**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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EUROPEAN COMMISSION
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Western Balkans and Turkey

Evaluation of IPA Information & Communication Programmes

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FWC COM 2011 – Lot 1: Studies and Technical Assistance in all Sectors [EuropeAid/129783/C/SER/Multi]

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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** – implemented by the EU Delegations in the concerned countries and by the EU Office in Kosovo[1]. 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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[1] 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 20013, 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/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 is 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

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
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?	• Probable part of target group members have accessed EUD's information communication materials and events.	• Part of target group that accessed EUD Information & communication materials events.	• EUIC consolidated records (e.g. print materials, distribution lists, website records; social media records; visitor list; progress reports); • EUD reports; • Target group interviews/focus groups[2]; • EUD's commissioned opinion poll or survey reports.
2a	To what extent have the outputs and results corresponded to the objectives? *Alternative*: 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)?	• Overall objective, specific objective, results and activities (first column of the logframe) and outputs are clearly defined; • Activities and results specify the same target groups and messages; • Results specify target groups and messages that are also incorporated in the specific objective; and results specify the communication results in the same AKAP[3] terms as the specific objective.	• Degree to which overall objective, specific objective, results, activities and outputs are clearly defined; • Degree to which activities and results specify the same target groups and messages; • 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[4].	• EUD/EUOK communication programmes; • DG NEAR communication programs and strategies; • Country strategies.
2b	To what extent have the objectives been met? *Alternative*: To what extent have the results and specific objectives been	• Impact, outcome and output indicators (second column of the logframe) are SMARTly defined and against a baseline at the level of overall objective, specific	• Degree to which indicators are SMARTly defined against a baseline[5]; • Increase of target group that accessed EU produced information according to	• DG NEAR communication programmes; • EUD's communication programmes;

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

[3] 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.

[4] This entails an assessment of the quality of the intervention logics.

[5] 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.

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
	met?	objective and results respectively; • Target groups have accessed EU produced information according to output indicators; • Target groups have changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.	output indicators (as opposed to baseline); • Increase target group that changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.	• Monitoring Reports; • Evaluation reports; • EUD's commissioned opinion poll or survey reports; • EUD's media content reports; • EUIC plans and programmes; • EUIC reports and records (e.g. print materials, distribution lists, website records; social media records; visitor list; progress reports.); • Eurobarometer reports for IPA countries; • Interview Press/info officer; • Target group interviews / focus group.
2c	Where expectations have not been met, what factors have hindered their achievement? *Alternative*: Where expected results and specific *objectives* have not been met, what factors have hindered their achievement?	• Pre-conditions, risks and assumptions are adequately described; • Internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.	• Degree to which pre-conditions, risks and assumptions are adequately described; • Degree to which internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.	• Monitoring and Evaluation Reports; • Interview Press/info officer; • Target group interviews / focus group.
3a[6]	Were the outputs and effects[7] achieved at a reasonable cost?	• The outputs and outcome have been quantified and achieved as planned, according to SMART indicators.	Degree to which: • The outputs and outcome have been quantified and achieved as planned,	• EUD's Information & Communication programmes and reports

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[6] 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.

[7] 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.

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
	Alternative: Were the outputs and *outcomes* achieved at a reasonable cost?	• Planned outputs and outcomes were successfully delivered within budget.$; Correspondence between activity costs and degree of output and outcome.	according to SMART indicators; • Planned outputs and outcome were delivered within budget; • Degree to which the level of activity costs was justified by the degree of output and outcome.	• EUD/EUOK activity reports; • Selection of contractors' narrative & financial reports; • Interview Press/Information officer; • Interview selected EUIC contractor.
3b	Why was this possible? *Alternative*: Which factors ensured that the outputs and outcome were achieved against reasonable costs?	• The budgeting related to the expected outputs and outcome has been realistic; • 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.	Degree to which: • The budgeting related to the expected outputs and outcome has been realistic; • 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[8].	• EUD's IC programmes and reports; • EUD/EUOK activity reports; • Selection of contractors' narrative & financial reports; • Interview Press/Information officer; • Interview selected EUIC contractor.
3c	Could the same results have been achieved with less funding?	• The communication budget for year X was not used up, while outputs and outcomes were achieved.	• The state of the IC budget at end of year; • The level of achievement of the outputs and outcomes at end of year.	• EUD's IC programmes and reports; • EUD/EUOK activity reports; • Contractors' narrative & financial reports; • Interview Press/Information officer; • Interview selected EUIC contractor.
3d	Could the use of other type of financing or mechanisms have provided better cost- effectiveness? *Alternative*: Could the use of other *financing mechanisms* have provided	• Other financing mechanisms are available and accessible for EUD; • Other financing mechanisms are more cost-effective.	• Number and availability of other type of financing mechanisms; • Level of cost-effectiveness of other type of financing mechanisms.	• Interviews DG NEAR; • Interviews EUD Press/Information officer.

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[8] 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.

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
	better cost-effectiveness?			
4a[9]	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 & communication? *Alternative*: 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?	• Communication outputs and results are logically linked to the specific and overall objective of the communication programme; • 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.	• Increase of target groups that have changed their Awareness, Knowledge, Attitude, or Practice (AKAP) (as opposed to baseline) according to SMARTly set indicators.	• Target group interviews/ focus group; • Media content analysis reports; • Evaluation reports; • EUD's commissioned opinion poll or survey reports; • Eurobarometer reports for IPA countries.
4b	Are impacts sufficiently identified and quantified?	• SMART impact indicators are formulated at the level of the overall objective; • Identified and quantified answers to the indicators are based on evidence.	Extent to which: • SMART impact indicators are formulated at the level of the overall objective; • Identified and quantified answers to the indicators are based on evidence.	• EUD's Information & communication programmes and reports.
4c	Are there any additional impacts, both positive and negative?	• Additional positive and/or negative impacts are identified and quantified	• Number and nature of additional positive and/or negative impacts.	• PIO; • Target group interviews/ focus group.
5a	Are the identified impacts sustainable or likely to be sustainable?	• Same outcomes and impacts based on similar communication programmes are reported over previous years • Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions • Identified impacts can be attributed to the communication programme, while internal	The degree to which: • Same outcomes and impacts based on similar communication programmes are reported over previous years; • Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions; • Identified impacts can be attributed to the	• EUD's IC programmes and reports; • EUD/EUOK activity reports • Contractors' narrative & financial reports; • Monitoring and Evaluation Reports; • EUD's commissioned opinion poll or survey reports

[9] 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.

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
		influencing factors (positive or negative) are adequately described under the Pre-conditions; • Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis; • 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.	communication programme, while internal influencing factors (positive or negative) are adequately described under the Pre-conditions; • Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis; • 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.	over a sequence of years; • Eurobarometer reports for IPA countries over a sequence of years.
5b	Are there any elements, which are or could hamper the impact and sustainability of assistance?	▪ Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.	The degree to which: ▪ Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.	• EUD's IC programmes and reports; • EUD/EUOK activity reports; • Contractors' narrative & financial reports; • Country strategies; • Interviews HoD / EUD Press/Information officer.
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? ***Alternative***: 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?	• An overview of Beneficiary country national and regional level communication activities on IPA exists and is incorporated in the IPA communication programme document; • Country national and regional level communication activities on IPA have similar target groups, messages and objectives as those of IPA itself; • IPA communication activities are complementary to, or reinforcing these communication activities by the country's national or regional level.	• Number and nature of country national and regional level communication activities on IPA; • Nature of target groups, messages and objectives of country national and regional level communication activities on IPA.	• DG NEAR communication programmes; • EUD's Information & communication programmes and reports; • Target group interviews/ focus group; • Stakeholder interviews; ▪ Interviews HoD / EUD Press/Information officer.
7	To what extent ongoing IPA financial assistance has contributed to achieving the strategic objectives and	• Visibility and information activities of IPA financed projects are under control of the EUD information officer and can therefore	The degree to which: • Visibility and information activities of IPA financed projects are under control of the	• EUD's IC programs and reports

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
	priorities linked to achieving the objectives of the communication strategy? *Alternative*: 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?	be incorporated in the EUD communication program as activities towards achieving defined results and specific objectives; • IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages; • All IPA funded projects implement visibility and information activities and coordinate with EUD Press and information; • Part of target groups that have increased their awareness of IPA funded projects.	EUD information officer; • IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages; • Part of IPA funded projects implementing visibility and information activities and coordinating with EUD Press and information; • Part of target groups aware of IPA funded projects.	• IPA funded project's visibility and information plans[10]; • IPA funded project's visibility and information reports[11]; • Interviews HoD/EUD Press/Information officer; • Media content analysis reports.
B.	**Intervention logic assessment**			
8	To what extent are global and specific objectives included in the IC programmes clear, measurable, achievable and realistic? *Alternative*: To what extent are *overall* and specific objectives included in the IC programs clear, measurable, achievable and realistic?	• Overall and specific objectives are included; • The overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic; • The specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.	• Degree to which overall and specific objectives are included in IC programs; • Degree to which the overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic; • Degree to which the specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.	• EUD's IC programs; • Country strategies.
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? *Alternative*: To what extent is the selection mechanism of IC activities	• The selection mechanism is clearly described, easy to use and is used in programming; • The selection mechanism takes into consideration the results of IPA/ Enlargement policy analysis, political analysis and stakeholder analysis, prioritisation of stakeholders according to	The extent to which: • The selection mechanism is clearly described, easy to use and is used in programming. Evidence that: • The selection mechanism takes into consideration the results of IPA/	• The selection mechanism; • EUD's IC programs and reports; • Interviews EUD Press/Information officer.

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[10] In as far as available through the EUD / PIO

[11] Ibid.

Nº	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?	their relevance and influence of achieving the IPA/ Enlargement policy objective; • 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; • The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups; • The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government), as well as the general communication environment; • The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups; • The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.	Enlargement policy analysis, political analysis and stakeholder analysis, prioritisation of stakeholders according to their relevance and influence of achieving the IPA/ Enlargement policy objective; • 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; • The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups; • The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government), as well as the general communication environment; • The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups; • The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.	
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? *Alternative*: To what extent are the *outputs* of the evaluation of the IC activities taken into account in the preparation of the following IC programme?	• Output indicators are SMARTly described in the previous year communication programme; • Monitoring data on the outputs are available; • The text of the following year communication programme shows how these monitoring data are taken into account.	• Degree to which output indicators are SMARTly described in the previous year communication programme; • Degree to which monitoring data on the outputs are available; • Degree to which the text of the following year communication programme shows how these monitoring data are taken into account.	▪ EUD's IC programs and reports; ▪ Interviews EUD Press and Information officers; ▪ Interviews EUIC.
11	To what extent programming and monitoring mechanisms include clear	• Programming templates (mechanisms)	The degree to which:	• DG NEAR Programming and

Nº	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? 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?	request SMART indicators to be formulated for overall, specific objectives and results; • The indicators are provided in EUD annual communication programs and they are SMART; • Monitoring reports are available and they include the relevant SMART indicators as mentioned in the annual communication programs.	• Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results; • The indicators are provided in EUD annual communication programs and they are SMART; • Monitoring reports are available and they include the SMART indicators as mentioned in the annual communication programs.	reporting templates; • EUD IC programs and monitoring reports.
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?	• Templates of monitoring mechanisms are available, clear and properly used. • 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; • Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective; • The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).	The degree to which: • Templates of monitoring mechanisms are available, clear and properly used; • 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; • Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective; • The monitoring mechanism measures indicators at all levels (communication activities; outputs, results outcome and impact).	• Templates of monitoring mechanisms; • EUD's Information & communication programs and reports; • Monitoring and Evaluation reports; • Interviews EUD Press/Information officer.
C.	***Lessons learned and recommendations***			
13	How can the programming of IC activities be improved so as to reflect real policy needs?			• Country strategies; • Interview Heads of Delegation / political advisors; • Press/information officers.
14	How can programming be enhanced to more efficiently and effectively reach strategic objectives?	Presumptions to answering this question: • There is evidence that strategic communication objectives are currently		• EUD IC programs and reports; • EUD long term

Nº	Evaluation Questions	Judgement Criteria	Indicators	Sources of Information
	Alternative: How can *communication* programming be enhanced to more efficiently and effectively reach *strategic communication objectives?*	not reached or reached but not efficiently and effectively; • Rather no satisfactory framework to measure the performance; • Hindering factors to efficiency and effectiveness can be identified.		communication strategies (if available); • Interviews HoD; • Interviews EUD Press and Information.
15	Which are relevant IC actions that might be considered in IPA II programming? Whom should these actions be addressed to?[12]			• Target group interviews/ focus group • Stakeholder interviews • Interviews HoD / EUD Press/Information officer
16	Which are the indicators and benchmarks that could be used to measure the output, result, outcome and impact of IC activities?			• EUD's Information & communication programs and reports; • EUD long term communication strategies (if available); • DG NEAR long term communication strategy.
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?			• Monitoring and performance templates and frameworks; • Interviews EUD Press/Information officer.

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[12] 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[13]

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
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?	• Probable number of target group members have accessed EUD's information communication materials and events.	• Part of target group that accessed EUD Information & communication materials events.	• (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?		√		√	√			
2a	To what extent have the outputs and results corresponded to the objectives? ***Alternative***: To what extent have the activities and outputs corresponded to expected results, and have the results corresponded to the specific objective (i.e. project	• Overall objective, specific objective, results and activities (first column of the logframe) and outputs are clearly defined; • Activities and results specify the same target groups and messages; • Results specify target groups and messages that are also incorporated in the specific objective; and results specify the communication results in the same AKAP[14] terms as the specific	• Degree to which overall objective, specific objective, results, activities and outputs are clearly defined. • Degree to which activities and results specify the same target groups and messages. • 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	• N/A (documentation review).								

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[13] The footnotes provided in Annex 3 also apply to Annex 4.

[14] 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.

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	purpose)?	objective.	AKAP terms.									
2b	To what extent have the objectives been met? *Alternative*: To what extent have the results and specific objectives been met?	• 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; • Target groups have accessed EU produced information according to output indicators; • Target groups have changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.	• Degree to which indicators are SMARTly defined against a baseline; • Increase of target group that accessed EU produced information according to output indicators (as opposed to baseline); • Increase target group that changed their levels of Knowledge and/or Attitude and/or Practice according to outcome indicators.	• (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?; • (PIO) Is there a practice of recurrent evaluation or polling and is it sufficiently specific to serve as a baseline for the next year?; • (PIO) In your view, and/or according to your monitoring / evaluation data, have the objectives been met (to which degree)?; • (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?; • (Media, CSO) Have these information / communication activities helped you to increase your		√		√	√			

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
				knowledge or understanding on the subject? Have they changed your views/ attitudes? Why, why not? If yes, how?; • (Media, CSO) Have you used this information to inform others? Or for any other action? Why, why not? If yes, which?; • (Media, CSO) Did you feel well facilitated to inform others; why, why not?								
2c	Where expectations have not been met, what factors have hindered their achievement? ***Alternative***: Where *objectives* have not been met, what factors have hindered their achievement?	• Pre-conditions, risks and assumptions are adequately described; • Internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.	• Degree to which pre-conditions, risks and assumptions are adequately described; • Degree to which internal and external hindering factors can be clearly identified and linked to non-achievement of objectives.	• (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?; • (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	√	√		√	√			

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
				objectives?; • (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? *Alternative*: Were the outputs and *outcomes* achieved at a reasonable cost?	• The outputs and outcome have been quantified and achieved as planned, according to SMART indicators; • Planned outputs and outcomes were successfully delivered within budget; • Correspondence between activity costs and degree of output and outcome.	Degree to which: • The outputs and outcome have been quantified and achieved as planned, according to SMART indicators; • Planned outputs and outcome were delivered within budget; • Degree to which the level of activity costs were justified by the degree of output and outcome.	• (EUIC, PIO) Have activities been implemented within the planned budget and have they achieved related outputs and outcomes? • (EUIC, PIO) Do the more expensive activities yield higher output and contribute more to outcome than low cost activities?		√	√					
3b	Why was this possible? *Alternative*: Which factors ensured that the outputs and outcome were achieved against reasonable costs?	• The budgeting related to the expected outputs and outcome has been realistic; • The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of addressing the specific	Degree to which: • The budgeting related to the expected outputs and outcome has been realistic; • The budget allocation to achieve the various outputs was weighted against the relative importance (prioritisation) of	• (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?;		√	√					

Nº	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.	• (EUIC, PIO) What was the analysis leading up to the prioritisation of the target groups and their information needs?								
3c	Could the same results have been achieved with less funding?	• The communication budget for year X was not used up, while outputs and outcomes were achieved.	• The state of the IC budget at end year; • The level of achievement of the outputs and outcomes at end year.	• (PIO, EUIC) To which extent have you exhausted the annual budgets and / or have you shifted between budget lines for the various activities?		√	√					
3d	Could the use of other type of financing or mechanisms have provided better cost-effectiveness? **Alternative**: Could the use of other *financing mechanisms* have provided better cost-effectiveness?	• Other financing mechanisms are available and accessible for EUD; • Other financing mechanisms are more cost-effective.	• Number and availability of other type of financing mechanisms; • Level of cost-effectiveness of other type of financing mechanisms.	• (PIO) Are you aware of other types of financing, which? and would they be more cost-effective in your opinion?; • 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?		√						
4a	Are the outputs and immediate	• Communication outputs and results are logically	• Part of target groups that have changed their	• (Media, CSO) Have EUD information /				√	√			

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	results delivered by IPA translated into the desired and expected impacts, namely in terms of achieving the strategic objectives and priorities linked to IC? *Alternative*: Are the outputs and the related results delivered by IPA communication programme translated into the ~~desired and~~ expected impact, namely in terms of achieving the strategic objectives and priorities of IC?	linked to the specific and overall objective of the communication programme; • 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.	Knowledge, and/or AKAP, according to SMARTly set indicators.	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?; • (Media, CSO) Have you used this information to inform others? Or for any other action? Why, why not? If yes, which?								
4b	Are impacts sufficiently identified and quantified?	• SMART impact indicators are formulated at the level of the overall objective. • Identified and quantified answers to the indicators are based on evidence.	Extent to which: • SMART impact indicators are formulated at the level of the overall objective; • Identified and quantified answers to the indicators are based on evidence.	• N/A (document study).								

Nº	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?	• Additional positive and/or negative impacts are identified and quantified.	• Number and nature of additional positive and/or negative impacts.	• (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?; • (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?		√		√	√			
5a	Are the identified impacts sustainable or likely to be sustainable?	• Same outcomes and impacts based on similar communication programs are reported over previous years; • Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions; • Identified impacts can be attributed to the communication programme, while internal influencing factors (positive or	The degree to which: • Same outcomes and impacts based on similar communication programs are reported over previous years; • Identified impacts can be attributed to the communication programme, while external influencing factors (positive or negative) are adequately described under the Assumptions; • Identified impacts can be attributed to the communication programme, while	• N/A (document study).								

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
		negative) are adequately described under the Pre-conditions; • Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis; • 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.	internal influencing factors (positive or negative) are adequately described under the Pre-conditions; • Identified impacts can be attributed to the communication programme, while the political context is adequately described under the context analysis; • 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.									
5b	Are there any elements, which are or could hamper the impact and sustainability of assistance?	• Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.	The degree to which: Elements that could hamper impacts or sustainability are adequately described under Pre-conditions, Risks and Assumptions.	• (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	√	√				√	√	

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
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				achieved impact? If yes, which/why?; • (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?; • (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?								
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?	• An overview of Beneficiary country national and regional level communication activities on IPA exists and is incorporated in the IPA communication programme document; • Country national and regional level communication activities on IPA have similar	• Number and nature of country national and regional level communication activities on IPA; • Nature of target groups, messages and objectives of country national and regional level communication activities on IPA	• (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	√	√		√	√		√	

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	Alternative: 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; • 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?; • (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?; • (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?; • (Government) What is your opinion on EUD's communication								

Nº	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	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? *Alternative*: To what extent *have visibility and information activities by* ongoing IPA financial assistance *projects* contributed to achieving the *specific*	• 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; • IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages; • All IPA funded projects implement visibility and information activities and coordinate with EUD Press and information;	The degree to which: • Visibility and information activities of IPA financed projects are under control of the EUD information officer; • IPA funded projects' visibility and information activities are relevant for the EUD communication programme objectives, priority target groups and messages; • % of IPA funded projects implementing visibility and information activities and coordinating with EUD Press and information; • % target groups aware of IPA funded projects	• (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?; • (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?	√	√						

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	objective of the EUD's communication programme?	• % of target groups that have increased their awareness of IPA funded projects										
Intervention logic assessment												
8	To what extent are global and specific objectives included in the IC programmes clear, measurable, achievable and realistic? **Alternative**: To what extent are *overall* and specific objectives included in the IC programs clear, measurable, achievable and realistic?	• Overall and specific objectives are included; • The overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic; • The specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.	• Degree to which overall and specific objectives are included in IC programs; • Degree to which the overall objective defines the broad development impact to which the communication programme contributes and is clear, measurable, achievable and realistic; • Degree to which the specific objective defines the expected benefits to the target group(s) and is clear, measurable, achievable and realistic.	• N/A (document study)								
9	To what extent is the selection mechanism of IC activities appropriate in the sense of selecting the most relevant,	• The selection mechanism is clearly described, easy to use and is used in programming; • The selection mechanism takes into consideration the results	The extent to which: • The selection mechanism is clearly described, easy to use and is used in programming. Evidence that:	• (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		√						

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	efficient and effective projects to achieve the strategic communication objectives? *Alternative*: 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?	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; • 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; • The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups; • The selection mechanism takes into account communication activities by other actors (e.g. Member States, Government) as well as the general communication environment;	• 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; • 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; • The selection mechanism takes into account the lessons learned of previous implementation of same activities for same target groups; • The selection mechanism takes into account communication activities by other actors (e.g. Member	communication activities? Why not?; • (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?								

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
		• The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups; • The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.	States, Government) as well as the general communication environment; • The selection mechanism considers the use of multipliers if this is both more efficient and effective to reach target groups; • The selection mechanism considers pre-conditions, assumptions and risks, linked to objectives and activities.									
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? ***Alternative***: To what extent are the *outputs* of the evaluation of the IC activities taken into account in the preparation of the following IC programme?	• Output indicators are SMARTly described in the previous year communication programme?; • Monitoring data on the outputs are available?; • The text of the following year communication programme shows how these monitoring data are taken into account.	• Degree to which output indicators are SMARTly described in the previous year communication programme?; • Degree to which monitoring data on the outputs are available?; • Degree to which the text of the following year communication programme shows how these monitoring data are taken into account.	▪ (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?; ▪ (PIO) To which extent do output data influence your next year programming (including that of EUIC)? Why?		√	√					

Nº	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? 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?	• Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results; • The indicators are provided in EUD annual communication programs and they are SMART; • Monitoring reports are available and they include the relevant SMART indicators as mentioned in the annual communication programs.	The degree to which: • Programming templates (mechanisms) request SMART indicators to be formulated for overall, specific objectives and results; • The indicators are provided in EUD annual communication programs and they are SMART; • Monitoring reports are available and they include the SMART indicators as mentioned in the annual communication programs.	• N/A (document study)								
12	To what extent are the monitoring and evaluation mechanisms	• Templates of monitoring mechanisms are available, clear and properly used; • Monitoring and	The degree to which: • Templates of monitoring mechanisms are available, clear and properly used.	• (PIO) What is your opinion on the Reporting template, provided by DG NEAR as a mechanism to		√						

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	correctly functioning to ensure measuring the performance of IPA IC programmes? Which are the main gaps and weaknesses of the current programming framework?	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; • Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective; • The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).	• 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; • Monitoring and evaluation data mention a baseline, if available, in order to put the achievement into perspective; • The monitoring mechanism measures indicators at all levels (communication activities; outputs, results, outcome and impact).	measure outputs according to indicators?; • (PIO) Do you use other monitoring mechanisms, other than the report template? Which and how do they work?; • (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?; • (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?; • (PIO) Which gaps and weaknesses do you identify (if any) in the programming and the reporting templates as mechanisms to monitor								

Nº	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?								
C. *Lessons learned & recommendations*												
13	How can the programming of IC activities be improved so as to reflect real policy needs?			• (HoD) Which are the EUD's overall policy objectives in this country? Which policy instruments are used to achieve those policy objectives?; • (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?; • (HoD) What is your assessment of the Information & 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?;	√	√						

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
				▪ (PIO) Do you think that the Information & communication programme is sufficiently focused on the overall EUD policy objectives in this country? Please explain why, why not?; • (PIO) What would you need to improve the situation?								
14	How can programming be enhanced to more efficiently and effectively reach strategic objectives? *Alternative*: How can *annual communication* programming be enhanced to more efficiently and effectively reach *strategic communication objectives?*	Presumptions to answering this question: • There is evidence that strategic communication objectives are currently not reached or reached but not efficiently and effectively; • Hindering factors to efficiency and effectiveness can be identified.		• (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?; • (HoD, PIO) In your opinion, how efficient and effective was the communication programming and can this be enhanced? How?	√	√						
15	Which are relevant IC actions that might be considered in IPA II			• (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	√	√	√	√	√			

Nº	Evaluation Questions	Judgement Criteria	Indicators	Interview Questions	Interlocutors							
					HoD	PIO	EUIC	CSO	Media	MS	Gov	MD
	programming? Whom should these actions be addressed to?			EUD communication programme?; • (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?; • (HoD, PIO, EUIC) In your experience, which communication activities would be very effective in conveying these messages to these target groups?; • (CSO, Media) Through which activities could EUD improve its communication programme under IPA II?								
16	Which are the indicators and benchmarks that could be used to measure the output, result, outcome and impact of IC activities?			▪ N/A [to be discussed under recommendations in the (Draft) Final Report].								
17	How can the monitoring and the performance framework for			• N/A [to be discussed under recommendations in the (Draft) Final								

Nº	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[15]

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	

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[15] 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 Čekerovski	Journalist		darulin@yahoo.com
06/10/2015	Mbaresa Istrefi		Secretariat for European Affairs	Mbaresa.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 InfoCenre	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 - Cooperation Section Media and Public Affairs	EUD Montenegro	Patrick.SCHMELZER@eeas.europa.eu
	Andjela Tajić	Communication and IPA Visibility, 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 - Cooperation Section 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 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 - Cooperation Section Media and Public Affairs	DEU Montenegro	Patrick.SCHMELZER@eeas.europa.eu
15/10/2015	Daliborka Uljarević	Executive Director	Centar za građansko obrazovanje (CGO)	daliborka@cgo-cce.org daliborka.uljarevic@gmail.com
16/10/2015	Nina Marković	Project Manager - Cooperation 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

Date	Name	Function	Institution/Organisation	Contact details
	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
Ilirjan 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.

Bosnia and Herzegovina	19 – 24 October 2015	
Name	**Position**	**Institution**
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 Network/PR/Production/Advertising
Dobrila Mocevic	Executive Director	Prime Communications
Amil Ducic	Journalist	Dnevni Avaz
Fedzad Forto	Editor	FENA
Kenan Cosic	Journalist	TV1
Borka Rudic	Secretary General / Journalist	BH Journalists Association
Adis Susnjar	Coordinator Editor of the E-journalists	BH Journalists Association
Jasmin Hasic	Executive Director	Humanity in Action

Jasmin Besic	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
Jesenka Hadžajlija	Head Promotion Service	Directorate for European Integration

Croatia	16 – 21 November 2015	
Name	**Position**	**Institution**
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 Ivcic	President	Green action/Friends of the Earth Croatia
Eugen Vukovic	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 Yenal	Information & Communication Officer	Delegation of the EU to Turkey
Selda Duzenli	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 Müderrisoglu	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 Gıda ve Kontrol Genel Müdürlüğü

Second round of field interviews conducted by Senior Experts[16]

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, Yildrim 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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[16] 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

Nº	Title	Provenance	Date
A.	**Financing Decisions**		
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.	**Documentation by Country**		
ALBANIA			
Planning & Reporting			
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

Nº	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
Additional Documentation			
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)

Nº	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)
BOSNIA & HERZEGOVINA			
Planning & Reporting			
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

Nº	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
Additional Documentation			
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

Nº	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

Nº	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 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
CROATIA			
Planning & Reporting			
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/ 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	
Additional Documentation			
97	Support to Implementation of the EC Information and Communication Programme in Croatia, Inception Report	Ecorys UK Ltd (consortium)	05 Feb 20013

Nº	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
FORMER YUGOSLAV REPUBLIC OF MACEDONIA			
Planning & Reporting			
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
Additional Documentation			
114	EUIC Report, Jul-Dec 2011	EUD, Skopje	Undated

Nº	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

Nº	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

Nº	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
Kosovo			
Planning & Reporting			
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

Nº	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
Additional Documentation			
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
MONTENEGRO			
Planning & Reporting			
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

Nº	Title	Provenance	Date
Additional Documentation			
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
SERBIA			
Planning & Reporting			
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
Additional Documentation			
13	EUIC Opening	EUD/Ecorys, Belgrade	19 May 2011
14	**NB**: EUD Belgrade advised it has no additional information to share		
TURKEY			
Planning & Reporting			

Nº	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
Additional Documentation			
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

Nº	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	

Nº	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	

Nº	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 kisa (Audiovisual)	EUD, Ankara	
87	Examples of Printed and AV Materials - final berlin kisa 1 (Audiovisual)	EUD, Ankara	
88	Examples of Printed and AV Materials - final dalyan kisa (Audiovisual)	EUD, Ankara	
89	Examples of Printed and AV Materials - final dalyan kisa 1 (Audiovisual)	EUD, Ankara	
90	Examples of Printed and AV Materials - final izmir kisa (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	

Nº	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	

Nº	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	
C.	**Methodology & Evaluation**		
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[17] 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-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**[18] in an effort to measure results achieved against planned strategic development objectives. The EU results framework[19] 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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[17] The six standard criteria are: 'relevance', 'efficiency', 'effectiveness', 'coherence', 'impact' and 'sustainability', with 'EU-added value' as a seventh, additional criterion.
[18] 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.
[19] EC staff working document: Paving the way for an EU Development and Cooperation Results Framework (Brussels, 10.12.2013 SWD (2013) 530 final).
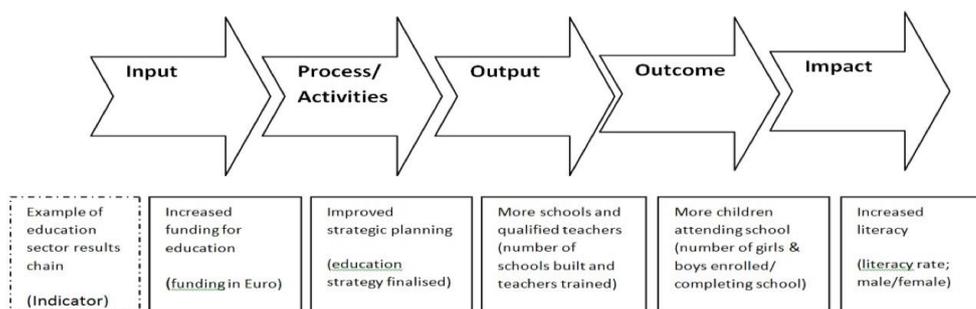
Source: EC staff working document: Paving the way for an EU Development and Cooperation Results Framework (Brussels, 10.12.2013 SWD (2013) 530 final).

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 (Traditionally used for projects)	Elements of Results Monitoring (Used for wider interventions and strategies)
- Directly linked to a discrete intervention (or series of interventions); - Designed to provide information on administrative, implementation, and management issues as opposed to broader development effectiveness issues; - Data collection on inputs, activities, and immediate outputs; - Systematic reporting on provision of inputs and production of outputs.	- Focuses on the outcome level (outcome indicators) and captures information on success or failure of partnership strategy in achieving desired outcomes; - 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; - Data collection on outputs and how and whether they contribute towards achievement of outcomes, with baseline information before the strategy is implemented; - Usually done in conjunction with strategic partners.

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 Communicaton 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 integratio 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 frameowork 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
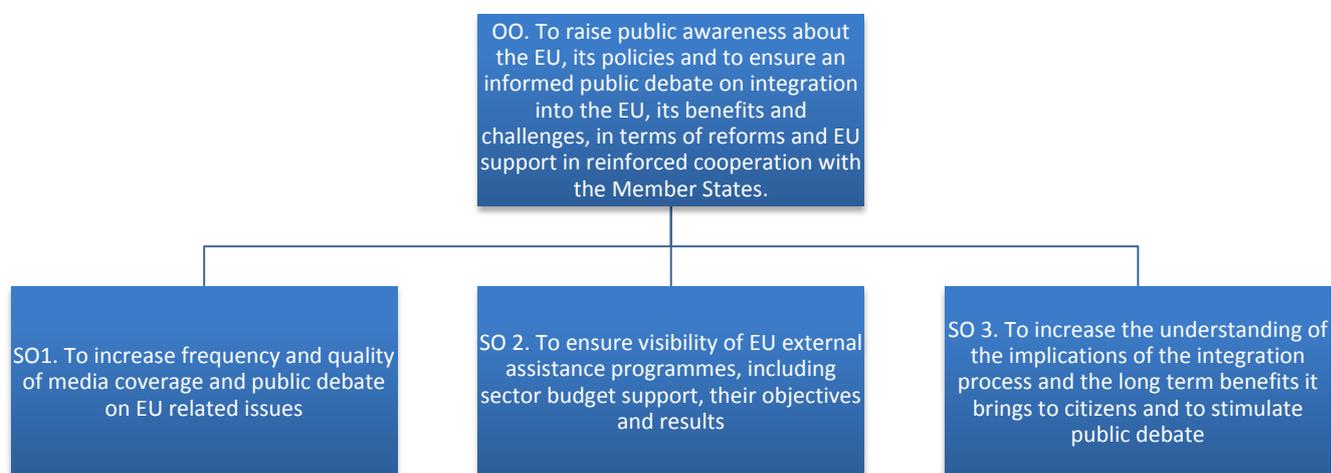
4.2   Performance Monitoring Framework Indicator Matrix

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	Responsable Person(s)	Targets
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.					
OO Indicator 1. % 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 or independent survey	Targets as % of baseline
OO Indicator 2. % 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 or independent survey	Targets as % of baseline
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					
SO Indicator 1.1: 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 or independent survey	Targets as % of baseline
SO Indicator 1.2: Increase of public support for EU	Programme level. This indicator will be	Public opinion surveys	Annually	Contracted or independent survey	Targets as % of baseline

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable 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 or independent survey	Targets as % of baseline
Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues					
SO Indicator 2.1: Increase of media coverage (outreach)	**Country level.** This indicator will measure the number of articles regarding EU enlargement issues and frequency of broadcast programmes	Administrative records Reviews of media coverage Media monitoring records	Annually	EUD Communications teams Outsourced media monitoring	Targets as percentage of baseline
SO Indicator 2.2: Increase of the degree of objectivity and depth of public media reporting in Western Balkans	**Programme level.** 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 Outsourced expertise	Targets as percentage of baseline

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable 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 Self-evaluations and reports by EUDs/EUOK			
SO Indicator 2.3: Increased capacity of EU-supported media (or CSOs)	**Programme level.** This indicator will measure the increase of capacity of media (and/or CSOs).	EUD/EUOK records EUIC records	Annually	EUD Communications teams Outsourced expertise	Targets as percentage of baseline
Specific Objective 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results					
SO Indicator 3.1. Increased visibility of EU financial assistance	**Country level**. This indicator will measure the increase in visibility of EU assistance projects	Surveys	Annually	Contracted or independent surve	Targets as % of baseline
SO Indicator 3.2. Increased knowledge of EU financial assistance, including budget support	**Country level**. This indicator will measure the increase in visibility of EU assistance projects, including budget support	Surveys	Annually	Contracted or independent survey	Targets as % of baseline
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					
SO Indicator 4.1: Increase effective	**Country level.** This indicator will measure	Media monitoring records	Annually	EUD Communications	Targets as percentage of

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
messages on EU integration	percent of population who find messaging on EU integration benefits effective			teams Outsourced expertise	baseline
SO Indicator 4.2: Decrease of negative media reporting on EU integration	**Country level**. This indicator will measure the percentage of media reports that are negative about EU integration	Media monitoring records	Annually	EUD Communications teams Outsourced expertise	Targets as percentage of baseline
SO Indicator 4.3: Increased public understanding of the implications of the integration process	**Programme level.** This indicator will be measured by (%) of change of public understanding about implications of the integration process	Public opinion surveys	Three years	Contracted or independent survey	Targets as % of baseline
Assumptions					
Assumption 1: 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 Independent reports, studies, etc.	Annually	EUD/EUOK ICP 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	Responsable Person(s)	Targets
Assumption 2: 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 ICP EU Commission	To rule out negative programme outcomes due to political factors
Assumption 3: Media scene remains receptive to EU integration messeges	EUDs/EUOK maintain a proactive lead over negative messaging by local media	Independent opinion surveys	Annually	EUD/EUOK ICP 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 wills 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 debvelop 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 communicaton 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 establisgment of "best practices" and "lessons learned": what works and what does not; information which can strenghten management practices and activities on existing and futureprogramme 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 outsorced 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

Indicator:				
Data Source(s):				
Data provider:				
Period for Which the Data Are Being Reported:				
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.				
Date of Assessment:	Assessed by:			
		YES	**NO**	**COMMENTS**
VALIDITY-Data should clearly and adequately represent the intended result.				
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)?				
REALIABILITY-Data should reflect stable and consistent processes and analysis				

methods over time.			
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?			
TIMELINESS-Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.			
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?			
INTEGRITY-Data collected should have safeguards to minimize risk of transcription error or data manipulations.			
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?			
SUMMARY			
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:			
IF NO DATA AVAILABLE FOR THE INDICATOR	**COMMENTS**		
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	**Presentation of main findings of the IPA Information and Communication Programmes' evaluation**	Plenary Presentation and discussion
10.30 – 11.00	Break	
11.00 – 13.00	**Introduction into performance monitoring** *Main topics:* • What is performance monitoring? • *Presentation of the Performance Monitoring Framework for IC Programme*	Plenary Presentation and discussion
13.00 – 14.00	Lunch	
14.00 – 15. 30	**Performance Monitoring Framework for IC Programme** *Main topics:*	Group work

	• **Development of a SMART results framework**. SO 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results • SO definition • Indicators • Targets • Data sources and collection methods • Assumptions	
15.30 – 15.45	Break	
15.45 – 16.30	**Closing session** **Presentation of the revised SO 3 performance monitoring framework** Questions and clarifications	Plenary Presentation and discussion

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 themself 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 their 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 themself 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 its 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 vita 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 wrorkshoop.

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 Turkeu/

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	Responsable Person(s)	Targets
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.					
OO Indicator 1.					
OO Indicator 2.					
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					
SO Indicator 1.1 **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	Responsable Person(s)	Targets
SO Indicator 1.2 **Increase in nr. of follower and interactions on social media**	output	social media data	yearly	P + I	increasing trend
SO Indicator 1.3 **Increase in positive attitude towards 6 themes (road safety, H.R, Cult. Heritage etc)**	outcome	surveys	yearly	P + I	increasing trend
Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues					
SO Indicator 2.1 **Increase in nr. of accurate/objective articles on EU**	output	media monitoring	yearly	EUIC	increasing trend
SO Indicator 2.2 **Increase in quality of media coverage**	outcome	media monitoring/ content research	yearly	EUIC	increasing trend
SO Indicator 2.3 **Increase in qualitative debates**	outcome	exit survey / annual perception survey	yearly	P+I	

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

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
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					
SO Indicator 4.1 **Increase in awareness of need for reform process in order to achieve EU integration**	outcome	surveys questionnaires	yearly	P + I	
SO Indicator 4.2 **Increase interest /public awareness of the 3 target groups on the implications and benefits of EU integration**	outcome	surveys	yearly	P + I	
SO Indicator 4.3					
Assumptions					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Assumption 1: 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 Independent reports, studies, etc.	Annually	EUD/EUOK ICP EU Commission	To rule out negative programme outcomes due to political, social or economic factors
Assumption 2: 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 ICP EU Commission	To rule out negative programme outcomes due to political factors
Assumption 3: Media scene remains receptive to EU integration messeges	EUDs/EUOK maintain a proactive lead over negative messaging by local media	Independent opinion surveys	Annually	EUD/EUOK ICP EU Commission	To measure programme impact

IC Programme Performance Matrix - Bosnia and Herzegovina

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
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.					
OO Indicator 1. **Increased public awareness about the EU and its policies**		EUSR public opinion polls / progress reports	yearly	P+I office	country side 10% capital 3%
OO Indicator 2. **Increase of quality of public debates**	outcome		yearly		
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					
SO Indicator 1.1 **Increase in number of informed citizens about impact of EU policies**	output	event reports	yearly	P + I	increasing trend
SO Indicator 1.2 **Increase in public**	outcome	surveys	yearly	P + I	increasing trend

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
support for EU membership					
Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues					
SO Indicator 2.1 **Increase in media coverage**	output	media monitoring	yearly	P + I	
SO Indicator 2.2 **Increase in degree of objectivity**	outcome	media monitoring/ content research	yearly	P + I	
SO Indicator 2.3 **Increase in quality and depth of media reports**	outcome	content research	yearly	P+I	
Specific Objective 3. To ensure visibility of EU external assistance programmes, including sector budget support, their objectives and results					
SO Indicator 3.1 **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	Responsable Person(s)	Targets
SO Indicator 3.2 **Increased knowledge of EU financial assistance and budget support**	outcome	surveys	yearly	P + I	increased percentage of awareness
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					
SO Indicator 4.1 **Increased number of effective messages on EU integration**	outcome	reports	yearly	P + I	increased number
SO Indicator 4.2					
Assumptions					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Assumption 1: 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 Independent reports, studies, etc.	Annually	EUD/EUOK ICP EU Commission	To rule out negative programme outcomes due to political, social or economic factors
Assumption 2: 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 ICP EU Commission	To rule out negative programme outcomes due to political factors
Assumption 3: Media scene remains receptive to EU integration messeges	EUDs/EUOK maintain a proactive lead over negative messaging by local media	Independent opinion surveys	Annually	EUD/EUOK ICP 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
Overall Objective 1: To raise public awareness about the EU, its policies, values, where necessary dispelling myths and misconceptions					
Specific Objective 1. To inform different target groups about the European Union (its institutions, policies & programmes), the EU integration process and their impact on citizens' everyday life					
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% 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% Increase of 1%
SO Indicator 1.3:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsible Person(s)	Targets
Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues					
SO Indicator 2.1: percentage of increase of media reports	output indicator: number of media reports	analysis of media coverage reports	bi-annual	contractor/EU Delegation	
SO Indicator 2.2: quality of media coverage is improved	outcome indicator: more accurate media reporting	qualitative analysis of media coverage	bi-annual	contractor/EU Delegation	
SO Indicator 2.3: percentage of increase of public debates	output indicator: number of public debates	report of events	bi-annual	contractor/EU Delegation	
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					
Specific Objective 1. To increase the understanding of the implications of the integration process and the long term benefits it brings to citizens					
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
Specific Objective 2. To ensure visibility of EU's external assistance programmes, their objectives and results					
SO Indicator 2.1:					
SO Indicator 2.2:					
SO Indicator 2.3:					
Assumptions					

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	Responsable Person(s)	Targets
Overall Objective 1: To raise public awareness about the EU, its policies, values, where necessary dispelling myths and misconceptions					
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					
Specific Objective 1. To inform different target groups about the EU, its policies and programmes and their impact on citizens' everyday life					
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:					
Specific Objective 2. To increase frequency and quality of media coverage and public debate on EU related issues					
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	Responsable Person(s)	Targets
Specific Objective 3. To raise awareness about the EU among university students					
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	
Specific Objective 4. To increase public interest to the EU issues and relations to the country					
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:					
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					
Specific Objective 1. To ensure visibility of EU's external assistance programmes, their objectives and results, among specific groups					
SO Indicator 1.1:					
SO Indicator 1.2:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
SO Indicator 1.3:					
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					
SO Indicator 2.1:					
SO Indicator 2.2:					
SO Indicator 2.3:					
Specific Objective 3. To stimulate public debate across the country about EU integration process					
SO Indicator 3.1:					
SO Indicator 3.2:					

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

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

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	Responsable Person(s)	Targets
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.					
Specific Objective 1. To inform different target groups about the EU policy/s impact on citizen's everyday life					
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	Responsable Person(s)	Targets
Specific Objective 2. To increase the quality of public debate on EU related issues					
SO Indicator 2.1:					
SO Indicator 2.2:					
SO Indicator 2.3:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Specific Objective 3. To increase the number of journalists informed about different EU policies					
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	Responsable Person(s)	Targets
SO Indicator 3.3:					
Specific Objective 4. To increase the number and the quality of various information products published					
SO Indicator 4.1:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
SO Indicator 4.2:					
SO Indicator 4.3:					
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.					
Specific Objective 1. To familiarise different target groups with the EU assistance programmes					
SO Indicator 1.1:	Level of increased EU assistance knowledge	Survey/opinion poll			

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable 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			
Specific Objective 2. To ensure visibility of EU's external assistance programmes, their objectives and results					
SO Indicator 2.1:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
SO Indicator 2.2:					
SO Indicator 2.3:					
Assumptions					

Information and Communication Performance Indicator Matrix – Serbia

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
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.					
Specific Objective 1. To stimulate public debate across the country about the EU, the EU integration process and EU values					
SO Indicator 1.1:					
SO Indicator 1.2:					
SO Indicator 1.3:					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Specific Objective 2. To inform different target groups about the EU, its assistance, reforms, impact on citizens' life					
SO indicator 2.1 Increase, expressed in percentage, of level of awareness on the EU assistance among citizens of Serbia		-Opinion poll -survey (for specific groups)	- twice a year - twice a year	Nadezda Dramicanin +EUIC	Increase of level of awareness by 5%
SO indicator 2.2 Increase, expressed in percentage, of knowledge on IPARD funds among citizens		-survey among journalists - analysis of press clipping – 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 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	Responsable Person(s)	Targets
Specific Objective 3. To increase frequency and quality of media coverage and public debate on EU, especially on TV					
SO indicator 3.1 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 6 months	Technical assistance/ outsource	2% in relation with previous situation
SO indicator 3.2 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 6 months	Technical Assistance / Outsource	2% of the baseline value
SO indicator 3.3 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	Responsable Person(s)	Targets
SO indicator 3.4 increased number of analytical and accurate media reports and texts	Outcome indicator related to quality of media coverage on EU topics	Press clipping	Monthly 6 months	Team consisted of: EUDEL -info repr. SEIO representative Independent journalistic association representative Team Europe repr.	10% of the baseline value
SO indicator 3.5 increased number of self-streamed topics and stories on EU appearance in media.	Output indicator related to public debate on EU	Press clipping	Monthly 6 months	Consultant	2% of the baseline value
SO indicator 3.6 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 6 months	Consultant	2% of the baseline value

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

IC Programme Performance Matrix - Turkey

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
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.					
Increased awareness on EU assistance in Turkey	Outcome	Household survey	yearly	EUD	1 - 3 %
OO Indicator 2. Increased awareness on EU Turkey integration process and necessary reforms	Outcome	Household survey	yearly	EUD	3 – 5 %
OO Indicator 3. Better informed public debate on benefits and challenges of EU integration	Outcome	EUIC reports on debates and media content analysis	yearly	EUIC Contractor	Increased positive and accurate discussions around EU issues on- and off line
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					
SO Indicator 1.1 **Percentage of people that agree EU has a positive influence on**	Outcome indicator	Household survey	Yearly	EUD / Contractor	5%

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

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

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Specific Objective 3. To ensure visibility and raise awareness of EU external assistance programmes, their objectives and results					
SO Indicator 3.1 **Number of social media posts on EU External assistance**	**Output**	**Social media monitoring**	**Bi-monthly**	**EUD**	Once per week
SO Indicator 3.2 **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 %**
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					
SO Indicator 4.1					
SO Indicator 4.2					

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
SO Indicator 4.3					
Assumptions					
Assumption 1: 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 Independent reports, studies, etc.	Annually	EUD/EUOK ICP EU Commission	To rule out negative programme outcomes due to political, social or economic factors
Assumption 2: 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 ICP EU Commission	To rule out negative programme outcomes due to political factors

Indicator	Indicator Definition	Data Source and Collection Method	Reporting Frequency	Responsable Person(s)	Targets
Assumption 3: Media scene remains receptive to EU integration messeges	EUDs/EUOK maintain a proactive lead over negative messaging by local media	Independent opinion surveys	Annually	EUD/EUOK ICP 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
answered question	31

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
	answered question	31

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
	answered question	31

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
	answered question	31

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
	answered question	31

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
answered question	20
skipped question	11

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
	answered question	31

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
	answered question	**31**

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
	answered question	**31**

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
	answered question	**30**
	skipped question	**1**

11. Do you have suggestions to improve the training?

Answer Options	Response Count
	13
answered question	**13**
skipped question	**18**

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
answered question		228
skipped question		0

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
answered question		227
skipped question		1

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
answered question		224
skipped question		4

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
						answered question	227
						skipped question	1

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
answered question		
skipped question		

6. If you use the information provided by the EUD, what activities does it help? 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
	answered question	218
	skipped question	10

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, *acquis*)?	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
						answered question	223
						skipped question	5

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
	answered question	223
	skipped question	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
	answered question	225
	skipped question	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
	answered question	226
	skipped question	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
	answered question	226
	skipped question	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
answered question		*222*
skipped question		*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
answered question							*213*
skipped question							*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
answered question		*221*
skipped question		*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
answered question		207
skipped question		21

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
answered question		220
skipped question		8

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
	answered question	52
	skipped question	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
	answered question	51
	skipped question	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
	answered question	52
	skipped question	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
answered question		51
skipped question		1

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
answered question							52
skipped question							0

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
	answered question	9
	skipped question	43

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, *acquis*)?	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
						answered question	52
						skipped question	0

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
answered question		51
skipped question		1

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
answered question		50
skipped question		2

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

	Response Percent	Response Count
Study tours	31,4%	16
social media	7,8%	4
Other (please specify)	3,9%	2
answered question		*51*
skipped question		*1*

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	19,2%	10
Regularly	28,8%	15
Rarely	50,0%	26
Never	1,9%	1
answered question		*52*
skipped question		*0*

12. Do you use the EUD's website as a source of information?

Answer Options	Response Percent	Response Count
Yes	24,0%	12
No	24,0%	12
Sometimes	52,0%	26
answered question		*50*
skipped question		*2*

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
						answered question	52
						skipped question	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
	answered question	50
	skipped question	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
answered question		45
skipped question		7

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
answered question		49
skipped question		3