funded by IPA that are completed during the period 2011- 2014.**

The evaluation will assess the following main activities implemented by EU Delegations and EU Office in Western Balkans and Turkey, on a sample basis:

- Activities targeting the media (mainly seminars for journalists);
- Audio-visual products;
- Publications;
- Events organised by EU information Centres and / or EU Delegations and EU Office;
- Campaigns (Europe Days, thematic weeks);
- Social media activities and web pages.

The evaluation should take into consideration different levels of sources of evidence and analysis:

- Programming level;
- Implementing level;
- Survey among the target audiences of the activities;
- Relevant evaluations carried out by EU Delegations and EU Office in the Western Balkans and Turkey.

- **Assessment of IPA intervention logic 2012-2014 and its efficiency in setting up objectives, indicators at output and outcome impact level, milestones and targets. Assessment of the monitoring and reporting systems used by EU Delegations and EU Office to review the progress made towards delivering expected results (outputs and outcomes) included in the information and communication programmes.**

The evaluation will assess to which extent the programmes prepared by the relevant EU Delegations and EU Office include:

- adequate, measurable, realistic and clear objectives – adequate assessment of needs to meet the objectives – relevant indicators to measure progress towards achievement of objectives - adequate sequencing of activities- adequate and relevant account of activities provided by other key stakeholders in the region.

It will also assess

- the monitoring and reporting systems in place in each EU Delegation concerned

On the basis of the results of the above mentioned activities, the evaluation will provide findings, lessons learned and best practices of monitoring and performance frameworks used by the relevant EU Delegations and EU Office.

- **Providing recommendations for the programming of the future activities in the area covered by the evaluation, including specific proposals for measuring the performance of the information and communication programmes implemented by EU Delegations and EU Office and the progress realised**

On the basis of lessons learned and good practices the evaluation will provide feasible and concrete recommendations for future programming in addressing deficiencies or problems identified.

In particular, the evaluation will make specific proposals regarding:

- actions,
- target groups to whom they should be addressed,
- defined, clear (unambiguous), transparent and measurable indicators at impact, outcome and output levels,
- monitoring, performance and evaluation frameworks.

- **Providing technical assistance and learning by doing training, through workshops, in developing and integrating the proposed performance framework system in the IPA II programming cycle**

To complete the evaluation and its global objective, the contractor will organise training sessions in the EU Delegations concerned and EU Office, as well as in DG Enlargement in Brussels.

The training should include workshops and be directly and concretely linked to the information and communication programmes developed by the relevant EU Delegations and EU Office. It should be conceived as a translation of the recommendations into practice. This training should be organised at the premises of each EU Delegations and EU Office concerned, as well as in DG Enlargement, last maximum one day and be addressed to the persons directly involved in information and communication.

## **2.4. Methodology**

### **2.4.1 Evaluation guidelines**

DG ELARG's Evaluation guide and Secretariat General evaluation guidelines provide guidance on good practices concerning conducting and evaluation. These guides are available at the following links:

[http://ec.europa.eu/enlargement/pdf/financial\\_assistance/phare/evaluation/2013/annex3\\_consolidated\\_evaluation\\_guide.pdf](http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013/annex3_consolidated_evaluation_guide.pdf)

[http://ec.europa.eu/smart-regulation/evaluation/docs/20131111\\_guidelines\\_pc\\_part\\_i\\_ii\\_clean.pdf](http://ec.europa.eu/smart-regulation/evaluation/docs/20131111_guidelines_pc_part_i_ii_clean.pdf)

**The tenderers will include an outline of the proposed methodology to undertake the assignment described in these terms of reference, including relevant evaluation questions and judgement criteria to answer the evaluation questions.**

### **2.4.2 Sources of information**

Sources of information to be used by the evaluator include:

- Enlargement policy documents and reports (in particular the enlargement strategy papers, the Multi-Beneficiary MIPDs);
- Information and communication programmes and reports of EU Delegations and EU Office;
- Monitoring reports;
- Individual actions reports;
- Other relevant information where needed to complete information available in the reports;
- Stakeholders consultation and interviews;
- Academic sources, available surveys and reviews (e.g. on the impact of the communication strategy in the candidate countries and potential candidates);
- Results of the previous thematic evaluation of the information and communication programmes during the period 2007-2010.

### 2.4.3 Stakeholders consultation

A stakeholders' consultation on the performance and adequacy of the DPA instrument to meet the objectives and needs of EU's communication strategy for Enlargement, will be carried out as part of this assignment. The consultation will involve key stakeholders which should include, among others:

- relevant Commission services;
- relevant EU Delegations;
- relevant beneficiary countries' administrations;
- relevant multilateral and bilateral donors active in the region (both EU and non-EU), Member States' embassies and cultural centres;
- a sample of key representatives of civil society and the media. The evaluator should prepare a synthesis with the results of the stakeholders' consultations.

### 2.4.4 Surveys

The evaluator will locally conduct surveys, interviews, use e-mail questionnaires, focus groups or any other relevant tools with relevant actors among the main target groups of the main information and communication activities implemented locally. See point 2.3 above.

### 2.4.5 Overall approach, presentation of findings, recommendations, support for implementation.

The work shall comprise the following phases.

#### **Desk work**

- Complete the collection of relevant documentation;
- Update the level of information by means of interviews, e-mail questionnaires or any other relevant tools with relevant actors;
- Analyse the documentation in compliance with the evaluation questions;
- Elaborate preliminary findings, conclusions, according to the scope and the requirements of the terms of reference.

#### **Field phase**

- Personal interviews in Brussels and in the beneficiary countries with relevant stakeholders;
- Analysis of relevant information; • Phone interviews, on-line questionnaires and other tools may complement personal interviews and analysis of information. A meeting will be organised in Brussels to present preliminary findings, conclusions and recommendations stemming from the desk and field phases. **Organisation of training workshops** The evaluator, on the basis of the developed foundation for measuring, monitoring and evaluating the performance of the information and communication programmes and activities, will support its implementation through the organisation of concrete training workshops. See point 2.3 Requested services.

#### **Synthesis phase**

This phase is mainly devoted to the preparation of the evaluation report based on the work done during the desk and field phases and taking into consideration the outcomes of the briefing meetings.

The evaluator will make sure that his assessment is objective, balanced and substantiated. The evaluator will formulate findings, draw conclusions and submit recommendations following a logical cause-effect linkage. When formulating findings and drawing conclusions, the evaluator should present the factual information assessed, the judgement criteria applied and how this led to the key findings and conclusions. The final judgement criteria will be fine-tuned and agreed during the inception phase. The evaluator should ensure that conclusions are coherently and logically linked to evaluation findings through sound judgement criteria.

Recommendations should stem logically from conclusions and clearly address the weaknesses identified and reported. Recommendations should be operational and realistic in the sense of providing clear, feasible and relevant input for decision making. They should not be general but should address the specific weaknesses identified, clearly indicating the measures to be undertaken. They should be as realistic, operational and pragmatic as possible.

## 2.5 Evaluation questions

*Relevance, efficiency, effectiveness, coherence, impact, sustainability and, EU added value of information and communication activities funded by IPA*

Judgement

- To what extent have the information and communication activities reached their target groups?
- To what extent have the outputs and results corresponded to the objectives? To what extent have the objectives been met? Where expectations have not been met, what factors have hindered their achievement?
- Were the outputs and effects achieved at a reasonable cost? Why was this possible? Could the same results have been achieved with less funding? Could the use of other type of financing or mechanisms have provided better cost-effectiveness?
- Are the outputs and immediate results delivered by IPA translated into the desired and expected impacts, namely in terms of achieving the strategic objectives and priorities linked to information and communication? Are impacts sufficiently identified and quantified? Are there any additional impacts, both positive and negative?
- Are the identified impacts sustainable or likely to be sustainable? Are there any elements which are or could hamper the impact and sustainability of assistance?
- What is the additional value resulting from the IPA interventions, compared to what could be achieved by the beneficiary countries at national or regional levels? *Intervention logic assessment* • To what extent are global and specific objectives included in the information and communication programmes clear, measurable, achievable and realistic?
- To what extent ongoing IPA financial assistance has contributed to achieving the strategic 7 objectives and priorities linked to achieving the objectives of the communication strategy?
- To what extent is the selection mechanism of information and communication activities appropriate in the sense of selecting the most relevant, efficient and effective projects to achieve the strategic communication objectives?
- To what extent are the results of the evaluation of the information and communication activities taken into account in the preparation of the following information and communication programme?
- To what extent programming and monitoring mechanisms include clear (unambiguous), transparent, measurable indicators at impact, outcome and output levels to measure progress towards achievement of objectives?
- To what extent are the monitoring and evaluation mechanisms correctly functioning to ensure measuring the performance of IPA information and communication programmes? Which are the main gaps and weaknesses of the current programming framework?

*Lessons learned, recommendations and training workshops*

Programming:

- How can the programming of information and communication activities be improved so as to reflect real policy needs?
- How can programming be enhanced to more efficiently and effectively reach strategic objectives?
- Which are relevant information and communication actions that might be considered in IPA II programming? Whom should these actions be addressed to?
- Which are the indicators and benchmarks that could be used to measure the output, result, outcome and impact of information and communication activities?
- Are there any actions which would improve prospects for impact and sustainability of ongoing information and communication activities? Monitoring and performance evaluation: How can the monitoring and the performance framework for communication and information programmes be enhanced to track, monitor and evaluate the output, result, outcome and impact of the actions?  
*The evaluation questions may be further defined during the inception phase.*

## 2.6 Required outputs

**One report including**

- Judgement on the performance of information and communication activities funded by IPA that are completed during the period 2011 - 2014;
- Assessment of IPA intervention logic 2012-2014 and its efficiency;
- Lessons learned and recommendations;
- Training workshops plan to support the implementation of the measuring, monitoring and evaluation performance framework.

The Final Report shall include: an overview, an executive summary, main section, conclusions and recommendations and annexes. The final report should specifically answer each of the evaluation questions and address the defined scope. The content and the format of the final report shall be elaborated and approved in the inception phase. The main part of the report, containing the analysis, the conclusions and the recommendations should be not more than 80 pages (without annexes). The Contractor should provide an abstract of no more than 200 words and, as a separate document, an executive summary of maximum 6 pages; both in English and French. The purpose of the abstract is to act as a reference tool helping the reader to quickly ascertain the evaluation's subject. An executive summary is an overview, which shall provide information on the (i) purpose of the assignment, (ii) methodology / procedure / approach, (iii) results /findings and (iv) conclusion and recommendations. The Final report should be usable for publication.

The final report will be presented in Brussels and if needed in the identified beneficiary country. The reports shall be presented in the English language.

### **Training through workshops**

**Presentation** of the findings of the evaluation, including the results of the surveys done locally, and of the stakeholders' consultations, locally and in Brussels, as well as presentation regarding the workshops organised in the EU Delegations concerned and EU Office.

The evaluator will also submit to DG ELARG Information and Communication Unit A2 an **activity report** at the end of the project, describing the implementation of the assignment against initial planning, the use of resources, problems encountered, lessons learned and recommendations.

### **2.7 Reference group**

The evaluator will work in close cooperation with the members of an advisory Reference Group. The Reference Group will have the following main responsibilities:

- Guiding the evaluator during the planning and implementation of the evaluation;
- Assisting the evaluation manager (DG ELARG A2 Information and Communication Unit) on the evaluation activities;
- Providing an assessment of the quality of the work of the consultant, including endorsement of the Inception Report, the questionnaire for stakeholders' consultation and the final evaluation report;
- Ensure proper follow-up action plan after completion of the evaluation.

The Reference Group will include representatives from DG ELARG, namely the Information and Communication Unit (A2), the Inter-institutional relations, planning, reporting and evaluation unit (A3), representatives from relevant sectors in EU Delegations and representatives of geographical and other relevant units as appropriate.

### **2.8. Quality control and distribution of the report**

#### **Internal Quality control**

The contractor should ensure an internal quality control during the implementing and reporting phase of the evaluation. The quality control should ensure that the draft report complies with the above

methodology requirements and meets adequate quality standards before sending it to stakeholders for comments. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and supported by relevant judgement criteria.

A draft report which does not meet the minimum quality requirements above will be rejected. Evaluator's attention is drawn to the fact that the Commission reserves the right to have the reports redrafted as many times as necessary.

### **Quality control by DG ELARG and the Reference Group**

The draft report shall be reviewed by the Reference Group. The Reference Group will then decide whether the draft report meets the minimum quality requirements and will decide on the distribution of the draft report for comments to stakeholders.

The final draft, which should include a **table with response to the comments made on the draft evaluation report** explaining how the different comments received have been taken into consideration, shall be submitted to the Reference Group for final comments. The Reference Group will assess the comments made by the different stakeholders and how the evaluator has handled these comments. Once this process is completed, the A2 Information and Communication Unit of DG ELARG will endorse the final version of the report for distribution to stakeholders and later presentation by the evaluator. Usually, report distribution is done by electronic means.

The views expressed in the evaluation report will be those of the Evaluator and will not necessarily reflect those of the Commission. Therefore, a standard disclaimer will be included in the report. In this regard, the evaluator may or may not accept comments and/or proposals for changes received during the above consultation process. However, when comments/proposals for changes are not agreed by the evaluator, he/she should clearly explain the reasons for his/her final decision in the comments table mentioned above.

The approved final report will be subject to a quality assessment by DG Enlargement. The assessment will be based on the quality assessment grid included in DG ELARG evaluation guide (linked mentioned under paragraph 2.4.1).

## **3. EXPERTS PROFILE AND EXPERTISE**

### **3.1 Experts**

#### **Senior experts**

**Two** senior experts are required.

**The total number of days** for senior experts: 103

#### **Junior experts**

**Two** junior experts are required.

**The total number of days** for junior experts: 125

#### **3.1.1 Senior expert nr 1: team leader** *Qualifications and skills:*

Minimum Master Degree Academic level. Excellent oral and writing skills in English.

*General professional experience:*

Minimum 10 years post-degree relevant professional experience in evaluation, project management, monitoring or academic research, including at least 5 years on evaluation.

*Specific professional experience:*

The above experience should also include a minimum of 3 years in team leadership.

#### **3.1.2 Senior expert nr 2**

*Qualifications and skills:*

Minimum Master Degree Academic level. Excellent oral and writing skills in English.

*General professional experience:*

Minimum of 10 years post-degree relevant professional experience in evaluation, project management, monitoring or academic research.

*Specific professional experience:*



Minimum of 3 years professional experience on evaluating, assessing, policy design or implementing information and communication policies and activities.

### **3.1.3 Junior experts**

Each of the two experts should fulfil the following minimum requirements:

#### *Qualifications and skills:*

Minimum Master Degree Academic level. Excellent oral and writing skills in English.

#### *General professional experience*

Minimum of 3 years post-degree relevant professional experience in evaluation, project cycle management, monitoring or academic research

### **3.1.4 Conflict of interest**

The contractor is responsible for carrying out an independent evaluation. Evaluators must be strictly neutral. Conflicts of interests must be avoided. The experts carrying out the evaluation shall have no involvement with the projects involved in this exercise. More specifically, the experts must fulfil the following criteria:

- No previous involvement in programming and/or implementation of assistance which will be evaluated as part of evaluation.

The offers including one or more experts not meeting the above independence criteria will be rejected. The Contracting Authority requests the signed objectivity confidentiality and conflict of interest declaration to be submitted before the evaluation is launched.

The Contractors are invited to include an outline of their proposed methodology to undertake this assignment as part of their offer; including comments on the scope of the service, the proposed methodology, the evaluation questions and an elaboration on judgement criteria to answer the evaluation questions. The final evaluation questions and methodology for this assignment will be elaborated and agreed upon during the inception phase.

## **3.2 Working languages**

The working language of the evaluation is **English**. The survey among focus groups will require local languages. This requirement may be replaced by translations / interpretation services.

## **4. LOCATION AND DURATION**

### **4.1 Starting period**

The contract should be signed by the end of November 2014. The start of the implementation of the project should start approximately four weeks after the notification of the award of the contract.

### **4.2 Foreseen duration**

The assignment should last till the approval of the final report. The maximum duration of the contract is 12 months.

### **4.3 Planning**

The indicative time table is the following:

|   |                              |
|---|------------------------------|
| Preliminary fieldwork                                       | December 2014-January 2015   |
| Kick-off meeting  | January 2015                 |
| Inception report  | February 2015                |
| Desk work, main field work and surveys on the ground        | March, April, May, June 2015 |
| Presentation of findings and conclusions meeting (Brussels) | July 2015                    |
| Draft report  | September 2015               |
| Comments on draft report                                    | September 2015               |

Training workshops locally and in Brussels

October 2015

Final report

November 2015

#### **4.4 Location of assignment**

December 2014 - January 2015 January 2015 February 2015 March, April, May, June 2015 July 2015.

September 2015 September 2015 October 2015 November 2015.

The field work for this evaluation will be mainly conducted in Albania, Bosnia & Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, Kosovo, Serbia and Turkey.

The focal points will be the EU Delegations, EU Office in Kosovo and in Brussels, DG ELARG.

Surveys among the target groups of the implemented information and communication activities will take place locally.

### **5. REPORTING**

All the reports will be drafted in English. The contractor will provide an electronic copy and five copies of each of the reports requested.

#### **5.1. Inception report**

The contractor will submit a draft inception report by mid February 2015 at the latest. Following comments and remarks, the inception report should be finalised and approved by end of February 2015.

#### **5.2 Final report**

The contractor will provide the results of the evaluation in a final report. See point 2.6 of these terms of reference. A first draft will be provided by mid October 2015 at the latest. Following comments the final report should be finalised and transmitted by mid November 2015 at the latest.

#### **5.3 Activity report**

The contractor will also provide an activity report by mid November 2015. See details regarding the content of this report under point 2.6 of these terms of reference.

### **6. ADMINISTRATIVE INFORMATION**

#### **6.1 Type of contract**

The contract will be a global price contract.

#### **6.2 Offer**

The offer will include

- A financial offer (detailed and according to the template);
- A methodology;
- The CVs of all the experts, of the Quality controller and backstopper;
- Statement of exclusivity and availability from each proposed expert.

#### **6.3 Technical and financial evaluation**

The technical and financial evaluation includes 3 criteria:

- CV of the experts (plus quality controller and backstopper);
- Methodology;
- Financial offer.

Technical and financial scores are weighted 80% and 20% respectively.

All details regarding evaluation of the offers are included in the Global terms of reference, annex II to the FWC COMM 2011- EuropeAid/129783/C/SER/MULTI, Loti.

#### **6.4. Payment modalities**

Payment will be done according to Option 2 Global price contract, as specified at article 29 of the General conditions, annex I to the framework contract COMM 2011, loti.

### 6.5. Tax arrangements

No duties and tax, including VAT, can be invoiced, in conformity with article 11 of the special conditions of the framework contract COM 2011, lot 1.

### 6.6. Items to foresee under 'Reimbursable'

The following items may be included in the reimbursable costs if justified by the methodology:

- Travel and accommodation costs, per diems.
- Translation costs linked to surveys and other field work carried out locally
- Translation costs for an abstract of no more than 200 words and an executive summary of max 6 pages in French.

### 6.7. Others

#### IMPORTANT REMARKS

- During all contacts with stakeholders, the consultant will clearly identify him/herself as an independent consultant and not as an official representative of the European Commission. All reports shall clearly indicate the number of the contract on the front page and on each of the pages and carry the following disclaimer: "This report has been prepared with the financial assistance of the European Commission. The information and views set out in this [report] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission's behalf may be held responsible for the use which may be made of the information contained therein". The report shall apply EC Visual Identity.
- In accordance with Article 14 of the General Conditions of the Contract, whereby the Contracting Authority acquires ownership of all results as part of the current assignment, these results may be used for any of the following purposes: (a) use for its own purposes: making available to the staff of the contracting authority, making available to the persons and entities working for the contracting authority or cooperating with it, including contractors, subcontractors whether legal or natural persons, Union institutions, agencies and bodies, Member States' institutions, installing, uploading, processing, arranging, compiling, combining, retrieving, copying, reproducing in whole or in part and in unlimited number of copies, (b) distribution to the public: publishing in hard copies, publishing in electronic or digital format, publishing on the internet as a downloadable/non-downloadable file, broadcasting by any kind of technique of transmission, public presentation or display, communication through press information services, inclusion in widely accessible databases or indexes, otherwise in any form and by any method; (c) modifications by the contracting authority or by a third party in the name of the contracting authority: shortening, summarizing, modifying of the content, making technical changes to the content necessary correction of technical errors, adding new parts, providing third parties with additional information concerning the result with a view of making modifications, addition of new elements, paragraphs titles, leads, bolds, legend, table of content, summary, graphics, subtitles, sound, etc., preparation slide-show, public presentation etc., extracting a part or dividing into parts, use of a concept or preparation of a derivate work, digitisation or converting the format for storage or usage purposes, modifying dimensions, translating, inserting subtitles, dubbing in different language versions: (d) rights to authorise, license, or sub-license in case of licensed pre-existing rights the modes of exploitation set out in any of the points (a) to (c) to third parties. Where the contracting authority becomes aware that the scope of modifications exceeds that envisaged in the contract or order form, the contracting authority shall consult the contractor. Where necessary, the contractor shall in turn seek the agreement of any creator or other right holder. The contractor shall reply to the contracting authority within one month and shall provide its agreement, including any suggestions of modifications, free of charge. The creator may refuse the intended modification only when it may harm his honour, reputation or distort integrity of the work. All pre-existing rights shall be licensed to the Contracting Authority. The contractor shall provide to the

- contracting authority a list of pre-existing rights and third parties' rights including its personnel, creators or other right holders.
- Attention is drawn to the fact that the European Commission reserves the right to have the reports redrafted as many times as necessary, and that financial penalties will be applied if deadlines indicated for the submission of reports (drafts and final, in hard and electronic copy) are not strictly adhered to.

## Annex 2: Evaluation Questions & Judgement Criteria

| N°   | Evaluation Questions   | Judgement Criteria   | Indicators   | Sources of Information  |
|--|--|--|--|---|
| <b>A. Relevance, efficiency, effectiveness, coherence, impact, sustainability and EU added value of information &amp; communication activities funded by IPA</b> |  |  |  |   |
| 1  | To what extent have the IC activities reached their target groups?   | <ul style="list-style-type: none"> <li>Probable part of target group members have accessed EUD's information communication materials and events.</li> </ul>  | <ul style="list-style-type: none"> <li>Part of target group that accessed EUD Information &amp; communication materials events.</li> </ul>   | <ul style="list-style-type: none"> <li>EUIC consolidated records (e.g. print materials, distribution lists, website records; social media records; visitor list; progress reports);</li> <li>EUD reports;</li> <li>Target group interviews/focus groups<sup>2</sup>;</li> <li>EUD's commissioned opinion poll or survey reports.</li> </ul> |
| 2a   | <p>To what extent have the outputs and results corresponded to the objectives?</p> <p><b>Alternative:</b> To what extent have the activities and outputs corresponded to expected results, and have the results corresponded to the specific objective (i.e. project purpose)?</p> | <ul style="list-style-type: none"> <li>Overall objective, specific objective, results and activities (first column of the logframe) and outputs are clearly defined;</li> <li>Activities and results specify the same target groups and messages;</li> <li>Results specify target groups and messages that are also incorporated in the specific objective; and results specify the communication results in the same AKAP<sup>3</sup> terms as the specific objective.</li> </ul> | <ul style="list-style-type: none"> <li>Degree to which overall objective, specific objective, results, activities and outputs are clearly defined;</li> <li>Degree to which activities and results specify the same target groups and messages;</li> <li>Degree to which target groups and messages specified in the results are incorporated in the specific objective and the degree to which both specify the same AKAP terms<sup>4</sup>.</li> </ul> | <ul style="list-style-type: none"> <li>EUD/EUOK communication programmes;</li> <li>DG NEAR communication programs and strategies;</li> <li>Country strategies.</li> </ul>   |
| 2b   | <p>To what extent have the objectives been met?</p> <p><b>Alternative:</b> To what extent have the results and specific objectives been</p>  | <ul style="list-style-type: none"> <li>Impact, outcome and output indicators (second column of the logframe) are SMARTly defined and against a baseline at the level of overall objective, specific</li> </ul>   | <ul style="list-style-type: none"> <li>Degree to which indicators are SMARTly defined against a baseline<sup>5</sup>;</li> <li>Increase of target group that accessed EU produced information according to</li> </ul>  | <ul style="list-style-type: none"> <li>DG NEAR communication programmes;</li> <li>EUD's communication programmes;</li> </ul>  |

<sup>2</sup> The specific target groups per country, that will be engaged in interviews or focus groups, are mentioned in Annex 3, Sampling Justification Notes.

<sup>3</sup> AKAP: Knowledge (or 'understanding'), Attitude (or 'opinion', 'perception'), Practice (or Behavior, Performance). 'Awareness' is often included as a refining element of 'Knowledge'. Communication objectives are usually formulated in relation to these three (or four) concepts.

<sup>4</sup> This entails an assessment of the quality of the intervention logics.

<sup>5</sup> SMARTly defined indicators are a sine qua non for a benchmarked evaluation of achievement of objectives. These indicators are largely missing in the EUDs/EUOKs programmes.

| N°              | Evaluation Questions  | Judgement Criteria  | Indicators  | Sources of Information  |
|-----------------|---|---|---|---|
|                 | met?  | <p>objective and results respectively;</p> <ul style="list-style-type: none"> <li>• Target groups have accessed EU produced information according to output indicators;</li> <li>• Target groups have changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.</li> </ul> | <p>output indicators (as opposed to baseline);</p> <ul style="list-style-type: none"> <li>• Increase target group that changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.</li> </ul>  | <ul style="list-style-type: none"> <li>• Monitoring Reports;</li> <li>• Evaluation reports;</li> <li>• EUD's commissioned opinion poll or survey reports;</li> <li>• EUD's media content reports;</li> <li>• EUIC plans and programmes;</li> <li>• EUIC reports and records (e.g. print materials, distribution lists, website records; social media records; visitor list; progress reports.);</li> <li>• Eurobarometer reports for IPA countries;</li> <li>• Interview Press/info officer;</li> <li>• Target group interviews / focus group.</li> </ul> |
| 2c              | <p>Where expectations have not been met, what factors have hindered their achievement?</p> <p><b>Alternative:</b> Where expected results and specific objectives have not been met, what factors have hindered their achievement?</p> | <ul style="list-style-type: none"> <li>• Pre-conditions, risks and assumptions are adequately described;</li> <li>• Internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.</li> </ul>   | <ul style="list-style-type: none"> <li>• Degree to which pre-conditions, risks and assumptions are adequately described;</li> <li>• Degree to which internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.</li> </ul> | <ul style="list-style-type: none"> <li>• Monitoring and Evaluation Reports;</li> <li>• Interview Press/info officer;</li> <li>• Target group interviews / focus group.</li> </ul>   |
| 3a <sup>6</sup> | Were the outputs and effects <sup>7</sup> achieved at a reasonable cost?  | <ul style="list-style-type: none"> <li>• The outputs and outcome have been quantified and achieved as planned, according to SMART indicators.</li> </ul>  | <p>Degree to which:</p> <ul style="list-style-type: none"> <li>• The outputs and outcome have been quantified and achieved as planned,</li> </ul>   | <ul style="list-style-type: none"> <li>• EUD's Information &amp; Communication programmes and reports</li> </ul>  |

<sup>6</sup> It is not within the scope of this assignment to produce a cost-effectiveness analysis of finances used against outputs produced. The number of activities and products over four years in eight countries with a varying, at times large, number of EUICs, is too large for such an analysis. Question 3 will therefore be answered in a qualitative manner, based on the views of the EUD PIO and a restricted number of EUIC contractors and on review of a restricted number of contractor's narrative and financial reports.

<sup>7</sup> The effects (or outcome) cannot be assessed in terms of cost-effectiveness because SMARTly formulated indicators at the level of outcome are lacking in the EUD/EUOK planning documents. This aspect will be based on the opinion of the PIO.



| N° | Evaluation Questions   | Judgement Criteria  | Indicators  | Sources of Information  |
|----|--|---|---|---|
|    | <b>Alternative:</b> Were the outputs and outcomes achieved at a reasonable cost?   | <ul style="list-style-type: none"> <li>Planned outputs and outcomes were successfully delivered within budget.\$;</li> <li>Correspondence between activity costs and degree of output and outcome.</li> </ul>   | <ul style="list-style-type: none"> <li>according to SMART indicators;</li> <li>Planned outputs and outcome were delivered within budget;</li> <li>Degree to which the level of activity costs was justified by the degree of output and outcome.</li> </ul>   | <ul style="list-style-type: none"> <li>EUD/EUOK activity reports;</li> <li>Selection of contractors' narrative &amp; financial reports;</li> <li>Interview Press/Information officer;</li> <li>Interview selected EUIC contractor.</li> </ul>   |
| 3b | <p>Why was this possible?</p> <p><b>Alternative:</b> Which factors ensured that the outputs and outcome were achieved against reasonable costs?</p>  | <ul style="list-style-type: none"> <li>The budgeting related to the expected outputs and outcome has been realistic;</li> <li>The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of addressing the specific target group(s) and their information needs, in accordance with the context analysis, and stakeholder/ target group analyses in the Communication Programme.</li> </ul> | <p>Degree to which:</p> <ul style="list-style-type: none"> <li>The budgeting related to the expected outputs and outcome has been realistic;</li> <li>The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of addressing the specific target group(s) and their information needs, in accordance with the context analysis, and stakeholder/ target group analyses in the Communication Programme<sup>8</sup>.</li> </ul> | <ul style="list-style-type: none"> <li>EUD's IC programmes and reports;</li> <li>EUD/EUOK activity reports;</li> <li>Selection of contractors' narrative &amp; financial reports;</li> <li>Interview Press/Information officer;</li> <li>Interview selected EUIC contractor.</li> </ul> |
| 3c | Could the same results have been achieved with less funding?   | <ul style="list-style-type: none"> <li>The communication budget for year X was not used up, while outputs and outcomes were achieved.</li> </ul>  | <ul style="list-style-type: none"> <li>The state of the IC budget at end of year;</li> <li>The level of achievement of the outputs and outcomes at end of year.</li> </ul>  | <ul style="list-style-type: none"> <li>EUD's IC programmes and reports;</li> <li>EUD/EUOK activity reports;</li> <li>Contractors' narrative &amp; financial reports;</li> <li>Interview Press/Information officer;</li> <li>Interview selected EUIC contractor.</li> </ul>              |
| 3d | <p>Could the use of other type of financing or mechanisms have provided better cost- effectiveness?</p> <p><b>Alternative:</b> Could the use of other financing mechanisms have provided</p> | <ul style="list-style-type: none"> <li>Other financing mechanisms are available and accessible for EUD;</li> <li>Other financing mechanisms are more cost-effective.</li> </ul>   | <ul style="list-style-type: none"> <li>Number and availability of other type of financing mechanisms;</li> <li>Level of cost-effectiveness of other type of financing mechanisms.</li> </ul>  | <ul style="list-style-type: none"> <li>Interviews DG NEAR;</li> <li>Interviews EUD Press/Information officer.</li> </ul>  |

<sup>8</sup> In planning documents where such prioritisation is given, this analysis could be done. In case such prioritisation is not given, the basis for analysis and answering the question whether and why the costs were reasonable, is lacking.

| N°              | Evaluation Questions  | Judgement Criteria   | Indicators   | Sources of Information  |
|-----------------|---|--|--|---|
|                 | <b>better cost-effectiveness?</b>   |  |  |   |
| 4a <sup>9</sup> | <p>Are the outputs and immediate results delivered by IPA translated into the desired and expected impacts, namely in terms of achieving the strategic objectives and priorities linked to information &amp; communication?</p> <p><b>Alternative:</b> Are the outputs and the related results delivered by IPA communication programme translated into the expected impact, namely in terms of achieving the strategic objectives and priorities, of IC?</p> | <ul style="list-style-type: none"> <li>Communication outputs and results are logically linked to the specific and overall objective of the communication programme;</li> <li>The outputs and results of communication programme are achieved and thus logically contribute to achieving the impact at the level of the IPA communication overall objective.</li> </ul>   | <ul style="list-style-type: none"> <li>Increase of target groups that have changed their Awareness, Knowledge, Attitude, or Practice (AKAP) (as opposed to baseline) according to SMARTly set indicators.</li> </ul>   | <ul style="list-style-type: none"> <li>Target group interviews/ focus group;</li> <li>Media content analysis reports;</li> <li>Evaluation reports;</li> <li>EUD's commissioned opinion poll or survey reports;</li> <li>Eurobarometer reports for IPA countries.</li> </ul>           |
| 4b              | Are impacts sufficiently identified and quantified?   | <ul style="list-style-type: none"> <li>SMART impact indicators are formulated at the level of the overall objective;</li> <li>Identified and quantified answers to the indicators are based on evidence.</li> </ul>  | <p>Extent to which:</p> <ul style="list-style-type: none"> <li>SMART impact indicators are formulated at the level of the overall objective;</li> <li>Identified and quantified answers to the indicators are based on evidence.</li> </ul>  | <ul style="list-style-type: none"> <li>EUD's Information &amp; communication programmes and reports.</li> </ul>   |
| 4c              | Are there any additional impacts, both positive and negative?   | <ul style="list-style-type: none"> <li>Additional positive and/or negative impacts are identified and quantified</li> </ul>  | <ul style="list-style-type: none"> <li>Number and nature of additional positive and/or negative impacts.</li> </ul>  | <ul style="list-style-type: none"> <li>PIO;</li> <li>Target group interviews/ focus group.</li> </ul>   |
| 5a              | Are the identified impacts sustainable or likely to be sustainable?   | <ul style="list-style-type: none"> <li>Same outcomes and impacts based on similar communication programmes are reported over previous years</li> <li>Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions</li> <li>Identified impacts can be attributed to the communication programme, while internal</li> </ul> | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Same outcomes and impacts based on similar communication programmes are reported over previous years;</li> <li>Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions;</li> <li>Identified impacts can be attributed to the</li> </ul> | <ul style="list-style-type: none"> <li>EUD's IC programmes and reports;</li> <li>EUD/EUOK activity reports</li> <li>Contractors' narrative &amp; financial reports;</li> <li>Monitoring and Evaluation Reports;</li> <li>EUD's commissioned opinion poll or survey reports</li> </ul> |

<sup>9</sup> While well defined and specified objectives and SMART indicators are lacking in most EUD/EUOK planning documents, answering of question 4a will reflect the opinion of representatives of selected target groups on their AKAP changes and on EUDs opinion polls / surveys as well as Eurobarometer. However AKAP changes measured in those surveys are usually too general to be attributed to specific IC activities implemented by EUD/EUOK.

| N° | Evaluation Questions  | Judgement Criteria   | Indicators   | Sources of Information  |
|----|---|--|--|---|
|    |   | <p>influencing factors (positive or negative) are adequately described under the Pre-conditions;</p> <ul style="list-style-type: none"> <li>Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis;</li> <li>Identified impacts can be attributed to the communication programme, while communication activities of other actors are adequately described under the analysis of the communication environment.</li> </ul>                   | <p>communication programme, while internal influencing factors (positive or negative) are adequately described under the Pre-conditions;</p> <ul style="list-style-type: none"> <li>Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis;</li> <li>Identified impacts can be attributed to the communication programme, while communication activities of other actors are adequately described under the analysis of the communication environment.</li> </ul> | <p>over a sequence of years;</p> <ul style="list-style-type: none"> <li>Eurobarometer reports for IPA countries over a sequence of years.</li> </ul>  |
| 5b | Are there any elements, which are or could hamper the impact and sustainability of assistance?  | <ul style="list-style-type: none"> <li>Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.</li> </ul>   | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.</li> </ul>   | <ul style="list-style-type: none"> <li>EUD's IC programmes and reports;</li> <li>EUD/EUOK activity reports;</li> <li>Contractors' narrative &amp; financial reports;</li> <li>Country strategies;</li> <li>Interviews HoD / EUD Press/Information officer.</li> </ul>                               |
| 6  | <p>What is the additional value resulting from the IPA interventions, compared to what could be achieved by the beneficiary countries at national or regional levels?</p> <p><b>Alternative:</b> What is the additional value resulting from the IPA communication interventions, compared to what could be achieved by the beneficiary countries at national or regional levels?</p> | <ul style="list-style-type: none"> <li>An overview of Beneficiary country national and regional level communication activities on IPA exists and is incorporated in the IPA communication programme document;</li> <li>Country national and regional level communication activities on IPA have similar target groups, messages and objectives as those of IPA itself;</li> <li>IPA communication activities are complementary to, or reinforcing these communication activities by the country's national or regional level.</li> </ul> | <ul style="list-style-type: none"> <li>Number and nature of country national and regional level communication activities on IPA;</li> <li>Nature of target groups, messages and objectives of country national and regional level communication activities on IPA.</li> </ul>  | <ul style="list-style-type: none"> <li>DG NEAR communication programmes;</li> <li>EUD's Information &amp; communication programmes and reports;</li> <li>Target group interviews/ focus group;</li> <li>Stakeholder interviews;</li> <li>Interviews HoD / EUD Press/Information officer.</li> </ul> |
| 7  | To what extent ongoing IPA financial assistance has contributed to achieving the strategic objectives and   | <ul style="list-style-type: none"> <li>Visibility and information activities of IPA financed projects are under control of the EUD information officer and can therefore</li> </ul>  | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Visibility and information activities of IPA financed projects are under control of the</li> </ul>  | <ul style="list-style-type: none"> <li>EUD's IC programs and reports</li> </ul>   |

| N°                                      | Evaluation Questions  | Judgement Criteria   | Indicators   | Sources of Information   |
|---|---|--|--|--|
|   | <p>priorities linked to achieving the objectives of the communication strategy?</p> <p><b>Alternative:</b> To what extent have visibility and information activities by ongoing IPA financial assistance projects contributed to achieving the specific objective of the EUD's communication programme?</p> | <p>be incorporated in the EUD communication program as activities towards achieving defined results and specific objectives;</p> <ul style="list-style-type: none"> <li>• IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages;</li> <li>• All IPA funded projects implement visibility and information activities and coordinate with EUD Press and information;</li> <li>• Part of target groups that have increased their awareness of IPA funded projects.</li> </ul> | <p>EUD information officer;</p> <ul style="list-style-type: none"> <li>• IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages;</li> <li>• Part of IPA funded projects implementing visibility and information activities and coordinating with EUD Press and information;</li> <li>• Part of target groups aware of IPA funded projects.</li> </ul>                             | <ul style="list-style-type: none"> <li>• IPA funded project's visibility and information plans<sup>10</sup>;</li> <li>• IPA funded project's visibility and information reports<sup>11</sup>;</li> <li>• Interviews HoD/EUD Press/Information officer;</li> <li>• Media content analysis reports.</li> </ul> |
| <b>B. Intervention logic assessment</b> |   |  |  |  |
| 8                                       | <p>To what extent are global and specific objectives included in the IC programmes clear, measurable, achievable and realistic?</p> <p><b>Alternative:</b> To what extent are overall and specific objectives included in the IC programs clear, measurable, achievable and realistic?</p>                  | <ul style="list-style-type: none"> <li>• Overall and specific objectives are included;</li> <li>• The overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic;</li> <li>• The specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.</li> </ul>  | <ul style="list-style-type: none"> <li>• Degree to which overall and specific objectives are included in IC programs;</li> <li>• Degree to which the overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic;</li> <li>• Degree to which the specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.</li> </ul> | <ul style="list-style-type: none"> <li>• EUD's IC programs;</li> <li>• Country strategies.</li> </ul>  |
| 9                                       | <p>To what extent is the selection mechanism of IC activities appropriate in the sense of selecting the most relevant, efficient and effective projects to achieve the strategic communication objectives?</p> <p><b>Alternative:</b> To what extent is the selection mechanism of IC activities</p>        | <ul style="list-style-type: none"> <li>• The selection mechanism is clearly described, easy to use and is used in programming;</li> <li>• The selection mechanism takes into consideration the results of IPA/ Enlargement policy analysis, political analysis and stakeholder analysis, prioritisation of stakeholders according to</li> </ul>  | <p>The extent to which:</p> <ul style="list-style-type: none"> <li>• The selection mechanism is clearly described, easy to use and is used in programming.</li> </ul> <p>Evidence that:</p> <ul style="list-style-type: none"> <li>• The selection mechanism takes into consideration the results of IPA/</li> </ul>   | <ul style="list-style-type: none"> <li>• The selection mechanism;</li> <li>• EUD's IC programs and reports;</li> <li>• Interviews EUD Press/Information officer.</li> </ul>  |

<sup>10</sup> In as far as available through the EUD / PIO

<sup>11</sup> Ibid.

| N° | Evaluation Questions  | Judgement Criteria   | Indicators   | Sources of Information   |
|----|---|--|--|--|
|    | appropriate in the sense of selecting the most relevant, efficient and effective communication activities to achieve the strategic communication objectives?  | <p>their relevance and influence of achieving the IPA/ Enlargement policy objective;</p> <ul style="list-style-type: none"> <li>• The selection mechanism prioritises target groups on the basis of stakeholder analysis and analyses their information needs and their information seeking behaviour in order to select appropriate activities and tailored messages;</li> <li>• The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups;</li> <li>• The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government), as well as the general communication environment;</li> <li>• The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups;</li> <li>• The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.</li> </ul> | <p>Enlargement policy analysis, political analysis and stakeholder analysis, prioritisation of stakeholders according to their relevance and influence of achieving the IPA/ Enlargement policy objective;</p> <ul style="list-style-type: none"> <li>• The selection mechanism prioritises target groups on the basis of stakeholder analysis and analyses their information needs and their information seeking behaviour in order to select appropriate activities and tailored messages;</li> <li>• The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups;</li> <li>• The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government), as well as the general communication environment;</li> <li>• The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups;</li> <li>• The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.</li> </ul> |  |
| 10 | <p>To what extent are the results of the evaluation of the IC activities taken into account in the preparation of the following IC programme?</p> <p><b>Alternative:</b> To what extent are the outputs of the evaluation of the IC activities taken into account in the preparation of the following IC programme?</p> | <ul style="list-style-type: none"> <li>• Output indicators are SMARTly described in the previous year communication programme;</li> <li>• Monitoring data on the outputs are available;</li> <li>• The text of the following year communication programme shows how these monitoring data are taken into account.</li> </ul>   | <ul style="list-style-type: none"> <li>• Degree to which output indicators are SMARTly described in the previous year communication programme;</li> <li>• Degree to which monitoring data on the outputs are available;</li> <li>• Degree to which the text of the following year communication programme shows how these monitoring data are taken into account.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ EUD's IC programs and reports;</li> <li>▪ Interviews EUD Press and Information officers;</li> <li>▪ Interviews EUIC.</li> </ul> |
| 11 | To what extent programming and monitoring mechanisms include clear  | <ul style="list-style-type: none"> <li>• Programming templates (mechanisms)</li> </ul>   | The degree to which:   | <ul style="list-style-type: none"> <li>• DG NEAR Programming and</li> </ul>  |

| N°  | Evaluation Questions  | Judgement Criteria   | Indicators  | Sources of Information   |
|---|---|--|---|--|
|   | (unambiguous), transparent, measurable indicators at impact, outcome and output levels to measure progress towards achievement of objectives?<br><br><b>Alternative: To what extent do programming and monitoring mechanisms include SMART indicators at impact, outcome and output levels to measure progress towards achievement of objectives?</b> | request SMART indicators to be formulated for overall, specific objectives and results;<br><ul style="list-style-type: none"><li>The indicators are provided in EUD annual communication programs and they are SMART;</li><li>Monitoring reports are available and they include the relevant SMART indicators as mentioned in the annual communication programs.</li></ul>   | <ul style="list-style-type: none"><li>Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results;</li><li>The indicators are provided in EUD annual communication programs and they are SMART;</li><li>Monitoring reports are available and they include the SMART indicators as mentioned in the annual communication programs.</li></ul>   | reporting templates;<br><ul style="list-style-type: none"><li>EUD IC programs and monitoring reports.</li></ul>  |
| 12  | To what extent are the monitoring and evaluation mechanisms correctly functioning to ensure measuring the performance of IPA IC programmes? What are the main gaps and weaknesses of the current programming framework?   | <ul style="list-style-type: none"><li>Templates of monitoring mechanisms are available, clear and properly used.</li><li>Monitoring and evaluation data provided in the communication reports respond in detail to the SMARTly formulated indicators in the communication programme, and provide quantitative information as much as possible;</li><li>Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective;</li><li>The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).</li></ul> | The degree to which:<br><ul style="list-style-type: none"><li>Templates of monitoring mechanisms are available, clear and properly used;</li><li>Monitoring and evaluation data provided in the communication reports respond in detail to the SMARTly formulated indicators in the communication programme, and provide quantitative information as much as possible;</li><li>Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective;</li><li>The monitoring mechanism measures indicators at all levels (communication activities; outputs, results outcome and impact).</li></ul> | <ul style="list-style-type: none"><li>Templates of monitoring mechanisms;</li><li>EUD's Information &amp; communication programs and reports;</li><li>Monitoring and Evaluation reports;</li><li>Interviews EUD Press/Information officer.</li></ul> |
| <b>C. Lessons learned and recommendations</b> |   |  |   |  |
| 13  | How can the programming of IC activities be improved so as to reflect real policy needs?  |  |   | <ul style="list-style-type: none"><li>Country strategies;</li><li>Interview Heads of Delegation / political advisors;</li><li>Press/information officers.</li></ul>  |
| 14  | How can programming be enhanced to more efficiently and effectively reach strategic objectives?   | Presumptions to answering this question:<br><ul style="list-style-type: none"><li>There is evidence that strategic communication objectives are currently</li></ul>  |   | <ul style="list-style-type: none"><li>EUD IC programs and reports;</li><li>EUD long term</li></ul>   |



| N° | Evaluation Questions  | Judgement Criteria  | Indicators | Sources of Information   |
|----|---|---|------------|--|
|    | <b>Alternative:</b> How can communication programming be enhanced to more efficiently and effectively reach strategic communication objectives?   | not reached or reached but not efficiently and effectively;<br><ul style="list-style-type: none"> <li>• Rather no satisfactory framework to measure the performance;</li> <li>• Hindering factors to efficiency and effectiveness can be identified.</li> </ul> |            | communication strategies (if available);<br><ul style="list-style-type: none"> <li>• Interviews HoD;</li> <li>• Interviews EUD Press and Information.</li> </ul>   |
| 15 | Which are relevant IC actions that might be considered in IPA II programming? Whom should these actions be addressed to? <sup>12</sup>  |   |            | <ul style="list-style-type: none"> <li>• Target group interviews/ focus group</li> <li>• Stakeholder interviews</li> <li>• Interviews HoD / EUD Press/Information officer</li> </ul>   |
| 16 | Which are the indicators and benchmarks that could be used to measure the output, result, outcome and impact of IC activities?  |   |            | <ul style="list-style-type: none"> <li>• EUD's Information &amp; communication programs and reports;</li> <li>• EUD long term communication strategies (if available);</li> <li>• DG NEAR long term communication strategy.</li> </ul> |
| 17 | How can the monitoring and the performance framework for communication and information programmes be enhanced to track, monitor and evaluate the output, result, outcome and impact of the actions? |   |            | <ul style="list-style-type: none"> <li>• Monitoring and performance templates and frameworks;</li> <li>• Interviews EUD Press/Information officer.</li> </ul>  |

<sup>12</sup> This question cannot be answered in a universal way because the choice of target groups depends on the political context and priorities in each individual country. The relevance of IC actions depends on the information needs of the prioritised target groups in each country, the messages which the EUD/EUOK wants to convey and the type of communication channels that prioritised target groups prefer to use to receive information on the EU and integration process. The answer to question 15 will present a number of similar approaches practiced by various EUDs/EUOK that, at the judgment of the evaluator, can be qualified as promising actions.

## Annex 3: Questionnaire – Semi-structured Interviews<sup>13</sup>

| N°  | Evaluation Questions  | Judgement Criteria   | Indicators   | Interview Questions  | Interlocutors |     |      |     |       |    |     |
|---|---|--|--|--|---------------|-----|------|-----|-------|----|-----|
|   |   |  |  |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov |
| A. Relevance, efficiency, effectiveness, coherence, impact, sustainability and EU added value of information & communication activities funded by IPA |   |  |  |  |               |     |      |     |       |    |     |
| 1   | To what extent have the IC activities reached their target groups?  | <ul style="list-style-type: none"><li>• Probable number of target group members have accessed EUD's information communication materials and events.</li></ul>  | <ul style="list-style-type: none"><li>• Part of target group that accessed EUD Information &amp; communication materials events.</li></ul>   | <ul style="list-style-type: none"><li>• (Media / CSO) Have you accessed the information/ communication activities of the EUD meant for you? If yes, which are they and how do you appreciate them?</li></ul> |               | √   |      | √   | √     |    |     |
| 2a  | To what extent have the outputs and results corresponded to the objectives?<br><br><b>Alternative:</b> To what extent have the activities and outputs corresponded to expected results, and have the results corresponded to the specific objective (i.e. project | <ul style="list-style-type: none"><li>• Overall objective, specific objective, results and activities (first column of the logframe) and outputs are clearly defined;</li><li>• Activities and results specify the same target groups and messages;</li><li>• Results specify target groups and messages that are also incorporated in the specific objective; and results specify the communication results in the same AKAP<sup>14</sup> terms as the specific</li></ul> | <ul style="list-style-type: none"><li>• Degree to which overall objective, specific objective, results, activities and outputs are clearly defined.</li><li>• Degree to which activities and results specify the same target groups and messages.</li><li>• Degree to which target groups and messages specified in the results are incorporated in the specific objective and the degree to which both specify the same</li></ul> | <ul style="list-style-type: none"><li>• N/A (documentation review).</li></ul>  |               |     |      |     |       |    |     |

<sup>13</sup> The footnotes provided in Annex 3 also apply to Annex 4.

<sup>14</sup> AKAP: Awareness, Knowledge (or 'understanding'), Attitude (or 'opinion', 'perception'), Practice (or Behavior, Performance). 'Awareness' is often included as a refining element of 'Knowledge'. Communication objectives are usually formulated in relation to these three (or four) concepts.

| N° | Evaluation Questions   | Judgement Criteria   | Indicators   | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|--|--|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |  |  |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | purpose)?  | objective.   | AKAP terms.  |   |               |     |      |     |       |    |     |    |
| 2b | <p>To what extent have the objectives been met?</p> <p><b>Alternative:</b> To what extent have the results and specific objectives been met?</p> | <ul style="list-style-type: none"> <li>Impact, outcome and output indicators (second column of the logframe) are SMARTly defined and against a baseline at the level of overall objective, specific objective and results respectively;</li> <li>Target groups have accessed EU produced information according to output indicators;</li> <li>Target groups have changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.</li> </ul> | <ul style="list-style-type: none"> <li>Degree to which indicators are SMARTly defined against a baseline;</li> <li>Increase of target group that accessed EU produced information according to output indicators (as opposed to baseline);</li> <li>Increase target group that changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.</li> </ul> | <ul style="list-style-type: none"> <li>(PIO) Is it possible in the context of your press/ info work to set more SMART indicators for each target group not just at the level of activity but also at specific and overall objectives?;</li> <li>(PIO) Is there a practice of recurrent evaluation or polling and is it sufficiently specific to serve as a baseline for the next year?;</li> <li>(PIO) In your view, and/or according to your monitoring / evaluation data, have the objectives been met (to which degree)?;</li> <li>(Media / CSO) Are you aware of the information/ communication activities of the EUD meant for you? If yes, which are they and how do you appreciate them?;</li> <li>(Media, CSO) Have these information / communication activities helped you to increase your</li> </ul> |               | √   |      | √   | √     |    |     |    |

| N° | Evaluation Questions  | Judgement Criteria  | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|---|---|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |   |   |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |   |   |   | <p>knowledge or understanding on the subject? Have they changed your views/ attitudes? Why, why not? If yes, how?;</p> <ul style="list-style-type: none"> <li>• (Media, CSO) Have you used this information to inform others? Or for any other action? Why, why not? If yes, which?;</li> <li>• (Media, CSO) Did you feel well facilitated to inform others; why, why not?</li> </ul>   |               |     |      |     |       |    |     |    |
| 2c | <p>Where expectations have not been met, what factors have hindered their achievement?</p> <p><b>Alternative:</b><br/>Where objectives have not been met, what factors have hindered their achievement?</p> | <ul style="list-style-type: none"> <li>• Pre-conditions, risks and assumptions are adequately described;</li> <li>• Internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.</li> </ul> | <ul style="list-style-type: none"> <li>• Degree to which pre-conditions, risks and assumptions are adequately described;</li> <li>• Degree to which internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.</li> </ul> | <ul style="list-style-type: none"> <li>• (PIO) Are there any hindering internal or external factors to the achievement of objectives? Can they be foreseen and can they be mitigated? Or should objectives be formulated differently, e.g. more precise or with less ambition?;</li> <li>• (HoD) How important is Press/information work among other instruments to achieve the EUDs policy objectives and could EUD address internal / external hindering factors (if any) for achievement of communication</li> </ul> | √             | √   |      | √   | √     |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria   | Indicators  | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|----|--|--|---|--|---------------|-----|------|-----|-------|----|-----|----|
|    |  |  |   |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |  |  |   | objectives?;<br>• (Media CSO) Are you satisfied with the way EUD communicates / informs you (why, why not) and if not how would you advise them to improve their communication?  |               |     |      |     |       |    |     |    |
| 3a | Were the outputs and effects achieved at a reasonable cost?<br><b>Alternative:</b><br>Were the outputs and outcomes achieved at a reasonable cost? | <ul style="list-style-type: none"> <li>The outputs and outcome have been quantified and achieved as planned, according to SMART indicators;</li> <li>Planned outputs and outcomes were successfully delivered within budget;</li> <li>Correspondence between activity costs and degree of output and outcome.</li> </ul> | Degree to which: <ul style="list-style-type: none"> <li>The outputs and outcome have been quantified and achieved as planned, according to SMART indicators;</li> <li>Planned outputs and outcome were delivered within budget;</li> <li>Degree to which the level of activity costs were justified by the degree of output and outcome.</li> </ul> | <ul style="list-style-type: none"> <li>(EUIC, PIO) Have activities been implemented within the planned budget and have they achieved related outputs and outcomes?</li> <li>(EUIC, PIO) Do the more expensive activities yield higher output and contribute more to outcome than low cost activities?</li> </ul> |               | √   | √    |     |       |    |     |    |
| 3b | Why was this possible?<br><b>Alternative:</b><br>Which factors ensured that the outputs and outcome were achieved against reasonable costs?        | <ul style="list-style-type: none"> <li>The budgeting related to the expected outputs and outcome has been realistic;</li> <li>The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of addressing the specific</li> </ul>                                   | Degree to which: <ul style="list-style-type: none"> <li>The budgeting related to the expected outputs and outcome has been realistic;</li> <li>The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of</li> </ul>   | <ul style="list-style-type: none"> <li>(EUIC, PIO) Is there a great disparity in costs of the various activities and is this justified by the importance of the target group to be reached by it, the AKAP change envisaged and the % of the target group reached?;</li> </ul>                                   |               | √   | √    |     |       |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria  | Indicators   | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|----|--|---|--|--|---------------|-----|------|-----|-------|----|-----|----|
|    |  |   |  |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |  | target group(s) and their information needs, in accordance with the context analysis, and stakeholder/ target group analyses in the Communication Programme.                    | addressing the specific target group(s) and their information needs, in accordance with the context analysis, and stakeholder/ target group analyses in the Communication Programme.         | <ul style="list-style-type: none"> <li>(EUIC, PIO) What was the analysis leading up to the prioritisation of the target groups and their information needs?</li> </ul>   |               |     |      |     |       |    |     |    |
| 3c | Could the same results have been achieved with less funding?   | <ul style="list-style-type: none"> <li>The communication budget for year X was not used up, while outputs and outcomes were achieved.</li> </ul>                                | <ul style="list-style-type: none"> <li>The state of the IC budget at end year;</li> <li>The level of achievement of the outputs and outcomes at end year.</li> </ul>                         | <ul style="list-style-type: none"> <li>(PIO, EUIC) To which extent have you exhausted the annual budgets and / or have you shifted between budget lines for the various activities?</li> </ul>   |               | √   | √    |     |       |    |     |    |
| 3d | Could the use of other type of financing or mechanisms have provided better cost-effectiveness?<br><br><b>Alternative:</b><br>Could the use of other financing mechanisms have provided better cost-effectiveness? | <ul style="list-style-type: none"> <li>Other financing mechanisms are available and accessible for EUD;</li> <li>Other financing mechanisms are more cost-effective.</li> </ul> | <ul style="list-style-type: none"> <li>Number and availability of other type of financing mechanisms;</li> <li>Level of cost-effectiveness of other type of financing mechanisms.</li> </ul> | <ul style="list-style-type: none"> <li>(PIO) Are you aware of other types of financing, which? and would they be more cost-effective in your opinion?;</li> <li>Would you have preference for a different financing mechanism? If so what are the disadvantages (in terms of cost-effectiveness) of the current mechanism and how could it be improved to be more cost-effective?</li> </ul> |               | √   |      |     |       |    |     |    |
| 4a | Are the outputs and immediate  | <ul style="list-style-type: none"> <li>Communication outputs and results are logically</li> </ul>   | <ul style="list-style-type: none"> <li>Part of target groups that have changed their</li> </ul>  | <ul style="list-style-type: none"> <li>(Media, CSO) Have EUD information /</li> </ul>  |               |     |      | √   | √     |    |     |    |



| N° | Evaluation Questions   | Judgement Criteria  | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|---|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |   |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | <p>results delivered by IPA translated into the desired and expected impacts, namely in terms of achieving the strategic objectives and priorities linked to IC?</p> <p><b>Alternative:</b> Are the outputs and the related results delivered by IPA communication programme translated into the <del>desired and</del> expected impact, namely in terms of achieving the strategic objectives and priorities of IC?</p> | <p>linked to the specific and overall objective of the communication programme;</p> <ul style="list-style-type: none"> <li>The outputs and results of communication program are achieved and thus logically contribute to achieving the expected impact at the level of the IPA communication overall objective.</li> </ul> | <p>Knowledge, and/or AKAP, according to SMARTly set indicators.</p>   | <p>communication activities helped you to increase your knowledge or understanding on the EU, EU integration and EU-country relations? Have they changed your views/ attitudes? Why, why not? If yes, how?;</p> <ul style="list-style-type: none"> <li>(Media, CSO) Have you used this information to inform others? Or for any other action? Why, why not? If yes, which?</li> </ul> |               |     |      |     |       |    |     |    |
| 4b | <p>Are impacts sufficiently identified and quantified?</p>   | <ul style="list-style-type: none"> <li>SMART impact indicators are formulated at the level of the overall objective.</li> <li>Identified and quantified answers to the indicators are based on evidence.</li> </ul>   | <p>Extent to which:</p> <ul style="list-style-type: none"> <li>SMART impact indicators are formulated at the level of the overall objective;</li> <li>Identified and quantified answers to the indicators are based on evidence.</li> </ul> | <ul style="list-style-type: none"> <li>N/A (document study).</li> </ul>   |               |     |      |     |       |    |     |    |

| N° | Evaluation Questions  | Judgement Criteria  | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|---|---|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |   |   |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
| 4c | Are there any additional impacts, both positive and negative?       | <ul style="list-style-type: none"> <li>Additional positive and/or negative impacts are identified and quantified.</li> </ul>  | <ul style="list-style-type: none"> <li>Number and nature of additional positive and/or negative impacts.</li> </ul>   | <ul style="list-style-type: none"> <li>(PIO) Do you have evidence of further positive or negative impact on the views of target audiences on the EU, EU integration and EU-country relations? Which?;</li> <li>(CSO, media) to which extent has the increase of your knowledge on the EU, EU integration and EU-country relations positively or negatively influenced your views on these matters?</li> </ul> |               | √   |      | √   | √     |    |     |    |
| 5a | Are the identified impacts sustainable or likely to be sustainable? | <ul style="list-style-type: none"> <li>Same outcomes and impacts based on similar communication programs are reported over previous years;</li> <li>Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions;</li> <li>Identified impacts can be attributed to the communication programme, while internal influencing factors (positive or</li> </ul> | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Same outcomes and impacts based on similar communication programs are reported over previous years;</li> <li>Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions;</li> <li>Identified impacts can be attributed to the communication programme, while</li> </ul> | <ul style="list-style-type: none"> <li>N/A (document study).</li> </ul>   |               |     |      |     |       |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria  | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|---|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |   |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |  | <p>negative) are adequately described under the Pre-conditions;</p> <ul style="list-style-type: none"> <li>Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis;</li> <li>Identified impacts can be attributed to the communication programme, while communication activities of other actors are adequately described under the analysis of the communication environment.</li> </ul> | <p>internal influencing factors (positive or negative) are adequately described under the Pre-conditions;</p> <ul style="list-style-type: none"> <li>Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis;</li> <li>Identified impacts can be attributed to the communication programme, while communication activities of other actors are adequately described under the analysis of the communication environment.</li> </ul> |   |               |     |      |     |       |    |     |    |
| 5b | Are there any elements, which are or could hamper the impact and sustainability of assistance? | <ul style="list-style-type: none"> <li>Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.</li> </ul>  | <p>The degree to which: Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.</p>  | <ul style="list-style-type: none"> <li>(HoD, PIO) Are there any likely changes in the current external situation (e.g. political, cooperation with third parties on communication, communication actions of other parties in the country) that could influence the sustainability of</li> </ul> | √             | √   |      |     |       | √  | √   |    |

| N° | Evaluation Questions   | Judgement Criteria   | Indicators   | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|--|--|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |  |  |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |  |  |  | <p>achieved impact? If yes, which/why?;</p> <ul style="list-style-type: none"> <li>• (HoD, PIO) Are there any likely changes in the current internal (organisational) situation, that could influence the sustainability of achieved impact? If yes, which/why?;</li> <li>• (MS, Gov) What is your opinion on the impact of EUD IC activities in the country? Can this impact partly be attributed to your own information / communication efforts on EU, EU integration and EU-country relations? Why/how? How will you continue your support in this matter?</li> </ul> |               |     |      |     |       |    |     |    |
| 6  | What is the additional value resulting from the IPA interventions, compared to what could be achieved by the beneficiary countries at national or regional levels? | <ul style="list-style-type: none"> <li>• An overview of Beneficiary country national and regional level communication activities on IPA exists and is incorporated in the IPA communication programme document;</li> <li>• Country national and regional level communication activities on IPA have similar</li> </ul> | <ul style="list-style-type: none"> <li>• Number and nature of country national and regional level communication activities on IPA;</li> <li>• Nature of target groups, messages and objectives of country national and regional level communication activities on IPA</li> </ul> | <ul style="list-style-type: none"> <li>• (PIO) Are you regularly informed on the government's communication activities regarding EU, EU integration and EU country relationship? Is there any direct cooperation with the government? Which activities do they implement, with what</li> </ul>  | √             | √   |      | √   | √     |    | √   |    |

| N° | Evaluation Questions  | Judgement Criteria  | Indicators | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|---|---|------------|---|---------------|-----|------|-----|-------|----|-----|----|
|    |   |   |            |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | <b>Alternative:</b><br>What is the additional value resulting from the IPA communication interventions, compared to what could be achieved by the beneficiary countries at national or regional levels? | target groups, messages and objectives as those of IPA itself;<br>• IPA communication activities are complementary to, or reinforcing these communication activities by the country's national or regional level. |            | purpose and how does this complement your own activities?;<br>• (HoD) In your opinion, to which extent is the government at national or regional level communicating on EU, EU integration and EU country relationship, with similar objectives as the EUD? Do these communication activities complement / reinforce EUD's activities or make them redundant? Which added value do EUDs comm. Activities have?;<br>• (Media, CSO) Are you aware of government communication activities (national or regional level) on EU, EU integration and EU country relationship? In your opinion, Do these communication activities complement / reinforce EUD's activities or make them redundant? Which added value do EUDs comm. activities have?;<br>• (Government) What is your opinion on EUD's communication |               |     |      |     |       |    |     |    |

| N° | Evaluation Questions  | Judgement Criteria  | Indicators   | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|----|---|---|--|--|---------------|-----|------|-----|-------|----|-----|----|
|    |   |   |  |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |   |   |  | activities and messages regarding EU, EU integration and EU country relationship? Which communication activities do you implement yourself (alone, with EUD or other partners)? Is this complementary to EUD or overlapping?   |               |     |      |     |       |    |     |    |
| 7  | <p>To what extent ongoing IPA financial assistance has contributed to achieving the strategic objectives and priorities linked to achieving the objectives of the communication strategy?</p> <p><b>Alternative: To what extent have visibility and information activities by ongoing IPA financial assistance projects contributed to achieving the specific</b></p> | <ul style="list-style-type: none"> <li>• Visibility and information activities of IPA financed projects are under control of the EUD information officer and can therefore be incorporated in the EUD communication programme as activities towards achieving defined results and specific objectives;</li> <li>• IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages;</li> <li>• All IPA funded projects implement visibility and information activities and coordinate with EUD Press and information;</li> </ul> | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>• Visibility and information activities of IPA financed projects are under control of the EUD information officer;</li> <li>• IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages;</li> <li>• % of IPA funded projects implementing visibility and information activities and coordinating with EUD Press and information;</li> <li>• % target groups aware of IPA funded projects</li> </ul> | <ul style="list-style-type: none"> <li>• (PIO) How are you involved in visibility plans of IPA funded projects? Is visibility of IPA funded projects sufficiently used to achieve the objectives of your communication programme? If not how could this be improved?;</li> <li>• (HoD) Do visibility plans and activities of IPA funded projects contribute to the achievement of EUD's policy needs? How? Could this be improved? If yes, how?</li> </ul> | √             | √   |      |     |       |    |     |    |



| N°                                   | Evaluation Questions   | Judgement Criteria  | Indicators   | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|--------------------------------------|--|---|--|---|---------------|-----|------|-----|-------|----|-----|----|
|                                      |  |   |  |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|                                      | objective of the EUD's communication programme?  | <ul style="list-style-type: none"> <li>% of target groups that have increased their awareness of IPA funded projects</li> </ul>   |  |   |               |     |      |     |       |    |     |    |
| <b>Intervention logic assessment</b> |  |   |  |   |               |     |      |     |       |    |     |    |
| 8                                    | <p>To what extent are global and specific objectives included in the IC programmes clear, measurable, achievable and realistic?</p> <p><b>Alternative: To what extent are overall and specific objectives included in the IC programs clear, measurable, achievable and realistic?</b></p> | <ul style="list-style-type: none"> <li>Overall and specific objectives are included;</li> <li>The overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic;</li> <li>The specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.</li> </ul> | <ul style="list-style-type: none"> <li>Degree to which overall and specific objectives are included in IC programs;</li> <li>Degree to which the overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic;</li> <li>Degree to which the specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.</li> </ul> | <ul style="list-style-type: none"> <li>N/A (document study)</li> </ul>  |               |     |      |     |       |    |     |    |
| 9                                    | To what extent is the selection mechanism of IC activities appropriate in the sense of selecting the most relevant,  | <ul style="list-style-type: none"> <li>The selection mechanism is clearly described, easy to use and is used in programming;</li> <li>The selection mechanism takes into consideration the results</li> </ul>   | <p>The extent to which:</p> <ul style="list-style-type: none"> <li>The selection mechanism is clearly described, easy to use and is used in programming.</li> </ul> <p>Evidence that:</p>  | <ul style="list-style-type: none"> <li>(PIO) What is your opinion on the programming template provided by DG NEAR? Does it help you to select the most relevant, efficient and effective</li> </ul> |               | √   |      |     |       |    |     |    |

| N° | Evaluation Questions  | Judgement Criteria  | Indicators   | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|---|---|--|---|---------------|-----|------|-----|-------|----|-----|----|
|    |   |   |  |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | <p>efficient and effective projects to achieve the strategic communication objectives?</p> <p><b>Alternative:</b> To what extent is the selection mechanism of IC activities appropriate in the sense of selecting the most relevant, efficient and effective communication activities to achieve the strategic communication objectives?</p> | <p>of IPA/ Enlargement policy analysis, political analysis and stakeholder analysis, prioritisation of stakeholders according to their influence and relevance of achieving the IPA/ Enlargement policy objective;</p> <ul style="list-style-type: none"> <li>The selection mechanism prioritises target groups on the basis of stakeholder analysis and analyses their information needs and their information seeking behaviour in order to select appropriate activities and tailored messages;</li> <li>The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups;</li> <li>The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government) as well as the general communication environment;</li> </ul> | <ul style="list-style-type: none"> <li>The selection mechanism takes into consideration the results of IPA/ Enlargement policy analysis, political analysis and stakeholder analyses, prioritisation of stakeholders according to their influence and relevance of achieving the IPA/ Enlargement policy objective;</li> <li>The selection mechanism prioritises target groups on the basis of stakeholder analysis and analyses their information needs and their information seeking behaviour in order to select appropriate activities and tailored messages;</li> <li>The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups;</li> <li>The selection mechanism takes into account communication activities by other actors (e.g. Member</li> </ul> | <p>communication activities? Why not?;</p> <ul style="list-style-type: none"> <li>(PIO) Is it possible in the context of your press/ info work to perform a comprehensive analysis prior to selecting information / communication activities? Why, why not? If yes, how?</li> </ul> |               |     |      |     |       |    |     |    |

| N° | Evaluation Questions  | Judgement Criteria   | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|---|--|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |   |  |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |   | <ul style="list-style-type: none"> <li>The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups;</li> <li>The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.</li> </ul>                   | <ul style="list-style-type: none"> <li>States, Government) as well as the general communication environment;</li> <li>The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups;</li> <li>The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.</li> </ul> |   |               |     |      |     |       |    |     |    |
| 10 | <p>To what extent are the results of the evaluation of the IC activities taken into account in the preparation of the following IC programme?</p> <p><b>Alternative:</b> To what extent are the outputs of the evaluation of the IC activities taken into account in the preparation of the following IC programme?</p> | <ul style="list-style-type: none"> <li>Output indicators are SMARTly described in the previous year communication programme?;</li> <li>Monitoring data on the outputs are available?;</li> <li>The text of the following year communication programme shows how these monitoring data are taken into account.</li> </ul> | <ul style="list-style-type: none"> <li>Degree to which output indicators are SMARTly described in the previous year communication programme?;</li> <li>Degree to which monitoring data on the outputs are available?;</li> <li>Degree to which the text of the following year communication programme shows how these monitoring data are taken into account.</li> </ul>              | <ul style="list-style-type: none"> <li>(EUIC, PIO) Do you regularly use monitoring mechanisms to measure outputs (in terms of reach of target audiences) all activities? Why, why not. If yes what are the mechanisms that you use?;</li> <li>(PIO) To which extent do output data influence your next year programming (including that of EUIC)? Why?</li> </ul> |               | √   | √    |     |       |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria   | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|--|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |  |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
| 11 | To what extent programming and monitoring mechanisms include clear (unambiguous), transparent, measurable indicators at impact, outcome and output levels to measure progress towards achievement of objectives?<br><br><b>Alternative: To what extent do programming and monitoring mechanisms include SMART indicators at impact, outcome and output levels to measure progress towards achievement of objectives?</b> | <ul style="list-style-type: none"> <li>Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results;</li> <li>The indicators are provided in EUD annual communication programs and they are SMART;</li> <li>Monitoring reports are available and they include the relevant SMART indicators as mentioned in the annual communication programs.</li> </ul> | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results;</li> <li>The indicators are provided in EUD annual communication programs and they are SMART;</li> <li>Monitoring reports are available and they include the SMART indicators as mentioned in the annual communication programs.</li> </ul> | <ul style="list-style-type: none"> <li>N/A (document study)</li> </ul>  |               |     |      |     |       |    |     |    |
| 12 | To what extent are the monitoring and evaluation mechanisms  | <ul style="list-style-type: none"> <li>Templates of monitoring mechanisms are available, clear and properly used;</li> <li>Monitoring and</li> </ul>   | <p>The degree to which:</p> <ul style="list-style-type: none"> <li>Templates of monitoring mechanisms are available, clear and properly used.</li> </ul>  | <ul style="list-style-type: none"> <li>(PIO) What is your opinion on the Reporting template, provided by DG NEAR as a mechanism to</li> </ul> |               | √   |      |     |       |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria   | Indicators  | Interview Questions   | Interlocutors |     |      |     |       |    |     |    |
|----|--|--|---|---|---------------|-----|------|-----|-------|----|-----|----|
|    |  |  |   |   | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | correctly functioning to ensure the performance of IPA IC programmes? Which are the main gaps and weaknesses of the current programming framework? | <p>evaluation data provided in the communication reports respond in detail to the SMARTly formulated indicators in the communication programme, and provide quantitative information as much as possible;</p> <ul style="list-style-type: none"> <li>Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective;</li> <li>The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).</li> </ul> | <ul style="list-style-type: none"> <li>Monitoring and evaluation data provided in the communication reports respond in detail to the SMARTly formulated indicators in the communication programme, and provide quantitative information as much as possible;</li> <li>Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective;</li> <li>The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).</li> </ul> | <p>measure outputs according to indicators?;</p> <ul style="list-style-type: none"> <li>(PIO) Do you use other monitoring mechanisms, other than the report template? Which and how do they work?;</li> <li>(PIO) How do you value mid term and final programme evaluations initiated by DG NEAR in relation to measuring the performance of IPA communication programmes?;</li> <li>(PIO) Do you regularly evaluate the communication programme at the level of specific and overall objectives? Which mechanisms do you use for that? Do you consider this sufficient to measure performance? If not, what could be improved?;</li> <li>(PIO) Which gaps and weaknesses do you identify (if any) in the programming and the reporting templates as mechanisms to monitor</li> </ul> |               |     |      |     |       |    |     |    |

| N°  | Evaluation Questions   | Judgement Criteria | Indicators | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|---|--|--------------------|------------|--|---------------|-----|------|-----|-------|----|-----|----|
|   |  |                    |            |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|   |  |                    |            | and evaluate output, result, outcome and impact of the actions?  |               |     |      |     |       |    |     |    |
| <b>C. Lessons learned &amp; recommendations</b> |  |                    |            |  |               |     |      |     |       |    |     |    |
| 13  | How can the programming of IC activities be improved so as to reflect real policy needs? |                    |            | <ul style="list-style-type: none"> <li>• (HoD) Which are the EUD's overall policy objectives in this country? Which policy instruments are used to achieve those policy objectives?;</li> <li>• (HoD) What can communication, as a policy instrument, achieve in order to contribute to the attainment of the EUD's priority policy objectives for this country? Which target groups and messages are then most important?;</li> <li>• (HoD) What is your assessment of the Information &amp; communication programming of the EUD in relation to the overall policy objectives? Are they sufficiently focused on the policy objectives? Why, why not? And how could this be improved?;</li> </ul> | √             | √   |      |     |       |    |     |    |



| N° | Evaluation Questions   | Judgement Criteria  | Indicators | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|----|--|---|------------|--|---------------|-----|------|-----|-------|----|-----|----|
|    |  |   |            |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    |  |   |            | <ul style="list-style-type: none"> <li>▪ (PIO) Do you think that the Information &amp; communication programme is sufficiently focused on the overall EUD policy objectives in this country? Please explain why, why not?;</li> <li>• (PIO) What would you need to improve the situation?</li> </ul>   |               |     |      |     |       |    |     |    |
| 14 | <p>How can programming be enhanced to more efficiently and effectively reach strategic objectives?</p> <p><b>Alternative:</b><br/>How can annual communication programming be enhanced to more efficiently and effectively reach strategic communication objectives?</p> | <p>Presumptions to answering this question:</p> <ul style="list-style-type: none"> <li>• There is evidence that strategic communication objectives are currently not reached or reached but not efficiently and effectively;</li> <li>• Hindering factors to efficiency and effectiveness can be identified.</li> </ul> |            | <ul style="list-style-type: none"> <li>• (HoD, PIO) How have strategic communication objectives developed over the past four years and what is your opinion on their progressive achievement? What factors have influenced this?;</li> <li>• (HoD, PIO) In your opinion, how efficient and effective was the communication programming and can this be enhanced? How?</li> </ul> | √             | √   |      |     |       |    |     |    |
| 15 | Which are relevant IC actions that might be considered in IPA II   |   |            | <ul style="list-style-type: none"> <li>• (HoD, PIO) Will IPA II policy objectives change or are there any new policy objectives under IPA II, which can and should be addressed by the</li> </ul>  | √             | √   | √    | √   | √     |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria | Indicators | Interview Questions  | Interlocutors |     |      |     |       |    |     |    |
|----|--|--------------------|------------|--|---------------|-----|------|-----|-------|----|-----|----|
|    |  |                    |            |  | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | programming?<br>Whom should these actions be addressed to?   |                    |            | <p>EUD communication programme?;</p> <ul style="list-style-type: none"> <li>• (HoD, PIO) In this context, who will be the priority recipients of a communication programme under IPA II and what will be the key message?;</li> <li>• (HoD, PIO, EUIC) In your experience, which communication activities would be very effective in conveying these messages to these target groups?;</li> <li>• (CSO, Media) Through which activities could EUD improve its communication programme under IPA II?</li> </ul> |               |     |      |     |       |    |     |    |
| 16 | Which are the indicators and benchmarks that could be used to measure the output, result, outcome and impact of IC activities? |                    |            | <ul style="list-style-type: none"> <li>▪ N/A [to be discussed under recommendations in the (Draft) Final Report].</li> </ul>   |               |     |      |     |       |    |     |    |
| 17 | How can the monitoring and the performance framework for   |                    |            | <ul style="list-style-type: none"> <li>• N/A [to be discussed under recommendations in the (Draft) Final</li> </ul>  |               |     |      |     |       |    |     |    |

| N° | Evaluation Questions   | Judgement Criteria | Indicators | Interview Questions | Interlocutors |     |      |     |       |    |     |    |
|----|--|--------------------|------------|---------------------|---------------|-----|------|-----|-------|----|-----|----|
|    |  |                    |            |                     | HoD           | PIO | EUIC | CSO | Media | MS | Gov | MD |
|    | communication and information programmes be enhanced to track, monitor and evaluate the output, result, outcome and impact of the actions? |                    |            | Report].            |               |     |      |     |       |    |     |    |

## Annex 4: List of interviewed persons

### First round of field interviews conducted by Junior Experts<sup>15</sup>

| Serbia                        |   |  |                          |                                      |
|-------------------------------|---|--|--------------------------|--------------------------------------|
| 21 September – 2 October 2015 |   |  |                          |                                      |
| Date                          | Name  | Function   | Institution/Organisation | Contact details                      |
| 21/09/2015                    | Dubravka Savić  | Project Manager  | DEU Serbia               | Dubravka.SAVIC@eeas.europa.eu        |
| 21/09/2015                    | Aleksandar Đorđević   | Media and Information Officer                                    | DEU Serbia               | Aleksandar.DJORDJEVIC@eeas.europa.eu |
| 21/09/2015                    | Ramūnas Janušauskas   | Head of Information, Communication and Press                     | DEU Serbia               | Ramunas.JANUSAUSKAS@eeas.europa.eu   |
| 24/09/2015                    | Participation at the EU public event at the National Library of Serbia, informal discussion with journalists and students       |  |                          |                                      |
| 25/09/2015                    | Nadežda Dramicanin  | Information and Communication Officer                            | DEU Serbia               | Nadezda.DRAMICANIN@eeas.europa.eu    |
| 25/09/2015                    | Marina Rakić  | Public Information Officer                                       | EU Info Centre Belgrade  |                                      |
| 25/09/2015                    | Vladimir Pavlović   | Coordinator of the Centre for EU integrations                    | Belgrade Open School     | vmpavlovic@bos.rs                    |
| 26/09/2015                    | Tanja Miščević  | Chief Negotiator for Serbia's Accession Negotiations with the EU | Government of Serbia     | tanja.miscevic@eu.rs                 |
| 28/09/2015                    | Zoran Sekulic   | Director   | FoNet Media Agency       | zvsekulic@gmail.com                  |
| 28/09/2015                    | Participation at the EU public event at the Stari Grad Municipality, presentation of project for new premises of EU Info Centre |  |                          |                                      |
| 28/09/2015                    | Ljubica Marković  | Team Leader  | EU Info Centre Belgrade  |                                      |

<sup>15</sup> Junior Experts: Dragisa PMijacic and Levent Sayan.

|            |                       |                               |                                    |                         |
|------------|-----------------------|-------------------------------|------------------------------------|-------------------------|
| 28/09/2015 | Nebojša Glišić        | Social Media Officer          | EU Info Centre Belgrade            |                         |
| 28/09/2015 | Aleksandar Jovančić   | Press and Information Officer | EU Info Centre Belgrade            |                         |
| 30/09/2015 | Ivan Knežević         | Deputy Director               | European movement in Serbia        | ivan.knezevic@emins.org |
| 02/10/2015 | Ivana Đurić           | Assistant Director            | Serbian Office for EU integrations | idjuric@seio.gov.rs     |
|            | Milica Marković Tomić | IPA Communication Officer     |                                    | mtomic@seio.gov.rs      |

| FYROM      |                        | 5-9 October 2015                               |                                  |                                       |
|------------|------------------------|--|----------------------------------|---------------------------------------|
| Date       | Name                   | Function                                       | Institution/Organisation         | Contact details                       |
| 05/10/2015 | Nataša Dučevska        | Press and Information Officer                  | EUD FYRM                         | Natasa.DUCEVSKA@eeas.europa.eu        |
| 05/10/2015 | Sanja Frković-Galevska | Programme Manager on Freedom of Media (ex PIO) | EUD FYRM                         | Sanja.FRKOVIC-GELEVSKA@eeas.europa.eu |
| 05/10/2015 | Konstantin Jovanivski  | Press and Information Officer                  | EUDFYRM                          | Konstantin.JOVANOVSKI@eeas.europa.eu  |
|            | Jane Bojadžijev        | Press and Information Officer                  |                                  | Jane.BOJADZIJEV@eeas.europa.eu        |
| 05/10/2015 | Jasminka Dimitrovska   | Direktor/Team Leader                           | EU InfoCentre                    | Jasminka.Dimitrovska@euic.mk          |
| 06/10/2015 | Tanja Hafner Ademi     | Director                                       | Balkan Civil Society Network     | tha@balkancsd.net                     |
|            | Biljana Stojanovska    | Policy and Advocacy Officer                    |                                  | bst@balkancsd.net                     |
| 06/10/2015 | Vesna Nikodinovska     |  | Macedonian institute for Media   | vesnanik@mim.org.mk                   |
| 06/10/2015 | Darko Čekеровski       | Journalist                                     |                                  | darulin@yahoo.com                     |
| 06/10/2015 | Mbaresа Istrefi        |  | Secretariat for European Affairs | Mbaresа.Istrefi@sep.gov.mk            |
|            | Ermira Sulejmani       |  |                                  | Ermira.Sulejmani@sep.gov.mk           |
|            | Orhideja Kaljoševska   |  |                                  | Orhideja.Kaljosevska@sep.gov.mk       |
| 06/10/2015 | Valentin Nesovski      | Public Information Officer                     | EU InfoCentre                    | valentin.nesovski@euic.mk             |



|            |  |   |  |                              |
|------------|--|---|--|------------------------------|
|            | Jana Ivanovska   | PR & Event Manager  |  | jana.ivanovska@euic.mk       |
|            | Nagip Shala  | Interpreter/Translator and Administrator  |  | Nagip.shala@euic.mk          |
|            | Vasia Popovska   | Help-desk Officer   |  | vasia.popovska@euic.mk       |
|            | Jasminka Dimitrovska   | Director  |  | jasminka.dimitrovska@euic.mk |
| 07/10/2015 | Todor Ivanovski  |   | Focus group with representatives of local community, CSOs, youth organisations and school teachers from Bitola |                              |
|            | Dejan Petrovski  |   |  |                              |
|            | Martin Nikolovski  |   |  |                              |
|            | Stefani Talevska   |   |  |                              |
|            | Dragančo Nane  |   |  |                              |
|            | Nešat Azemovski  | NGO activists   |  | biosfera@t-home.mk           |
|            | Aleksandra Vrale   | Primary School Teacher  |  |                              |
|            | Melina Hristova  | Primary School Teacher  |  |                              |
| 07/10/2015 | Violeta Nalevska   | EU InfoPoint Coordinator  | Bitola Municipality  |                              |
| 08/10/2015 | Participation at the workshop on EU IPA visibility rules at the Secretariat for European Affairs, jointly organised by DEU and the Secretariat |   |  |                              |
| 08/10/2015 | Lukas Holub  | Head of Sector for Political and Justice and Home Affair Issues information and Communication | DEU fYRM   | lukas.HOLUB@eeas.europa.eu   |
| 08/10/2015 | Branko Cobanov   | Attaché culturel  | Institut français de Skopje  | branko.cobanov@ifs.mk        |
|            | Bertrard Millet  | Info & Communication Expert   |  | bmillet@outlook.fr           |

|            |                    |   |   |                           |
|------------|--------------------|---|---|---------------------------|
| 08/10/2015 | Fanija Ivanovska   | Student   | Focus group with students and communication experts |                           |
|            | Gorica Nadjinska   | Student   |   |                           |
|            | Darko Malinovski   | Student   |   |                           |
|            | Sanja Ristevska    | NGO Analytika   |   |                           |
|            | Goran Kotevski     | Member of the Macedonian Parliament                       |   |                           |
|            | Dejan Antonov      | Institute for Communication Studies                       |   |                           |
| 09/10/2015 | Dragan Sekulovski  | Executive Director  | Association of Journalist of Macedonia              | dsekulovski@znm.org.mk    |
|            | Zoran Fidanovski   | Member of the Board of State Agency for Regulatory Agency |   |                           |
| 09/10/2015 | Slagjana Dimiskova | President   | Macedonian Association of Journalists               | dimiskova@gmail.com       |
| 09/10/2015 | Anita Božinovska   | Communication Assistant                                   | The World Bank Group in Macedonia                   | abozinovska@worldbank.org |

| Montenegro |                     | 12-16 October 2015   |                           |                                   |
|------------|---------------------|--|---------------------------|-----------------------------------|
| Date       | Name                | Function   | Institution/Organisation  | Contact details                   |
| 12/10/2015 | Patrick Schmelzer   | Programme Manager -<br>Cooperation Section<br>Media and Public Affairs | EUD Montenegro            | Patrick.SCHMELZER@eeas.europa.eu  |
|            | Andjela Tajić       | Communication and IPA Visibility,<br>VAT and Customs Exemptions        | EUD Montenegro            | angela.tajic@gmail.com            |
|            | Zvezdana Drakić     | Team Leader  | EU InfoCentre             | zvezdana.drakic@euic.me           |
|            | Elena Presilska     | PR & Event Manager   | EU InfoCentre             | elena.presilska@euic.me           |
|            | Radovan Bogojević   | Communication Officer  | EU InfoCentre             | radovan.bogojevic@euic.me         |
|            | Ana Bpgavac         | Social and Media Officer   | EU InfoCentre             | ana.bogavac@euic.me               |
|            | Milica Mihaljević   | Media Officer  | EU InfoCentre             | milica.mihaljevic@euic.me         |
| 13/10/2015 | Patrick Schmelzer   | Programme Manager -<br>Cooperation Section<br>Media and Public Affairs | EUD Montenegro            | Patrick.SCHMELZER@eeas.europa.eu  |
|            | Nemanja Tepavčević  | Press and Information Officer  | EUD Montenegro            | nemanja.TEPAVCEVIC@eeas.europa.eu |
| 13/10/2015 | Ivan Maksimovic     | Editor in Chief – Entertainment<br>Program                             | RTCG – Public Broadcaster | ivan.maksimovic@rtcg.org          |
|            | Ljudmila Šćepanović | Accountant   | RTCG – Public Broadcaster | ljudmila.scepanovic@rtcg.org      |
| 13/10/2015 | Fabio Drago         | Team Leader  | EU IPA Project: Technical | fabio.drago@berlin.de             |

|            |                      |  |   |                                |
|------------|----------------------|--|---|--------------------------------|
|            | Marija Šošić         | Senior Expert  | Assistance to Capacity Building and Support to Local Self-Government for Implementation of Municipal Development Grants | marija.shoshic@gmail.com       |
| 14/10/2015 | Ana Vujosevic        | Centar za građansko obrazovanje (CGO)  | Focus groups with journalists and CSO representatives engaged in communication and visibility activities                | ana@cgo-cce.org                |
|            | Mila Brnović         | European Movement  |   |                                |
|            | Aleksandra Stanković | Portal Analitika   |   |                                |
|            | Tinka Đuranović      | Portal Analitika   |   |                                |
|            | Srđan Kosović        | Portal Vijesti   |   |                                |
| 14/10/2015 | Ivan Vučinić         | Department for Public Relations and Communication Support to Integration Processes | Ministry of Foreign Affairs and European Integrations   | ivan.vucinic@mfa.gov.me        |
| 14/10/2015 | Ana Škoflek          | Student  | Focus group with students   |                                |
|            | Nina Kalezić         | Student  |   |                                |
|            | Luka Boljević        | Student  |   |                                |
|            | Milena Perošević     | Student  |   |                                |
|            | Irina Koprivica      | Student  |   |                                |
| 14/10/2015 | Dragutin Đeković     | City Manager   | The City of Podgorica   | drago.djekovic@podgorica.me    |
| 15/10/2015 | Veselin Šuranović    | Executive Director   | NGO Fors Montenegro   | vsturanovic@forsmontenegro.org |
|            | Tamara Todorović     | Project Implementation Manager   |   | ttodorovic@forsmontenegro.org  |
| 15/10/2015 | Dragan Anđić         | Honorary Ambassador  | Coach of Women Handball   |                                |

|            |                     |  | National Team                            |  |
|------------|---------------------|--|--|--|
| 15/10/2015 | Patrick Schmelzer   | Programme Manager -<br>Cooperation Section<br>Media and Public Affairs | DEU Montenegro                           | Patrick.SCHMELZER@eeas.europa.eu                       |
| 15/10/2015 | Daliborka Uljarević | Executive Director   | Centar za građansko<br>obrazovanje (CGO) | daliborka@cgo-cce.org<br>daliborka.uljarevic@gmail.com |
| 16/10/2015 | Nina Marković       | Project Manager - Cooperation<br>section                               | DEU Montenegro                           | Nina.MARKOVIC@eeas.europa.eu                           |
|            | Sanja Mujović       | Project Co-ordinator   | British Council                          | sanja.mujovic@britishcouncil.me                        |

| Kosovo     | 26-30 October 2015   |  |   |                                    |
|------------|--|--|---|------------------------------------|
| Date       | Name   | Function   | Institution/Organisation  | Contact details                    |
| 26/10/2015 | Fjolla Çeku  | Information and Communication Officer                                      | EU Office in Kosovo   | Fjolla.CEKU@eeas.europa.eu         |
| 26/10/2015 | Dinka Živalj   | Spokesperson   | EU Office in Kosovo   | Dinka.ZIVALJ@eeas.europa.eu        |
| 26/10/2015 | Safet Kabashaj   | Outreach Officer   | EU Office in Kosovo   | Safet.KABASHAJ@ext.eeas.europa.eu  |
|            | Syzana Bytyqi-Jagxhii  | Press and Information Officer  |   | Syzana.BYTYQI@eeas.europa.eu       |
| 27/10/2015 | Philip Mellish   | Donor Coordination and Visibility  | EU Office in Kosovo   | Philip.MELLISH@eeas.europa.eu      |
|            | Merita Govori  | Task Manager for Infrastructure  |   | Merita.GOVORI@eeas.europa.eu       |
|            | Edis Agani   | Task Manager for Rule of Law   |   | Edis.AGANI@eeas.europa.eu          |
|            | Nurten Demiri  | Task Manager for Culture   |   | Nurten.DEMIRI@eeas.europa.eu       |
| 27/10/2015 | Participation at the closing event of the EUICC in Mitrovica North |  |   |                                    |
| 27/10/2015 | Milan Milosavljević  | Event Manager  | EUICC Mitrovica North   |                                    |
|            | Marija Perović   | Project Staff  | EUICC Mitrovica North   |                                    |
| 27/10/2015 | Žarko Kovačević  | Senior Project Manager, ARDA North   | Focus group with development professionals and journalists from Northern Kosovo | zarko.kovacevic@ardanorth.eu       |
|            | Marija Nedeljković   | Political Officer, EU Office in Kosovo                                     |   | Marija.Nedeljkovic@eusrinkosovo.eu |
|            | Ljubiša Baščarević   | Human Rights Officer, Office of High Commissioner for Human Rights (OHCHR) |   | lbascarevic@ohchr.org              |

|            |   |  |                                  |                             |
|------------|---|--|----------------------------------|-----------------------------|
|            | Sanja Sovrlić   | Journalist, RTV Mir                        |                                  | sanja.sovrlic@gmail.com     |
| 28/10/2015 | Budimir Ničić   | Journalist                                 | Media Centar Caglavica           | mcentar.caglavica@gmail.com |
| 28/10/2015 | Belma Bajrami   | Project Manager                            | EUICC Pristina                   | belma.bajrami@gmail.com     |
| 28/10/2015 | Violeta Hyseni Kelmendi                                     | Information officer                        | EUICC Pristina                   | vhyseni@euicc-ks.com        |
| 28/10/2015 | Participation at the closing event of the EUICC in Pristina |  |                                  |                             |
| 29/10/2015 | Aleksandra Jovanović  | Journalist                                 | RTK2                             | +377 49 72 15 16            |
| 29/10/2015 | Fitim Gashi   | Journalist                                 | Koha Ditore Daily                | +377 44 48 82 32            |
| 29/10/2015 | Flamur Salihu   | Head of Communication & Information Office | Ministry of European Integration | flamur.salihu@rks-gov.net   |
| 29/10/2015 | Agim Orlati   | Executive Director                         | PI Communications                | agim@pirelations.com        |
|            | Bashmir Xhemaj  | Communication Expert                       | PI Communications                | bashmir@pirelations.com     |
| 30/10/2015 | Mendu Hisa  | Editor in Chief                            | RTK 1                            |                             |
| 30/10/2015 | Veton Nurkollari  | Executive Director                         | Dokufest                         | veton@dokufest.com          |

| Brussels   |            | 17 November 2015                           |                          |                         |
|------------|------------|--|--------------------------|-------------------------|
| Date       | Name       | Function                                   | Institution/Organisation | Contact details         |
| 17/11/2015 | Luca Kadar | Team Leader "Stakeholders and Delegations" | DG NEAR A2               | Luca.KADAR@ec.europa.eu |



| Albania                 |  | 26 – 31 October 2015                    |
|-------------------------|--|---|
| Name                    | Position   | Institution                             |
| Dasara Dizdari - Zeneli | Information and Communication Officer                            | Delegation to European Union to Albania |
| Artes Butka             | Political Officer  | Delegation to European Union to Albania |
| Romana Vlahutin         | Ambassador, Head of the EU Delegation to Albania                 | Delegation to European Union to Albania |
| Miriam Angoni           | Team Leader  | EUIC                                    |
| Shehiada Piraniqi       | Manager - Shkodre  | EUIC                                    |
| Besjana Roshi           | Manager - Vlore  | EUIC                                    |
| Arben Papadhopull       | Head of Creative Europe Media Desk Albania, Ex-PIO - EUIC Tirana | EUIC                                    |
| Cristina Alvarez        | Social Media Expert  | EUIC                                    |
| Enkelejda Elbasani      | Political reporter   | Public Broadcaster TVSH                 |
| Illirjan Nikaj          | Representative of youth center                                   | Vlora Friends Club                      |
| Ilda Londo              | Executive Director and Researcher                                | Albanian Media Institute (AMI)          |
| Denik Ulqini            | Board Member   | Green Center Albania                    |

|                         |                                     |  |
|-------------------------|-------------------------------------|--|
| Marinela Jazoj          | Executive Director                  | Foreign Investors Association of Albania   |
| Diana Guli              | President                           | Independent Forum for the Albanian Women   |
| Klodian Seferaj         | Executive Director                  | Open Society Foundation  |
| Prof Dr Arjeta Troshani | Dean, Marketing & Tourism Professor | Shkoder  |
| Ilda Kanani             | Professor                           | University of Vlora  |
| Tatjana Vuçani          | Expert                              | Pre-University Education Department, Ministry of Education and Sports. Republic of Albania |
| Kadri Ymeri             | Director                            | Regional Education Directorate   |
| Aurora Zylaj            | Teacher                             | Shkoder  |
| Friancis Coraboeuf      | Attachée de coopération             | French Embassy in Albania  |
| Myrena Servitzoglou     |                                     | Greek Embassy  |
| Aleksander Marleci      |                                     | Municipality of Shkodra  |
| Zirina LLambro          | The Minister's Media Adviser        | Ministry of European Integration. Republic of Albania.                                     |

| <b>Bosnia and Herzegovina</b> |   | <b>19 – 24 October 2015</b>                |
|-------------------------------|---|--|
| <b>Name</b>                   | <b>Position</b>                         | <b>Institution</b>                         |
| Zora Stanic                   | Press & Information Officer             | Delegation of the EU to BIH                |
| Andy McGuffie                 | Head of Communications and Spokesperson | EU Special Representative                  |
| Edin Atlic                    | Team Leader                             | EU Info Center                             |
| Alma Telibecirevic            | Events Assistant                        | EU Info Center                             |
| Sasa Kulukcija                | Office Assistant                        | EU Info Center                             |
| Samra Luckin                  | Director/Owner                          | BORAM<br>Network/PR/Production/Advertising |
| Dobрила Mocevic               | Executive Director                      | Prime Communications                       |
| Amil Ducic                    | Journalist                              | Dnevni Avaz                                |
| Fedzad Forto                  | Editor                                  | FENA                                       |
| Kenan Cosic                   | Journalist                              | TV1  |
| Borka Rudic                   | Secretary General /<br>Journalist       | BH Journalists Association                 |
| Adis Susnjar                  | Coordinator Editor of the E-journalists | BH Journalists Association                 |
| Jasmin Hasic                  | Executive Director                      | Humanity in Action                         |

|                     |  |                                      |
|---------------------|--|--------------------------------------|
| Jasmin Basic        | Director                                       | KULT                                 |
| Lejla Strika        | Project Development Office                     | KULT                                 |
| Erol Mujanovic      | Director                                       | NGO Marathon                         |
| Samir Beharic       | Student  | University of Sarajevo               |
| Maida Omercehajic   | Student  | University of Sarajevo               |
| Edin Bajramović     | Student  | Burch University                     |
| Karin Lissola       | 2nd Secretary                                  | Swedish Embassy                      |
| Mario Vignjevic     | PAR&Local Governance Reform                    | Swedish Embassy                      |
| Nermina Halkic      | Chargée de mission Partenariat&Communications  | French Institute                     |
| Maja Rimac-Bjelobrk | Head of European Integration Promotion Service | Directorate for European Integration |
| Jesenska Hadžajlija | Head Promotion Service                         | Directorate for European Integration |

| <b>Croatia</b>       | <b>16 – 21 November 2015</b>                                     |  |
|----------------------|--|--|
| <b>Name</b>          | <b>Position</b>  | <b>Institution</b>   |
| Andrea Horvat        | Team Leader  | EC Representation in Croatia   |
| Andrijana Parić      | Monitoring Expert  | Razbor   |
| Milica Milosavljevic | expert /project manager for the information strategy for the EUD |  |
| Aida Bagić           | Ex- Resident Advisor   | TACSO Croatia Office   |
| Zdenko Duka          | Journalist / Ex-President  | Association of Journalists   |
| Bernard Ivčić        | President  | Green action/Friends of the Earth Croatia  |
| Eugen Vuković        | Director   | Green action/Friends of the Earth Croatia  |
| Jelena Berković      | Executive Director   | GONG   |
| Nikola Buković       | Secretary General  | Youth Network  |
| Branislav Vorkapić   | Executive Director   | OGI Drniš  |
| Hrvoje Špehar        | Jean Monnet Chair  | Centre for European Studies, University of Zagreb  |
| Ana Odak             | Head of Department   | Independent Service for Informative and Educational Activities - Ministry of Regional Development and EU |

|                      |                            |   |
|----------------------|----------------------------|---|
|                      |                            | Funds   |
| Ana Ugrina           | Head of Department         | Department for EU Programs Implementation and International Cooperation - Government office for cooperation with NGOs |
| Stela Fiser Markovic | Head of Department         | Department for Strategic Planning, Programming and Informing - Government office for cooperation with NGOs            |
| Luka Margan          | Senior Expert Advisor      | Department for Financial Management and Quality Assurance - Government office for cooperation with NGOs               |
| Nikolina Tkalčec     | Head of Director's Cabinet | CFCA  |
| Tajana Mikas         | PR Officer                 | CFCA  |
| Denis Matas          | Head of Department         | CFCA  |
| Ines Kos             | Director                   | Regional Development Agency of the Republic of Croatia  |
| Josip Malogorski     | Asistant Director          | Regional Development Agency of the Republic of Croatia  |

| Turkey                   |  | 12 – 16 October 2015           |  |
|--------------------------|--|--------------------------------|--|
| Name                     | Position   | Institution                    |  |
| Stephanie von Brochowski | Communication, Press and Information Manager                                     | Delegation of the EU to Turkey |  |
| Selda Paydak             | Information & Communication Officer  | Delegation of the EU to Turkey |  |
| Sümbül Eren              | Information & Communication Officer  | Delegation of the EU to Turkey |  |
| Deniz Yenil              | Information & Communication Officer  | Delegation of the EU to Turkey |  |
| Selda Düzenli            | Secretary  | Delegation of the EU to Turkey |  |
| Andrea Schmidt           | Second Secretary, Deputy Head of Section, Political Affairs, Press & Information | Delegation of the EU to Turkey |  |
| Ümit Sezgin              | Team Leader  | ZED TA                         |  |
| Can Özgün                | Key expert responsible for Event Management                                      | ZED TA                         |  |
| Zinnur Vapur             | TA Publication and Social Media  | ZED TA                         |  |
| Devrim Gürkan            | TA Media Expert  | ZED TA                         |  |
| Sinem Kaya               | EUIC Coordinator   | Ankara EUIC                    |  |
| Mustafa Kartoğlu         | Ankara Bureau Chief  | Star Daily                     |  |



|                     |  |   |
|---------------------|--|---|
| Okan Müderrisoğlu   | Ankara Bureau Chief  | Sabah Daily   |
| Bülent Aydemir      | Ankara Bureau Chief  | HaberTurk Daily   |
| Sinan Polat         | Journalist   | Anadolu Agency  |
| Çiğdem Nas          | Secretary General  | Economic Development Foundation                                   |
| Werner Gruber       | EU Project Development and Monitoring Division, Activity Manager | TOBB  |
| Derya Sevinç        | Team Europe Member   | Team Europe Member  |
| Prof. Yıldız Ecevit | Department of Women Studies                                      | Middle East Technical University                                  |
| Marcella Zaccagnino | Political Counselor  | Italian Embassy   |
| Sanem Onay          | Head of Press and Public Affairs Section                         | British Embassy   |
| Aycan Alp Erözalp   | Digital Communications, Press and Public Affairs Officer         | British Embassy   |
| Sinan Ayhan         | Coordinator, Director of Communication                           | MEUAs   |
| Zerrin Keskin       | Communications Officer   | MEUAs   |
| Muharrem Selçuk     | Deputy General Manager   | Tarım ve Hayvancılık Bakanlığı<br>Gıda ve Kontrol Genel Müdürlüğü |

**Second round of field interviews conducted by Senior Experts**<sup>16</sup>

**Turkey, 9-11 December 2016**

Mrs. Andreea Schmidt, Deputy Head Political Section  
Mr. Bela Szombati, Deputy HoD  
Ms Ebru Taskin, Head of Operations  
Mrs Ipek Seda Gecim Bakir, Head of Cooperation Sector  
Mr. Mustafa Balci, Economic and Social Dev. Section  
Mrs Stephanie von Brochowski, Information and communication officer  
Giray Sadik, Dept. of International relations, Yildirim University  
Orhideja Sokac, Croatian Embassy  
Erik van Oudheusden, Dutch Embassy

**Albania, 16-17 December 2015**

Romana Vlahutin, Head of Delegation (HoD) (phone)  
Jan Rudolph, Head of Political & Information Section  
Dasara Dizdari-Zeneli, Information and Communication Officer  
Artes Butka, former Information and Communication Officer  
Miriam Angoni, Team Leader EU Info Centres in Shkodra and Vlora

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<sup>16</sup> Senior Experts: Dietmar Aigner (Team Leader) and Pam van de Bunt (Senior Expert).

**Montenegro, 12-14 January 2016**

Mr. Dobric, HoD  
Mrs. Pekuri, Head of Political section, Deputy HoD  
Mr. Patrick Schmelzer, PIO  
Mr. Nemanja Tepavcevic, PIO

**Serbia, 14-15 January 2016**

Michael Davenport, HoD  
Oscar Benedikt, Deputy HoD  
Ramunas Janusauskas Head of Information, Communication and Press

**FYR Macedonia 20-21 January 2016**

Aivo Orav HoD  
Lukas Holub, Head of Political & Information Section  
Natasa Ducevska, Press & Information Officer  
Jasminka Dimitrovska, Head of EU Info Centre

**Bosnia and Herzegovina, 20-22 January 2016**

Zora STANIC, Press and Information Officer  
Massimo MINA, Head of Operations Section for Social Development, Civil Society & CBC  
Andrea BATTISTA, Programme Manager  
Jamila MILOVIC-HALILOVIC, Acting Head of Communication Section  
Melvin ASIN, Head of Cooperation  
Amra CELEBIC, Senior Secretary Documentalist/Project Visibility  
Jan SNAIDAUF, Head of Political and Economic Section  
Renzo DAVIDDI, Deputy HoD

## Annex 5: Documentation

| N°                                 | Title  | Provenance                         | Date        |
|------------------------------------|--|------------------------------------|-------------|
| <b>A. Financing Decisions</b>      |  |                                    |             |
| 1                                  | Commission Decision adopting an Information & Communication Programme under the IPA – Transition Assistance and Institution Building Component (TAIB) for 2009 + Annex | European Commission (EC), Brussels | 09 Jun 2009 |
| 2                                  | Commission Decision adopting an Information & Communication Programme under the IPA – TAIB Component for the year 2010 + Annex   | EC, Brussels                       | 22 Jun 2010 |
| 3                                  | Commission Decision adopting an Information & Communication Programme under the IPA – TAIB Component for the year 2011 + Annex   | EC, Brussels                       | 18 Apr 2011 |
| 4                                  | Commission Implementing Decision adopting an Information & Communication Programme under the IPA – TAIB Component for the year 2012 + Annex                            | EC, Brussels                       | 13 Jun 2012 |
| 5                                  | Commission Implementing Decision adopting an Information & Communication Programme under the IPA – TAIB Component for the year 2013 + Annex                            | EC, Brussels                       | 24 Jul 2013 |
| 6                                  | Commission Implementing Decision adopting a Support Measure to an Information & Communication Programme for the year 2014 + Annex                                      | EC, Brussels                       | 02 Dec 2014 |
| <b>B. Documentation by Country</b> |  |                                    |             |
| <b>ALBANIA</b>                     |  |                                    |             |
| <b>Planning &amp; Reporting</b>    |  |                                    |             |
| 1                                  | Information and Communication Work Programme for 2010  | EUD, Tirana                        | 26 Nov 2009 |
| 2                                  | Information and Communication Forward Planning under IPA 2011 FD   | EUD, Tirana                        | 13 Dec 2010 |
| 3                                  | Information and Communication Forward Planning under IPA 2012 FD   | EUD, Tirana                        | 30 Sep 2011 |
| 4                                  | Information and Communication Forward Planning under IPA 2013 FD   | EUD, Tirana                        | 08 Jan 2013 |
| 5                                  | Information and Communication Forward Planning under IPA 2014 FD   | EUD, Tirana                        | 15 May 2014 |
| 6                                  | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Tirana                        | 04 Jul 2011 |
| 7                                  | Information and Communications Mid-Year Report: Jul-Dec 2011   | EUD, Tirana                        | 13 Jan 2012 |
| 8                                  | Information and Communication Mid-Year Report: Jan-Jun 2012  | EUD, Tirana                        | 25 Jun 2012 |

| N°                              | Title   | Provenance  | Date                       |
|---------------------------------|---|-------------|----------------------------|
| 9                               | Information and Communication Mid-Year Report: Jul-Dec 2012                 | EUD, Tirana | 28 Dec 2012                |
| 10                              | Information and Communication Annual Report Period: January-December 2013   | EUD, Tirana | 08 Jan 2014                |
| 11                              | Information and Communication Mid-Year Report: Jan-Jun 2014                 | EUD, Tirana | 27 Jun 2014                |
| 12                              | Information and Communication Annual Report: Jan-Dec 2013                   | EUD, Tirana | 14 Jan 2015                |
| <b>Additional Documentation</b> |   |             |                            |
| 13                              | Press trips of Albanian journalists with the Albanian Media Institute       | EUD, Tirana | IPA 2011 (Final reports)   |
| 14                              | Audiovisual programmes with the Independent Forum of Albanian Woman         | EUD, Tirana | IPA 2011 (Final reports)   |
| 15                              | Audiovisual programmes with Top Channel on EU integration                   | EUD, Tirana | IPA 2011 (Final reports)   |
| 16                              | Management of Shkodra and Vlora EU Information Centres with Congress Centre | EUD, Tirana | IPA 2011 (Final reports)   |
| 17                              | Opinion poll on EU perceptions in Albania with OSFA                         | EUD, Tirana | IPA 2012 (Final reports)   |
| 18                              | Management of Tirana EU Information Centre with Ecorys                      | EUD, Tirana | IPA 2012 (Final reports)   |
| 19                              | Press trips of Albanian journalists with the Albanian Media Institute       | EUD, Tirana | IPA 2012 (Final reports)   |
| 20                              | Audiovisual programmes with the Albanian Institute of International Studies | EUD, Tirana | IPA 2012 (Final reports)   |
| 21                              | Establishing an EU Relay for business with the Foreign Investors of Albania | EUD, Tirana | IPA 2012 (Final reports)   |
| 22                              | Management of Shkodra and Vlora EU Information Centres with Congress Centre | EUD, Tirana | IPA 2013 (Interim Reports) |
| 23                              | Management of Tirana EU Info Centre with Ecorys.                            | EUD, Tirana | IPA 2013 (Interim Reports) |

| N°                              | Title   | Provenance    | Date                       |
|---------------------------------|---|---------------|----------------------------|
| 24                              | Press trips of Albanian journalists with the Albanian Media Institute       | EUD, Tirana   | IPA 2011 (Final reports)   |
| 25                              | Audiovisual programmes with the Independent Forum of Albanian Woman         | EUD, Tirana   | IPA 2011 (Final reports)   |
| 26                              | Audiovisual programmes with Top Channel on EU integration                   | EUD, Tirana   | IPA 2011 (Final reports)   |
| 27                              | Management of Shkodra and Vlora EU Information Centres with Congress Centre | EUD, Tirana   | IPA 2011 (Final reports)   |
| 28                              | Opinion poll on EU perceptions in Albania with OSFA                         | EUD, Tirana   | IPA 2012 (Final reports)   |
| 29                              | Management of Tirana EU Information Centre with Ecorys                      | EUD, Tirana   | IPA 2012 (Final reports)   |
| 30                              | Press trips of Albanian journalists with the Albanian Media Institute       | EUD, Tirana   | IPA 2012 (Final reports)   |
| 31                              | Audiovisual programmes with the Albanian Institute of International Studies | EUD, Tirana   | IPA 2012 (Final reports)   |
| 32                              | Establishing an EU Relay for business with the Foreign Investors of Albania | EUD, Tirana   | IPA 2012 (Final reports)   |
| 33                              | Management of Shkodra and Vlora EU Information Centres with Congress Centre | EUD, Tirana   | IPA 2013 (Interim Reports) |
| 34                              | Management of Tirana EU Info Centre with Ecorys.                            | EUD, Tirana   | IPA 2013 (Interim Reports) |
| <b>BOSNIA &amp; HERZEGOVINA</b> |   |               |                            |
| <b>Planning &amp; Reporting</b> |   |               |                            |
| 35                              | Information and Communication Draft Work Programme 2010                     | EUD, Sarajevo | 20 Nov 2010                |
| 36                              | Information and Communication Forward Planning under 2011 FD                | EUD, Sarajevo | 17 Dec 2010                |
| 37                              | Information and Communication Programme under IPA 2012 FD                   | EUD, Sarajevo | Undated                    |

| N°                              | Title  | Provenance    | Date        |
|---------------------------------|--|---------------|-------------|
| 38                              | Information and Communication Programme under IPA 2013 FD  | EUD, Sarajevo | 16 Jan 2013 |
| 39                              | Information and Communication Programme under IPA 2014 FD  | EUD, Sarajevo | 21 Mar 2014 |
| 40                              | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Sarajevo | 30 Jun 2011 |
| 41                              | Information and Communication Mid-Year Report: Jul-Dec 2011  | EUD, Sarajevo | Undated     |
| 42                              | Information and Communication Mid-Year Report: Jan-Jun 2012  | EUD, Sarajevo | 02 Jul 2012 |
| 43                              | Information and Communication Mid-Year Report: Jul-Dec 2012  | EUD, Sarajevo | 14 Jan 2013 |
| 44                              | Information and Communication Annual Report: Jan-Dec 2013  | EUD, Sarajevo | 08 Jan 2014 |
| 45                              | Information and Communication Mid-Year Report: Jan-Jun 2014  | EUD, Sarajevo | 19 Jun 2014 |
| 46                              | Information and Communication Annual Report: Jan-Dec 2014  | EUD, Sarajevo | 13 Jan 2015 |
| <b>Additional Documentation</b> |  |               |             |
| 47                              | Surveys : EUSR Public Opinion Polling & Evaluation - - Presentation  | EUD, Sarajevo | June 2014   |
| 48                              | Surveys : EUSR Public Opinion Polling and Evaluation – Presentation  | EUD, Sarajevo | Feb 2013    |
| 49                              | Surveys : EUSR Public Opinion Polling & Evaluation – Presentation  | EUD, Sarajevo | June 2013   |
| 50                              | Surveys : Public opinion survey in Bosnia and Herzegovina - Presentation   | EUD, Sarajevo | Aug 2012    |
| 51                              | Surveys : EUSR Public Opinion Polling and Evaluation – Data Tables - Excel                                       | EUD, Sarajevo | Feb 2013    |
| 52                              | Surveys : EUSR Public Opinion Polling & Evaluation – Data Tables - Excel   | EUD, Sarajevo | June 2013   |
| 53                              | Surveys : Public opinion survey in Bosnia and Herzegovina - Data Tables – Excel                                  | EUD, Sarajevo | Aug 2012    |
| 54                              | Final Report : Support to establishment and management of the EU Info Centre in Bosnia and Herzegovina           | EUD, Sarajevo | 28 Nov 2014 |
| 55                              | Final Report : Support to establishment and management of the EU Info Centre in Bosnia and Herzegovina – Annex A | EUD, Sarajevo | 28 Nov 2014 |
| 56                              | Final Report : Support to establishment and management of the EU Info Centre in Bosnia and Herzegovina - Annex B | EUD, Sarajevo | 28 Nov 2014 |
| 57                              | Final Report : Support to establishment and management of the EU Info Centre in Bosnia and                       | EUD, Sarajevo | 28 Nov 2014 |



| N° | Title  | Provenance    | Date        |
|----|--|---------------|-------------|
|    | Herzegovina - Annex C  |               |             |
| 58 | BIH - Visibility plan 2014   | EUD, Sarajevo | 2014        |
| 59 | BIH - Visibility plan 2013   | EUD, Sarajevo | 2013        |
| 60 | BIH - Visibility plan 2012   | EUD, Sarajevo | 2012        |
| 61 | BIH - Visibility plan 2011   | EUD, Sarajevo | 2011        |
| 62 | Final Report Role of Local Communities in European Integration 1       | EUD, Sarajevo |             |
| 63 | Final Report Role of Local Communities in European Integration 2       | EUD, Sarajevo |             |
| 64 | Final Report Role of Local Communities in European Integration 3       | EUD, Sarajevo |             |
| 65 | 2010 245723 EUA II CONTRACT  | EUD, Sarajevo | 2010        |
| 66 | 2010 245723 EUA II FINAL REPORT  | EUD, Sarajevo | 2010        |
| 67 | 2012 294453 CONTRACT Role of Local communities in European integration | EUD, Sarajevo | 2012        |
| 68 | 2012 304141 CONTRACT Boram Competitions and promotional Material       | EUD, Sarajevo | 2012        |
| 69 | 2012 304141 FINAL REPORT Competitions and Promotional Material         | EUD, Sarajevo | 2012        |
| 70 | 2012 305976 CONTRACT PRIME information Products                        | EUD, Sarajevo | 2012        |
| 71 | 2012 305976 FINAL REPORT PRIME Information Products                    | EUD, Sarajevo | 2012        |
| 72 | 2012 310996 CONTRACT Print Media Monitoring                            | EUD, Sarajevo | 2012        |
| 73 | 2013 333153 EUIC contract CEU First                                    | EUD, Sarajevo | 2013        |
| 74 | BIH MEDIA LANDSCAPE  | EUD, Sarajevo | Dec 2014    |
| 75 | Draft FINAL REPORT Boram   | EUD, Sarajevo | 23 Oct 2013 |
| 76 | DRAFT_FINAL_REPORT_2012_305_976 PRIME Information Products             | EUD, Sarajevo | 2012        |
| 77 | Annual Analysis of BIH Print Media coverage                            | EUD, Sarajevo | 2013        |
| 78 | EUD, EUSR Annual Media Review  | EUD, Sarajevo | 2014        |
| 79 | MIA EU annual report   | EUD, Sarajevo | 2010        |

| N°                              | Title  | Provenance                 | Date                     |
|---------------------------------|--|----------------------------|--------------------------|
| 80                              | MIA EU annual report   | EUD, Sarajevo              | 2011                     |
| 81                              | MIPD BIH_2011_2013_en  | EUD, Sarajevo              | 2011                     |
| 82                              | Progress Report 2012/305-976 Production and dissemination of information products<br>Delegation of the European Union to BiH | EUD, Sarajevo              | 2012                     |
| 83                              | Report Banja Luka debate FINAL   | EUD, Sarajevo              | 11 Oct 2013              |
| 84                              | Report Enlargement Week FINAL  | EUD, Sarajevo              | 18 Oct 2013              |
| 85                              | Report on EU Year of Citizens FINAL  | EUD, Sarajevo              | 30 Aug 2013              |
| 86                              | Report Quiz competition FINAL  | EUD, Sarajevo              | 18 Oct 2013              |
| <b>CROATIA</b>                  |  |                            |                          |
| <b>Planning &amp; Reporting</b> |  |                            |                          |
| 87                              | Information and Communication Work Programme 2010  | EUD, Zagreb                | 03 Dec 2009              |
| 88                              | Information and Communication Forward Planning under 2011 FD   | EUD, Zagreb                | 21 Oct 2010/<br>Dec 2010 |
| 89                              | Information and Communication Programme under IPA 2012 FD  | EUD, Zagreb                | Undated                  |
| 90                              | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Zagreb                | 30 June 2011             |
| 91                              | Information and Communication Mid-Year Report: Jul-Dec 2011  | EUD, Zagreb                | 30 Dec 2011              |
| 92                              | Information and Communication Mid-Year Report: Jan-July 2012   | EUD, Zagreb                | 30 June 2012             |
| 93                              | Information and Communication Mid-Year Report: Jul-Dec 2012  | EUD, Zagreb                | 31 Dec 2012              |
| 94                              | Information and Communication Mid-Year Report: Jan-July 2013   | EUD, Zagreb                | 30 June 2013             |
| 95                              | Europe Week 2012 Report  | EUD, Zagreb                |                          |
| 96                              | Europe Week 2013 Report  | EUD, Zagreb                |                          |
| <b>Additional Documentation</b> |  |                            |                          |
| 97                              | Support to Implementation of the EC Information and Communication Programme in Croatia,<br>Inception Report                  | Ecorys UK Ltd (consortium) | 05 Feb 20013             |

| N°   | Title  | Provenance                 | Date        |
|--|--|----------------------------|-------------|
| 98   | Support to Implementation of the EC Information and Communication Programme in Croatia, Interim Report: 01 Jan-30 Jun 2013                             | Ecorys UK Ltd (consortium) | 26 Jul 2013 |
| 99   | Support to Implementation of the EC Information and Communication Programme in Croatia, Final Report: 01 Jan-31 Oct 2013                               | Ecorys UK Ltd (consortium) | 04 Dec 2013 |
| 100  | Support for Implementation of the EC Communication Strategy for Enlargement in Croatia, Inception Report, Interim Report and Final Report with Annexes | Ecorys UK Ltd (consortium) | 2011        |
| 101  | Support for Implementation of the EC Communication Strategy for Enlargement in Croatia, Inception Report, Interim Report and Final Report with Annexes | Ecorys UK Ltd (consortium) | 2012        |
| <b>FORMER YUGOSLAV REPUBLIC OF MACEDONIA</b> |  |                            |             |
| <b><i>Planning &amp; Reporting</i></b>       |  |                            |             |
| 102  | Information and Communication Draft Work Programme 2010  | EUD, Skopje                | 20 Nov 2009 |
| 103  | Information and Communication Forward Planning under 2011 FD   | EUD, Skopje                | 14 Dec 2010 |
| 104  | Information and Communication Programme under IPA 2012 FD  | EUD, Skopje                | 02 Dec 2011 |
| 105  | Information and Communication Programme under IPA 2013 FD  | EUD, Skopje                | 08 Jan 2013 |
| 106  | Information and Communication Programme under IPA 2014 FD  | EUD, Skopje                | 20 Mar 2014 |
| 107  | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Skopje                | 29 Jun 2011 |
| 108  | Information and Communication Mid-Year Report: Jul-Dec 2011  | EUD, Skopje                | 09 Jan 2012 |
| 109  | Information and Communication Mid-Year Report: Jan-Jun 2012  | EUD, Skopje                | 29 Jun 2012 |
| 110  | Information and Communication Mid-Year Report: Jul-Dec 2012  | EUD, Skopje                | 31 Dec 2012 |
| 111  | Information and Communication Annual Report: Jan-Dec 2013  | EUD, Skopje                | 20 Dec 2013 |
| 112  | Information and Communication Annual Report: Jan-Dec 2014  | EUD, Skopje                | 08 Jan 2015 |
| 113  | Information and Communication Mid-Year Report: Jan-Jun 2014  | EUD, Skopje                | 19 Jun 2014 |
| <b><i>Additional Documentation</i></b>       |  |                            |             |
| 114  | EUIC Report, Jul-Dec 2011  | EUD, Skopje                | Undated     |

| N°  | Title   | Provenance   | Date     |
|-----|---|--------------|----------|
| 115 | EU InfoCentre Skopje – Impact Evaluation of Events (Presentation)   | GfK, Skopje  | Feb 2015 |
| 116 | Report of events held in the EU InfoCentre during the period 01 Jan-02 Jul 2011   | EUIC, Skopje | Undated  |
| 117 | Facts & Figures – Jan-June 2012   | EUIC, Skopje | Undated  |
| 118 | Report of EU InfoCentre Facebook page during the period 01 January – 02 July 2011   | EUIC, Skopje |          |
| 119 | Media Coverage Report – 01 Jan-02 Jul 2011  | EUIC, Skopje | Undated  |
| 120 | Media Coverage Report – 03 Jul-31 Dec 2011  | EUIC, Skopje | Undated  |
| 121 | Report of Distributed Promotional Materials – 01 Jan-02 Jul 2011  | EUIC, Skopje | Undated  |
| 122 | Report of Distributed Publications – 01 Jan-02 Jul 2011   | EUIC, Skopje | Undated  |
| 123 | Information and Communication Programme – Production of Publications and Promotional Materials: Printed Publications and Materials: 23/08/2010-23/08/2011 | EUIC, Skopje | Undated  |
| 124 | Report of EU InfoCentre Facebook Page – 01 Jan-02 Jul 2011  | EUIC, Skopje | Undated  |
| 125 | Report of events held in the EU InfoCentre during the period 03 Jul 20011 - 02 Jul 2012   | EUIC, Skopje | Undated  |
| 126 | Facts & Figures – 03 Jul 2011 – 02 Jul 2012   | EUIC, Skopje | Undated  |
| 127 | EU InfoCentre Facebook Fan Page – Jul 2012  | EUIC, Skopje | Undated  |
| 128 | EU InfoCentre Website Statistics – 03 July 2011 - 02 July 2012  | EUIC, Skopje | Undated  |
| 129 | Media Coverage Report – 01 Jan-02 Jul 2012  | EUIC, Skopje | Undated  |
| 130 | Report of Distributed Promotional Materials – 03 Jul 2011 - 02 Jul 2012   | EUIC, Skopje | Undated  |
| 131 | Report of Distributed Publications – 03 Jul 2011 - 02 Jul 2012  | EUIC, Skopje | Undated  |
| 132 | Report of events held in the EU InfoCentre during the period 01 Jan-02 Jul 2013   | EUIC, Skopje | Undated  |
| 133 | Report of events held in the EU InfoCentre during the period 03 Jul-31 Dec 2013   | EUIC, Skopje | Undated  |
| 134 | Facts & Figures – 03 Jul 2012 – 02 Jul 2013   | EUIC, Skopje | Undated  |
| 135 | EU InfoCentre Facebook Fan Page – 01 Jan-02 Jul 2013  | EUIC, Skopje | Undated  |
| 136 | EU InfoCentre Facebook Fan Page – 03 Jul-31 Dec 2013  | EUIC, Skopje | Undated  |

| N°  | Title  | Provenance   | Date    |
|-----|--|--------------|---------|
| 137 | EU InfoCentre Website Statistics – 03 July 2012 - 02 July 2013                   | EUIC, Skopje | Undated |
| 138 | Media Coverage Report – 01 Jan-02 Jul 2013                                       | EUIC, Skopje | Undated |
| 139 | Media Coverage Report – 01 Jul-31 Dec 2012                                       | EUIC, Skopje | Undated |
| 140 | Report of Distributed Promotional Materials – 03 Jul 2012 - 02 Jul 2013          | EUIC, Skopje | Undated |
| 141 | Report of Distributed Publications – 03 Jul 2012 - 02 Jul 2013                   | EUIC, Skopje | Undated |
| 142 | List of Printed Publications - 03 Jul 2012 - 02 Jul 2013                         | EUIC, Skopje | Undated |
| 143 | List of Produced Promotional Materials – 03 Jul 2012 - 02 Jul 2013               | EUIC, Skopje | Undated |
| 144 | Report of events held in the EU InfoCentre during the period 03 Jul-31 Dec 2013  | EUIC, Skopje | Undated |
| 145 | Report of events held in the EU InfoCentre during the period 01 Jan-02 Jul 2014  | EUIC, Skopje | Undated |
| 146 | Facts & Figures – 03 Jul 2013 - 02 Jul 2014                                      | EUIC, Skopje | Undated |
| 147 | EU InfoCentre Facebook Fan Page – 03 Jul-31 Dec 2013                             | EUIC, Skopje | Undated |
| 148 | EU InfoCentre Facebook Fan Page – 01 Jan-02 Jul 2014                             | EUIC, Skopje | Undated |
| 149 | EU InfoCentre Website Statistics – 03 July 2013 – 31 Dec 2013                    | EUIC, Skopje | Undated |
| 150 | Media Coverage Report – 03 Jul-31 Dec 2013                                       | EUIC, Skopje | Undated |
| 151 | Media Coverage Report – 01 Jan-02 Jul 2014                                       | EUIC, Skopje | Undated |
| 152 | Report of Distributed Promotional Materials – 03 Jul 2013 - 02 Jul 2014          | EUIC, Skopje | Undated |
| 153 | Report of Distributed Publications – 03 Jul 2013 - 02 Jul 2014                   | EUIC, Skopje | Undated |
| 154 | List of Printed Publications - 03 Jul 2013 - 02 Jul 2014                         | EUIC, Skopje | Undated |
| 155 | List of Produced Promotional Materials - 03 Jul 2013 - 02 Jul 2014               | EUIC, Skopje | Undated |
| 156 | Report of events held in the EU InfoCentre during the period 03 Jul-31 Dec 2014  | EUIC, Skopje | Undated |
| 157 | Report of events held in at external venues during the period 03 Jul-31 Dec 2014 | EUIC, Skopje | Undated |
| 158 | Facts & Figures – 03 Jul 2013 – 02 Jul 2014                                      | EUIC, Skopje | Undated |
| 159 | EU InfoCentre Facebook Fan Page – 03 Jul-31 Dec 2014                             | EUIC, Skopje | Undated |

| N°                              | Title  | Provenance          | Date        |
|---------------------------------|--|---------------------|-------------|
| 160                             | EU InfoCentre Website Statistics – 03 July 2013 – 31 Dec 2014                | EUIC, Skopje        | Undated     |
| 161                             | EU InfoCentre Twitter Profile Overview – 03 July 2013 – 31 Dec 2014          | EUIC, Skopje        | Undated     |
| 162                             | Media Coverage Report – 03 Jul-31 Dec 2014                                   | EUIC, Skopje        | Undated     |
| 163                             | Report of Distributed Promotional Materials – 03 Jul-31 Dec 2014             | EUIC, Skopje        | Undated     |
| 164                             | Report of Distributed Publications – 03 Jul-31 Dec 2014                      | EUIC, Skopje        | Undated     |
| 165                             | List of Printed Publications - 03 Jul-31 Dec 2014                            | EUIC, Skopje        | Undated     |
| 166                             | List of Produced Promotional Materials - 03 Jul-31 Dec 2014                  | EUIC, Skopje        | Undated     |
| 167                             | Public Opinion Poll Report – March 2015                                      | GfK                 | Mar 2015    |
| 168                             | Thematic Evaluation 2015   | EUIC, Skopje        | Undated     |
| <b>Kosovo</b>                   |  |                     |             |
| <b>Planning &amp; Reporting</b> |  |                     |             |
| 1                               | Information and Communication Work Programme 2010                            | EU Office, Priština | 29 Nov 2009 |
| 2                               | Information and Communication Forward Planning under 2011 FD                 | EU Office, Priština | 10 Jan 2011 |
| 3                               | Information and Communication Programme under IPA 2012 FD                    | EU Office, Priština | 06 Dec 2011 |
| 4                               | Information and Communication Programme under IPA 2013 FD (Draft)            | EU Office, Priština | Undated     |
| 5                               | Information and Communication Programme under IPA 2014 FD                    | EU Office, Priština | 21 Mar 2014 |
| 6                               | Information and Communication Mid-Year Report: Jan-Jun 2011                  | EU Office, Priština | 04 Jul 2011 |
| 7                               | Information and Communication Mid-Year Report: Jul-Dec 2011                  | EU Office, Priština | 10 Jan 2012 |
| 8                               | Information and Communication Mid-Year Report: Jan-Jun 2012                  | EU Office, Priština | 29 Jun 2012 |
| 9                               | Information and Communication Mid-Year Report: Jul-Dec 2012                  | EU Office, Priština | Undated     |
| 10                              | Information and Communication Annual Report: Jan-Dec 2013                    | EU Office, Priština | 08 Jan 2014 |
| 11                              | Information and Communication Annual Report (2013) & Forward Planning (2014) | EU Office, Priština | 31 Jan 2014 |
| 12                              | Information and Communication Mid-Year Report: Jan-Jun 2014                  | EU Office, Priština | 19 Jun 2014 |

| N°                              | Title  | Provenance          | Date         |
|---------------------------------|--|---------------------|--------------|
| 13                              | Information and Communication Annual Report: Jan-Dec 2014  | EU Office, Priština | 13 Jan 2015  |
| 14                              | Information and Communication Annual Report (2014) & Forward Planning (2015)                       | EU Office, Priština | 30 Jan 2015  |
| <b>Additional Documentation</b> |  |                     |              |
| 15                              | Survey of Awareness of the EU and European Integration among Kosovo Residents – 2010: Draft Report | UBO Consulting      | Aug 2010     |
| 16                              | Survey of Awareness of the EU and European Integration among Kosovo Residents – 2012: Draft Report | UBO Consulting      | May-Jun 2012 |
| 17                              | Survey of Awareness of the EU and European Integration in Kosovo,                                  | UBO Consulting      | May-Jul 2013 |
| 18                              | Survey of Awareness of the EU and European Integration in Kosovo                                   | UBO Consulting      | May 2014     |
| 19                              | ROM Background Conclusion Sheet (Ongoing) concerning 'EU Perspective in Kosovo'                    | European Commission | April 2014   |
| <b>MONTENEGRO</b>               |  |                     |              |
| <b>Planning &amp; Reporting</b> |  |                     |              |
| 1                               | Information and Communication Draft Work Programme 2010  | EUD, Podgorica      | Oct 2009     |
| 2                               | Information and Communication Forward Planning under 2011 FD                                       | EUD, Podgorica      | 30 Sep 2010  |
| 3                               | Information and Communication Programme under IPA 2012 FD  | EUD, Podgorica      | 30 Sep 2011  |
| 4                               | Information and Communication Programme under IPA 2013 FD  | EUD, Podgorica      | 20 Dec 2012  |
| 5                               | Information and Communication Programme under IPA 2014 FD  | EUD, Podgorica      | 26 Aug 2014  |
| 6                               | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Podgorica      | 29 Jun 2011  |
| 7                               | Information and Communication Mid-Year Report: Jul-Dec 2011  | EUD, Podgorica      | 28 Dec 2011  |
| 8                               | Information and Communication Mid-Year Report: Jan-Jun 2012  | EUD, Podgorica      | 30 Jun 2012  |
| 9                               | Information and Communication Mid-Year Report: Jul-Dec 2012  | EUD, Podgorica      | 20 Dec 2012  |
| 10                              | Information and Communication Annual Report: Jan-Dec 2013  | EUD, Podgorica      | 31 Dec 2013  |
| 11                              | Information and Communication Annual Report: Jan-Dec 2014  | EUD, Podgorica      | 14 Jan 2015  |
| 12                              | EU Delegation to Montenegro Information and Communication Strategy 2014-2016                       | EUD, Podgorica      | 06 Nov 2013  |



| N°                              | Title   | Provenance           | Date        |
|---------------------------------|---|----------------------|-------------|
| <b>Additional Documentation</b> |   |                      |             |
| 13                              | Overview of InfoComm Projects during 2013                                 | EUD, Podgorica       | Undated     |
| 14                              | Overview of InfoComm Projects during 2015                                 | EUD, Podgorica       | Undated     |
| 15                              | Description of Duties – Programme Manager Public Information & Media      | EUD, Podgorica       | Undated     |
| <b>SERBIA</b>                   |   |                      |             |
| <b>Planning &amp; Reporting</b> |   |                      |             |
| 1                               | Information and Communication Draft Work Programme 2010                   | EUD, Belgrade        | Nov 2009    |
| 2                               | Information and Communication Forward Planning under 2011 FD              | EUD, Belgrade        | 11 Jan 2011 |
| 3                               | Information and Communication Programme under IPA 2012 FD                 | EUD, Belgrade        | 05 Dec 2011 |
| 4                               | Information and Communication Programme under IPA 2013 FD                 | EUD, Belgrade        | Jan 2013    |
| 5                               | Information and Communication Programme under IPA 2014 FD                 | EUD, Belgrade        | 21 Mar 2014 |
| 6                               | Information and Communication Mid-Year Report: Jan-Jun 2011               | EUD, Belgrade        | 30 Jun 2011 |
| 7                               | Information and Communication Mid-Year Report: Jul-Dec 2011               | EUD, Belgrade        | 15 Jan 2012 |
| 8                               | Information and Communication Mid-Year Report: Jan-Jun 2012               | EUD, Belgrade        | 29 Jun 2012 |
| 9                               | Information and Communication Mid-Year Report: Jul-Dec 2012               | EUD, Belgrade        | Jan 2013    |
| 10                              | Information and Communication Annual Report: Jan-Dec 2013                 | EUD, Belgrade        | 08 Jan 2014 |
| 11                              | Information and Communication Mid-Year Report: Jan-Jun 2014               | EUD, Belgrade        | 19 Jun 2014 |
| 12                              | Information and Communication Annual Report: Jan-Dec 2014                 | EUD, Belgrade        | 13 Jan 15   |
| <b>Additional Documentation</b> |   |                      |             |
| 13                              | EUIC Opening  | EUD/Ecorys, Belgrade | 19 May 2011 |
| 14                              | <b>NB:</b> EUD Belgrade advised it has no additional information to share |                      |             |
| <b>TURKEY</b>                   |   |                      |             |
| <b>Planning &amp; Reporting</b> |   |                      |             |

| N°                              | Title  | Provenance               | Date        |
|---------------------------------|--|--------------------------|-------------|
| 15                              | Information and Communication Final Work Programme 2010  | EUD, Ankara              | 18 Nov 2009 |
| 16                              | Information and Communication Forward Planning under 2011 FD (revised)   | EUD, Ankara              | 20 Dec 2010 |
| 17                              | Information and Communication Programme under IPA 2012 FD  | EUD, Ankara              | Oct 2011    |
| 18                              | Information and Communication Programme under IPA 2013 FD  | EUD, Ankara              | Jan 2013    |
| 19                              | Information and Communication Programme under IPA 2014 FD  | EUD, Ankara              | Mar 2014    |
| 20                              | Information and Communication Mid-Year Report: Jan-Jun 2011  | EUD, Ankara              | 30 Jun 2011 |
| 21                              | Information and Communication Mid-Year Report: Jul-Dec 2011  | EUD, Ankara              | 09 Jan 2011 |
| 22                              | Information and Communication Mid-Year Report: Jan-Jun 2012  | EUD, Ankara              | 29 Jun 2011 |
| 23                              | Information and Communication Mid-Year Report: Jul-Dec 2012  | EUD, Ankara              | 03 Jan 2013 |
| 24                              | Information and Communication Full Year Report: Jan-Dec 2013   | EUD, Ankara              | 08 Jan 2014 |
| 25                              | Information and Communication Mid-Year Report: Jan-Jun 2014  | EUD, Ankara              | 19 Jun 2014 |
| 26                              | Information and Communication Annual Report: Jan-Dec 2014  | EUD, Ankara              | 20 Feb 2015 |
| <b>Additional Documentation</b> |  |                          |             |
| 27                              | Strategy Related Documents - EUD Communication Strategy - FINAL APPROVED   | Media Consulta, Ankara   | 2012        |
| 28                              | Strategy Related Documents - 2013 Social Media Strategy v 1.0 May 13   | EUD, Ankara              | 2013        |
| 29                              | Strategy Related Documents - EU Ministry - New Communication Strategy 2014   | MEUAs, Ankara            | 2014        |
| 30                              | Strategy Related Documents - EU Communication Strategy Research - Survey Results Summary   | EUD, Ankara              | Undated     |
| 31                              | Strategy Related Documents - Conclusions and Needs for Further Study-EU  | EUD, Ankara              | Undated     |
| 32                              | Strategy Related Documents - EU Report V13 Final - Presentation of Household Survey Results on EU Communications Strategy in Turkey  | EUD, Ankara              | Nov 2013    |
| 33                              | Strategy Related Documents - EU Information Project Survey Results vs06  | Koç University, Istanbul | Undated     |
| 34                              | Reports and evaluations\Final Reports Grants and Service contracts - Media Consulta TA Final Report - Support for Implementation of the EU Communication Programme in Turkey | Media Consulta, Ankara   | 20111 -2012 |

| N° | Title  | Provenance             | Date |
|----|--|------------------------|------|
| 35 | Reports and evaluations\Final Reports Grants and Service contracts - Media Consulta TA Final Report - Support for Implementation of the EU Communication Programme in Turkey | Media Consulta, Ankara | 2013 |
| 36 | Reports and evaluations\Final Reports Grants and Service contracts - Media Consulta TA Final Report - Support for Implementation of the EU Communication Programme in Turkey | Media Consulta, Ankara | 2014 |
| 37 | Reports and evaluations\Final Reports Grants and Service contracts - ZED - Interim Report - Support for the EU Communication Programme in Turkey 2014                        | ZED, Ankara            | 2014 |
| 38 | Reports and evaluations\Final Reports Grants and Service contracts - FAC1774850 Sky Türk TV - EU Market with Wilco - Final Narrative   | Sky Türk TV, Ankara    | 2013 |
| 39 | Reports and evaluations\Final Reports Grants and Service contracts - FAC1792264 TRT-Turkish Radio -Television Corporation - Expenditure Ver. Rep.                            | TRT, Ankara            | 2013 |
| 40 | Reports and evaluations\Final Reports Grants and Service contracts - FAC1710602 TRT Final Report - Matching Lines  | TRT, Ankara            | 2013 |
| 41 | Reports and evaluations\Final Reports Grants and Service contracts - FAC1710602 TRT-Turkish Radio -Television Corporation - Expenditure Ver. Rep.                            | TRT, Ankara            | 2013 |
| 42 | Reports and evaluations\Final Reports Grants and Service contracts - FAC1723372 EU Market with Wilco - Expenditure Ver. Rep.   | Sky Türk TV, Ankara    | 2013 |
| 43 | Reports and Evaluations\Specific Activity Reports and Evaluations - Social Media Report on Europe Day 9 May  | EUD, Ankara            |      |
| 44 | Reports and Evaluations\Specific Activity Reports and Evaluations - Europe Day 2014 Final Event Report   | EUD, Ankara            | 2014 |
| 45 | Reports and Evaluations\Specific Activity Reports and Evaluations - 3rd EU Human Rights Film Days post-event evaluation report-EN  | EUD, Ankara            |      |
| 46 | Reports and Evaluations\Specific Activity Reports and Evaluations - EU Truck tour Final Report FOR EUMS  | EUD, Ankara            |      |
| 47 | Reports and Evaluations\Specific Activity Reports and Evaluations - EUHRFD Survey Report   | EUD, Ankara            |      |
| 48 | Reports and Evaluations\Specific Activity Reports and Evaluations - Europe Day Street Festival Final Report-Ankara   | EUD, Ankara            |      |
| 49 | Reports and Evaluations\Specific Activity Reports and Evaluations - Europe Day Street  | EUD, Ankara            |      |

| N° | Title   | Provenance  | Date |
|----|---|-------------|------|
|    | Festival Final Report-Istanbul  |             |      |
| 50 | Reports and Evaluations\Specific Activity Reports and Evaluations - Human Rights Film Days Post-Event Evaluations | EUD, Ankara |      |
| 51 | Reports and Evaluations\Specific Activity Reports and Evaluations - OK Post-event evaluation form Street Festival | EUD, Ankara |      |
| 52 | Reports and Evaluations\Specific Activity Reports and Evaluations - Roadshow film v3 (Audiovisual)                | EUD, Ankara |      |
| 53 | Reports and Evaluations\EUICN Reports - FINAL TECHNICAL REPORT IPA2011 272-840                                    | EUD, Ankara | 2011 |
| 54 | Reports and Evaluations\EUICN Reports - FINAL TECHNICAL REPORT IPA2012301-439                                     | EUD, Ankara | 2012 |
| 55 | Reports and Evaluations\EUICN Reports - FINAL TECHNICAL REPORT IPA2012306-423                                     | EUD, Ankara | 2012 |
| 56 | Reports and Evaluations\EUICN Reports - FINAL TECHNICAL REPORT IPA2013332034                                      | EUD, Ankara | 2013 |
| 57 | Media Reports - Media Visit Ankara İzmir  | EUD, Ankara |      |
| 58 | Media Reports - Bosphorus Conference 2011   | EUD, Ankara | 2011 |
| 59 | Media Reports - EU Human Rights Film Days   | EUD, Ankara |      |
| 60 | Media Reports - EU Heads of Mission to Mardin   | EUD, Ankara |      |
| 61 | Media Reports - Media report on local journalists visit to Denmark 062012   | EUD, Ankara | 2012 |
| 62 | Media Reports - Media report 9 May 2LR  | EUD, Ankara |      |
| 63 | Media Reports - 20th EU Turkey Journalist Conference 2013 LR  | EUD, Ankara | 2013 |
| 64 | Media Reports - Economic Journalists Press Trip to Turkey080213   | EUD, Ankara |      |
| 65 | Media Reports - EU Road Show FINAL  | EUD, Ankara |      |
| 66 | Media Reports - Mehmetcik Project - Media Report FINAL  | EUD, Ankara |      |
| 67 | Media Reports - 21st Conference of journalists 12-14 June 2014  | EUD, Ankara | 2014 |
| 68 | Media Reports - Media report foreign policy press trip to turkey 190412   | EUD, Ankara |      |
| 69 | Media Reports - Media Report on economy press trip FINAL  | EUD, Ankara |      |

| N° | Title  | Provenance  | Date |
|----|--|-------------|------|
| 70 | Examples of Printed and AV Materials - EU IPA Brochure                         | EUD, Ankara |      |
| 71 | Examples of Printed and AV Materials - Final izmir Short 1 (Audiovisual)       | EUD, Ankara |      |
| 72 | Examples of Printed and AV Materials \IPA exhibit panels - 06 Denizli Antakya  | EUD, Ankara |      |
| 73 | Examples of Printed and AV Materials \IPA exhibit panels 07 Ulusal gida        | EUD, Ankara |      |
| 74 | Examples of Printed and AV Materials \IPA exhibit panels 08 Morcati            | EUD, Ankara |      |
| 75 | Examples of Printed and AV Materials \IPA exhibit panels 09 Kusadasi           | EUD, Ankara |      |
| 76 | Examples of Printed and AV Materials \IPA exhibit panels 10 Sanliurfa          | EUD, Ankara |      |
| 77 | Examples of Printed and AV Materials \IPA exhibit panels 11 Jeanmonnet erasmus | EUD, Ankara |      |
| 78 | Examples of Printed and AV Materials \IPA exhibit panels 12 Guvenli denizler   | EUD, Ankara |      |
| 79 | Examples of Printed and AV Materials \IPA exhibit panels 13 TCDD               | EUD, Ankara |      |
| 80 | Examples of Printed and AV Materials \IPA exhibit panels 00 Giris              | EUD, Ankara |      |
| 81 | Examples of Printed and AV Materials \IPA exhibit panels 01 Ilkadim            | EUD, Ankara |      |
| 82 | Examples of Printed and AV Materials \IPA exhibit panels 02 Multeci            | EUD, Ankara |      |
| 83 | Examples of Printed and AV Materials \IPA exhibit panels 03 Yagmur             | EUD, Ankara |      |
| 84 | Examples of Printed and AV Materials \IPA exhibit panels 04 KOBİ               | EUD, Ankara |      |
| 85 | Examples of Printed and AV Materials \IPA exhibit panels 05 Kultur             | EUD, Ankara |      |
| 86 | Examples of Printed and AV Materials - final berlin kısa (Audiovisual)         | EUD, Ankara |      |
| 87 | Examples of Printed and AV Materials - final berlin kısa 1 (Audiovisual)       | EUD, Ankara |      |
| 88 | Examples of Printed and AV Materials - final dalyan kısa (Audiovisual)         | EUD, Ankara |      |
| 89 | Examples of Printed and AV Materials - final dalyan kısa 1 (Audiovisual)       | EUD, Ankara |      |
| 90 | Examples of Printed and AV Materials - final izmir kısa (Audiovisual)          | EUD, Ankara |      |
| 91 | Examples of Printed and AV Materials - EU Enlargement Process                  | EUD, Ankara |      |
| 92 | Examples of Printed and AV Materials - What is EU                              | EUD, Ankara |      |

| N°  | Title   | Provenance  | Date      |
|-----|---|-------------|-----------|
| 93  | Examples of Printed and AV Materials - EU Turkey Relations  | EUD, Ankara |           |
| 94  | Examples of Printed and AV Materials - Zaman 2012 Advert  | EUD, Ankara | 2012      |
| 95  | Examples of Printed and AV Materials - Audio Visual Programme 2011- 12 summary and contact details  | EUD, Ankara | 2011-2012 |
| 96  | Example IPA Projects - Communication Plan - Ordu  | EUD, Ankara |           |
| 97  | Example IPA Projects - Agriculture projects   | EUD, Ankara |           |
| 98  | Example IPA Projects\ISKEP project - İSKEP short project description                                | EUD, Ankara |           |
| 99  | Example IPA Projects\ISKEP project - Act 3 1 1 ISKEP Comprehensive Communication Strategy (rev 0 2) | EUD, Ankara |           |
| 100 | Example IPA Projects\HRD OP Visibility - Final Report Visibility TA                                 | EUD, Ankara |           |
| 101 | Example IPA Projects\HRD OP Visibility - HRD CSAP   | EUD, Ankara |           |
| 102 | Example IPA Projects\HRD OP Visibility - Annex 2 Internal Evaluation Information and Publicity      | EUD, Ankara |           |
| 103 | Example IPA Projects\HRD OP Visibility - Public employment services project achievements            | EUD, Ankara |           |
| 104 | Example IPA Projects\HRD OP Visibility - Communication strategy social inclusion project            | EUD, Ankara |           |
| 105 | Example IPA Projects\HRD OP Visibility\Output Examples - 558571 360949820654412 1765316079 n        | EUD, Ankara |           |
| 106 | Example IPA Projects\HRD OP Visibility\Output Examples - 303599 360243774058350 36333287 n          | EUD, Ankara |           |
| 107 | Example IPA Projects\HRD OP Visibility\Output Examples - HRD OP E-magazine Issue I                  | EUD, Ankara |           |
| 108 | Example IPA Projects\HRD OP Visibility\Output Examples - PR HRD promotion event                     | EUD, Ankara |           |
| 109 | Example IPA Projects\HRD OP Visibility\Output Examples - HRD OP E magazine                          | EUD, Ankara |           |
| 110 | Example IPA Projects\HRD OP Visibility\Output Examples - Press Release Photo Competition            | EUD, Ankara |           |
| 111 | Example IPA Projects\HRD OP Visibility\Output Examples - Invitation to project fair                 | EUD, Ankara |           |

| N°                                     | Title   | Provenance   | Date        |
|--|---|--|-------------|
| 112                                    | Example IPA Projects\HRD OP Visibility\Output Examples - HRD movie (Audiovisual)                                | EUD, Ankara  |             |
| 113                                    | Example IPA Projects\HRD OP Visibility\Output Examples - National lottery ticket                                | EUD, Ankara  |             |
| 114                                    | Example IPA Projects\HRD OP Visibility\Output Examples - IKG OP Başarılar Kitabı Final final                    | EUD, Ankara  |             |
| 115                                    | Example IPA Projects\HRD OP Visibility\Output Examples - Girls schooling grants compendium                      | EUD, Ankara  |             |
| <b>C. Methodology &amp; Evaluation</b> |   |  |             |
| 1                                      | Evaluation Guide  | European Commission, DG ELARG, Directorate E, Evaluation Unit, Brussels        | Nov 2008    |
| 2                                      | Evaluation Methods for the European Union's External Assistance – Volume 1: Methodological Bases for Evaluation | European Commission, DG DEVCO/DG RELEX/EuropeAid Cooperation Office, Brussels  | 2006        |
| 3                                      | Evaluation of IPA Information & Communication Programmes – Specific Terms of Reference                          | European Commission, DG ELARG, Information & Communication Unit (A2), Brussels | Oct 2014    |
| 4                                      | Evaluation of IPA Information & Communication Programmes – Technical Proposal                                   | AETS Consortium, Brussels  | Nov 2014    |
| 5                                      | Public consultation on Commission Guidelines for Evaluation   | European Commission, Secretariat General                                       | Nov 2013    |
| 6                                      | Thematic Evaluation of Pre-accession assistance to support communication activities + Annexes                   | European Policy Evaluation Consortium (EPEC), Brussels                         | 07 Jun 2011 |



## Annex 6: Performance Monitoring Framework

### 1 Introduction

This Performance Monitoring Framework has been developed within the framework of the Evaluation of IPA Information & Communication Programmes, which was commissioned by the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR).

The Evaluation objective was to assist DG NEAR, the EUDs and the EUOK in improving the programming and the implementation of Information and Communication (IC) programmes funded by the Instrument for pre-Accession Assistance (IPA) II. The objective was also to develop a monitoring & performance framework for measuring IPA II 2015-2020 assistance, taking into consideration the lessons learned and the performance of past IPA IC actions.

The Evaluation encompassed the following elements, that provided the basis for development of this Performance Monitoring Framework:

**Element (a):** Performance appraisal on the basis of the seven evaluation criteria<sup>17</sup> of IC activities funded by IPA that are completed during the period 2011-2014;

**Element (b):** Assessment of the relevant IPA 2012-14 intervention logic and its efficiency in setting up objectives, indicators at output and outcome impact level, milestones and targets and the assessment of the concerned EUDs and the EUOK's monitoring and reporting systems to review the progress made towards delivering expected results;

**Element (c):** Formulation of recommendations for the programming of the future IC activities, including specific performance measurement methods to measure the performance of the IC programmes implemented by EUDs and the EUOK and the progress realised; and

**Element (d):** Provision of TA through training workshops to support the implementation of the developed performance framework system in the future IC programmes to be developed by EUD and EUOK.

This guide is intended to be a “hands-on” tool to assist EU Delegations in the implementation and follow-up of their IPA information and communication programmes. Its purpose is not only to provide a theoretical framework on Monitoring and Evaluation, but rather to provide concrete suggestions to assist EUDs in their implementation and follow-up efforts of their IPA Information and Communication Programmes, within the context of the EU results-based framework. This document is an integral part of the Evaluation report package.

### 2 Short background on the results-based monitoring framework

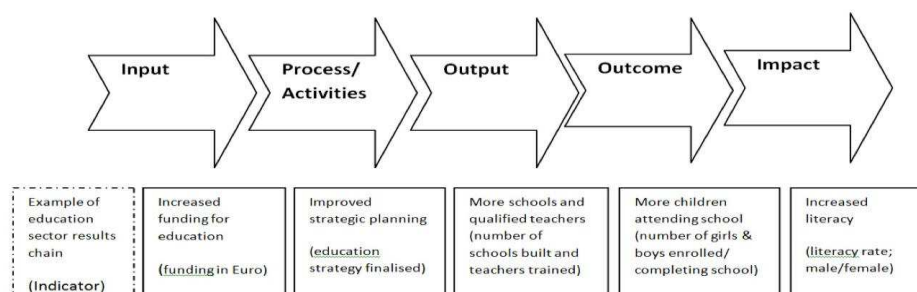
The EU, like other development partners, is currently implementing a **results (or results-based) framework**<sup>18</sup> in an effort to measure results achieved against planned strategic development objectives. The EU results framework<sup>19</sup> illustrates the different levels (or chains) of results which are expected from the implementation of a particular strategy, programme or project, as shown by the figure below.

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<sup>17</sup> The six standard criteria are: 'relevance', 'efficiency', 'effectiveness', 'coherence', 'impact' and 'sustainability', with 'EU-added value' as a seventh, additional criterion.

<sup>18</sup> The term is being used by most donor agencies; although other terms are also used (Results-based Management, Results Reporting Framework, Results Measurement Framework), they are very similar in terms of content and goals.

<sup>19</sup> EC staff working document: Paving the way for an EU Development and Cooperation Results Framework (Brussels, 10.12.2013 SWD (2013) 530 final).



**Source:** EC staff working document: Paving the way for an EU Development and Cooperation Results Framework (Brussels, 10.12.2013 SWD (2013) 530 final).

**Within this overall results framework, monitoring and evaluation are essential components.** Monitoring is usually defined as the “continuous function” that uses the systematic collection of data on a number of specified indicators to provide management and stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives.

**Results-based monitoring differs from implementation monitoring, traditionally used for projects, in that it focuses primarily on progress at outcome level, whereas implementation monitoring focuses on the follow-up of progress made at activity level.**

The table below further develops these notions:

| Elements of Implementation Monitoring<br>(Traditionally used for projects)  | Elements of Results Monitoring<br>(Used for wider interventions and strategies)   |
|---|---|
| <ul style="list-style-type: none"> <li>- Directly linked to a discrete intervention (or series of interventions);</li> <li>- Designed to provide information on administrative, implementation, and management issues as opposed to broader development effectiveness issues;</li> <li>- Data collection on inputs, activities, and immediate outputs;</li> <li>- Systematic reporting on provision of inputs and production of outputs.</li> </ul> | <ul style="list-style-type: none"> <li>- Focuses on the outcome level (outcome indicators) and captures information on success or failure of partnership strategy in achieving desired outcomes;</li> <li>- Systemic reporting with more qualitative and quantitative information on the progress toward outcomes. A greater focus is placed on the perceptions of change among stakeholders;</li> <li>- Data collection on outputs and how and whether they contribute towards achievement of outcomes, with baseline information before the strategy is implemented;</li> <li>- Usually done in conjunction with strategic partners.</li> </ul> |

## 2.1 Why monitoring and evaluation matter

When trying to define a follow-up system for the IPA information and communication efforts of EUDs, that is inspired by the results-based approach being adopted by the EU in its external aid policy, it is important to distinguish between the five stages below.

**Stage 1:** Formulating the expected **results** (also called outcomes) of the Information and Communication programmes

**Stage 2:** Selecting the outcome **indicators** that will be used to monitor implementation progress towards the results

**Stage 3:** Building a **baseline** to depict the current situation and set specific **targets** to be reached

**Stage 4:** Regularly **collect data on the indicators**, using the agreed sources of information/verification

**Stage 5:** Assess and **report on progress** against the intended results.

It should be noted that **stage 1 and 2** are integral parts of the planning process. Most EUDs have no problems defining stage 1 and 2, although in some cases it may be necessary to further elaborate or refine the indicators.

With regard to **stage 3**, it is important to underline that most EUDs have not included baselines for their Information and Communication programme. In order to effectively measure progress it is important to establish the baselines.

Finally, **stages 4 and 5**, which revolve around the actual “monitoring and reporting” - data collection, assessment and reporting – will serve as the basis for adapting and improving the IPA Information and Communication programmes where necessary.

## **2.2 Key design-related elements for an effective system to follow-up the IPA Information and Communication Programmes**

**Priorities and objectives** are the areas around which the IPA Information and Communication Programmes are articulated: “What do we want to achieve or contribute to through the implementation of the IPA Information and Communication Programme?” Examples of priorities for IPA Information and Communication could include among others:

- Increased visibility of IPA
- Improved knowledge of EU

An **indicator** is the quantitative or qualitative variable that provides a simple and reliable means to measure progress towards achievement. It reflects the changes connected to an intervention, or helps assess the performance against the stated outcome (*which is the reference according to which progress will be measured*). In the context of the IPA Information and Communication programmes, indicators serve to measure progress towards communication and information priorities. Therefore, for each of the priorities several indicators are provided.

**Sources of information** are the providers - such as institutions, actors, materials, etc. - of the information around the indicators. It is of the utmost importance to consider them when defining the indicators, in an effort to have a list of relevant and “feasible” indicators for which sources of information are available and accessible. The question therefore to be asked when considering sources of information is: “*who are we going to ask and/or where are we going to look in order to measure IPA information and communication programmes progress and impact?*”

**Means of verification** are the different references used to verify progress in the implementation process: *the actual tools we are going to use in order to obtain information.*

### **Why is the design of priorities, indicators, actions, sources of information and means of verification important?**

The design of priorities, indicators, actions and means of verification will make you view the whole process of the development of the results based framework for the IPA Information and Communication programmes not only as an obligatory document to produce, but also as a practical tool that will help you in the implementation of your IPA Information and Communication Programmes. This will help you to think of IPA Information and

Communication as a process that needs to be *coherent and aimed at achieving concrete goals*, not in terms of only numbers but mainly in terms of impact.

The definition of the elements mentioned above is *paramount for a proper follow-up*; to put it simply, you need to have a reference against which you can measure progress.

### 3 Objectives of the Performance Monitoring Framework for IPA Information and Communication Programmes (ICP) in Western Balkans and Turkey

The Information and Communication Programme under the Instrument for Pre-accession Assistance (IPA II) has set forth the following overall objective: *To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.* The Information and Communication programme belongs to the horizontal support to sector policies and reforms. This programme aims at contributing to public support in the beneficiaries for Enlargement policy and the subsequent reforms to be implemented by national authorities through the integration process. This programme, implemented by EU Delegations, the EU Office in Kosovo\* and the European Commission, supports the priorities selected for EU assistance in the Country Strategy Papers (CSPs) and in the Multi Country Strategy Paper (MCSP) 2014 - 2020. Within this framework the Information and Communication Programme in each of the beneficiaries is defined according to the specific priorities linked to the stage that the integration process has already reached and the level of public support for the enlargement process. The IPA Information and Communication Programme also takes into account the corporate communication priorities of the European Commission, and in particular the corporate theme dealing with the EU's role in the world (currently "EU as a global player").

Review of the Support Measure to an Information and Communication Programme for the year 2014, 2015 and 2016, outlines the following Specific Objectives:

- To inform various target groups about the EU, its policies and programmes and their impact on citizens' everyday life, including youth and municipal level;
- To increase frequency and quality of media coverage and public debate on EU related issues;
- To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results;
- To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens and to stimulate public debate

The main **results** expected are the dissemination across the region of more accurate information taking into account regional and common elements and an enlarged debate about integration and fundamental reforms among the citizens of the countries concerned.

Indicative **activities** as outlined in Support Measure for 2016 are the following:

- Production and broadcast of TV programmes and video clips on EU integration and EU financial assistance on national and local TV channels;
- Production of audio material to be aired nationwide;
- Opinion polls and surveys, media monitoring and press analysis;
- Organisation of press briefings, trips, training and seminars for journalists;
- Dissemination of information through web sites and social media;
- Organisation of events on EU funded projects;

- Organisation of various debates, conferences, information days, cultural events, festivals, European week events, thematic days;
- Organisation of permanent exhibitions in municipalities - Organisation of debates and networking events with stakeholders on EU policies;
- Multiplication of opening of various EU information relays where citizens can find information about the EU and development of EU information networks activities throughout the countries;
- Distribution of publications and promotional material about EU policies and on IPA projects results
- Master classes by EU experts for university students and series of lectures by ambassadors in high schools and universities

**Indicators** against which to measure the outputs and appreciate the impact of the activities implemented to reach the mentioned specific objectives include the following:

- To increase frequency and quality of media coverage and public debate on EU related issues:
  - Number of seminars for journalists organized;
  - number of participants;
  - overall accuracy of articles published and of the information disseminated through the media;
  - number of TV programmes and number of TV channels broadcasting the programmes.
- To ensure visibility of EU's external assistance programmes:
  - Number of events organized;
  - number of participants;
  - coverage in the national and local media.
- To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens and to stimulate public debate:
  - Number of TV programmes and number of TV channels broadcasting the programmes;
  - degree of visibility of material on social media;
  - number of visitors in EUIC interested in these issues;
  - number of publications distributed;
  - number of conferences;
  - debates organised and number of participants;
  - opinion polls and surveys;
  - articles published in the national and local media.

These indicators have been revised for the purpose of this PMF and further elaborated towards creating a more extensive way in which IC programmes may be measured.

## **4 Purpose and Organization of the Performance Monitoring Framework (PMF)**

The purpose of this PMF is to describe the processes that European Commission, EU Delegations and EU Office in Kosovo, its contractors and other partners will follow in monitoring - tracking and reporting - the changes achieved in advancing the public awareness about the EU, its policies and values and in ensuring an informed public debate on integration into the EU, its benefits and challenges, in terms of country reform effort and EU supporting efficient state. The PMF contains an implementation plan that details steps for setting up and operating a system for data collection and database management as well as procedures for data analysis and reporting on programme performance and impact.



This PMF provides instructions on who should collect data and how to assure it is uniform and consistent over time, across geographic locations and selected demographic categories (young people, academics, political decision makers, media, civil society, business communities and citizens in all regions, not only capitals) and among implementing partners and stakeholders. This uniformity and consistency is critical for a programme like Information and Communication Programme which is implemented in a number of locations and by a number of partners which during the course of implementation will experience staff turnovers. Therefore, the PMF will serve to assure that standard procedures, terms and definitions are used by all partners and in all locations all the time.

Specifically, the PMF:

- Identifies and defines the performance and impact indicators to be used to measure changes in results to be achieved by the ICP interventions (activities);
- Describes the processes by which the indicator data are to be collected to measure those changes including: methods and frequency of data collection; sources of data; methods for calculating indicators from those data and in some cases targets against which progress in achieving program objectives can be measured; and
- Identifies assumptions or exogenous variable which might affect adversely how the impacts of ICP interventions are measured.

In such a manner, the PMF is also a management tool for ICP that will assist the Teams to assure that all partners collect, compile and report data that meet all the data quality requirements of timeliness, accuracy, relevance, and transparency. The PMF also may enable the ICP to set schedules for data collection, analysis and reporting the levels of and changes in the standard and project outcome and output indicators according to agreed schedules between contractors and the ICP.

Therefore, the Performance Monitoring Framework is the main mechanism for reporting on progress. It is a simple tool that, after base lines are established, can be easily used by the EUDs to report on progress. In addition to this and whenever decided by HQ or EUDs, further detailed reporting on progress (referring to baseline and targets) could be provided. This normally provides more detailed information on key challenges and on concrete progress achieved. In any case, this Results Based Framework would be an internal tool for the EUD that would enhance its knowledge in relation to the current state of play and evolution of IPA Information and Communication in a given country.

## **4.1 IPA Information and Communication Programme Results Framework**

The IPA Information and Communication Programme can be conceptualized and visualized in a Results Framework that shows the causal relationship between programme activities, results and the overall programme objective.

The Results Framework consolidates and provides a visual representation of the IPA IC Programme objectives and specific objectives and aligns them with indicators – described in detail in Table 1: Performance Monitoring Framework Indicator Matrix. These indicators serve as guideposts by which ICP can measure the degree to which results of IC interventions are contributing to ICP strategic objectives.

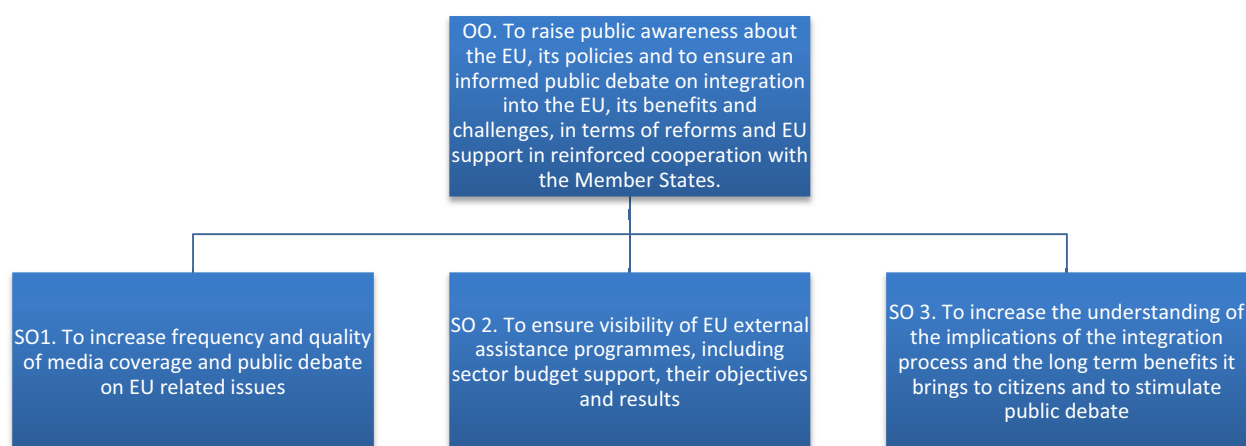
Figure 1 presents the IPA IC Programme objectives and sub-objectives in the causal relationship of the 'Result Framework' logic model to describe how each are linked in contributing to achieving the IC programme objective. The Results Framework reflects the

working hypothesis of ICP: by achieving all specific objectives, the strategic objective will be reached.

The Performance Monitoring Framework elaborates further the Results framework towards definition and description of the indicators that will be measured to track changes resulting from ICP interventions and activities. The PMF also details arrangements for equipping ICP and its implementing partner staff in their data collection, handling, analysis and reporting roles.

Each indicator measures and tracks changes in one or more of the Results Framework Specific Objectives for all implementing partners and activities of a similar nature and in support of the overall objective. The PMF also describes the type of ICP performance indicators – for example, IC programme indicators or activity indicators – as well as whether each indicator measures and tracks outcomes or outputs.

Figure 1. IPA Information and Communication Programme Results Framework



## 4.2 Performance Monitoring Framework Indicator Matrix

Based on the Results framework described above, the Performance Monitoring Framework outlines the Performance Indicator Matrix. Thus matrix is developed with the purpose to provide information about each indicator used to measure results. The Matrix includes a detailed definition of the indicator and how it is measured and calculated, the sources of information, procedures for collecting the data to measure the indicator, the frequency with which the indicator data should be collected and reported, and those responsible for collecting the indicator data.



**Table 1. Information and Communication Performance Indicator Matrix**

| Indicator  | Indicator Definition  | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)            | Targets                  |
|--|---|-----------------------------------|---------------------|----------------------------------|--------------------------|
| <b>Overall Objective: To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.</b> |   |                                   |                     |                                  |                          |
| <b>OO Indicator 1.</b> % of increased public awareness about the EU, its policies  | Outcome level. This indicator will be measured by (%) of change of public awareness about what is EU policy and programmes in Western Balkans countries and in Turkey | Public opinion surveys            | Three years         | Contracted independent survey or | Targets as % of baseline |
| <b>OO Indicator 2.</b> % of increase of quality of informed public debates   | Outcome level. This indicator will measure the increase of quality of public debates  | Content research                  | Three years         | Contracted independent survey or | Targets as % of baseline |
| <b>Specific Objective 1. To inform various target groups about the EU, its policies and programmes and their impact on citizens' everyday life, including youth and municipal level</b>  |   |                                   |                     |                                  |                          |
| <b>SO Indicator 1.1:</b> Increase of public understanding in Western Balkans countries and in Turkey of EU policies and programmes (Outcome)   | Programme level. This indicator will be measured by an increase of public understanding about what is EU policy and programmes in WBT                                 | Public opinion surveys            | Annually            | Contracted independent survey or | Targets as % of baseline |
| <b>SO Indicator 1.2:</b> Increase of public support for EU   | Programme level. This indicator will be   | Public opinion surveys            | Annually            | Contracted independent survey or | Targets as % of baseline |

| Indicator   | Indicator Definition  | Data Source and Collection Method  | Reporting Frequency | Responsible Person(s)                                   | Targets                           |
|---|---|--|---------------------|---|-----------------------------------|
| membership in Western Balkans countries and Turkey (Outcome)  | measured by an degree of increase of public support for EU accession in Western Balkans countries and Turkey countries  |  |                     |   |                                   |
| SO Indicator 1.3: Increase of public understanding of (and credibility in) EUD public communications (Outcome)          | Project level. This indicator will be measured by an index ranking of the degree of public support for EU policy and long-term partnerships in Western Balkans countries and Turkey countries | Public opinion surveys   | Annually            | Contracted independent survey or                        | Targets as % of baseline          |
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b> |   |  |                     |   |                                   |
| <b>SO Indicator 2.1:</b> Increase of media coverage (outreach)  | <b>Country level.</b> This indicator will measure the number of articles regarding EU enlargement issues and frequency of broadcast programmes  | Administrative records<br>Reviews of media coverage<br>Media monitoring records  | Annually            | EUD Communications teams<br>Outsourced media monitoring | Targets as percentage of baseline |
| <b>SO Indicator 2.2:</b> Increase of the degree of objectivity and depth of public media reporting in Western Balkans   | <b>Programme level.</b> Independent assessment of the degree to which the media are objective   | Standard criteria as used in authoritative evaluations by recognized independent | Annually            | EUD Communications teams<br>Outsourced expertise        | Targets as percentage of baseline |

| Indicator   | Indicator Definition  | Data Source and Collection Method                              | Reporting Frequency | Responsible Person(s)                                | Targets                           |
|---|---|--|---------------------|--|-----------------------------------|
| countries and Turkey (Outcome)  | and insightful in reporting on EU objectives, policies and programmes; assessment of a series of characteristics exhibited by a randomized sample of independent media reports. | organizations<br><br>Self-evaluations and reports by EUDs/EUOK |                     |  |                                   |
| <b>SO Indicator 2.3:</b><br>Increased capacity of EU-supported media (or CSOs)  | <b>Programme level.</b><br>This indicator will measure the increase of capacity of media (and/or CSOs).   | EUD/EUOK records<br><br>EUIC records                           | Annually            | EUD Communications teams<br><br>Outsourced expertise | Targets as percentage of baseline |
| <b>Specific Objective 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results</b>                                     |   |  |                     |  |                                   |
| <b>SO Indicator 3.1.</b><br>Increased visibility of EU financial assistance   | <b>Country level.</b> This indicator will measure the increase in visibility of EU assistance projects  | Surveys  | Annually            | Contracted independent survey or                     | Targets as % of baseline          |
| <b>SO Indicator 3.2.</b><br>Increased knowledge of EU financial assistance, including budget support  | <b>Country level.</b> This indicator will measure the increase in visibility of EU assistance projects, including budget support  | Surveys  | Annually            | Contracted independent survey or                     | Targets as % of baseline          |
| <b>Specific Objective 4. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens and to stimulate public debate</b> |   |  |                     |  |                                   |
| <b>SO Indicator 4.1:</b><br>Increase effective  | <b>Country level.</b> This indicator will measure   | Media monitoring records                                       | Annually            | EUD Communications                                   | Targets as percentage of          |

| Indicator   | Indicator Definition   | Data Source and Collection Method                           | Reporting Frequency | Responsible Person(s)                            | Targets  |
|---|--|---|---------------------|--|--|
| messages on EU integration  | percent of population who find messaging on EU integration benefits effective  |   |                     | teams<br>Outsourced expertise                    | baseline   |
| <b>SO Indicator 4.2:</b><br>Decrease of negative media reporting on EU integration  | <b>Country level.</b> This indicator will measure the percentage of media reports that are negative about EU integration                       | Media records monitoring                                    | Annually            | EUD Communications teams<br>Outsourced expertise | Targets as percentage of baseline  |
| <b>SO Indicator 4.3:</b><br>Increased public understanding of the implications of the integration process   | <b>Programme level.</b> This indicator will be measured by (%) of change of public understanding about implications of the integration process | Public opinion surveys                                      | Three years         | Contracted independent survey or                 | Targets as % of baseline   |
| <b>Assumptions</b>  |  |   |                     |  |  |
| <b>Assumption 1:</b> External factors (e.g. migration crisis, terrorism, etc.), political, social and economic stability and EU Integration perspectives in Western Balkan countries and Turkey do not change/worsen or impede programme implementation | The electoral and other changes in governments in WBT countries occur with no relative change or decrease in EU accession reform process       | News, Media reporting<br>Independent reports, studies, etc. | Annually            | EUD/EUOK<br>ICP<br>EU Commission                 | To rule out negative programme outcomes due to political, social or economic factors |

| Indicator  | Indicator Definition   | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)            | Targets  |
|--|--|-----------------------------------|---------------------|----------------------------------|--|
| <b>Assumption 2:</b> Governments of WBT countries continue to be receptive (willing and able) to supporting and respond to EU policy goals | Changes in leadership and administration in individual WBT countries continue collaborative arrangements with the EU | EUD/EUOK                          | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political factors |
| <b>Assumption 3:</b> Media scene remains receptive to EU integration messages  | EUDs/EUOK maintain a proactive lead over negative messaging by local media   | Independent opinion surveys       | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To measure programme impact                                      |

## 5 Approach to implementation of the PMF

The performance monitoring matrix presented in Table 1 above guides the collection of monitoring and evaluation data for measuring the quantitative and qualitative indicators that track and report progress towards achieving ICP results targets. Monitoring of the key indicators as elaborated above during implementation of activities enables the teams to assess whether these activities are implemented as planned, and where not, to make necessary adjustments to improve interventions and their overall impact. The responsibility for implementation of the PMF lays with all engaged departments in the IC Programme, at the DG NEAR, EUD/EUOK and EUIC levels, as well as with implementing partners or contractors (where applicable). All these parties have a role in collecting, maintaining, analysing and reporting performance data in a timely fashion and as per set guidelines.

To enable quality implementation of this Framework, the teams working within the IC programmes should undertake the following steps:

### **Step 1. Create shared understanding o the purpose and use of the PMF among the IC programme teams in DG NEAR and in EUDs/EUOK**

Orientation, discussion and further elaboration of the PMF for specific country needs can take place in periodic half-day workshops and combined with other meeting events to take advantage of gathering relevant staff in one place in the most cost-effective manner possible. These workshops will provide an oppprtunity for teams (and where applicable contractors) to get familiar with each of the indicators and the procedures to follow in collecting data to measure those indicators. The advantage of such workshop is the opportunity it provides for EUD/EUOK/EUIC staff to engage together in addressing and resolving any concerns about PMF purpose and the use of indicator data. Importantly, the workshop will set the scene for reflection and 'reality check' of selected indicators and data collection methods for their measurement so that adjustments can be made in align with available time and resources.

### **Step 2. Establishment of the baseline data (where do we stand at the beginning of the process?) and targets (what do we want to achieve?)**

It will be necessary, for each of the indicators included in your Monitoring and performance based framework, to establish the situation at the moment of the start of the implementation of your programme in order to draft the so-called baseline. The quantification of the goals to be achieved per indicator are the targets.

Once baselines are defined, it will also be necessary to define, for each of the indicators, "what you want to achieve" through the implementation of the IPA Information and Communication Programme. Indeed, indicators go hand in hand with (but differ from) targets. Targets frame the planned direction for progress in quantifiable milestones and timeframes and are complementary to the baseline. Ideally targets should be quantitative although, some qualitative elements will often be required, as is the case with baselines.

In this, the use of indicators for which information is already available seems a good option, in order not to overwhelm limited EUD resources with impractical systems of data collection and analysis. It is therefore good when defining the framework to check the existence of available resources already at the disposal of the ICP and EUD (like available opinion polls or media monitoring reports).

### **Step 3. Data collection and handling process**

The framework for data collection frequency is provided in the Table 1 above. Still, EUD/EUOK/EUIC staff (or contractor where applicable) are required to set up schedules for data collection and data submission to a centralised data base system for storage and future analysis. This is a critical step in assuring that PMF indicator data are available in a timely fashion and in useful and uniform formats to measure progress toward achieving strategic objectives. EUD/EUOK IC teams will have the responsibility for periodic consolidation and storage of data in their associated level and the frequent backup of information.

The mechanisms for data collection or the systems through which progress will be measured, might vary from country to country. Their design will depend on the context and the availability of resources. In general, approaches can be as follows:

- Approach 1: the ICP or EUD/EUOK designs and launches the tools to collect information. A survey could be launched to establish the baseline and regular updates will measure progress;
- Approach 2: a formal follow-up group is established comprising the EUD/EUOK, MS and possibly a selection of CSOs or key informants to discuss progress, based on the set of agreed indicators.

All in all, the system for data collection should be designed in the most cost-effective way, to avoid overloading task managers with additional tasks and using to the maximum extent possible available information from MS, other donors and other institutions.

### **Step 4. Verification of Indicator data**

Regular data quality assessment of performance indicators, using five key data quality standards: validity, reliability, precision, integrity and timeliness is of critical importance for the successful implementation of the PMF. Verification of the data collected through different means or validating that administrative records is critical to ensure the validity of monitoring reflection and further understanding of the level of achieved change. In order to facilitate this process, the PMF includes Data Quality Analysis Checklist form, which was developed based on standard approach and can be used to guide indicator data verification.

### **Step 5. Interpretation of the findings and undertaking corrective action if deemed necessary**

The analysis of the performance data and information provides the basis for interpretation of the information in order to ascertain whether the objectives have been met, and if not, why not. In cases where the objectives are not being met, it is advised to develop an action to correct or modify the approach in order to ensure achievement of results.

### **Step 6. Communicating Results**

Effective communication of results as evidenced by performance data is important part to raise both the visibility but also to ensure common understanding of the value of communication and information programme. On a formal level, progress towards achieving outcomes and ultimate objectives needs to be reported at least on an annual basis. These results should also be used by senior management for decision making purposes. Finally, information on results is needed for the purpose of establishment of “best practices” and “lessons learned”: what works and what does not; information which can strengthen management practices and activities on existing and future programme activities, processes and initiatives.



## **5.1 Roles and Responsibilities for Data Collection, Analysis and Reporting**

The Performance Monitoring framework needs to define responsibilities of different staff members/teams for gathering, analysing and reporting on the performance data or information. Consideration of roles and responsibilities needs to be based on the staff member's/team's regular responsibilities and existing workload, the timeframe and other budgetary pressures. On the other side, this role needs to be integrated in the ongoing operations of EUDs/EUOK/EUICs, so it is important that this responsibility is kept in-house as much as possible, while some of the data collection process for outcome related indicators may be outsourced to the external contractors (survey companies and/or experts).

## **6 Recommendations for the design of the Results Based Framework at EUD level**

This Performance Monitoring framework presents a set of indicators to measure performance of the Information and Communication Programme as per adopted results framework as established by the Support Measure to an Information and Communication Programme for the year 2015 and 2016. At the level of EUDs, it is advised that country-specific ICP performance monitoring framework is designed to take into account the country context and specificities as well as to enable consistent data collection and analysis on IC activities and their impact on defined target groups.

The following are the recommendations how to organize this process:

### **Regarding the formulation of priorities:**

- Establish a small number of grand priorities/objectives for the IPA Information and Communication Programmes, with if necessary, a number of sub-categories. Ideally, 3 to 4 grand priorities should be established, with respective sub-priorities;
- To the maximum extent possible, tailor the priorities to the local context (including their wording);
- To the maximum extent possible, try to formulate priorities as results to be achieved or contributed to. In other words, regard them as outcomes, rather than as outputs or actions.

### **Regarding the formulation of indicators:**

- To the maximum extent possible, try to limit the number of indicators. This will reduce the efforts associated with the follow-up and will also reduce the amount of information to be processed;
- Ensure there is linkage between each indicator and its priority. In this, you may want to consider the following question: "Will this indicator help measure our progress towards the priority?";
- To the maximum extent possible, try to formulate indicators (in line with a results-based framework) as outcome indicators - i.e. elements of reference allowing measurement of progress towards the priorities - rather than as actions or their outputs. In other words, it is not about "what you do", but rather about the consequences of actions;
- Also, make sure that indicators are formulated consistently. The more consistent indicators are in their wording, the easier it will be for a Monitoring and Performance framework to measure progress;
- Finally, when selecting the indicators, consider the resources that will be required to measure progress. In this you may want to consider the following questions: is the information already available? What resources are needed to measure this

indicator? Do you have the financial/technical means for this? Ideally you should aim at indicators for which information is already available or is likely to be available during the period of implementation.

#### Regarding the formulation of means of verification:

- Try to identify means of verification that will provide you with the information that you need to measure the indicator and which are easily and/or publicly available. If this is not possible, try to find the most efficient way of launching specific initiatives for measuring progress. In some cases, a specific assessment will be needed; (e.g. a specific survey or public opinion poll in order to measure progress;
- Try to include the key actors or sources who already have the knowledge, information or expertise in the area directly linked to the indicator.

#### Regarding the formulation of actions:

- Try to reduce the number of actions in order to create a work plan that is feasible. In this it may be useful to review the actions while asking the question: "is this action going to contribute directly to making progress in the related priority?";
- Ensure that each action is linked to one (or several) implementation means (e.g. in order to provide the IPA Information and Communication Programme with an operational character. Also, each action should be linked to one (or several) implementation actors ("who is going to lead the implementation of the action?") and the timing should be specified;
- Based on the above, ideally a work plan should be defined, identifying actions, timing, responsibilities and means for implementation.

#### Data Quality Assessment Checklist

IC teams can apply a Data Quality Assessment Checklist in order to ensure that quality data is gathered towards measuring indicators properly. An example of such a checklist is provided in Table 2 below.

Table 2. Data Quality Assessment Checklist

|  |              |           |                 |
|--|--------------|-----------|-----------------|
| <b>Indicator:</b>  |              |           |                 |
| <b>Data Source(s):</b>   |              |           |                 |
| <b>Data provider:</b>  |              |           |                 |
| <b>Period for Which the Data Are Being Reported:</b>   |              |           |                 |
| <b>Data Quality Assessment Methodology: Describe the method for assessing the quality of the indicator data—e.g. reviewing data collection procedures and documentation, interviewing those responsibilities for data analysis, checking a sample of the data for errors, etc.</b> |              |           |                 |
| <b>Date of Assessment:</b>   | Assessed by: |           |                 |
|  | <b>YES</b>   | <b>NO</b> | <b>COMMENTS</b> |
| <b>VALIDITY-Data should clearly and adequately represent the intended result.</b>  |              |           |                 |
| Does the information collected measure what is supposed to measure?  |              |           |                 |
| Is there reasonable assurance that the data collection methods do not produce systematically biased data (e.g. consistently over-or under-counting)?   |              |           |                 |
| <b>REALIABILITY-Data should reflect stable and consistent processes and analysis</b>   |              |           |                 |

|   |                 |  |  |
|---|-----------------|--|--|
| <b>methods over time.</b>   |                 |  |  |
| When the same data collection method is used to measure the same things multiple times, is the same result produced each time?                            |                 |  |  |
| Are data collection/analysis methods documented in writing and used to ensure same procedures are followed each time?                                     |                 |  |  |
| <b>TIMELINESS-Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.</b> |                 |  |  |
| Are data available frequently enough to inform programme management decisions?  |                 |  |  |
| Are data reported the most current practically available?   |                 |  |  |
| Are data reported as soon as possible after collection?   |                 |  |  |
| PRECISION-Data have a sufficient level of detail to permit management decision making; e.g. the margin of error is less than the anticipated change.      |                 |  |  |
| Is the data collection method used to collect the data exact enough to register the expected change?  |                 |  |  |
| <b>INTEGRITY-Data collected should have safeguards to minimize risk of transcription error or data manipulations.</b>                                     |                 |  |  |
| Are safeguards in place to minimize data transcription errors?  |                 |  |  |
| Is there independence in key data collection, management, and assessment procedures?  |                 |  |  |
| Are mechanisms in place to prevent unauthorized changes to data?  |                 |  |  |
| <b>SUMMARY</b>  |                 |  |  |
| Based on assessment relative to the 5 standards, what is the overall conclusion regarding the quality of the data?  |                 |  |  |
| Significance of limitations (if any):   |                 |  |  |
| Actions needed to address limitations:  |                 |  |  |
| <b>IF NO DATA AVAILABLE FOR THE INDICATOR</b>   | <b>COMMENTS</b> |  |  |
| If no recent relevant data are available for this indicator, why not?   |                 |  |  |
| What concrete actions are now being taken to collect and report data as soon as possible?   |                 |  |  |
| When will data be reported?   |                 |  |  |

## **Annex 7: Performance Monitoring Training for EUDS/EUOK Information and Communication Teams in the Western Balkans and Turkey and DG NEAR**

Building on the findings of the Evaluation of the European Union (EU) Instrument for pre-Accession Assistance (IPA) Information and Communication (IC) programmes, based on the assessment of the performance and of the intervention logic, the Evaluation Team was tasked to develop a Performance Monitoring Framework (PMF) for the IC programme. Additionally, the Team was tasked to provide Technical Assistance through training workshops to support the implementation of the developed performance framework system in future IC programmes to be developed by EUDs and the EUOK.

The Evaluation Team has developed the PMF with the purpose of describing the processes that the European Commission, EUDs and EUOK, its contractors and other partners should follow in monitoring - tracking and reporting - the changes achieved towards the global objective set (raising public awareness about the EU and its policies, ensuring and informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States) through the implementation of the information and communication programmes.

The PMF contains an implementation plan that details steps for setting up and operating a system for data collection and database management as well as procedures for data analysis and reporting on programme performance and impact. In this framework, it should be noted that few baseline figures are currently available and that it might be necessary to collect those figures.

### **Objective**

In line with the Directorate General for Neighbourhood and Enlargement Negotiations' (DG NEAR) efforts to ensure and encourage improvements in performance monitoring approaches and the planning of programmes and interventions, the Training workshop has been specifically designed to address EUD/EUOK IC teams' capacity in performance monitoring.

As such, it directly intends to improve:

- a) the EUD/EUOK IC teams' understanding of both the theory and practice of performance monitoring
- b) begin the process of building specific capacity in these areas by offering space and facilitation for the process of development of the performance monitoring framework through the elaboration of a Specific Objective relating to the visibility of EU external assistance programmes, including sector budget support (currently Specific Objective 3 of the Communication Decision).

The training will ensure sound and comprehensive guidance and recommendations based on the evaluation findings, the theoretical foundations on performance monitoring and the Performance Monitoring Framework for the elaboration of an appropriate performance monitoring framework for EUD/EUOK/DG NEAR IC team interventions.

It is clear that specific performance monitoring capacity cannot be delivered in one day; however, the workshop will provide all the necessary information needed and initiate the process of capacity growth.

An objective Performance Monitoring Framework for the IC area of visibility of EU external assistance programmes, including sector budget support (currently Specific Objective 3 of the Communication Decision) will be taken forward and shared with DG NEAR as input for further planning of Communication planning documents for 2017-2018 and beyond.

## Scope

The Training workshop will begin with a concise presentation of the main findings, conclusions and recommendations of the evaluation in order to define the current state of play of the IC programme across the region.

The second session will focus on the theoretical basis of performance monitoring and presentation of the PMF. This will set the scene for the workshop to identify the monitoring priorities related to the visibility of EU external assistance programmes - including sector budget support.

Sessions two and three of the Training workshop will focus on how best structure the interventions within Specific Objective 3 in order to maximise the definition of the objective and related indicators, so as to take full advantage of the already available knowledge, tools and techniques, as well as to ensure a high level of feasibility of data collection tools and the effective use of these.

## Outcome:

The Training workshop should result in increased knowledge and skills on performance monitoring as well as agreement on the definition of a list of indicators, targets and data source and collection methods for Specific Objective 3 that will be instrumental for the development of the new Information and Communication planning documents.

## Training Agenda

| Timeframe     | Session  | Training methodologies                 |
|---------------|--|--|
| 09.00 - 09.30 | Welcome and Introduction   | Plenary                                |
| 09.30 - 10.30 | <b>Presentation of main findings of the IPA Information and Communication Programmes' evaluation</b>   | Plenary<br>Presentation and discussion |
| 10.30 – 11.00 | Break  |  |
| 11.00 – 13.00 | <b>Introduction into performance monitoring</b><br><i>Main topics:</i> <ul style="list-style-type: none"> <li>What is performance monitoring?</li> <li><i>Presentation of the Performance Monitoring Framework for IC Programme</i></li> </ul> | Plenary<br>Presentation and discussion |
| 13.00 – 14.00 | Lunch  |  |
| 14.00 – 15.30 | <b>Performance Monitoring Framework for IC Programme</b><br><br><i>Main topics:</i>  | Group work                             |

|               |   |   |
|---------------|---|---|
|               | <ul style="list-style-type: none"> <li>• <b>Development of a SMART results framework.</b></li> </ul> <p>SO 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results</p> <ul style="list-style-type: none"> <li>• SO definition</li> <li>• Indicators</li> <li>• Targets</li> <li>• Data sources and collection methods</li> <li>• Assumptions</li> </ul> |   |
| 15.30 – 15.45 | Break   |   |
| 15.45 – 16.30 | <p><b>Closing session</b></p> <p><b>Presentation of the revised SO 3 performance monitoring framework</b></p> <p>Questions and clarifications</p>   | <p>Plenary</p> <p>Presentation and discussion</p> |

## Annex 8: Training reports

**DG NEAR Brussels, Belgium**

**Date: 26 May 2016**

**Trainers: Dragisa Mijacic and Pam van de Bunt**

**Venue: DG NEAR office**

**No. of Participants: 6**

### **Background of the training**

This training workshop was used as a pilot for DG NEAR to see whether the content of the training program would be suitable for the planned training workshops of the EUDs/EUKs. Apart from the two DG NEAR staff directly involved in the programme, the other participants had (very) limited experience in the IPA IC program as well as in monitoring and evaluation. This complicated matters a bit for effectively testing the planned training workshop.

### **Training process**

First the findings of the evaluation were presented to the participants in order to provide them with information on how the IPA IC program had been performing in the period 2010 - 2014. In retrospect, most of the participants were probably not that much interested in the findings of the evaluation, but as the trainers had not been informed about the background of those participants it was difficult to adapt the planned training program and/or presentation on the spot.

The second part of the program was devoted to the presentation of theory on the Performance Monitoring Framework. Again, due to the lack of monitoring experience of the participants, not much discussion and interaction took place. It also became clear that also for the EUD/EUOK participants more basic information (eg. like the difference between output and outcome) needed to be included.

It was decided not to implement the practical group work with the participants as the content of that work was not really seen as suitable for this group of participants. At the end of the training, a quick evaluation was made with the whole group as well as with DG NEAR task managers on how to adapt the training for the EUD's. It was, amongst others, recommended by DG NEAR to start with the Performance Monitoring Framework and to give the presentation of the evaluation findings only after that (it was decided later by the trainers to keep the order the same as for participants which have closer links to the IPA IC programme, that order was considered as more suitable).

### **Training conclusions**

This training group was probably not very representative of the participants we would expect at the EUD/EUOK workshops and therefore it was difficult to really test the foreseen programme. DG NEAR also sent comments by phone and email to the TL upon which the presentations were slightly adapted.



### **Training Feedback (forms)**

No evaluation forms were used as the training process and content was discussed with the whole group and also as the working group part did not take place.

## **EUD Serbia**

**Date: 1 June 2016**

**Trainer: Dragisa Mijacic**

**Venue: EU Info Centre**

**No. of Participants: 9** (4 EUD IC staff, 5 EUIC staff)

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years.
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Serbia.

### **Training process**

There was a high interest for this workshop since it gathered almost all EUD IC staff (4 out of 5) and all EUIC staff, who stayed at the training the whole day. The workshop started with introduction of participants, with the emphasis of their knowledge on Project Cycle Management, Logical Framework Approach, experience in monitoring and with indicators. Later, it was continued with presentation of the findings from the evaluation of IC programme, which drawn a lot of attention and interaction among participants. The evaluation findings and recommendations were discussed through examples of IC activities from the Western Balkans and Turkey, which was very welcomed by the participants.

The workshop continued by presenting a theoretical background for the Performance Monitoring Framework, defining and explaining key terms and concept of the Performance Monitoring Framework. Discussion was lively and interactive, yet there are many situations the participants raised their concern about possibility to measure their work through indicators. They also raised concern of changing monitoring practices, claiming limited staff and financial resources for proper implementation of the Performance Monitoring Framework. The participants raised their questions why DG NEAR did not provide indicators when they provided overall and specific objectives for the IC programme.

During the workshop on designing indicators, participants were split into two groups, working on the performance monitoring matrix that is developed based on their IC Forward Planning Document. The assignment was to design the measurement system for two different specific objectives. Result of their work was discussed on a plenary session, where each indicator was presented and discussed in details, which was the final part of the training.

## **Training conclusions**

It was an interactive workshop with open discussion on all issues related to the Performance Monitoring Framework and usage of indicators of monitoring the progress of IC programmes, especially at the outcome level. However, the participants showed a sort of concern and resistance in changing the current monitoring practices and claimed that introduction of the Performance Monitoring Framework will require staff and financial resources that they do not have.

## **Training Feedback (forms)**

All nine participants filled the evaluation forms. The responses were quite positive, and in open questions the participants raised their demands for more training on PCM, indicators. For details, please refer to the aggregate data from Surveymonkey in Annex 10.

## **EU Office in Kosovo**

**Date:** 3 June 2016

**Trainer:** Dragisa Mijacic

**Venue:** EUOK

**No. of Participants:** 4 (all EUD IC staff, 2 were present during the whole training, 2 were coming in and out)

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Kosovo.

### **Training process**

The workshop was organised at the EUOK premises with 4 IC staff, yet two of them had to go in and out to work on urgent issues while other two stayed at the training the whole day. The workshop started with discussion on participants' experience with strategic planning, Project Cycle Management, Logical Framework Approach and monitoring and evaluation experiences. One participant have previous experience with issues related to the workshop, gained either through trainings or by practical work on implementation of grant projects. The workshop continued with presentation of findings, conclusions and recommendations from the evaluation of IC programmes, which initiated very good and lively discussion on best practices and lessons learned from various countries. After the break it was continued by introducing key terms and concepts of the Performance Monitoring Framework, where it was introduced the logical structure of the monitoring system through well measurement system. As in the case of the training in Belgrade, the participants raised their concern that the communication programmes can be effectively, and especially, efficiently measured with the resources they are currently having in Kosovo. The whole concept of measurement at the outcome level was new to them. In that regard it was discussed the Kosovo Forward IC Planning Document where it was defined four Specific Objectives for the Overall Objective 1 and six specific objectives for the overall objective 2, which seemed to be too many to achieve with the IC Programme. The last part of the training was focused on development on indicators and measurement system at the outcome level, working on the performance monitoring matrix that is developed based on their IC Forward Planning Document. Since there were only 2 participants at that time, they work together on this assignment. However, they were very efficient in their work and produced indicators that are assigned to four specific objectives (that are assigned to the Overall Objective 1). Last part of the workshop was used for discuss the work of the participants and possibility to include the Performance Monitoring Framework into regular monitoring system of the IC programme.

### **Training conclusions**

Although training was organised with 2 participants, and 2 more coming and leaving, it was quite interactive, with open discussions on all concepts that were introduced during the workshops. However, the participants raised their concerns that with the current staff resources they will not be able to efficiently implement the new monitoring system. Besides, they asked for more training on this topic.

### **Training Feedback (forms)**

Only two participants filled the evaluation forms and their responses were quite positive on all questions. For details, please refer to the aggregate data from SurveyMonkey in Annex 10.

## **EUD former Yugoslav Republic of Macedonia**

**Date: 7 June 2016**

**Trainer: Dragisa Mijacic**

**Venue: EUD premises**

**No. of Participants: 5** (EUD staff, 2 were present during the whole training, 3 were coming in and out)

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in former Yugoslav Republic of Macedonia.

### **Training process**

The workshop was held at the EUD premises in Skopje. In total, 5 people participated in different stages of the training, 2 being IC staff, 2 from the Cooperation section and one from Contract and Finance. However, only two IC staff stayed during the whole training, while other three were coming and going.

Same as with previous trainings, the participants first introduced themselves and described their experience with different monitoring practices and usage of indicators. The first session focused on presenting the evaluation report, which raised a fruitful discussion among participants. There were so many questions that this session last a bit longer than planned. The workshop continued with presentation of key definitions and concepts of the Performance Monitoring Framework, describing theoretical concepts and practical implications to the communication programmes. Those concepts were quite new to the participants and they raised their concern how they can be efficiently applied in their practices.

During the workshop on designing indicators, participants were split into two groups, working on the performance monitoring matrix that is developed based on their IC Forward Planning Document. There were 4 participants during this session, which were split into 2 groups. Each group was working on one Specific Objectives, defining indicators, data sources and other parts of the framework matrix. At the end, two groups presented their work in the plenary session, discussing among themselves and with the trainer the quality of the measurement system they designed.

### **Training conclusions**

It was a lively and interactive training with open discussion on all concepts presented during the sessions. Participants raised concerns whether the Performance Monitoring Framework will be integrated into their reporting practices and who is going to design indicators for all specific objectives. They also raised concerns about the quality of the specific objectives, which should be re-phrased to be more tailor made to the local context.

### **Training Feedback (forms)**

Four participants filled the evaluation forms and their responses were very positive on all questions. Participants raised their demand for more trainings on indicators. For details, please refer to the aggregated data from SurveyMonkey in Annex 10.



## **EUD Bosnia and Herzegovina**

**Date: 8 June 2016**

**Venue: EUD**

**Trainer: Pam van de Bunt**

**No of participants: 4 (1 EUD IC, 1 EUD Operations, 2 EUSR IC)**

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years.
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Bosnia and Herzegovina.

### **Training process**

The training started with four participants (one from the EUD IC team, one from EUD operations and two communication staff of EUSR with whom the EUD IC team closely cooperates). The presentation on the findings of the evaluations, prompted a lot of interaction between the participants from the EUD and the EUSR. In Sarajevo, only one EUD staff member that was not directly dealing with Information and Communication (from the Operations section) attended the presentation.

The second part of the training was devoted to the provision of theory as well as practical examples for the monitoring and the performance monitoring framework. Basic background as the difference of outputs and outcome were handled first, after which the importance and use of indicators were tackled. It was quite difficult for the participants to develop indicators for the four specific objectives as they claimed they could not develop indicators as there are no existing baselines. It was explained to them that it is understood that there are no baselines yet but as soon as the indicators are developed, a base line study can be made in order to establish the baselines.

### **Training conclusions**

Participants stressed the fact that first baseline figures or descriptions need to be available in order to start proper performance monitoring. Also the importance of performance based monitoring was discussed thoroughly.

### **Training Feedback (forms)**

3 questionnaires were filled in and they all rated the training workshops as quite positive. For details, please refer to the aggregated data from SurveyMonkey in Annex 10.

## **EUD Montenegro**

**Date: 9 June 2016**

**Trainer: Dragisa Mijacic**

**Venue: EUD**

**No. of Participants: 2 (EUD IC staff)**

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years.
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Montenegro.

### **Training process**

The workshop was held at the EUD premises in Podgorica with 2 IC staff. The participants have limited previous experience with the logical framework, strategic planning and usage of indicators. The training started with presentation of the findings and conclusions from the evaluation of IC programmes, which was a very good way to launch discussion on necessity for changing monitoring practices.

During the second session, theoretical concepts were presented, explaining the grounds for applying the performance monitoring system into IC reporting practice. The participants raised a lot of concerns in this regard, from difficulty to logically structure the IC programme that will kept all the work on communications to difficulty to measure achieved results, especially at the outcome and impact level. This was a good point for a lively discussion on different modalities how the IC programming and monitoring practices can be changed in order to better identify effects on target groups.

During the last workshop session the participants were working together on designing indicators on the performance monitoring matrix that is developed based on their IC Forward Planning Document.

### **Training conclusions**

Although there were only two participants, the workshop was very interactive and open. There were several issues constantly raised by participants throughout the training, from emphasizing the lack of human resources for effective work on performance monitoring (only 2 IC staff, one of them being PIO), to design of specific objectives that is inadequate to the local circumstances, as well as a lack of outcome indicators.

### **Training Feedback (forms)**

Two participants filled the evaluation forms and their responses was very positive on all questions. Participants raised their demand for more trainings on indicators. For details, please refer to the aggregated data from Surveymonkey in Annex 10.

## **EUD Albania**

**Date: 10 June 2016**

**Venue: EUD**

**Trainer: Pam van de Bunt**

**No of participants: 11 for the first session of evaluation findings, 2 for the working group, also 1 DG NEAR staff from Brussels participated for the whole day**

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Albania.

### **Training process**

The training started with a presentation of the findings, which prompted already a lot of interaction on how the program could be improved in the future. The presentation was also useful to participants that were not directly involved in communication to make them understand the needs and priorities of EU communication in the country. Only two of the participants (from the 11 in total for the presentation on the evaluation) were directly involved in the IPA IC programme.

The second part of the training was devoted to provide a theoretical background on monitoring and the performance monitoring framework. Basic background as the difference of outputs and outcome were handled first after which the importance and use of indicators were tackled. It was clear to the participants at this part of the training (only the 2 persons of the Press and Information Department) that in order to start monitoring the programme beyond 'numbers of events and numbers of participants' there is a need to establish baselines first in order to be able to start proper monitoring on outcome indicators.

### **Training conclusions**

It was understood and agreed that there is a clear need to improve the monitoring and reporting in order to be able to start measuring the real impact of the program. In order to do this, first proper indicators need to be developed for all specific objectives. Upon definition of the indicators, baselines can be established which will be vital to start proper measurement monitoring.

### **Training Feedback (forms)**

3 questionnaires were filled in at the end of the workshop but they all rated the training workshops as quite positive. For details, please refer to the aggregated data from Surveymonkey in Annex 10.

## **EUD Turkey**

**Date: 13 June 2016**

**Trainer: Pam van de Bunt**

**Venue: EUD**

**No. of Participants: 11** (8 EUD IC staff, 3 EUIC staff)

### **Background of the training (from ToR)**

Learning objectives:

1. The findings of the evaluations were shared with the participants in order to give them feedback on how they have been performing with the implementation of the IPA Information and Communication Programme and to provide them with recommendations in order to improve the program for the coming years.
2. Providing theoretical background on the use and development of a Performance Monitoring Framework.
3. Development of a Performance Monitoring Framework that could be used for monitoring the IPA Information and Communication Programme in Serbia.

### **Training process**

The EUD Turkey showed a high interest for this workshop which was demonstrated by 8 EUD staff and 3 EUIC staff attending all (but one for the afternoon) the whole day of the workshop.

The workshop started with introduction of participants, with a focus on their experience in monitoring and in implementing communication activities. The workshop started as always with the findings of the evaluations, giving practical examples and good practices where possible .

The workshop continued by first presenting the theoretical background for the Performance Monitoring Framework, defining and explaining key terms and concepts of the Performance Monitoring Framework. The presentation was interactive and the discussion confirmed the fact that many data and baselines necessary for a monitoring framework are already available for Turkey, with the yearly 'Household' survey providing lots of relevant information.

During the workshop on designing indicators and related data collection methods, the group preferred to work in one group and all participants actively participated in giving inputs and ideas for a performance monitoring matrix that will be relevant for Turkey. For outcome of the working group session, please refer to the developed PMF for Turkey/

### **Training conclusions**

It was an interactive workshop with open discussion on all issues related to first the findings of the evaluation and second of the Performance Monitoring Framework and usefulness of proper indicators not only at output level but also at outcome level. The importance of monitoring also on outcome level was well understood by the participants. It

was agreed that although it was quite an exercise to go through, the developed Performance Monitoring Framework was something that was long needed and therefore very much welcomed.

### **Training Feedback (forms)**

Eight participants filled the evaluation forms. The responses were very positive. For details, please refer to the aggregate data from SurveyMonkey in Annex 10.



## Annex 9: Information and Communication Programme Performance Measurement Matrices

### IC Programme Performance Matrix - Albania

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets          |
|--|----------------------|-----------------------------------|---------------------|-----------------------|------------------|
| <b>Overall Objective: To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.</b> |                      |                                   |                     |                       |                  |
| OO Indicator 1.  |                      |                                   |                     |                       |                  |
| OO Indicator 2.  |                      |                                   |                     |                       |                  |
| <b>Specific Objective 1. To inform various target groups about the EU, its policies and programmes and their impact on citizens' everyday life, including youth and municipal level</b>  |                      |                                   |                     |                       |                  |
| <b>SO Indicator 1.1</b><br>Number of people reached by EUD IC activities   | output               | event reports                     | yearly              | P + I                 | increasing trend |

| Indicator   | Indicator Definition | Data Source and Collection Method            | Reporting Frequency | Responsible Person(s) | Targets          |
|---|----------------------|--|---------------------|-----------------------|------------------|
| <b>SO Indicator 1.2</b><br>Increase in nr. of follower and interactions on social media                                 | output               | social media data                            | yearly              | P + I                 | increasing trend |
| <b>SO Indicator 1.3</b><br>Increase in positive attitude towards 6 themes (road safety, H.R, Cult. Heritage etc)        | outcome              | surveys                                      | yearly              | P + I                 | increasing trend |
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b> |                      |  |                     |                       |                  |
| <b>SO Indicator 2.1</b><br>Increase in nr. of accurate/objective articles on EU   | output               | media monitoring                             | yearly              | EUIC                  | increasing trend |
| <b>SO Indicator 2.2</b><br>Increase in quality of media coverage  | outcome              | media monitoring/<br>content research        | yearly              | EUIC                  | increasing trend |
| <b>SO Indicator 2.3</b><br>Increase in qualitative debates  | outcome              | exit survey /<br>annual perception<br>survey | yearly              | P+I                   |                  |

| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)                     | Targets                           |
|---|----------------------|-----------------------------------|---------------------|---|-----------------------------------|
| <b>Specific Objective 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results</b> |                      |                                   |                     |   |                                   |
| <b>SO Indicator 3.1</b><br><b>Increased visibility on EU financial assistance</b>   | outcome              | surveys/focus groups              | yearly              | P+I in cooperation with Operation Section | increased nr. of events           |
| <b>SO Indicator 3.2</b><br><b>Nr of events related to EU financial assistance/sector budget support</b>   | output               | even reports                      | yearly              | P + I                                     | increased percentage of awareness |
| <b>SO Indicator 3.3</b><br><b>Improved understanding/public awareness on budget support</b>   | outcome              | surveys                           |                     |   |                                   |

| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|---|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 4. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens and to stimulate public debate</b> |                      |                                   |                     |                       |         |
| <b>SO Indicator 4.1</b><br>Increase in awareness of need for reform process in order to achieve EU integration  | outcome              | surveys<br>questionnaires         | yearly              | P + I                 |         |
| <b>SO Indicator 4.2</b><br>Increase interest /public awareness of the 3 target groups on the implications and benefits of EU integration  | outcome              | surveys                           | yearly              | P + I                 |         |
| <b>SO Indicator 4.3</b>   |                      |                                   |                     |                       |         |
| <b>Assumptions</b>  |                      |                                   |                     |                       |         |

| Indicator   | Indicator Definition   | Data Source and Collection Method                           | Reporting Frequency | Responsible Person(s)            | Targets  |
|---|--|---|---------------------|----------------------------------|--|
| <b>Assumption 1:</b> External factors (e.g. migration crisis, terrorism, etc.), political, social and economic stability and EU Integration perspectives in Western Balkan countries and Turkey do not change/worsen or impede programme implementation | The electoral and other changes in governments in WBT countries occur with no relative change or decrease in EU accession reform process | News, Media reporting<br>Independent reports, studies, etc. | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political, social or economic factors |
| <b>Assumption 2:</b> Governments of WBT countries continue to be receptive (willing and able) to supporting and respond to EU policy goals  | Changes in leadership and administration in individual WBT countries continue collaborative arrangements with the EU                     | EUD/EUOK  | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political factors                     |
| <b>Assumption 3:</b> Media scene remains receptive to EU integration messages   | EUDs/EUOK maintain a proactive lead over negative messaging by local media   | Independent opinion surveys                                 | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To measure programme impact  |

## IC Programme Performance Matrix - Bosnia and Herzegovina

| Indicator  | Indicator Definition | Data Source and Collection Method            | Reporting Frequency | Responsible Person(s) | Targets                        |
|--|----------------------|--|---------------------|-----------------------|--------------------------------|
| <b>Overall Objective: To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.</b> |                      |  |                     |                       |                                |
| <b>OO Indicator 1.</b><br>Increased public awareness about the EU and its policies   |                      | EUSR public opinion polls / progress reports | yearly              | P+I office            | country side 10%<br>capital 3% |
| <b>OO Indicator 2.</b><br>Increase of quality of public debates  | outcome              |  | yearly              |                       |                                |
| <b>Specific Objective 1. To inform various target groups about the EU, its policies and programmes and their impact on citizens' everyday life, including youth and municipal level</b>  |                      |  |                     |                       |                                |
| <b>SO Indicator 1.1</b><br>Increase in number of informed citizens about impact of EU policies   | output               | event reports                                | yearly              | P + I                 | increasing trend               |
| <b>SO Indicator 1.2</b><br>Increase in public  | outcome              | surveys                                      | yearly              | P + I                 | increasing trend               |

| Indicator   | Indicator Definition | Data Source and Collection Method     | Reporting Frequency | Responsible Person(s)                     | Targets                 |
|---|----------------------|---------------------------------------|---------------------|---|-------------------------|
| support for EU membership   |                      |                                       |                     |   |                         |
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b>                               |                      |                                       |                     |   |                         |
| <b>SO Indicator 2.1</b><br>Increase in media coverage   | output               | media monitoring                      | yearly              | P + I                                     |                         |
| <b>SO Indicator 2.2</b><br>Increase in degree of objectivity  | outcome              | media monitoring/<br>content research | yearly              | P + I                                     |                         |
| <b>SO Indicator 2.3</b><br>Increase in quality and depth of media reports   | outcome              | content research                      | yearly              | P+I                                       |                         |
| <b>Specific Objective 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results</b> |                      |                                       |                     |   |                         |
| <b>SO Indicator 3.1</b><br>Increased visibility on EU financial assistance  | outcome              | surveys/focus groups                  | yearly              | P+I in cooperation with Operation Section | increased nr. of events |

| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets                           |
|---|----------------------|-----------------------------------|---------------------|-----------------------|-----------------------------------|
| <b>SO Indicator 3.2</b><br><b>Increased knowledge of EU financial assistance and budget support</b>   | outcome              | surveys                           | yearly              | P + I                 | increased percentage of awareness |
| <b>Specific Objective 4. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens and to stimulate public debate</b> |                      |                                   |                     |                       |                                   |
| <b>SO Indicator 4.1</b><br><b>Increased number of effective messages on EU integration</b>  | outcome              | reports                           | yearly              | P + I                 | increased number                  |
| <b>SO Indicator 4.2</b>   |                      |                                   |                     |                       |                                   |
| <b>Assumptions</b>  |                      |                                   |                     |                       |                                   |



| Indicator   | Indicator Definition   | Data Source and Collection Method                           | Reporting Frequency | Responsible Person(s)            | Targets  |
|---|--|---|---------------------|----------------------------------|--|
| <b>Assumption 1:</b> External factors (e.g. migration crisis, terrorism, etc.), political, social and economic stability and EU Integration perspectives in Western Balkan countries and Turkey do not change/worsen or impede programme implementation | The electoral and other changes in governments in WBT countries occur with no relative change or decrease in EU accession reform process | News, Media reporting<br>Independent reports, studies, etc. | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political, social or economic factors |
| <b>Assumption 2:</b> Governments of WBT countries continue to be receptive (willing and able) to supporting and respond to EU policy goals  | Changes in leadership and administration in individual WBT countries continue collaborative arrangements with the EU                     | EUD/EUOK  | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political factors                     |
| <b>Assumption 3:</b> Media scene remains receptive to EU integration messages   | EUDs/EUOK maintain a proactive lead over negative messaging by local media   | Independent opinion surveys                                 | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To measure programme impact  |

## IC Programme Performance Matrix - former Yugoslav Republic of Macedonia

(based on the 2013 Annual Report of the IC Programme)

| Indicator   | Indicator Definition   | Data Source and Collection Method              | Reporting Frequency | Responsible Person(s)    | Targets                         |
|---|--|--|---------------------|--------------------------|---------------------------------|
| <b>Overall Objective 1: To raise public awareness about the EU, its policies, values, where necessary dispelling myths and misconceptions</b>   |  |  |                     |                          |                                 |
| <b>Specific Objective 1. To inform different target groups about the European Union (its institutions, policies &amp; programmes), the EU integration process and their impact on citizens' everyday life</b> |  |  |                     |                          |                                 |
| SO Indicator 1.1:   |  |  |                     |                          |                                 |
| percentage of increased support for EU integration  | outcome indicator: impact on the support for EU integration                | opinion polls carried out by the EU Delegation | bi-annual           | contractor/EU Delegation | Baseline: 76%<br>Increase of 1% |
| SO Indicator 1.2:   |  |  |                     |                          |                                 |
| percentage of increased knowledge about the functioning of the EU   | outcome indicator: impact on the knowledge about the functioning of the EU | opinion polls carried out by the EU Delegation | bi-annual           | contractor/EU Delegation | Baseline: 59%<br>Increase of 1% |
| SO Indicator 1.3:   |  |  |                     |                          |                                 |

| Indicator  | Indicator Definition                                | Data Source and Collection Method      | Reporting Frequency | Responsible Person(s)    | Targets |
|--|---|--|---------------------|--------------------------|---------|
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b>  |   |  |                     |                          |         |
| SO Indicator 2.1:<br><br>percentage of increase of media reports   | output indicator:<br>number of media reports        | analysis of media coverage reports     | bi-annual           | contractor/EU Delegation |         |
| SO Indicator 2.2:<br><br>quality of media coverage is improved   | outcome indicator:<br>more accurate media reporting | qualitative analysis of media coverage | bi-annual           | contractor/EU Delegation |         |
| SO Indicator 2.3:<br><br>percentage of increase of public debates  | output indicator:<br>number of public debates       | report of events                       | bi-annual           | contractor/EU Delegation |         |
| <b>Overall Objective 2: To ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of country reform effort, EU support, as well as concrete achievement on the path towards the EU</b> |   |  |                     |                          |         |
| <b>Specific Objective 1. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens</b>   |   |  |                     |                          |         |
| SO Indicator 1.1:  |   |  |                     |                          |         |
| SO Indicator 1.2:  |   |  |                     |                          |         |
| SO Indicator 1.3:  |   |  |                     |                          |         |

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 2. To ensure visibility of EU's external assistance programmes, their objectives and results</b> |                      |                                   |                     |                       |         |
| SO Indicator 2.1:  |                      |                                   |                     |                       |         |
| SO Indicator 2.2:  |                      |                                   |                     |                       |         |
| SO Indicator 2.3:  |                      |                                   |                     |                       |         |
| <b>Assumptions</b>   |                      |                                   |                     |                       |         |

## IC Programme Performance Matrix - Kosovo

### Information and Communication Performance Indicator Matrix - Kosovo

(based on Draft IC programme under IPA 2013 financial decision)

| Indicator  | Indicator Definition   | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)           | Targets |
|--|--|-----------------------------------|---------------------|---------------------------------|---------|
| <b>Overall Objective 1: To raise public awareness about the EU, its policies, values, where necessary dispelling myths and misconceptions</b>  |  |                                   |                     |                                 |         |
| <b>Overall Objective 2: To ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of country reform effort, EU support, as well as concrete achievement on the path towards the EU</b> |  |                                   |                     |                                 |         |
| <b>Specific Objective 1. To inform different target groups about the EU, its policies and programmes and their impact on citizens' everyday life</b>   |  |                                   |                     |                                 |         |
| SO Indicator 1.1:  | Increase knowledge among target groups on EU policies and programmes       | Survey                            | Annual              | EU Info Centre/TM               |         |
| SO Indicator 1.2:  | Increase positive media coverage on EU related issues                      | Media Monitoring                  | Monthly             | InfoComm Services Contractor/TM |         |
| SO Indicator 1.3:  |  |                                   |                     |                                 |         |
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b>  |  |                                   |                     |                                 |         |
| SO Indicator 2.1:  | Increase number of media reports on EU policies/programmes                 | Media Monitoring                  | Monthly             | InfoComm contractor/TM          |         |
| SO Indicator 2.2:  | Increase number of discussions on EU related issues/ not induced by the EU | Media Monitoring                  | Monthly             | InfoComm contractor/TM          |         |
| SO Indicator 2.3:  |  |                                   |                     |                                 |         |

| Indicator  | Indicator Definition  | Data Source and Collection Method   | Reporting Frequency | Responsible Person(s)                    | Targets |
|--|---|---|---------------------|--|---------|
| <b>Specific Objective 3. To raise awareness about the EU among university students</b>   |   |   |                     |  |         |
| SO Indicator 3.1:  | Increase student participation in EU events                 | Turnout at EUOK organised events  | Biannually          | EU Info Centre/TM                        |         |
| SO Indicator 3.2:  | Increase participation in EU study programmes               | Number of applicants in EU study programs: Erasmus, Erasmus+, Horizon 2020... | Annual              | EU Info Centre/Erasmus+ Office in Kosovo |         |
| SO Indicator 3.3:  | Increase knowledge on EU policies among students            | Survey  | Annual              | EU Info Centre/TM                        |         |
| <b>Specific Objective 4. To increase public interest to the EU issues and relations to the country</b>   |   |   |                     |  |         |
| SO Indicator 4.1:  | Increase number of media reports on EU policies/ programmes | Media Monitoring  | Monthly             | InfoComm Contractor/TM                   |         |
| SO Indicator 4.2:  | Number of visitors of our website and social media accounts | Analytics of social accounts/website followers and users                      | Monthly             | InfoComm Contractor/TM                   |         |
| SO Indicator 4.3:  |   |   |                     |  |         |
| <b>Overall Objective 2: To ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of country reform effort, EU support, as well as concrete achievement on the path towards the EU</b> |   |   |                     |  |         |
| <b>Specific Objective 1. To ensure visibility of EU's external assistance programmes, their objectives and results, among specific groups</b>  |   |   |                     |  |         |
| SO Indicator 1.1:  |   |   |                     |  |         |
| SO Indicator 1.2:  |   |   |                     |  |         |

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| SO Indicator 1.3:  |                      |                                   |                     |                       |         |
| <b>Specific Objective 2. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens, among the citizens</b> |                      |                                   |                     |                       |         |
| SO Indicator 2.1:  |                      |                                   |                     |                       |         |
| SO Indicator 2.2:  |                      |                                   |                     |                       |         |
| SO Indicator 2.3:  |                      |                                   |                     |                       |         |
| <b>Specific Objective 3. To stimulate public debate across the country about EU integration process</b>  |                      |                                   |                     |                       |         |
| SO Indicator 3.1:  |                      |                                   |                     |                       |         |
| SO Indicator 3.2:  |                      |                                   |                     |                       |         |

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| SO Indicator 3.3:  |                      |                                   |                     |                       |         |
| <b>Specific Objective 4. To familiarise various target groups with the EU accession process (covered with the specific objective 1.1. - different target groups)</b> |                      |                                   |                     |                       |         |
| <b>Specific Objective 5. To manage expectations about country's EU perspective</b>   |                      |                                   |                     |                       |         |
| SO Indicator 5.1:  |                      |                                   |                     |                       |         |
| SO Indicator 5.2:  |                      |                                   |                     |                       |         |
| SO Indicator 5.3:  |                      |                                   |                     |                       |         |



| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|---|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 6. To increase understanding among the population about the integration process through concrete examples demonstrating the EU integration is about people and their daily life</b> |                      |                                   |                     |                       |         |
| SO Indicator 6.1:   |                      |                                   |                     |                       |         |
| SO Indicator 6.2:   |                      |                                   |                     |                       |         |
| SO Indicator 6.3:   |                      |                                   |                     |                       |         |
| <b>Assumptions</b>  |                      |                                   |                     |                       |         |

## Information and Communication Performance Indicator Matrix - Montenegro

(based on the 2014 Annual Report of the IC Programme)

| Indicator   | Indicator Definition            | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|---|---------------------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Overall Objective 1: To raise public awareness about the EU, its policies, values, where necessary dispelling myths and misconceptions and misperceptions on the European integration process.</b> |                                 |                                   |                     |                       |         |
| <b>Specific Objective 1. To inform different target groups about the EU policy/s impact on citizen's everyday life</b>  |                                 |                                   |                     |                       |         |
| SO Indicator 1.1:   | Level of increased EU knowledge | survey                            |                     |                       |         |
| SO Indicator 1.2:   |                                 |                                   |                     |                       |         |
| SO Indicator 1.3:   |                                 |                                   |                     |                       |         |

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 2. To increase the quality of public debate on EU related issues</b> |                      |                                   |                     |                       |         |
| SO Indicator 2.1:  |                      |                                   |                     |                       |         |
| SO Indicator 2.2:  |                      |                                   |                     |                       |         |
| SO Indicator 2.3:  |                      |                                   |                     |                       |         |

| Indicator   | Indicator Definition                                    | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|---|---|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 3. To increase the number of journalists informed about different EU policies</b> |   |                                   |                     |                       |         |
| SO Indicator 3.1:   | Increased number of journalists who report on EU issues | Media monitoring                  |                     |                       |         |
| SO Indicator 3.2:   |   |                                   |                     |                       |         |

| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|---|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| SO Indicator 3.3:   |                      |                                   |                     |                       |         |
| <b>Specific Objective 4. To increase the number and the quality of various information products published</b> |                      |                                   |                     |                       |         |
| SO Indicator 4.1:   |                      |                                   |                     |                       |         |

| Indicator  | Indicator Definition                       | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|--|-----------------------------------|---------------------|-----------------------|---------|
| SO Indicator 4.2:  |  |                                   |                     |                       |         |
| SO Indicator 4.3:  |  |                                   |                     |                       |         |
| <b>Overall Objective 2: To ensure an informed public debate on EU Assistance and more visibility of objective and results of the EU's Assistance programmes.</b> |  |                                   |                     |                       |         |
| <b>Specific Objective 1. To familiarise different target groups with the EU assistance programmes</b>  |  |                                   |                     |                       |         |
| SO Indicator 1.1:  | Level of increased EU assistance knowledge | Survey/opinion poll               |                     |                       |         |

| Indicator  | Indicator Definition   | Data Source and Collection Method                       | Reporting Frequency | Responsible Person(s) | Targets |
|--|--|---|---------------------|-----------------------|---------|
| SO Indicator 1.2:  | Number of applications for EU grant programmes                 | database  |                     |                       |         |
| SO Indicator 1.3:  | Number of visitors to EUIC/EUD consultations and info sessions | List of participants of consultations and info sessions |                     |                       |         |
| <b>Specific Objective 2. To ensure visibility of EU's external assistance programmes, their objectives and results</b> |  |   |                     |                       |         |
| SO Indicator 2.1:  |  |   |                     |                       |         |

| Indicator          | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--------------------|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| SO Indicator 2.2:  |                      |                                   |                     |                       |         |
| SO Indicator 2.3:  |                      |                                   |                     |                       |         |
| <b>Assumptions</b> |                      |                                   |                     |                       |         |



## Information and Communication Performance Indicator Matrix – Serbia

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Overall Objective: To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.</b> |                      |                                   |                     |                       |         |
| <b>Specific Objective 1. To stimulate public debate across the country about the EU, the EU integration process and EU values</b>  |                      |                                   |                     |                       |         |
| SO Indicator 1.1:  |                      |                                   |                     |                       |         |
| SO Indicator 1.2:  |                      |                                   |                     |                       |         |
| SO Indicator 1.3:  |                      |                                   |                     |                       |         |

| Indicator  | Indicator Definition | Data Source and Collection Method  | Reporting Frequency  | Responsible Person(s)      | Targets                                      |
|--|----------------------|--|--|----------------------------|--|
| <b>Specific Objective 2. To inform different target groups about the EU, its assistance, reforms, impact on citizens' life</b> |                      |  |  |                            |  |
| SO indicator 2.1<br><br>Increase, expressed in percentage, of level of awareness on the EU assistance among citizens of Serbia |                      | -Opinion poll<br>-survey (for specific groups)   | - twice a year<br>- twice a year                                   | Nadezda Dramicanin +EUIC   | Increase of level of awareness by 5%         |
| SO indicator 2.2<br><br>Increase, expressed in percentage, of knowledge on IPARD funds among citizens                          |                      | -survey among journalists<br>- analysis of press clipping<br>– survey in business chambers | -twice a year (at the beginning of IPARD and at the end of a year) | Ramunas Janusauskas + EUIC | Baseline values                              |
| SO indicator 2.3<br><br>Increase, expressed in percentage, of awareness of existence of EU Info Centre among Belgrade citizens |                      | -Phone survey  | One/off  | Vesna Manic + EUIC         | Increase by 10% (compared with year of 2014) |

| Indicator  | Indicator Definition   | Data Source and Collection Method              | Reporting Frequency | Responsible Person(s)               | Targets                                |
|--|--|--|---------------------|-------------------------------------|--|
| <b>Specific Objective 3. To increase frequency and quality of media coverage and public debate on EU, especially on TV</b> |  |  |                     |                                     |  |
| <b>SO indicator 3.1</b><br>Increase number of specific activities with interested content created to draw media attention. | This output Indicator is related to specific objective element of Increase frequency of media coverage on EU topics.   | Daily press clipping                           | Monthly<br>6 months | Technical assistance/<br>outsource  | 2% in relation with previous situation |
| <b>SO indicator 3.2</b><br>Increased number of media coverage reports related to EU topics.                                | Outcome indicator related to specific objective element of Increase frequency of media coverage on EU topics.  | Daily press clipping – focused internet search | Monthly<br>6 months | Technical Assistance /<br>Outsource | 2% of the baseline value               |
| <b>SO indicator 3.3</b><br>Number of trainings for all national media representatives about EU topics reporting.           | Output indicator related to quality of media coverage on EU topics will be measured by organization of at least one training for all national media representatives about EU topics reporting. | Participant trainee list                       | Per training        | Consultant                          | 80% of the baseline value              |

| Indicator  | Indicator Definition   | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)  | Targets                   |
|--|--|-----------------------------------|---------------------|--|---------------------------|
| <b>SO indicator 3.4</b><br>increased number of analytical and accurate media reports and texts             | Outcome indicator related to quality of media coverage on EU topics  | Press clipping                    | Monthly<br>6 months | Team consisted of:<br>EUDEL -info repr.<br>SEIO representative<br>Independent journalistic association representative<br>Team Europe repr. | 10% of the baseline value |
| <b>SO indicator 3.5</b><br>increased number of self-streamed topics and stories on EU appearance in media. | Output indicator related to public debate on EU  | Press clipping                    | Monthly<br>6 months | Consultant   | 2% of the baseline value  |
| <b>SO indicator 3.6</b><br>increased number of reports and articles self-initiated by media.               | Outcome indicator related to public debate on EU will be measured by increased number of reports and articles self-initiated by media. | Press clipping                    | Monthly<br>6 months | Consultant   | 2% of the baseline value  |

| Indicator  | Indicator Definition | Data Source and Collection Method | Reporting Frequency | Responsible Person(s) | Targets |
|--|----------------------|-----------------------------------|---------------------|-----------------------|---------|
| <b>Specific Objective 4. To increase awareness at municipal level across the country</b> |                      |                                   |                     |                       |         |
| SO Indicator 4.1:  |                      |                                   |                     |                       |         |
| SO Indicator 4.2:  |                      |                                   |                     |                       |         |
| SO Indicator 4.3:  |                      |                                   |                     |                       |         |
| <b>Assumptions</b>   |                      |                                   |                     |                       |         |

## IC Programme Performance Matrix - Turkey

| Indicator  | Indicator Definition | Data Source and Collection Method                  | Reporting Frequency | Responsible Person(s) | Targets   |
|--|----------------------|--|---------------------|-----------------------|---|
| <b>Overall Objective: To raise public awareness about the EU, its policies and to ensure an informed public debate on integration into the EU, its benefits and challenges, in terms of reforms and EU support in reinforced cooperation with the Member States.</b> |                      |  |                     |                       |   |
| <b>Increased awareness on EU assistance in Turkey</b>  | Outcome              | Household survey                                   | yearly              | EUD                   | 1 - 3 %   |
| <b>OO Indicator 2. Increased awareness on EU Turkey integration process and necessary reforms</b>  | Outcome              | Household survey                                   | yearly              | EUD                   | 3 – 5 %   |
| <b>OO Indicator 3. Better informed public debate on benefits and challenges of EU integration</b>  | Outcome              | EUIC reports on debates and media content analysis | yearly              | EUIC Contractor       | Increased positive and accurate discussions around EU issues on- and off line |
| <b>Specific Objective 1. To inform various target groups about the EU, its policies and programmes and their impact on citizens' everyday life on our target groups</b>  |                      |  |                     |                       |   |
| <b>SO Indicator 1.1</b><br><b>Percentage of people that agree EU has a positive influence on</b>   | Outcome indicator    | Household survey                                   | Yearly              | EUD / Contractor      | 5%  |

| Indicator   | Indicator Definition | Data Source and Collection Method                               | Reporting Frequency | Responsible Person(s) | Targets                  |
|---|----------------------|---|---------------------|-----------------------|--------------------------|
| <b>their daily life</b><br><br><b>SO Indicator 1.2</b><br><b>Nr of EUIC visitors and participants in EUIC events (EU Whats in for me)</b> | Output level         | EUIC regular data collection                                    | Monthly             | EUD / EUIC            | To be discussed          |
| <b>SO Indicator 1.3</b><br><b>Nr. of publications produced and distributed (physical and online)</b>                                      | Output               | Number of distributed publications and number of views (online) | yearly              | EUIC / EUD            | 75000<br>25000           |
| <b>SO Indicator 1.4</b><br><b>Nr. of social media posts on EU policies and programmes</b>   | Output               | Social media statistics   | Bi-monthly          | EUD                   | 1 post per week          |
| <b>SO Indicator 1.5</b><br><b>Number of visits to EU website</b>  | Output               | Google analytics  | Bi monthly          | EUD                   | 150.000 visits per month |
|   |                      |   |                     |                       |                          |

| Indicator   | Indicator Definition      | Data Source and Collection Method                        | Reporting Frequency | Responsible Person(s) | Targets  |
|---|---------------------------|--|---------------------|-----------------------|--|
| <b>Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues</b> |                           |  |                     |                       |  |
| <b>SO Indicator 2.1</b><br>Number of articles and diversity of media channels on EU related issues                      | <b>Output</b>             | <b>Media monitoring</b>                                  | Daily               | <b>Contractor</b>     | <b>Daily coverage</b>  |
| <b>SO Indicator 2.2</b><br>Accuracy and tone of coverage  | <b>Output and Outcome</b> | <b>Content analysis</b><br>(positive, neutral, negative) | <b>Bi-monthly</b>   | <b>Contractor</b>     | <b>Increased positive and accurate number of articles</b>                          |
| <b>2.3 Number and quality of local public debates</b>   | <b>Output</b>             | <b>Questionnaires (exit)</b>                             | <b>Monthly</b>      | <b>EUIC</b>           | <b>2400 participants<br/>80 debates<br/>80% positive outcome in questionnaires</b> |
|   |                           |  |                     |                       |  |



| Indicator   | Indicator Definition | Data Source and Collection Method | Reporting Frequency    | Responsible Person(s) | Targets                       |
|---|----------------------|-----------------------------------|------------------------|-----------------------|-------------------------------|
| <b>Specific Objective 3. To ensure visibility and raise awareness of EU external assistance programmes, their objectives and results</b>  |                      |                                   |                        |                       |                               |
| <b>SO Indicator 3.1</b><br>Number of social media posts on EU External assistance   | Output               | Social media monitoring           | Bi-monthly             | EUD                   | Once per week                 |
| <b>SO Indicator 3.2</b><br>Ensure proper branding of all EU funded projects   | Output               | Project monitoring                | Yearly project reports | EUD                   | All projects properly branded |
| Increased awareness on EU assistance in Turkey  | Outcome              | Household survey                  | yearly                 | EUD                   | 1 - 3 %                       |
| <b>Specific Objective 4. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens ---- This is the same as objectives 1 and 2 combined</b> |                      |                                   |                        |                       |                               |
| <b>SO Indicator 4.1</b>   |                      |                                   |                        |                       |                               |
| <b>SO Indicator 4.2</b>   |                      |                                   |                        |                       |                               |

| Indicator   | Indicator Definition   | Data Source and Collection Method                           | Reporting Frequency | Responsible Person(s)            | Targets  |
|---|--|---|---------------------|----------------------------------|--|
| <b>SO Indicator 4.3</b>   |  |   |                     |                                  |  |
| <b>Assumptions</b>  |  |   |                     |                                  |  |
| <b>Assumption 1:</b> External factors (e.g. migration crisis, terrorism, etc.), political, social and economic stability and EU Integration perspectives in Western Balkan countries and Turkey do not change/worsen or impede programme implementation | The electoral and other changes in governments in WBT countries occur with no relative change or decrease in EU accession reform process | News, Media reporting<br>Independent reports, studies, etc. | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political, social or economic factors |
| <b>Assumption 2:</b> Governments of WBT countries continue to be receptive (willing and able) to supporting and respond to EU policy goals  | Changes in leadership and administration in individual WBT countries continue collaborative arrangements with the EU                     | EUD/EUOK  | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To rule out negative programme outcomes due to political factors                     |

| Indicator   | Indicator Definition   | Data Source and Collection Method | Reporting Frequency | Responsible Person(s)            | Targets                     |
|---|--|-----------------------------------|---------------------|----------------------------------|-----------------------------|
| <b>Assumption 3:</b> Media scene remains receptive to EU integration messages | EUDs/EUOK maintain a proactive lead over negative messaging by local media | Independent opinion surveys       | Annually            | EUD/EUOK<br>ICP<br>EU Commission | To measure programme impact |

## Annex 10: Training evaluation results

### Evaluation of the Training on Performance Monitoring Framework for EU Information and Communication

| 1. PFM Workshop in:      |                |
|--------------------------|----------------|
| Answer Options           | Response Count |
| Belgrade, 1 June 2016    | 9              |
| Pristina, 3 June 2016    | 2              |
| Skopje, 7 June 2016      | 4              |
| Sarajevo, 8 June 2016    | 3              |
| Podgorica, 9 June 2016   | 2              |
| Tirana, 10 June 2016     | 3              |
| Ankara, 13 June 2016     | 8              |
| <i>answered question</i> | <b>31</b>      |

| 2. How useful was the content of this training for your work? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Very useful   | 58,1%            | 18             |
| Useful  | 41,9%            | 13             |
| Not useful  | 0,0%             | 0              |
| <i>answered question</i>                                      |                  | <b>31</b>      |

| 3. Did the training respond to your expectations? |                  |                |
|---|------------------|----------------|
| Answer Options                                    | Response Percent | Response Count |
| Yes   | 90,3%            | 28             |
| Not completely                                    | 9,7%             | 3              |
| Not at all  | 0,0%             | 0              |
| <i>answered question</i>                          |                  | <b>31</b>      |

| 4. Did you acquire new skills? |                  |                |
|--------------------------------|------------------|----------------|
| Answer Options                 | Response Percent | Response Count |
| Yes                            | 67,7%            | 21             |
| Just a few                     | 32,3%            | 10             |
| Not at all                     | 0,0%             | 0              |
| <i>answered question</i>       |                  | <b>31</b>      |

| 5. How would you estimate the quality of the training? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Bad, I have not acquired any new information           | 0,0%             | 0              |
| Average, I already know a lot about the topic          | 9,7%             | 3              |
| Good, my knowledge improved                            | 90,3%            | 28             |
| <i>answered question</i>                               |                  | <b>31</b>      |

| 6. What information do you still need in order to start your own PFM for the next Information and Communication Programme? |                |
|--|----------------|
| Answer Options   | Response Count |
|  | 20             |
| <i>answered question</i>   | <b>20</b>      |
| <i>skipped question</i>  | <b>11</b>      |

| Response Text | Categories |
|---------------|------------|
|---------------|------------|

baselines are the missing factor

This program is a regional one so DG NEAR has to have a PMF, we already have elements of it in yearly strategy & reporting + 2 contracts both with a log frame

we can learn the baselines for Turkey and LF of DG NEAR for Turkey Communication Programmes  
a training on PCM

I'm ready for it

Additional staff to do this for us

How this will be implemented in practice with limited EUD resources

More detailed explanations of the basics of project management.

Training on programming.

My general knowledge improved but i find it difficult to transfer this to the general information to forward planning exercise. I would need more guidance!

Depends what HR need.

Additional practical training on indicators for communication.

Indicators are quite new to me. More knowledge needed.

More training.

Practical assistance separated from teoretical part.

Guidance on defining new objectives and related indicators

More knowledge on indicators

More on quality indicators - how to define them properly and ensure their proper follow up, collection

I got the basic/sufficient info to start our PMF for the next programme

I need to go into details further, it's my first experience with PMF

| 7. How do you rate the pedagogical skills of the trainer(s)? (1-5) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| 1  | 0,0%             | 0              |
| 2  | 0,0%             | 0              |
| 3  | 3,2%             | 1              |
| 4  | 32,3%            | 10             |
| 5  | 64,5%            | 20             |
| <b>answered question</b>   |                  | <b>31</b>      |

| 8. How do you rate the presentations? (1-5) |                  |                |
|---|------------------|----------------|
| Answer Options                              | Response Percent | Response Count |
| 1   | 0,0%             | 0              |
| 2   | 0,0%             | 0              |

|                          |       |           |
|--------------------------|-------|-----------|
| 3                        | 9,7%  | 3         |
| 4                        | 38,7% | 12        |
| 5                        | 51,6% | 16        |
| <b>answered question</b> |       | <b>31</b> |

| 9. How were your questions answered during the sessions? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Satisfactory   | 96,8%            | 30             |
| Not very good  | 3,2%             | 1              |
| Not at all   | 0,0%             | 0              |
| <b>answered question</b>                                 |                  | <b>31</b>      |

| 10. Was the workshop lively enough to keep your attention? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 93,3%            | 28             |
| Not completely   | 6,7%             | 2              |
| Not at all   | 0,0%             | 0              |
| <b>answered question</b>                                   |                  | <b>30</b>      |
| <b>skipped question</b>                                    |                  | <b>1</b>       |

| 11. Do you have suggestions to improve the training? |                |
|--|----------------|
| Answer Options                                       | Response Count |
|  | 13             |
| <b>answered question</b>                             | <b>13</b>      |
| <b>skipped question</b>                              | <b>18</b>      |

| Response Text | Categories |
|---------------|------------|
|---------------|------------|

More concrete examples and measurements especially in the first part of the feedback of the audit,

good practices

we were in a little bit of a rush

The training should have taken place after finalization of evaluation with more related content eg best practices from 2011 - 2014, lessons learnt etc

we should raise the awareness of EUIC coordinators about PMF

Ready examples might be used

It would have been good to have received the findings of the evaluation beforehand in order to have used that as an entry point for the training

It all sounds logical but in our practical lives with 2 people in the EUD this will be difficult if not impossible to implement

Expanding it to other staff for better in house awareness

More exercises to be included into the training.

One day not enough.

Two day training with 30% of theory and the rest practice.

It was a hands on projects, I benefited from it. Perhaps some good examples from other Delegations would be useful to see.



## Annex 11: e-Surveys

### 11.1 Aggregated data – CSOs

| 1. What country do you come from?     |                  |                |
|---------------------------------------|------------------|----------------|
| Answer Options                        | Response Percent | Response Count |
| Albania                               | 35,09%           | 80             |
| Bosnia and Herzegovina                | 47,37%           | 108            |
| former Yugoslav Republic of Macedonia | 0,44%            | 1              |
| Croatia                               | 0,00%            | 0              |
| Kosovo*                               | 0,00%            | 0              |
| Montenegro                            | 8,77%            | 20             |
| Serbia                                | 3,07%            | 7              |
| Turkey                                | 5,26%            | 12             |
| <i>answered question</i>              |                  | <b>228</b>     |
| <i>skipped question</i>               |                  | <b>0</b>       |

| 2. What organisation do you work for?               |                  |                |
|---|------------------|----------------|
| Answer Options                                      | Response Percent | Response Count |
| Civil Society Organisation (CSO) - service delivery | 43,0%            | 113            |
| CSO - human rights or democratisation               | 24,3%            | 64             |
| CSO - health or education                           | 11,8%            | 31             |
| Other (please specify)                              | 20,9%            | 55             |
| <i>answered question</i>                            |                  | <b>227</b>     |
| <i>skipped question</i>                             |                  | <b>1</b>       |

| 3. Are you aware of any information/ communication activities of the EU Delegation? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 86,6%            | 194            |
| No  | 13,4%            | 30             |
| <i>answered question</i>  |                  | <b>224</b>     |
| <i>skipped question</i>   |                  | <b>4</b>       |

**4. Which information or communication activities have you come across? / Please rate their quality and usefulness**

| Answer Options  | Very good | Good | Average | Not so good | Not at all good | Rating Average | Response Count |
|---|-----------|------|---------|-------------|-----------------|----------------|----------------|
| Events organised by EU Delegation                                 | 68        | 68   | 46      | 24          | 4               | 2,07           | 210            |
| Events organised by EU funded projects                            | 62        | 79   | 43      | 25          | 8               | 2,09           | 217            |
| Round tables, debates or other events organised by EU Info Centre | 54        | 77   | 43      | 29          | 12              | 2,18           | 215            |
| EU publications   | 63        | 64   | 50      | 24          | 7               | 2,31           | 208            |
| Press briefings   | 44        | 39   | 54      | 32          | 12              | 2,55           | 181            |
| Facebook / Social media activities: Facebook                      | 45        | 66   | 37      | 32          | 12              | 2,46           | 192            |
| Twitter/Social media activities: Twitter                          | 32        | 46   | 43      | 33          | 25              | 2,72           | 179            |
| Other (please specify)  |           |      |         |             |                 |                | 2              |
| <i>answered question</i>  |           |      |         |             |                 |                | <b>227</b>     |
| <i>skipped question</i>   |           |      |         |             |                 |                | <b>1</b>       |

**5. If you have not participated to information and communication activities organised by the EU Delegation or used the information provided by the EU Delegation, what is the main reason?**

| Answer Options                                   | Response Percent | Response Count |
|--|------------------|----------------|
| Not interested                                   | 1,3%             | 1              |
| Subjects are not related to my field of interest | 33,8%            | 26             |
| I did not come across them                       | 54,5%            | 42             |
| Other (please specify)                           | 10,4%            | 8              |
| <i>answered question</i>                         |                  |                |
| <i>skipped question</i>                          |                  |                |

| 6. If you use the information provided by the EUD, what activities does it help?<br>Please, mark all that apply |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Research  | 8,3%             | 18             |
| Advocacy activities   | 15,6%            | 34             |
| Campaigns organised by my CSO   | 8,7%             | 19             |
| Planning new projects   | 53,2%            | 116            |
| Mobilisation of citizens  | 7,3%             | 16             |
| Other (please specify)  | 6,9%             | 15             |
| <b>answered question</b>  |                  | <b>218</b>     |
| <b>skipped question</b>   |                  | <b>10</b>      |

| 7. Please select the appropriate option  |         |       |     |   |   |                |                |
|--|---------|-------|-----|---|---|----------------|----------------|
| Answer Options   | Po /Yes | Jo/No | N/A |   |   | Rating Average | Response Count |
| Have the information and communication activities helped you to increase your knowledge and/or understanding of the EU and/or on EU related issues (eg. EU policies, accession process, <i>acquis</i> )? | 180     | 20    | 17  | 0 | 2 | 1,23           | 219            |
| Have EUD information & communication activities helped you to increase to your knowledge and/or understanding on the EU, EU integration process and EU-country relations?                                | 173     | 24    | 20  | 0 | 1 | 1,23           | 218            |
| Have they changed your views/attitudes?  | 102     | 75    | 34  | 1 | 1 | 1,66           | 213            |
| Have you used this information to inform others?   | 173     | 27    | 16  | 1 | 1 | 1,20           | 218            |
| Other (please specify)   |         |       |     |   |   |                | 4              |
| <b>answered question</b>   |         |       |     |   |   |                | <b>223</b>     |
| <b>skipped question</b>  |         |       |     |   |   |                | <b>5</b>       |

| 8. Are you aware of government communication activities (at national or regional level) on EU or/and EU integration? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 30,9%            | 69             |
| No   | 16,6%            | 37             |
| To some degree   | 51,6%            | 115            |
| Not at all   | 0,9%             | 2              |
| <i>answered question</i>   |                  | 223            |
| <i>skipped question</i>  |                  | 5              |

| 9. In your opinion, do these communication activities complement and reinforce EUD's activities or make them redundant? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| They complement and reinforce EUD's activities  | 61,3%            | 138            |
| They make them redundant  | 4,4%             | 10             |
| I am not aware of them  | 20,0%            | 45             |
| I do not find them very useful  | 14,2%            | 32             |
| <i>answered question</i>  |                  | 225            |
| <i>skipped question</i>   |                  | 3              |

| 10. Through which activities could the EU Delegation improve its communication programme towards CSOs? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| One-to-one meetings or exclusive interviews  | 19,6%            | 42             |
| Trainings on specific subjects (eg. specific chapters of the acquis)                                   | 51,4%            | 110            |
| Study tours  | 24,8%            | 53             |
| Social media   | 4,2%             | 9              |
| Other (please specify)   | 5,6%             | 12             |
| <i>answered question</i>   |                  | 226            |
| <i>skipped question</i>  |                  | 2              |

| 11. How often do you use EU Information Centre(s) or EU info point(s) as a source of information? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Often   | 21,7%            | 49             |
| Regularly   | 28,3%            | 64             |
| Rarely  | 50,0%            | 113            |
| <i>answered question</i>  |                  | 226            |
| <i>skipped question</i>   |                  | 2              |

| 12. Do you use the EUD's website as a source of information? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 53,2%            | 118            |
| No   | 13,5%            | 30             |
| Sometimes  | 33,3%            | 74             |
| <i>answered question</i>                                     |                  | 222            |
| <i>skipped question</i>                                      |                  | 6              |

| 13. How would you rate the quality of the EUD website? |                   |              |         |               |              |                |                |
|--|-------------------|--------------|---------|---------------|--------------|----------------|----------------|
| Answer Options   | Very high quality | High quality | Average | Below average | Unacceptable | Rating Average | Response Count |
| Content  | 57                | 104          | 44      | 5             | 0            | 2,01           | 210            |
| Design   | 47                | 95           | 42      | 11            | 0            | 2,22           | 195            |
| Usability  | 43                | 89           | 55      | 7             | 2            | 2,12           | 196            |
| Overall  | 41                | 98           | 45      | 7             | 0            | 2,08           | 191            |
| <i>answered question</i>                               |                   |              |         |               |              |                | 213            |
| <i>skipped question</i>                                |                   |              |         |               |              |                | 15             |

| 14. Are you able to follow the EU website contents in English? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| yes, easily  | 60,18%           | 133            |
| yes, with some difficulties                                    | 30,77%           | 68             |
| no   | 9,05%            | 20             |
| <i>answered question</i>                                       |                  | 221            |
| <i>skipped question</i>  |                  | 7              |

| 15. Is there any other information that you would like to receive from the EU Delegation? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| yes   | 41,5%            | 86             |
| no  | 58,5%            | 121            |
| If yes, what kind of information?   |                  | 71             |
| <i>answered question</i>  |                  | <b>207</b>     |
| <i>skipped question</i>   |                  | <b>21</b>      |

| 16. What would be the preferred channel to receive desired information? Mark all that apply |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| social media  | 23,2%            | 51             |
| website of EU Delegation  | 31,8%            | 70             |
| TV programmes   | 2,3%             | 5              |
| radio programmes  | 0,5%             | 1              |
| publications  | 5,0%             | 11             |
| events  | 16,8%            | 37             |
| EUIC activities   | 20,5%            | 45             |
| Other, pls specify  |                  | 25             |
| <i>answered question</i>  |                  | <b>220</b>     |
| <i>skipped question</i>   |                  | <b>8</b>       |

## 11.2 Aggregated data – Media

| 1. What country do you come from?     |                  |                |
|---------------------------------------|------------------|----------------|
| Answer Options                        | Response Percent | Response Count |
| Albania                               | 21,2%            | 11             |
| Bosnia and Herzegovina                | 40,4%            | 21             |
| former Yugoslav Republic of Macedonia | 0,0%             | 0              |
| Croatia                               | 0,0%             | 0              |
| Kosovo*                               | 0,0%             | 0              |
| Montenegro                            | 26,9%            | 14             |
| Serbia                                | 3,8%             | 2              |
| Turkey                                | 7,7%             | 4              |
| <i>answered question</i>              |                  | 52             |
| <i>skipped question</i>               |                  | 0              |

| 2. What media organisation do you work for? |                  |                |
|---|------------------|----------------|
| Answer Options                              | Response Percent | Response Count |
| national newspaper                          | 25,0%            | 15             |
| regional newspaper                          | 3,3%             | 2              |
| radio                                       | 8,3%             | 5              |
| TV  | 18,3%            | 11             |
| online media                                | 28,3%            | 17             |
| free lance                                  | 6,7%             | 4              |
| Other (please specify)                      | 10,0%            | 6              |
| <i>answered question</i>                    |                  | 51             |
| <i>skipped question</i>                     |                  | 1              |

| 3. Are you aware of any information/ communication activities of the EU Delegation? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 88,5%            | 46             |
| No  | 11,5%            | 6              |
| <i>answered question</i>  |                  | 52             |
| <i>skipped question</i>   |                  | 0              |

| 4. Do you use the information provided by the EUD in (background for) articles and/or broadcast programmes you work on? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 90,2%            | 46             |
| No.   | 9,8%             | 5              |
| <i>answered question</i>  |                  | <b>51</b>      |
| <i>skipped question</i>   |                  | <b>1</b>       |

| 5. Which information or communication activities have you come across? / Please rate their quality and usefulness |           |      |         |             |                 |                |                |
|---|-----------|------|---------|-------------|-----------------|----------------|----------------|
| Answer Options  | very good | good | Average | Not so good | Not at all good | Rating Average | Response Count |
| Events organised by EU Delegation   | 12        | 23   | 8       | 2           | 4               | 2,23           | 49             |
| Events organised by EU funded projects  | 6         | 23   | 12      | 3           | 7               | 2,72           | 51             |
| Round tables, debates or other events organised by EU Info Centre   | 9         | 19   | 16      | 5           | 2               | 2,45           | 51             |
| EU publications   | 9         | 20   | 5       | 11          | 4               | 2,41           | 49             |
| Press briefings   | 18        | 16   | 9       | 4           | 2               | 2,01           | 49             |
| Facebook / Social media activities: Facebook  | 7         | 10   | 15      | 7           | 5               | 2,65           | 44             |
| Twitter/Social media activities: Twitter  | 11        | 10   | 14      | 5           | 6               | 2,45           | 46             |
| Other (please specify)  |           |      |         |             |                 |                | 1              |
| <i>answered question</i>  |           |      |         |             |                 |                | <b>52</b>      |
| <i>skipped question</i>   |           |      |         |             |                 |                | <b>0</b>       |



| 6. If you have not participated to information and communication activities organised by the EU Delegation or used the information provided by the EU Delegation, what is the main reason? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Not interested   | 0,0%             | 0              |
| Subjects are not related to my field of interest   | 44,4%            | 4              |
| I did not come across them   | 44,4%            | 4              |
| Other (please specify)   | 11,1%            | 1              |
| <i>answered question</i>   |                  | <b>9</b>       |
| <i>skipped question</i>  |                  | <b>43</b>      |

| 7. Please select the appropriate option  |     |    |     |              |       |                |                |
|--|-----|----|-----|--------------|-------|----------------|----------------|
| Answer Options   | Yes | No | N/A | I don't know | Maybe | Rating Average | Response Count |
| Have the information and communication activities helped you to increase your knowledge and/or understanding of the EU and/or on EU related issues (eg. EU policies, accession process, <i>acquis</i> )? | 39  | 12 | 4   | 3            | 4,76  | 4,83           | 63             |
| Have EUD information & communication activities helped you to increase to your knowledge and/or understanding on the EU, EU integration process and EU-country relations?                                | 37  | 15 | 3   | 2            | 3,6   | 4,60           | 61             |
| Have they changed your views/attitudes?  | 19  | 37 | 6   | 3            | 5,15  | 5,18           | 53             |
| Have you used this information to inform others?   | 36  | 11 | 6   | 2            | 3,55  | 4,65           | 62             |
| Other (please specify)   |     |    |     |              |       |                | 1              |
| <i>answered question</i>   |     |    |     |              |       |                | <b>52</b>      |
| <i>skipped question</i>  |     |    |     |              |       |                | <b>0</b>       |

| 8. Are you aware of government communication activities (at national or regional level) on EU or/and EU integration? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 64,7%            | 33             |
| No   | 7,8%             | 4              |
| To some degree   | 25,5%            | 13             |
| Not at all   | 2,0%             | 1              |
| <i>answered question</i>   |                  | <b>51</b>      |
| <i>skipped question</i>  |                  | <b>1</b>       |

| 9. In your opinion, do these communication activities complement and reinforce EUD's activities or make them redundant? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| They complement and reinforce EUD's activities  | 58,0%            | 29             |
| They make them redundant  | 4,0%             | 2              |
| I am not aware of them  | 4,0%             | 2              |
| I do not find them very useful  | 34,0%            | 17             |
| <i>answered question</i>  |                  | <b>50</b>      |
| <i>skipped question</i>   |                  | <b>2</b>       |

| 10. Through which activities could the EU Delegation improve its communication programme for the benefit of media organisations in your country? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| One-to-one meetings or exclusive interviews  | 19,6%            | 10             |
| Press meetings   | 21,6%            | 11             |
| Trainings on specific subjects (eg. specific chapters of the acquis)   | 15,7%            | 8              |

|                          |       |           |
|--------------------------|-------|-----------|
| Study tours              | 31,4% | 16        |
| social media             | 7,8%  | 4         |
| Other (please specify)   | 3,9%  | 2         |
| <b>answered question</b> |       | <b>51</b> |
| <b>skipped question</b>  |       | <b>1</b>  |

| <b>11. How often do you use EU Information Centre(s) or EU info point(s) as a source of information?</b> |                         |                       |
|--|-------------------------|-----------------------|
| <b>Answer Options</b>  | <b>Response Percent</b> | <b>Response Count</b> |
| Often  | 19,2%                   | 10                    |
| Regularly  | 28,8%                   | 15                    |
| Rarely   | 50,0%                   | 26                    |
| Never  | 1,9%                    | 1                     |
| <b>answered question</b>   |                         | <b>52</b>             |
| <b>skipped question</b>  |                         | <b>0</b>              |

| <b>12. Do you use the EUD's website as a source of information?</b> |                         |                       |
|---|-------------------------|-----------------------|
| <b>Answer Options</b>   | <b>Response Percent</b> | <b>Response Count</b> |
| Yes   | 24,0%                   | 12                    |
| No  | 24,0%                   | 12                    |
| Sometimes   | 52,0%                   | 26                    |
| <b>answered question</b>  |                         | <b>50</b>             |
| <b>skipped question</b>   |                         | <b>2</b>              |

| 13. How would you rate the quality of the EUD website? |                   |              |         |               |              |                |                |
|--|-------------------|--------------|---------|---------------|--------------|----------------|----------------|
| Answer Options   | Very high quality | High quality | Average | Below average | Unacceptable | Rating Average | Response Count |
| Content  | 2                 | 18           | 24      | 5             | 1            | 2,72           | 50             |
| Design   | 2                 | 11           | 26      | 5             | 2            | 2,89           | 46             |
| Usability  | 2                 | 13           | 27      | 3             | 2            | 2,77           | 47             |
| Overall  | 3                 | 13           | 26      | 1             | 3            | 2,68           | 46             |
| <i>answered question</i>                               |                   |              |         |               |              |                | 52             |
| <i>skipped question</i>                                |                   |              |         |               |              |                | 0              |

| 14. Are you able to follow the EU website contents in English? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| yes, easily  | 72,0%            | 36             |
| yes, with some difficulties                                    | 20,0%            | 10             |
| no   | 8,0%             | 4              |
| <i>answered question</i>                                       |                  | 50             |
| <i>skipped question</i>  |                  | 2              |

| 15. Is there any other information that you would like to receive from the EU Delegation? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| yes   | 53,3%            | 24             |
| no  | 46,7%            | 21             |
| If yes, what kind of information?   |                  | 17             |
| <i>answered question</i>  |                  | <b>45</b>      |
| <i>skipped question</i>   |                  | <b>7</b>       |

| 16. What would be the preferred channel to receive desired information? Mark all that apply |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| social media  | 6,1%             | 3              |
| website of EU Delegation  | 28,6%            | 14             |
| TV programmes   | 16,3%            | 8              |
| radio programmes  | 4,1%             | 2              |
| publications  | 2,0%             | 1              |
| events  | 20,4%            | 10             |
| EUIC activities   | 22,4%            | 11             |
| Other, pls specify  |                  | 4              |
| <i>answered question</i>  |                  | <b>49</b>      |
| <i>skipped question</i>   |                  | <b>3</b>       |