



# **Evaluation of performance of EU Info Centres in the Enlargement and Neighbourhood regions (2011-2017)**

## **Final Synthesis Report Annex 2**

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**Evaluation of performance of  
EU Info Centres in the Enlargement and  
Neighbourhood regions  
(2011-2017)**

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*The opinions expressed in this document represent the authors' points of view  
which are not necessarily shared by the European Commission  
or by the authorities of the countries involved.*

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## DESK REVIEW ON CONTRACTS, TOR AND REPORTS FROM EUICS IN THE IPA BENEFICIARIES

This chapter presents the **updated mapping of information and communication structures in IPA beneficiaries** (including information from the surveys and interviews carried out during desk phase).

The sample of communication tools/activities and intervention to be assessed during the field phase has been discussed in the methodology for the field phase section.

### 1. MAPPING OF INFORMATION AND COMMUNICATION STRUCTURES

In the Western Balkans and Turkey, EU Info Centres, EU Info Points and a range of other information and communication structures provide support to the EU Delegations to attain the information and communication objectives set.

The purpose of the ensuing mapping exercise was to gain a better understanding of this landscape of information and communication structures. The ToR list the aspects to be mapped during the inception phase, as follows:

1. Types of EU Info Centres / Info Points (or other information and communication structures), number of information structures, and types of contracts, types of organisations and locations;
2. Human Resource characteristics (HR policies, job profiles and descriptions, recruitment processes and staffing); and
3. Types of communication activities, channels and tools by target audience.

This mapping, initially presented in the Inception Report, has been updated with more information from the desk review conducted in the desk phase. The section now provides a richer body of evidence to inform the field phase. The mapping can be considered a live standalone document, which will guide the evaluation team's understanding of the landscape of information and communication structures in IPA beneficiaries and will in turn be updated with more information as the evaluation progress.

The section has been supplemented<sup>1</sup> with new sources collected during the desk phase, including:

- **Source 1:** EU Info Centres' ToR, contracts and Final Reports<sup>2</sup>, covering as many of the years as possible between 2011 – 2017. The evaluation team reviewed 24 received Final Reports out of 56 service contracts mapped at the time of writing.

Please note that, at the time of writing, the evaluation team has received the ToR, contracts and Final Reports for the following contract years (these form the basis of the sources for most of the mapping below, unless otherwise stated):

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<sup>1</sup> In the Inception Report, the sources for this section included EU Info Centres' ToR for the year 2017 and an excel table completed by all of the EU Delegations in the IPA beneficiaries (see Annex 8 of the Inception Report). The evaluation team has kept the data from these sources and has added to these sections with additional sources, as outlined in the footnotes below.

<sup>2</sup> The ToR of EUICs were selected as they describe the objective, purpose and expected results, scope of the work, logistics and timing, requirements (including staff and equipment), reporting, monitoring and evaluation. The contracts were selected as they outline the budget and contract duration. Finally, the Final Reports were selected as they present data on reach and engagement of target groups.

IPA beneficiaries	ToR (years)	Contracts (years)	Final Reports (years)
Albania	2011 – 2015, 2017 <sup>3</sup>	2011 – 2016 <sup>4</sup>	2012 – 2014 <sup>5</sup>
Bosnia and Herzegovina	2013 – 2017 <sup>6</sup>	2013 – 2017 <sup>7</sup>	2013 – 2016 <sup>8</sup>
Kosovo	2012 – 2017 <sup>9</sup>	2012, 2014 – 2016 <sup>10</sup>	2014 – 2016 <sup>11</sup>
North Macedonia	2011, 2015 – 2017 <sup>12</sup>	2011, 2015 – 2016 <sup>13</sup>	2011, 2015 – 2016 <sup>14</sup>
Montenegro	2013, 2015 – 2017 <sup>15</sup>	2013, 2015 – 2016 <sup>16</sup>	2013 – 2016 <sup>17</sup>
Serbia	2011 – 2013, 2015 <sup>18</sup>	2011 – 2013, 2015, 2017 <sup>19</sup>	2015 – 2017 <sup>20</sup>
Turkey	2011 – 2017 <sup>21</sup>	2011 – 2017 <sup>22</sup>	2011 – 2014, 2017 <sup>23</sup>

For some of the following sections, the evaluation team has sampled the data to ensure a breadth of IPA beneficiaries and years have been covered. The sampling methodologies are explained in more detail below.

- **Source 2:** the surveys of EU Info Centres' Team Leaders and EU Delegations in IPA beneficiaries (see Annex 4 for the survey reports).

<sup>3</sup> ToR for Albania: 2011 / 266-936; 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136; 2017 / 138-919.

<sup>4</sup> Contracts for Albania: 2011 / 266-936; 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136; 2017 / 138-919; 2016 / 383 119.

<sup>5</sup> Final Reports for Albania for contract numbers: 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136.

<sup>6</sup> ToR for Bosnia and Herzegovina: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035; 2017 / 394-752.

<sup>7</sup> Contracts for Bosnia and Herzegovina: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035; 2017 / 394-752.

<sup>8</sup> Final Reports for Bosnia and Herzegovina for contract numbers: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035

<sup>9</sup> ToR for Kosovo: 2012 / 294-096; 2013 / 320-594; 2014 / 346-549; 2014 / 349-055; 2015 / 368-345; 2016 / 381-777; 2017.

<sup>10</sup> Contracts for Kosovo: 2012 / 294-096; 2014 / 346-549; 2014 / 349-055; 2015 / 368-345; 2016 / 381-777.

<sup>11</sup> Final Reports for Kosovo for contract numbers: 2014 / 349-055; 2015 / 368-345; 2016 / 381-777.

<sup>12</sup> ToR for North Macedonia: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277; 2017 / 387-169.

<sup>13</sup> Contracts for North Macedonia: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277.

<sup>14</sup> Final Reports for North Macedonia for contract numbers: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277.

<sup>15</sup> ToR for Montenegro: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950; 2017.

<sup>16</sup> Contracts for Montenegro: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950.

<sup>17</sup> Final Reports for Montenegro for contract numbers: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950.

<sup>18</sup> ToR for Serbia: 2011 / 255-065; 2012 / 297-281; 2013 / 330-310; 2015 / 364-892.

<sup>19</sup> Contracts for Serbia: 2011 / 255-065; 2012 / 297-281; 2013 / 330-310; 2015 / 364-892; 2017 / 383-442.

<sup>20</sup> The Final Report for Serbia covers the implementation period 2015 – 2018 and thus covers contracts 2015 / 364-892 and 2017 / 383442.

<sup>21</sup> ToR for Turkey: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2015 / 370-735 (covers 2016 as there was an addendum); 2017 / 385-520.

<sup>22</sup> Contracts for Turkey: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2015 / 370-735 (covers 2016 as there was an addendum); 2017 / 385-520.

<sup>23</sup> Final Reports for Turkey for contract numbers: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2017 / 385-520.

- **Source 3:** interviews with EU Delegation Communication Coordinators, Press Officers and EU Info Centre Contractors in EU Delegations, as these provided relevant information for the mapping exercise.
- **Source 4:** social media analytics of EU Info Centres and EU Delegations in IPA beneficiaries.

## 1.1. Types of information and communication structures

### 1.1.1. Overview of types of structures

There are **seven different types of structures** in place in IPA beneficiaries to support EU delegations' information and communication activities, as follows<sup>24</sup>:

**Table 1: Type of information and communication structures**

Type of structure	Description of structure / activities	Physical locations of structures	Presence in IPA beneficiaries
<b>1. EU Information Centres</b>	Public spaces where people can visit.  Usually involved in: welcoming walk-in visitors, organising and hosting events, handling questions, disseminating materials, establishing contacts with stakeholders as well as their overarching goals of informing about and promoting the EU.  Play either a national or at least regional (in the case of Albania and Turkey) coordination role.	Usually either hosted in EU Delegations or standalone offices in the capital / large regional cities ( <i>except</i> Turkey, where they are hosted in Chambers of Commerce) <sup>25</sup> .	All IPA beneficiary ( <i>except</i> Kosovo and, from 2017, Albania – see below)
<b>2. EU Information and Cultural Centres</b>	<i>Ibid.</i>	<i>Ibid.</i>	Kosovo
<b>3. EU/Europe House</b>	<i>Ibid.</i>	<i>Ibid.</i>	Albania
<b>4. EU Information Networks</b>	Coordinate the activities of all information and communication structures in the relevant IPA beneficiary.	Physically the same structure as the EU Info Centre in the capital city in the cases of Albania and Serbia.  In the cases of North Macedonia and Turkey, it	Albania, North Macedonia, Serbia, and Turkey

<sup>24</sup> The sources for these categorisations and ensuing information in this section includes: a mapping of all available Terms of Reference of information and communication structures in IPA beneficiaries from 2011 – 2017; and the Survey of EUIC Team Leaders in IPA Beneficiaries (see Annex 4).

<sup>25</sup> The EU Info Centre in Istanbul is located at an economic foundation and the EU Info Centre in Izmir is located in a business association. The remainder are all located in chambers of commerce.

Type of structure	Description of structure / activities	Physical locations of structures	Presence in IPA beneficiaries
		is part of the EU Delegation.	
<b>5. EU Information Points</b>	Often run the same activities as the EU Info Centres but tend to collect regional/local information and reach audiences outside of the capital/large cities.  Do not have any overarching coordination function and they are subject to the coordination of the (main) EU Info Centre located in the capital.	Standalone offices in cities other than the capital (except for North Macedonia, that has both an EUIP and EUIC in Skopje from 2017 onwards).	Bosnia and Herzegovina, North Macedonia, and Serbia
<b>6. EU Information Corners</b>	Focus predominantly on dissemination of information materials on the EU and publication of materials <sup>26</sup> .	Usually hosted in universities <sup>27</sup> (except Turkey, where they are hosted in Chambers of Commerce <sup>28</sup> ).	Bosnia and Herzegovina, North Macedonia (2011-2016), and Turkey
<b>7. EU Documentation (and Information) Centres<sup>29</sup></b>	Help universities, research institutes and civil society organisations to promote and develop education and research on European integration, encourage them to take part in the debate on Europe and help ordinary citizens to learn about the Union's policies. <sup>30</sup>	Hosted in universities.	North Macedonia and Turkey

There is some **overlap in the type of activities** conducted by each type of information and communication structure, such that the different categories are not clear-cut. This is particularly the case for structures 1-5 in the table. Moreover, there are variations between IPA beneficiaries, as outlined below.

The prevalence of the term EU Info Centres across the majority of IPA beneficiaries (including the similarities between these structures and EU Info and Cultural Centres as well as Europe House in Kosovo and Albania, respectively) suggests that **EU Info Centres are the main type and denomination** of information and communication structures in place. This is underscored by the fact that EU Delegations provide funding for all EU Info Centres (highlighted below in section 1.4).

<sup>26</sup> Interviews with EU Info Centre Contractors. E.g. in Bosnia and Herzegovina, the Info Corners have shelves that are regularly updated with EU materials.

<sup>27</sup> In the North Macedonia, the Info Corner is specifically located in the national university library. In Bosnia and Herzegovina, the 3 EU Info Corners are in public universities (Interviews with EU Info Centre Contractors).

<sup>28</sup> The EU Info Corners in Turkey exist for people to ask a particular publication or for logistical support. For example, if there is an EU Mission in a particular city, the EU Info Corner provides logistical support in terms of venues, e.g. meeting room (Interviews with EU Info Centre Communication Coordinators).

<sup>29</sup> This type of structure is sometimes referred to as EDC and sometimes EUIC's.

<sup>30</sup> Definition from Turkey's EU Information Network, available at: <https://www.avrupa.info.tr/en/eu-information-network>

According to the reviewed ToR, the **operating hours** of most information and communication structures reflect typical working hours, with most EU Info Centres and EU Info Points opening between either 9 or 9.30am and 5.30 or 6pm from Monday to Friday. In addition, in the North Macedonia, the EU Info Centre in Skopje is open on Saturdays from 10am to 2pm. In Serbia, there are also Saturday opening times between 10am and 3pm.

### 1.1.2. Location of information and communication structures

The **location of the EU Info Centres** varies from IPA beneficiary to beneficiary:

- Generally, EU Info Centres are located in the capital and other relatively larger regional or important cities, such as the case of Kosovo and Albania (e.g. North Mitrovica, which is the main city of the Serb minority in Kosovo; and Vlora and Shkoder in Albania).
- In Bosnia and Herzegovina and in North Macedonia, the EU Info Centres are hosted by the EU Delegations. Specifically, in Bosnia and Herzegovina, the EU Info Centre has been hosted by the Delegation since 2014<sup>31</sup>; in North Macedonia, the EU Info Centre is located on the ground floor of the EU Delegation building but has a separate entrance<sup>32</sup>.
- In Montenegro, Kosovo<sup>33</sup> and Serbia, the EU Info Centres<sup>34</sup> are separate from the EU Delegation, which means that they have their own venues, and are not within any other institutions. In Serbia, for example, the EU Info Centre (as well as the two EU Info Points) are provided by municipalities free of charge.<sup>35</sup>

The situation in **Turkey** regarding information and communication structures is different. Like in the Western Balkans, the EU Info Centres support the EU Delegations on communication activities (e.g. outreach and event organisation and management) and in promoting EU financial assistance in the region, but there is now only one contract with one coordinator who coordinates the EU Info Centre Network. Most communication content has been outsourced via a different contract.

The 20 EU Info Centres in Turkey are hosted in **Chambers of Commerce** and/or industry and these semi-public institutions **cover the costs of the venues**<sup>36</sup> for the EU Info Centres. For example, in the Union of Chambers and Commodity Exchange of Turkey (Ankara), the Economic Development Foundation (IKV) (Istanbul), and the Aegean Industrialists and Businessmen Association (ESIAD) (Izmir). In Turkey, EU Info Centres were set up in the 1990s to support the customs union; the main purpose was to reach the business communities via the Chambers of Commerce. The business community is still a large target group, particularly as this community is still a big supporter of the EU<sup>37</sup>. Indeed, according to the survey of EU Info Centres' Team Leaders, entrepreneurs/business people were the second most frequent type of visitors<sup>38</sup>. Given the fact that the EU Info Centres are hosted in Chambers of

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<sup>31</sup> Interviews with EU Delegation Communication Coordinators.

<sup>32</sup> Interviews with EU Delegation Communication Coordinators.

<sup>33</sup> In Kosovo, the EU Info and Cultural Centre in North Mitrovica has been moved to a more central location close to a main pedestrian street in May 2018, which has generated good visibility; whereas the EU Info and Cultural Centre in Pristina is off a main road, which means that there are less visitors. The EU Delegation is looking at different locations close to the Parliament and government to attract more visibility and have a bigger space (Interviews with EU Delegation staff).

<sup>34</sup> In Kosovo: the EU Information and Cultural Centre.

<sup>35</sup> Interviews with EU Delegation Communication Coordinators.

<sup>36</sup> The fact that the Chambers of Commerce cover the costs of the venues, along with the fact that the business community is the target group that most supports the EU, makes the Chambers of Commerce a convenient location for the EU Info Centres in Turkey. These semi-public institutions give the EU Delegation a local partner and provide credibility. If the EU Info Centres were hosted in universities, the universities request reimbursements after having spent the money and there would be security concerns which would limit accessibility to target groups because people (Interviews with EU Delegation Communication Coordinators).

<sup>37</sup> Interviews with EU Delegation Communication Coordinators.

<sup>38</sup> See Annex 4 (survey report for the Survey of EUIC Team Leaders) for more information.

Commerce, they are **smaller offices** (manned by one person per Info Centre) than in the Western Balkans and thus mainly conduct outreach events rather than receive visitors<sup>39</sup>.

The **EU Info Points** tend to be hosted in standalone offices outside the capital or main cities. Only in North Macedonia are EU Info Points hosted in public municipality centres. The structures are smaller in size when compared to EU Info Centres when it comes to office space<sup>40</sup>. In Bosnia and Herzegovina, for example, the EU Info Points are not located within the premises of the EU Delegation building and thus, unlike the EU Info Centre, they are more accessible, as there is less security<sup>41</sup>. The EU Info Points in Bosnia and Herzegovina collect regional feedback on target group needs, conduct field work, and support the EU Info Centre on large campaigns<sup>42</sup>.

### 1.1.3. Funding OF INFORMATION AND COMMUNICATION STRUCTURES

As aforementioned, EU Delegations provide funding for all EU Info Centres. EU Documentation and Information Centres, by contrast, are not funded by the EU Delegation.

The **funding for both EU Info Points and EU Info Corners varies** across the IPA beneficiaries, unlike the funding for EU Info Centres:

- In Turkey, the EU Info Corners, which are hosted by the Chambers of Commerce, do not receive direct funding from the EU and are outlets which receive materials for dissemination from the EU Delegations. They are funded by the EU Info Centre Network. The EU Info Corners are manned by one person from the Chambers of Commerce, who are not necessarily EU experts. The scope of the budget for these structures was reduced by 50% in 2016 (effective since 2017), so the biannual activities and events that used to be planned in the cities where the EU Info Corners are located stopped<sup>43</sup>.
- In North Macedonia, the EU Info Points are not directly managed or funded by the EU Delegation<sup>44</sup>. The EU Delegation finances or co-finances some EU-related activities.
- However, in Serbia, the EU Info Points are funded by the EU.
- In Bosnia and Herzegovina, both the EU Info Points and EU Info Corners are funded by the EU Delegation.

This information is further mapped in section 1.4, which provides an overview of budgetary and contractual information of the different structures across IPA beneficiaries.

### 1.1.4. Relationship between different information and communication structures

Regarding the **relationship between the different structures** in each IPA beneficiary, there is usually **hierarchy** whereby EU Info Centres tend to coordinate other information and communication structures. In Bosnia and Herzegovina, the EU Info Centre in the capital

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<sup>39</sup> According to interviews with EU Delegation Communication Coordinators, the number of visitors to EU Info Centres in Turkey has decreased over the years.

<sup>40</sup> For instance, in Bosnia and Herzegovina, the EU Info Points' office size should be a minimum of 25 square metres, whereas the only EU Info Centre in Sarajevo is required to have a minimum of 150 square metres (ToR Bosnia and Herzegovina 2015/371-633).

<sup>41</sup> Interviews with EU Delegation Communication Coordinators.

<sup>42</sup> Interviews with EU Info Centre Contractors.

<sup>43</sup> Interviews with EU Delegation Communication Coordinators. EU Info Corners were already in place in 2011 in Turkey and the original aim was to cover the whole country and to have one contact point in as many cities as possible.

<sup>44</sup> Interview with EU Info Centre Contractors.

coordinates the EU Info Corners and Info Points. Specifically, EU Info Centres in the capital also tend to coordinate activities of other EU Info Centres. For example, the EU Info Centre in Skopje has a coordinating role<sup>45</sup>. In other IPA beneficiaries, the various EU Info Centres form part of a network, such as Serbia's EU Info Network (EUINFONET) and Turkey's EU Info Centre Network in Ankara, which coordinate all the work of EU Info Centres and other information and communication structures.

The information and communication structures use a variety of ways to **collaborate** with other structures in the same IPA beneficiary. The majority of structures in IPA beneficiaries other than Turkey frequently share communication products developed for local audiences, carry out joint events, develop communication products together, connect via a social media platform, and are in contact by telephone / email. In Turkey, however, the EU Info Centres collaborate more rarely on activities such as carrying out joint events, developing communication products together, meeting to discuss work, and sharing communication products that are developed for local audiences<sup>46</sup>.

Section 1.2 below provides more information on the number and types of information and communication structures in the IPA beneficiaries.

### ***1.2. Number of information and communication structures across IPA beneficiaries***

There are differences between the **number** of information and communication structures in each IPA beneficiary.

Turkey, with the largest surface area among the IPA beneficiaries, has the most information and communication structures. The other beneficiaries are much smaller and by comparison have fewer information and communication structures. However, **there does not appear to be a definite relationship between the size of the beneficiary** (either in terms of surface area or population), **and the number of structures that operate there**.

For example, in North Macedonia, with its population of 2.1 million had 10 information and communication structures in 2017, compared with Albania's two in 2017 and its population of 2.8 million<sup>47</sup>. Similarly, Serbia's surface area is larger than North Macedonia's (88,360 km<sup>2</sup> versus 25,710 km<sup>2</sup>), yet there were five information and communication structures in Serbia in 2015, compared with 17 in the same year in North Macedonia<sup>48</sup>.

The table below presents an **overview of the number and type of information and communication structures** across IPA beneficiaries during the years 2011 – 2017 as written in the TOR. These are in different cities, including capital cities.

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<sup>45</sup> ISG Feedback on this report confirmed that the EUIC in Skopje has a coordinating role. This was confirmed in the Survey of EUIC Team Leaders (see Annex 4 for more information).

<sup>46</sup> The information in this paragraph derives from the Survey of EUIC Team Leaders (see Annex 4 for more information).

<sup>47</sup> Population figures available at: <https://data.worldbank.org/indicator/sp.pop.totl>

<sup>48</sup> Surface area figures available at: <https://data.worldbank.org/indicator/ag.srf.totl.k2>

**Table 2: Number, type and location of information and communication structures as written in TOR<sup>49</sup>**

IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
<b>Albania</b>	<b>2011</b>	EU Info Centre	3	Tirana / Shkodra / Vlora	3
	<b>2012</b>	EU Info Centre	3	Tirana / Shkodra / Vlora	3
	<b>2013</b>	EU Info Centre	3	Tirana / Shkodra / Vlora	3
	<b>2014</b>	EU Info Centre	3	Tirana / Shkodra / Vlora	3
	<b>2015</b>	EU Info Centre	3	Tirana / Shkodra / Vlora	4
		EU Info Centre Network	1		
<b>2017</b>	Europe House	1 <sup>51</sup>	Tirana <sup>52</sup>	1	
<b>Bosnia and Herzegovina</b>	<b>2013</b>	EU Info Centre	1	Sarajevo	1
	<b>2014</b>	EU Info Centre	1	Sarajevo	1
	<b>2015</b>	EU Info Centre	1	Sarajevo	7
		EU Info Point	3	Banja Luka / Brčko / Mostar	
		EU Info Corner	3	Zenica / Tuzla / Istočno / Sarajevo	
	<b>2016</b>	EU Info Centre	1	Sarajevo	7

<sup>49</sup> There are some years for which the evaluation team was unable to gather Terms of Reference of information and communication structures in the IPA beneficiaries at this stage.

<sup>50</sup> The EU Info Centre Networks and EU Info Centers are being counted as separate information and communication structures, even though the evaluation team understands that physically they are usually one and the same; namely, the EU Info Centres in the capitals often act as the Network's hub.

<sup>51</sup> In the ToR for Albania 2017, the EU Info Centre is referred to as Europe House for the first time. It also mentions that "The premises of the Europe House (ex-EU Info Centre) in Tirana will be available as of 16 January 2018" (p.8), which is consistent with the information gathered from the Survey of EUIC Team Leaders – namely that the information and communication structure is currently referred to as a Europe House (see Annex 4 for more information).

<sup>52</sup> The ToR for Albania 2017 does not mention the locations Shkodra and Vlora. See section below which explains that the Europe House in Tirana now subsumes the activities of the previous three EU Info Centres; as such, the EU Info Centres in Shkodra and Vlora have been closed.

IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
		EU Info Point	3	Banja Luka / Brčko / Mostar	7
		EU Info Corner	3	Zenica / Tuzla / Istočno / Sarajevo	
	2017	EU Info Centre	1	Sarajevo	
		EU Info Point	3	Banja Luka / Brčko / Mostar	
		EU Info Corner	3	Zenica / Tuzla / Istočno / Sarajevo	
Kosovo	2012	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
	2013	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
	2014	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
	2014	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
	2015	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
	2016	EU Info and Cultural Centre	2	Pristina / North Mitrovica	2
North Macedonia	2011	EU Info Centre	1	Skopje	13
		EU Info Point	7	Bitola / Gostivar / Kavadarci / Kocani / Kumanovo / Tetovo / Veles	
		EU Info Corner	1	Bitola	
		EU Documentation and Information Centre <sup>53</sup>	3	Skopje / Bitola / Tetovo	
		EU Info Centre Network	1	Skopje	

<sup>53</sup> The term 'EUi-s' is used in the ToR for the North Macedonia. Based on the following website link, <http://www.euic.mk/eu-info-relays.nspj>, the evaluation team understood these to refer to the EU Documentation and Information Centres.



IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
	2015	EU Info Centre	1	Skopje	18
		EU Info Point	12	Veles / Gostivar / Bitola / Kavadarci / Kochani / Kumanovo / Tetovo / Gevgelija / Ohrid / Debar / Strumica / Kriva Palanka	
		EU Info Corner	1	Bitola	
		EU Documentation and Information Centre	3	Skopje / Bitola / Tetovo	
		EU Information Centre Network	1	Skopje	
	2016	EU Info Centre	1	Skopje	18
		EU Info Point	12	Veles / Gostivar / Bitola / Kavadarci / Kochani / Kumanovo / Tetovo / Gevgelija / Ohrid / Debar / Strumica / Kriva Palanka	
		EU Info Corner	1	Bitola	
		EU Documentation and Information Centre	3	Skopje / Bitola / Tetovo	
		EU Information Centre Network	1	Skopje	
	2017	EU Info Centre	1	Skopje	11
		EU Info Point	Up to 6 <sup>54</sup>	<i>No information provided on locations in ToR</i>	
		EU Documentation and Information Centre	Up to 3 <sup>55</sup>	<i>No information provided on locations in ToR</i>	
EU Information Centre Network		1	Skopje		
Montenegro	2011	EU Info Centre	1	Podgorica	
	2015	EU Info Centre	1	Podgorica	

<sup>54</sup> The interview with the contractor confirmed that there are currently 13 EU Info Points. The total number of information and communication structures for 2017 was therefore 17.

<sup>55</sup> The interview with the contractor confirmed that there are currently 3 EU Documentation and Information Centres.



IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
	<b>2016</b>	EU Info Centre	1	Podgorica	
	<b>2017</b>	EU Info Centre	1	Podgorica	
<b>Serbia</b>	<b>2011</b>	EU Info Centre	1	Belgrade	1
	<b>2012</b>	EU Info Centre	1	Belgrade	1
	<b>2013</b>	EU Info Centre	1	Belgrade	3
		EU Documentation and Information Centre <sup>56</sup>	2	Belgrade / Novi Sad	
	<b>2015 – 2018<sup>57</sup></b>	EU Info Centre	1	Belgrade	4
		EU Info Point	2	Novi Sad / Nis	
Network (EUINFONET)		1	N/A (collective name for the EU Info Centres and EU Info Points)		
<b>Turkey</b>	<b>2011</b>	EU Info Centre	21	Adana / Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon / Van	24
		EU Info Corner	2	TBD	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	7 <sup>58</sup>	<i>No information provided on locations in ToR</i>	
	<b>2012</b>	EU Info Centre	22	Adana / Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul (two in universities) / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon / Van	54

<sup>56</sup> Based on interviews with Communication Coordinators in Serbia, the EU Documentation and Information Centres used to be located at the national library but were discontinued because they were not active enough and did not have enough resources. Moreover, universities come to the EU Info Centre or to the EU Delegation for information.

<sup>57</sup> The contract for Serbia lasts 36 months, and thus runs from 2015 – 2018. The contract and ToR for 2015 therefore cover the years 2016 and 2017.

<sup>58</sup> It is unclear from the 2011 ToR how many EU Documentation and Information Centres were planned / existed and where.



IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
		EU Info Corner	17	<i>No information provided on locations in ToR</i>	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	14	<i>No information provided on locations in ToR</i>	
	<b>2013</b>	EU Info Centre	22	Adana / Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul (two in universities) / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon / Van	54
		EU Info Corner	17	<i>No information provided on locations in ToR</i>	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	14	<i>No information provided on locations in ToR</i>	
	<b>2014</b>	EU Info Centre	21	Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul (two in universities) / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon	53
		EU Info Corner	17	<i>No information provided on locations in ToR</i>	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	14	<i>No information provided on locations in ToR</i>	
	<b>2015<sup>59</sup></b>	EU Info Centre	21	Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul (two in universities) / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon	53
		EU Info Corner	17	<i>No information provided on locations in ToR</i>	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	14	<i>No information provided on locations in ToR</i>	

<sup>59</sup> The information is the same for 2016, given that the 2016 contract was covered by an addendum to the 2015 contract (Addendum 1 to service contract no IPA/2015/370-735).



IPA beneficiary	Year	Type of structure	Number of structure	Location	Total number of structures per year <sup>50</sup>
	<b>2017</b>	EU Info Centre	20	Adana / Ankara / Antalya / Bursa / Denizli / Diyarbakır / Edirne / Erzurum / Eskişehir / Gaziantep / İzmir / İstanbul / Kayseri / Konya / Kocaeli / Mersin / Samsun / Sivas / Şanlıurfa / Trabzon / Van	53
		EU Info Corner	18	Burdur / Balıkesir / Bilecik / Aydın / Mardin / Çanakkale/ Kars / Kilis / İstanbul / Zonguldak / Antakya / Çorum / Adıyaman / Kastamonu / Malatya / Giresun / Rize / Hakkari / Şırnak	
		EU Info Centre Network	1	Ankara	
		EU Documentation and Information Centre	14	<i>No information provided on locations in ToR</i>	



As seen from the table above, the locations and total number of information and communication structures for each IPA beneficiary have **not changed significantly** during 2011 – 2017.

However, there are still **some variations that are worth noting at this stage:**

- There has been an increase in the number of information and communication structures in Bosnia and Herzegovina as of 2015 with the introduction of three EU Info Points and three Info Corners.
- There has also been an increase in information and communication structures in 2015 with the introduction of two EU Info Corners and one EU Information Centre Network.
- In the North Macedonia, the number of EU Info Points peaked in 2015 and 2016, and then decreased in 2017 to a similar level as in 2011.
- In Albania, the EU Info Centre became a Europe House in 2017. There were three separate contracts up until 2015, but with the change of Ambassador it was decided to combine all contracts under one single and larger contract for two years. The other two centres in Shkodra and Vlora were closed. The Europe House in Tirana has been intended to give more space to cultural events and to operate as a 'hub' to reach out to more remote areas in Albania<sup>60</sup>.

### ***1.3. Objectives of the information and communication structures***

From the evidence reviewed, there **does not appear to be a standard definition** for the different information and communication structures in place. Instead, it appears that EU Delegations have **discretion** when it comes to defining the different types of structures and their purpose.

A review of available ToR of IPA beneficiaries from 2011 – 2017 has confirmed that it is not possible to define the different types of information and communication structures using the objectives described in their ToR.

In the ToR of the various information and communication structures, the objectives are presented under the section called "Overall objectives". Only in the 2011 and 2012 ToR for Turkey is there another section on specific objectives.

The **overall objectives are similar in the IPA beneficiaries throughout 2011 – 2017**. As shown in the table below, increasing the level of information about EU and the accession process are two objectives found throughout all the IPA beneficiary countries from 2011 to 2017.

**Table 3: Examples of overall objectives from ToR**

<b>IPA beneficiary</b>	<b>Objective</b>
<b>Albania (ToR 2011)</b>	Increase the level of information and public awareness of the Albanian population: <ul style="list-style-type: none"> <li>- about the European Union</li> <li>- its policies and programmes and impact on citizens' lives</li> <li>- the accession process and its implications</li> </ul>

<sup>60</sup> Interviews with EU Delegation Communication Coordinators.

<b>Bosnia and Herzegovina (ToR 2015)</b>	To manage an existing EU Info Centre in Sarajevo and to establish and manage EU Info Points in Banja Luka, Mostar and Brcko in order to: <ul style="list-style-type: none"> <li>- increase general understanding of the EU</li> <li>- its policies and programmes</li> <li>- increase knowledge of the country's accession process and its implications among different target groups</li> </ul>
<b>Montenegro (ToR 2013)</b>	<ul style="list-style-type: none"> <li>- To improve understanding of functioning of the EU institutions</li> <li>- To increase the knowledge of Montenegrins on the accession process and explain the implications of integration for Montenegro</li> <li>- To assist the Delegation to promote IPA programme and enhance EU visibility in Montenegro</li> <li>- To improve public knowledge and understanding of the European Union</li> </ul>
<b>Turkey (ToR 2012)</b>	<ul style="list-style-type: none"> <li>- To inform the people of Turkey on the accession process and its consequences</li> </ul>

When reviewing the objectives in the available ToR and the objectives of the communication strategic framework, the information and communications structures tend to focus on certain objectives set in the communication strategic framework more than others. The desk review consisted in using all the available ToR of all IPA beneficiaries; the table below indicates the strategic objectives that are covered by the overall objectives set in the ToR. The overall objectives remained consistent throughout the years, as they did not vary significantly.

As shown in the table, the strategic framework includes six objectives and the desk research conducted up until now demonstrates that no overall objective of any IPA beneficiary covers all the six objectives. For instance, the overall objectives for Albania, Bosnia and Herzegovina and Turkey for the years 2011 – 2017 only match two objectives from the strategic framework, whereas for the North Macedonia and Montenegro match three objectives. Kosovo and Serbia are the beneficiary countries matching the most number of objectives, namely four.

The information and communication structures in all IPA beneficiaries cover the first objective of the strategic framework, which is to increase understanding of the economic benefits and challenges of enlargement. The second objective with most coverage is the third objective, which is to increase the understanding of EU policies.

**Table 4: Strategic communication framework objectives and ToR overall objectives**

<i>Strategic communication objectives</i>	Increase understanding of the economic benefits and challenges of enlargement	Increase understanding of the benefits of enlargement	Increase understanding of EU policies	Increase visibility of results of EU assistance/ contribution to jobs, growth and competitiveness	Support political good governance, economic and social development	Improve the quality of dialogue, debate and engagement through public diplomacy
<b>Albania</b> (ToR 2011, 2013, 2014, 2015, 2017)	✓		✓			

<b>Bosnia and Herzegovina</b> (ToR 2013 – 2017)	✓		✓			
<b>Kosovo</b> (ToR 2012 - 2017)	✓		✓	✓		✓
<b>North Macedonia</b> (ToR 2011, 2015 – 2017)	✓		✓			✓
<b>Montenegro</b> ToR (2013, 2015 – 2017)	✓			✓	✓	
<b>Serbia</b> (ToR 2011, 2012, 2013, 2015)	✓		✓	✓		✓
<b>Turkey</b> (ToR 2011 – 2017)	✓					✓

#### **1.4. Contractual and financial information of information and communication structures**

##### **1.4.1. Types of contracts**

There are different types of contracts for the management of the information and communication structures in IPA beneficiaries. These fall under three categories, which are<sup>61</sup>:

- **Service contracts:** these are used for studies, technical assistance, and are also used for audits or communication services. In the case of information and communication structures, they are technical assistance contracts under which the contractor is called on to play an advisory role, to manage or supervise a project, or to provide the expertise specified in the contract.
- **Supply contracts:** these cover the purchase, leasing, rental or hire purchase (with or without option to buy) of products. In the case of information and communication structures, this includes furniture, IT equipment, etc.<sup>62</sup>
- **Works contracts:** the contracts cover either the execution, or both the execution and design of works, etc. A 'work' means the outcome of building or civil engineering works taken as a whole that is sufficient in itself to fulfil an economic or technical function. Works contracts are usually concluded by the partner country with which the European Commission has a financing agreement (under indirect management).

<sup>61</sup> The definitions have been taken from the European Commission's website, available at: [https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag\\_en](https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag_en)

<sup>62</sup> This is from the available Supply Contracts for: Bosnia and Herzegovina 2015 (contract number 333 663); Macedonia 2014 (contract number 352 647); Macedonia 2016 (contract number 379 012); and Montenegro 2014 (contract number 350 614).

The EU Delegations reported that EU Info Centres are delivered based on **service contracts**. What would be provided under supply and works contracts is covered by the costs of the service contracts in the case of Albania and Kosovo, while in Bosnia and Herzegovina, the North Macedonia, Montenegro and Serbia, the supply and works contracts are separate contracts<sup>63</sup>.

Under service contracts, “[the] premises are approved by the Delegation and the cost of the rent is included under the incidentals of the service contract or is subject to a separate lease contract. In some cases, the premises are provided free of rent by municipalities”<sup>64</sup>.

In some IPA beneficiaries, service contracts cover all EU Info Centres/Info Points and in others there are separate service contracts. The exceptions to the use of service contracts are:

- The North Macedonia, where there is a Memorandum of Understanding in place for the Info Points and an agreement in place for the three EU Documentation and Information Centres<sup>65</sup>; and
- Turkey, where there is a non-legally binding collaboration agreement for EU Info Corners and one service contract covering the 20 EU Info Centres.

#### 1.4.2. Duration of service contracts and addenda

The service contracts vary in **duration**, although the most common is 12 months. In Kosovo, the North Macedonia, Bosnia and Herzegovina, and Montenegro, the service contracts are fairly consistently 12 months throughout 2011 – 2017. In fact, lease contracts are typically 12 months<sup>66</sup>. In Serbia and Turkey, the contract duration increased from 12 months in 2011 to 36 months in 2017 in Serbia and 24 months in 2017 in Turkey. The duration in Albania varies during the years from 12, 18 to 24 months. Supply contracts vary in duration from 45 days, 60 days, 90 days to four months<sup>67</sup>.

Service contracts can be amended “if the circumstances of project implementation have changed since the contract was signed [...] by means of an administrative order or an addendum in accordance with the General Conditions”<sup>68</sup>. Reasons for amendments include changes to key experts (such as in the case of Albania 2013) or extensions.

There have been a total of nine **addenda extending contracts** for the following original contracts: Albania 2013; Kosovo 2012; Montenegro 2013 and 2015; Serbia 2011, 2013 and 2015; and Turkey 2015 and 2016<sup>69</sup> from the list of contracts reviewed. From the interviews conducted with EU Delegation Coordinators, some addenda are linked to contractor performance (for example, in the case of Serbia).

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<sup>63</sup> INFORMATION CENTRES FUNDED BY IPA INFORMATION AND COMMUNICATION PROGRAMMES Implementation modes: Situation in February 2014 (according to contracts concluded or planned under adopted FD IPA 2013 information and communication programme), Ref. Ares(2014)624505 - 07/03/2014

<sup>64</sup> Note to Mr Claus Giering, Acting Head of Unit, ELARG A2, “Subject: IPA Information and Communication programmes implemented by the EU Delegations and Office - management modes of EU Information Centres”, Ref. Ares(2014)1089116 - 07/04/2014

<sup>65</sup> In the self-reporting excel table (provided in Annex 8 of the Inception Report) these two EU Delegations did not specify the nature of the Memoranda nor the agreements. The evaluation team will explore the issue in greater depth in the next phase of the evaluation.

<sup>66</sup> This is from the available Lease Contracts for: Macedonia 2010 – 2015 (contract numbers 256 042, 278 015, 306 192, 334 229, 355 324, 372 220) and Montenegro 2013 (contract number 334 317).

<sup>67</sup> This is from the available Supply Contracts for: Bosnia and Herzegovina 2015 (contract number 333 663); Macedonia 2014 (contract number 352 647); Macedonia 2016 (contract number 379 012); and Montenegro 2014 (contract number 350 614).

<sup>68</sup> [https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag\\_en](https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag_en)

<sup>69</sup> Kosovo 2012 / 294-096; Montenegro 2013 / 333-777; Montenegro 2015 / 368-851; Serbia 2011 / 0255-065; Serbia 2013 / 330-310; Serbia 2015 / 364-829; Turkey 2015 / 370-735

### **1.4.3. Financial information**

The contractual and financial information provided in the table below has been updated using the available contracts for the years 2011 – 2017 in the IPA beneficiaries.

Many of the contracts for works, supply and lease are missing given the fact that the evaluation team needed to download each individual contract from the CRIS database; as this was a time-consuming exercise, the evaluation team decided to prioritise the contracts related to the direct management of the information and communication structures – namely, service contracts. As aforementioned, where there are gaps, the evaluation team did not have contractual and financial information.

**Table 5: Budgets of information and communication structures**

IPA beneficiary	Type	Financed by the EU?	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
<b>Albania</b>	EU Info Centre	√	€250,000 for Tirana (18 months)	€245,000 for Shkodra & Vlora (18 months)	€229,904 for Tirana (12 months) €245,000 for Shkodra & Vlora (18 months)	€459,980 for Tirana (24 months)	€70,000 for Shkodra & Vlora (5 months)	n/a	n/a (24 months)
	European Union Information Network	√	n/a <sup>70</sup>	n/a	n/a	n/a	€592,000 (12 months)	€592,000 (12 months)	n/a
<b>Bosnia and Herzegovina</b>	EU Info Centre	√	n/a	n/a	€340,000 for Sarajevo (12 months)	€660,000 for Sarajevo (18 months)	€617,500 (12 months)	€599,930 (12 months)	€512,576 (7 months) <sup>71</sup>
	EU Info Point	√	n/a	n/a	n/a	n/a			
	EU Info Corner	√	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>the North Macedonia</b>	EU Info Centre	√	€320,000 (12 months)	n/a	n/a	n/a	€449,960 (12 months)	€470,000 (12 months)	€800,000 (18 months)
	Info Point [Memorandum of Understanding (MoU)]	EU Delegation does not provide direct financial support, but finances & co-finances	n/a	n/a	n/a	n/a	n/a	n/a	n/a

<sup>70</sup> N/A signifies that the evaluation team did not have the contract.

<sup>71</sup> The contract is shorter to ensure a January start-date (this contract runs from June 2017 – December 2017). The next contract will run for 24 years to ensure more consistency (Interviews with EU Delegation Communication Coordinators).

		EU-related activities							
	EU Documentation and Information Centre	X <sup>72</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Kosovo</b>	EU Information and Cultural Centre	√	n/a	€249,000 (12 months)	€249,000 (12 months)	€19,999 for (2 months) €280,000 (12 months)	€297,920 (12 months)	€285,080 (12 months)	€ 900,000 (24 months)
<b>Montenegro</b>	EU Info Centre	√	n/a	n/a	€307,000 (12 months)	€307,000 (12 months)	€449,545 (12 months)	€449,545 (12 months)	€527,000 (12 months)
<b>Serbia</b>	EU Info Centre	√	€499,160 (12 months)	€954,200 (18 months)	€954,200 (18 months)	n/a	n/a, included in overall EUINFONET budget		
	EU Info Point	√	n/a	n/a	n/a	n/a	n/a, included in overall EUINFONET budget		
	European Union Information Network	√	n/a	n/a	n/a	n/a	€2,218,600 (36 months)		
<b>Turkey</b>	EU Info Centre	√	€1,300,000 (12 months)	€2,113,200 (12 months)	€2,060,000 (12 months)	€2,232,253 (12 months)	€2,191,000 (12 months)	€2,410,100 (17 months)	€1,999,600 (12 months)
	European Union Information Network	√	n/a	€813,200	n/a	n/a	n/a		
	EU Info Corner	X	n/a	n/a	n/a	n/a	n/a		
	EU Documentation	X							

<sup>72</sup> It is the understanding of the evaluation team that the European Union Documentation and Information Centres in Turkey and the former of Yugoslav Republic of Macedonia are not funded by the EU Delegation.



	and Information Centre						
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The team will be further exploring **contractual problems**, including issues around lease agreements. For example, it was brought to the team's attention that there are issues around:

"whether it is appropriate for the European Commission to sign up lease contracts or to cover rental costs under a service contract. The use of lease contracts may feature more risks and duties, as the Commission would legally be in possession of the premises and would be responsible for undertaking events or operations at those premises (i.e. liability for damages to the property or injuries to persons within the property, duty to maintain the property in good order, or duty to insure the property etc.). Also, a conclusion of a lease contract implies the application of local law and jurisdiction of local courts. By default, the Service contracts concluded by the Commission are subject to Belgian law and the jurisdiction of Belgian courts."<sup>73</sup>

In light of these issues, it was recommended that rental costs be incurred within service contracts to ensure the service provider bears the responsibility of rental costs<sup>74</sup>. As of 2014, the leases were covered as part of incidental expenses of the service contracts in Albania, Bosnia and Herzegovina and Kosovo. However, in Macedonia, the lease agreement is for 10 years, renewed yearly by the EU Delegation<sup>75</sup>.

### **1.5. Human resources in information and communication structures**

This section provides a review of the approach to human resources, including staffing and recruitment, in the information and communication structures.

The EU Delegations' ToR describe the different required job profiles, qualifications and experience that is expected for each profile.

Staff profiles are broadly divided into two categories: **key experts** and **non-key experts**. As mentioned, all ToR also foresee provisions for the inclusion of ad-hoc or other experts, when needed. The ToR are not always explicit about the procedures that should be followed to recruit these non-key experts.

#### **1.5.1. Requirements of key experts**

The **main key experts**<sup>76</sup>, such as Team Leaders, Project Leaders/Managers or Network Coordinators, are usually supported by other key experts, e.g. PR/Events Managers or Public Information Officers in the structures. It is important to mention here that the structures in Bosnia and Herzegovina only have Team Leaders and no other key experts.

They are overall expected to fulfil more demanding sets of criteria in relation to their previous experience and seniority. In nearly all cases they are expected to have project management experience. Kosovo is a notable exception where this is listed in all except one ToR. Team management experience is required in fewer cases but is generally mentioned as a requirement. Both the North Macedonia and Turkey are notable exceptions here, with only the last available ToR of 2017 mentioning this as a requirement.

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<sup>73</sup> Note to Mr Claus Giering, Acting Head of Unit, ELARG A2, "Subject: IPA Information and Communication programmes implemented by the EU Delegations and Office - management modes of EU Information Centres", Ref. Ares(2014)1089116 - 07/04/2014

<sup>74</sup> Note to Mr Claus Giering, Acting Head of Unit, ELARG A2, "Subject: IPA Information and Communication programmes implemented by the EU Delegations and Office - management modes of EU Information Centres", Ref. Ares(2014)1089116 - 07/04/2014

<sup>75</sup> INFORMATION CENTRES FUNDED BY IPA INFORMATION AND COMMUNICATION PROGRAMMES Implementation modes: Situation in February 2014 (according to contracts concluded or planned under adopted FD IPA 2013 information and communication programme), Ref. Ares(2014)624505 - 07/03/2014

<sup>76</sup> This is a categorisation of the evaluation team to denote the key experts that are usually involved in leadership positions.

In most cases, **key experts** require **university degrees**. This is the case particularly in Albania, whereas structures in other IPA beneficiaries accept (additional) proven experience as a substitute for this. For example, Turkey accepts 5-7 years of general working experience as a substitute in most cases. Regardless, all key experts require PR experience, although to varying degrees. EU related experience is often also mentioned, either as an asset or more clearly defined in years or projects done, although this depends per IPA beneficiary and year/contract<sup>77</sup>.

Requirements are less prescriptive for **other key experts** – namely, in most cases, the criteria do not require project management experience (or less experience), let alone team management experience. When it comes to the amount of PR experience, which is required for all key experts, most key experts' positions do not require as much experience as for e.g. Team Leaders, Project Leaders/Managers or Network Coordinators. Only in the case of Serbia do PR/Events Managers require more experience compared to the main key experts.

The **requirements set by the EU Delegations are roughly consistent** when looking at differences **within individual IPA beneficiaries over the years**, as the ToR often have the same requirements set in the previous year. The two IPA beneficiaries that have been the most consistent are Turkey and Albania<sup>78</sup>. Any variation in requirements in other IPA beneficiaries often amounts to changes of a few years and/or experiences/projects done.

However, **there are some variations between IPA beneficiaries** when comparing the requirements set by the different EU Delegations. For instance, Kosovo did not set consistent requirements for the main key experts on project management experience for the years 2012-2016, whereas in Albania, Bosnia and Herzegovina, Montenegro, Serbia, and the North Macedonia the EU Delegations set 3-5 experience years and/or 2-3 projects/experiences in the past five years as a requirement. Turkey has set a requirement of 5-8 years of experience over the years.

Regarding EU relevant experience, the EU Delegations in Albania, Bosnia and Herzegovina, and Serbia set requirements of either up to 3 years of experience and/or one experience/project. In other IPA beneficiaries, such as Kosovo, there were no mentions of specific EU related experience as a requirement. In Montenegro and the North Macedonia, there have been variations on this requirement over the years. Turkey as required 5-7 years of EU relevant experience in most ToR.

When it comes to PR experience, three IPA beneficiaries (Albania, Turkey and to a lesser extent Bosnia Herzegovina) have set 3 years of experience in most ToR as a requirement, whereas other IPA beneficiaries have set between 5-10 years. Nonetheless, the ToR for 2016 and 2017 show a general trend of an increase in years for this requirement.

Requirements related to team experience vary the most between the IPA beneficiaries. While this is set in most IPA beneficiaries for at least some years, the requirement is missing in most cases for Turkey and the North Macedonia.

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<sup>77</sup> For example, the ToR for EU Info Centres in Turkey required this more frequently than the ToR for the EU Info and Cultural Centre in Kosovo.

<sup>78</sup> Particularly for the years 2011-2015.

**Table 6: Position requirements for key experts**

IPA beneficiary	Year / contract	Job title	#	University degree	If no degree	Project Management	PR experience	EU related experience	Team management	Working days
Albania	2011 / 266-936	Project Manager	1	Yes	N/A	Yes (5 years)	Yes (not specified)	Yes (3-years)	Yes (not specified)	210/year
		PR and events manager	1	Yes	N/A	No (not mentioned)	Yes (2 similar projects in last 5 years)	No (not mentioned)	No (not mentioned)	210/year
		Public Information Officer	1	Yes	N/A	No (not mentioned)	Yes (2 projects in last 5 years)	Yes (not specified)	No (not mentioned)	210/year
	2012 / 293-683	Team Leader	1	Yes	N/A	Yes (3 years)	Yes (3 years)	Yes (3 years)	Yes (not specified)	210/year
		Head of the EU Information Centre in Skhodra	1	Yes	N/A	No (not mentioned)	Yes (3 years)	Yes (one experience)	No (not mentioned)	210/year
		Head of the EU Information Centre in Vlora	1	Yes	N/A	No (not mentioned)	Yes (3 years)	Yes (one experience)	No (not mentioned)	210/year
	2013 / 317-456	Project Manager	1	Yes	N/A	Yes (3 years)	Yes (3 years)	Yes (not specified)	No (not mentioned)	200/year
		PR and events manager	1	Yes	N/A	No (not mentioned)	Yes (3 years)	Yes (one experience)	No (not mentioned)	200/year
	2013 / 336-807	Team Leader	1	Yes	N/A	Yes (3 years)	Yes (3 years)	Yes (3 years)	Yes (not specified)	210/year
		Head of the EU Information Centre in Skhodra	1	Yes	N/A	No (not mentioned)	Yes (3 years)	Yes (one experience)	No (not mentioned)	210/year



		<b>Head of the EU Information Centre in Vlora</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (3 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	210/year
	<b>2014 / 342-929</b>	<b>Project Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3-years)	<b>No</b> (not mentioned)	200/year
		<b>PR and events manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (3 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	200/year
	<b>2015 / 370-136</b>	<b>Team Leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>No</b> (not mentioned)	200/year
		<b>PR and events manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (2 projects in last 5 years)	<b>Yes</b> (3 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	200/year
		<b>Public Information Officer</b>	2	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (3 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	200/year each
	<b>2017 / 138-919</b>	<b>Project Leader</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (7 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 (projects in last 5 years)	200/year
		<b>Senior Communication Advisor</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (2 projects in last 5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	200/year
<b>Bosnia and Herzegovina</b>	<b>2013 / 333-153</b>	<b>Team leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (5 years)	Not specified
	<b>2014 / 352-955</b>	<b>Team leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (5 years)	Not specified
	<b>2015 / 371-633</b>	<b>Team leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (5 years)	Not specified
	<b>2016 / 383-035</b>	<b>Team leader</b>	1	<b>Yes</b>	3 years extra experience	<b>No</b> (not mentioned)	<b>Yes</b> (7-10 years)	<b>No</b> (not mentioned)	<b>Yes</b> (1 year)	200/year
	<b>2017 / 394-752</b>	<b>Team leader</b>	1	<b>Yes</b>	3 years extra experience	<b>No</b> (not mentioned)	<b>Yes</b> (7-10 years)	<b>No</b> (not mentioned)	<b>Yes</b> (1 year)	140/7 months



<b>Kosovo</b>	<b>2012 / unknown</b>	<b>Team leader/ Communications expert</b>	1	<b>Yes</b>	8 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5-10 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not mentioned	
		<b>Journalist/ Copywriter</b>	1	<b>Yes</b>	8 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (3-6 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not mentioned	
	<b>2012 / 294-096</b>	<b>Team leader/ Communications expert</b>	1	<b>Yes</b>	15 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>Yes</b> (1-3 experiences)	200/year	
		<b>Communication expert</b>	1	<b>Yes</b>	10 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	110/year	
	<b>2013 / 320-594</b>	<b>Team leader/ Communications expert</b>	1	<b>Yes</b>	15 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>Yes</b> (1-3 experiences)	200/year	
		<b>Communication expert</b>	1	<b>Yes</b>	10 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	110/year	
	<b>2014 / 346-549</b>	<b>No key experts needed/mentioned</b>									
	<b>2014 / 349-055</b>	<b>Team leader</b>	1	<b>Yes</b>	8 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5-10 years)	<b>No</b> (not mentioned)	<b>Yes</b> (1-3 experiences)	100/year	
	<b>2014 / TA-Negotiation</b>	<b>Team leader/ Communications expert</b>	1	<b>Yes</b>	5 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (6 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	not mentioned	
		<b>Journalist/ Copywriter</b>	1	<b>Yes</b>	5 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	not mentioned	
	<b>2015 / TA-Negotiation</b>	<b>Team leader/ Communications expert</b>	1	<b>Yes</b>	5 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (6 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not mentioned	
		<b>Journalist/ Copywriter</b>	1	<b>Yes</b>	5 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not mentioned	



	<b>2015 / 368-345</b>	<b>Team leader</b>	1	<b>Yes</b>	8 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 experiences)	100/year
	<b>2016 / 381-777</b>	<b>Team leader</b>	1	<b>Yes</b>	5 years extra relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 experiences)	100/year
	<b>2017 / unknown</b>	<b>No key experts needed/mentioned</b>								
	<b>2017 / unknown</b>	<b>Team leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (2 projects of 1+ year in last 7 years)	<b>Yes</b> (8 years)	<b>Yes</b> (2 projects of 1+ year in last 7 years)	<b>Yes</b> (3 years)	200/year
		<b>Media and Outreach Campaign Leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (4 projects in last 5 years)	<b>Yes</b> (8 years)	<b>No</b> (not mentioned)	<b>Yes</b> (3 years)	200/year
<b>North Macedonia</b>	<b>2011 / 268-448</b>	<b>PR and events manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	220/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	220/year
	<b>2015 / 362-392</b>	<b>Team leader</b>	1	<b>Yes</b>	3 years extra experience	<b>Yes</b> (5 years)	<b>Yes</b> (5 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	100/year
		<b>PR and events manager</b>	1	<b>Yes</b>	3 years extra experience	<b>Yes</b> (one experience)	<b>Yes</b> (5 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	220/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	3 years extra experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>Yes</b> (one experience)	<b>No</b> (not mentioned)	220/year
	<b>2016 / 376-277</b>	<b>Team leader</b>	1	<b>Yes</b>	3 years extra experience	<b>Yes</b> (2 experiences)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	100/year
		<b>PR and events manager</b>	1	<b>Yes</b>	3 years extra experience	<b>Yes</b> (2 experiences)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	220/year



		<b>Public Information Officer</b>	1	<b>Yes</b>	3 years extra experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	220/year
	<b>2017 / 387-169</b>	<b>Team leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5-7 years)	<b>Yes</b> (5-7 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 projects in last 5 years)	360/18 months
<b>Montenegro</b>	<b>2013 / 333-777</b>	<b>Team Leader</b>	1	<b>Yes</b>	10 years relevant experience	<b>Yes</b> (2 years)	<b>Yes</b> (10 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 years)	Fulltime
		<b>Public Relations &amp; Event Manager</b>	1	<b>Yes</b>	10 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Fulltime
		<b>Public Information &amp; Communication Officer</b>	1	<b>Yes</b>	10 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (7 years)	<b>Yes</b> (3 years)	<b>No</b> (not mentioned)	Fulltime
	<b>2015 / 368-851</b>	<b>Team Leader</b>	1	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (2 -3 years)	<b>Yes</b> (5-7 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 -3 years)	Fulltime
		<b>Public Relations &amp; Event Manager</b>	1	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (3-5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Fulltime
		<b>Public Information &amp; Communication Officer</b>	2	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5-7 years)	<b>Yes</b> (3-5 years)	<b>No</b> (not mentioned)	Fulltime
	<b>2016 / 381-950</b>	<b>Team Leader</b>	1	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (2 -3 years)	<b>Yes</b> (5-7 years)	<b>No</b> (not mentioned)	<b>Yes</b> (2 -3 years)	Fulltime
		<b>Public Relations &amp; Event Manager</b>	1	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (3-5 years)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Fulltime
		<b>Public Information &amp; Communication Officers</b>	2	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5-7 years)	<b>Yes</b> (3-5 years)	<b>No</b> (not mentioned)	Fulltime
	<b>2017 / 390-415</b>	<b>Team Leader</b>	1	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (1 year)	<b>Yes</b> (7 years)	<b>Yes</b> (an asset)	<b>Yes</b> (1 year)	Fulltime



		<b>Public Relations &amp; Event Manager</b>	1	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	Fulltime
		<b>Public Information &amp; Communication Officer</b>	2	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>Yes</b> (2 years)	<b>No</b> (not mentioned)	Fulltime
<b>Serbia</b>	<b>2011 / 255-065</b>	<b>Team Leader</b>	1	<b>Yes</b>	10 years relevant experience	<b>Yes</b> (5 years)	<b>Yes</b> (2 projects in last 5 years)	<b>Yes</b> (an asset)	<b>Yes</b> (5 years)	200/year
		<b>Events Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5 years)	<b>Yes</b> (5 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	200/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (2 projects in last 5 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	200/year
		<b>Publications/Web Editor</b>	1	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	100/year
	<b>2012 / 297-281</b>	<b>Team Leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (2-3 projects in last 5 years)	<b>Yes</b> (2-3 projects in last 5 years)	<b>Yes</b> (managing at least 1 EU project an asset)	<b>Yes</b> (8-12 years)	320/18 months
		<b>PR/Event Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (8-12 years)	<b>Yes</b> (8-12 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	320/18 months
	<b>2013 / 330-310</b>	<b>Team Leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (2-3 projects in last 5 years)	<b>Yes</b> (2-3 projects in last 5 years)	<b>Yes</b> (managing at least 1 EU project an asset)	<b>Yes</b> (8-12 years)	623/36 months
		<b>PR/Event Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (8-12 years)	<b>Yes</b> (8-12 years)	<b>Yes</b> (an asset)	<b>No</b> (not mentioned)	640/36 months
	<b>2015 / 364-892</b>	<b>EU Info Net Team Leader</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (7-10 years)	<b>Yes</b> (7-10 years)	<b>Yes</b> (managing at least 1 EU project an asset)	<b>No</b> (not mentioned)	360/18 months



<b>Turkey</b>	<b>2011 / 272-840</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes (5-7 years)</b>	<b>Yes (3 years)</b>	<b>Yes (5-7 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
	<b>2012 / 301-439</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes (5-7 years)</b>	<b>Yes (3 years)</b>	<b>Yes (5-7 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
	<b>2012 / 306-423</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes (5-7 years)</b>	<b>Yes (3 years)</b>	<b>Yes (5-7 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	Fulltime
	<b>2013 / 332-034</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes (5-7 years)</b>	<b>Yes (3 years)</b>	<b>Yes (5-7 years)</b>	<b>No (not mentioned)</b>	250/year
		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	250/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No (not mentioned)</b>	<b>Yes (2-3 years)</b>	<b>Yes (2 years)</b>	<b>No (not mentioned)</b>	250/year
	<b>2014 / 352-473</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes (5-7 years)</b>	<b>Yes (3 years)</b>	<b>Yes (5-7 years)</b>	<b>No (not mentioned)</b>	250/year



		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (2-3 years)	<b>Yes</b> (2 years)	<b>No</b> (not mentioned)	250/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (2-3 years)	<b>Yes</b> (2 years)	<b>No</b> (not mentioned)	250/year
	<b>2015 / 370-735</b>	<b>Network coordinator</b>	1	<b>Yes</b>	7 years experience	<b>Yes</b> (5-7 years)	<b>Yes</b> (3 years)	<b>Yes</b> (5-7 years)	<b>No</b> (not mentioned)	250/year
		<b>Network Activity Expert</b>	1	<b>Yes</b>	5 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (2-3 years)	<b>Yes</b> (2 years)	<b>No</b> (not mentioned)	250/year
		<b>Public Information Officer</b>	1	<b>Yes</b>	5 years experience	<b>No</b> (not mentioned)	<b>Yes</b> (2-3 years)	<b>Yes</b> (2 years)	<b>No</b> (not mentioned)	250/year
	<b>2017 / 385-520</b>	<b>Network coordinator</b>	1	<b>Yes</b>	10 years relevant experience	<b>Yes</b> (5-8 years)	<b>Yes</b> (3 years)	<b>No</b> (not mentioned)	<b>Yes</b> (5 years)	Fulltime



### 1.5.2. Working days and number of key experts

The **number of working days** per key expert does not vary significantly over the years or between IPA beneficiaries. Only Montenegro has consistently required full-time expertise, while in most other IPA beneficiaries, the key experts are generally expected to work between 200 – 220 days/year<sup>79</sup>. Turkey required full-time work between 2011 – 2012 and in 2017; and then 250 days/year for the remaining years.

There are a few instances when the key experts are expected to work around 100 days/year (either the Team Leader or other key experts, such as Publications/Web Editor / Media and Outreach Campaign Leader). This has particularly been the case for Kosovo<sup>80</sup> and, to a lesser extent, the North Macedonia.

Once again, the observed variations are mostly between IPA beneficiaries and, where there are differences, they are mostly limited to certain years.

When comparing the **number of staff** in the different IPA beneficiaries over the years, the numbers have generally remained consistent throughout the years:

- There has always been one key experts (the Team Leader) required in Bosnia and Herzegovina over the years;
- In Montenegro, there have always been three key experts (the Team Leader, PR/Event Manager and Public Information Officer);
- Turkey has always required three key experts (Network Coordinator, Network Activity Expert and a Public Information Officer). Only in 2017 did the EU Delegation only require the Network Coordinator.
- Albania has consistently required between two-three key experts;
- In Kosovo, the years 2012-2015 required two key experts (the Team Leader and Communications Expert), while in 2014, 2015 and 2016, only the Team Leader was mentioned. In 2017, no key experts are mentioned.
- Three key experts (the Team Leader, PR/Events Manager and Public Information Officer) were required in the North Macedonia for the years 2015 and 2016. In 2011, the ToR required two key experts (not the Team Leader), whereas in 2017 only the Team Leader was a requirement.

Serbia shows the most changes in terms of number of staff, as the EU Delegation required four key experts in 2011 (the Team Leader, PR/Events Manager, Public Information Officer and a Publications/Web Editor), while in 2012 and 2013 it only required two key experts (the Team Leader and PR/Events Manager). In 2015, only the Team Leader was required, although this was for the EU Info Network.

### 1.5.3. Requirements of non-key experts

Regarding the **non-key expert positions**, a **sample has been chosen of 21 ToR** – or three per IPA beneficiary covering the first and last available, as well as one in a middle year<sup>81</sup>. This

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<sup>79</sup> In 2017 in Bosnia and Herzegovina, an 18-month contract for the key experts was concluded for 360 days, amounting to 240 days per year. Similarly, in Serbia for the years 2012, 2013 and 2017, 18-36 months contracts were concluded for all key experts, amounting to between 207 – 240 days/year.

<sup>80</sup> The ToR have required between 100 (Communication Expert) and 200 (Team Leader) days per year for 2012-2014 and 100 days (Team Leader) per year for 2015-2017.

<sup>81</sup> The sample chosen included ToR for: Albania 2011 / 266-936, 2013 / 336-807, 2017 / 138-919; Bosnia and Herzegovina 2013 / 333-153, 2015 / 371-633, 2017 / 394-752; Kosovo 2012 / 294-096, 2014 / 349-055, 2017 171-013; North Macedonia 2011 / 268-448, 2015 / 362-392, 2017 / 387-169; Montenegro 2013 / 333-777, 2015 / 368-851, 2017 /

is due to the fact that there are often no big changes on a year by year basis, whereas there is some difference when comparing over longer time periods.

A first point to be highlighted is some **variations in the way IPA beneficiaries categorise key experts and non-key experts**. For example, some functions are similar to what other IPA beneficiaries categorise as key experts, such as the Public Information/Communication Officers positions in Bosnia and Herzegovina and Kosovo or Events/Campaigns Manager in Serbia. In Kosovo and Montenegro, the same contractor manages the information and communication structures in these IPA beneficiaries, but in the former the Information Officer is a non-key expert, while in the Montenegro this position is a key expert<sup>82</sup>. The EU Info Centre Director is categorised as a non-key expert in the North Macedonia and in Turkey the EU Info Centre Coordinators are also mentioned as non-key experts<sup>83</sup>.

This confirms the fact that **EU Delegations tailor the requirements to their individual needs**. Another example of this is the fact that in Turkey, where the communication content of EU Info Centres has been outsourced to a PR agency, there are no non-key expert positions like graphic designers or web masters, etc. as in other IPA beneficiaries.

In the IPA beneficiaries where the EU Delegations fund EU Info Points (namely, Bosnia and Herzegovina and Serbia), staff for managing EU Info Points are considered non-key experts. As seen in the table below, Serbia requires two EU Info Point Managers. In Bosnia and Herzegovina, there are two non-key expert positions – an EU Info Point Communications Officer and EU Info Point Administrator – for each three EU Info Points in the IPA beneficiary<sup>84</sup>.

In general, there are **fewer requirements for non-key expert positions** in terms of years or project experiences. In most cases, non-key experts only require at least 3 years of general professional experience and do not as frequently require university degrees as the key experts.

However, **requirements depend on the type of position, which are more varied** due to the nature of the positions; for example, the positions are more specialist (e.g. media analyst, website master, designer, accountant) or supportive/administrative (e.g. receptionist, assistant, administrator).

Again, as a result to the nature of the non-key expert positions, **no team management or project skills are required**, which is a point of difference when compared to the key experts. A noteworthy exception is Kosovo, which has listed PR (together with EU related and other relevant work) as a collective 3-year requirement.

**EU experience is also mentioned less as a requirement** than for key experts, and when it is, often in more soft terms (e.g. needing only knowledge and/or EU experience being an asset rather than a strict requirement). Kosovo is again the exception here.

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390-415; Serbia 2011 / 255-065, 2013 / 330-310, 2015 / 364-892; Turkey 2011 / 272-840, 2014 / 352-473, 2017 / 385-520.

<sup>82</sup> Interviews with EU Info Centre Contractor. In Montenegro, this position is called Public Information & Communication Officer.

<sup>83</sup> These exceptions include the earlier mentioned EUIC Coordinator in Turkey – usually a main key expert – which is categorised as a non-key expert in all the analysed ToR (2011/272-840, 2014/352-473 and 2017/385-520). In addition, the North Macedonia listed a similar position of Director of the EU Info Centre (2011/268-448) as a non-key one. Serbia also often has several EUIP/EUIC (public space) managers listed as non-key experts.

<sup>84</sup> This can be seen in the table above. It was also mentioned in interviews with EU Delegation Communication Coordinators.

**Table 7: Position requirements for non-key experts**

IPA beneficiary	Year/ contract	Job title	#	University degree	If no degree	PR experience	EU related experience	Relevant professional experience	Working days
Albania	2011 / 266-936	Help Desk Officer/ Receptionist	1	No	N/A	No (not mentioned)	No (but good understanding of EU needed)	Yes (any experience an advantage)	Every working day
		Website master	1	Yes	N/A	No (not mentioned)	No (but good understanding of EU needed)	Yes (3 years)	105/year
	2013 / 336-807	Help Desk Officer	2	No	N/A	No (not mentioned)	No (but good understanding of EU needed)	Yes (any experience an advantage)	210/year
		Website master	2	Yes	N/A	No (not mentioned)	No (but good understanding of EU needed)	Yes (3 years)	105/year
	2017 / 138-919	Support Officer EU Assistance Visibility and EU Desks	1	No	N/A	No (not mentioned)	No (not mentioned)	No (not mentioned)	200 days each
		Media Analyst	1	No	N/A	No (not mentioned)	No (not mentioned)	No (not mentioned)	
		Audio-visual Expert	1	No	N/A	No (not mentioned)	No (not mentioned)	No (not mentioned)	
		Manager of Social media and Website	1	No	N/A	No (not mentioned)	No (not mentioned)	No (not mentioned)	
		Junior Events and Campaign Manager	1	No	N/A	No (not mentioned)	No (not mentioned)	No (not mentioned)	
	Bosnia and Herzegovina	2013 / 333-153	Public Information Officer	1	Yes	N/A	No (not mentioned)	No (not mentioned)	Yes (3 years)
Events Officer			1	Yes	N/A	Yes (experience with multipliers/ target groups)	No (not mentioned)	Yes (3 years)	



		<b>EUIC Office Assistant</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
		<b>Web Master / IT Manager</b>	3	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but experience IO's an asset)	<b>Yes</b> (5 years)	
<b>2015 / 371-633</b>		<b>Events Officer</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (experience with multipliers/target groups)	No (not mentioned)	<b>Yes</b> (3 years)	Not specified
		<b>Events Assistant</b>	1	<b>No</b>	N/A	<b>Yes</b> (experience assisting events organisation)	<b>No</b> (but good understanding of EU needed)	<b>Yes</b> (3 years)	
		<b>EUIC Office Assistant</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
		<b>Web Master / IT Manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but experience IO's an asset)	<b>Yes</b> (5 years)	
		<b>EUIP Communication Officer</b>	3	<b>Yes</b>	N/A	<b>Yes</b> (experience with multipliers/target groups)	<b>No</b> (but knowledge EU-Bosnia and Herzegovina relations)	<b>Yes</b> (3 years)	
		<b>EUIP Administrator</b>	3	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>Yes</b> (3 years)	
		<b>EUIP Administrator</b>	3	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
<b>2017 / 394-752</b>		<b>Events/PR Relations Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	132 each over implementation period of 7 months
		<b>Public Information Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
		<b>Administrator/Event Assistant</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
		<b>EUIP Communication/ Outreach Officer</b>	3	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	
		<b>EUIP Administrator</b>	3	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	



		<b>Web Master / IT Manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but familiarity with EU needed)	<b>Yes</b> (3 years)	50 over 7 months
<b>Kosovo</b>	<b>2012 / 294-096</b>	<b>Information Officer/ Events organisers</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 (junior) <u>OR</u> 7 (senior) years)	1000 days total (200 each/year, 500 junior & 500 senior)
		<b>Helpdesk Officer/ Centre Administrators</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 (junior) <u>OR</u> 7 (senior) years)	
		<b>Designer / Visibility Expert</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 (junior) <u>OR</u> 7 (senior) years)	
	<b>2014 / 349-055</b>	<b>Information Officer/ Events organisers</b>	3	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (7 years - senior level)	220 each/year
		<b>Publications Copywriter / Editor</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (7 years - senior level)	50/year
		<b>Helpdesk Officer/ Centre Administrators</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 years - junior level)	220 each/year
		<b>Designer</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 years - junior level)	50/year
	<b>2017 171013 (2-year contract)</b>	<b>Information Officer/ Events organiser</b>	3	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (7 years - senior level)	220 each/year
		<b>Digital Media and Publications Copywriter/Editor</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (7 years - senior level)	90 each/year
		<b>Helpdesk Officer/ Centre Administrators</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (3 years - junior level)	220 each/year
		<b>Designer</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3 years, including either PR, EU related and/or other relevant work)		<b>Yes</b> (7 years - senior level)	70/year
	<b>North Macedonia</b>	<b>2011 / 268-448</b>	<b>Director of the EU InfoCentre</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)



		<b>Website master</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	
		<b>Interpreter/Translator &amp; Administrator</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	
		<b>Help Desk Officer/ Receptionist</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	
	<b>2015 / 362-392</b>	<b>Publications Specialist</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	100/year
		<b>Website Master</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	50/year
		<b>Events Assistant &amp; Administrator</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (just knowledge is mentioned)	220/year
		<b>Help Desk Officer/ Interpreter / Translator</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but good understanding of EU needed)	<b>No</b> (not mentioned)	220/year
	<b>2017 / 387-169</b>	<b>Junior Manager Social Media &amp; Web Editor of Website</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>No</b> (not mentioned)	240 each/year (together 1440 man-days over 18 months)
		<b>Junior Events and Campaigns Manager</b>	1	<b>No</b>	N/A	<b>Yes</b> (experience with multipliers/ target groups)	<b>No</b> (but proven knowledge EU needed)	<b>No</b> (not mentioned)	
		<b>EUIC Assistant and Receptionist</b>	1	<b>No</b>	Relevant experience & knowledge EU	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>No</b> (not mentioned)	
		<b>Junior Networks Manager &amp; EU Assistance/Visibility</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>No</b> (not mentioned)	
<b>Montenegro</b>	<b>2013 / 333-777</b>	<b>Helpdesk Officer/Receptionist</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but knowledge EU needed)	<b>No</b> (not mentioned)	Fulltime
		<b>Website and Social Media Officer</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but knowledge EU needed)	<b>No</b> (not mentioned)	Fulltime



	<b>2015 / 368-851</b>	<b>Helpdesk Officer/Receptionist</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (similar EU experience a distinct asset)	Similar EU experience a distinct asset	Fulltime
		<b>Website and Social Media Officer</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>No</b> (not mentioned)	Fulltime
		<b>Media Monitor/ Reporting Officer</b>	2	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (5-7 years)	<b>No</b> (but proven knowledge EU needed)	<b>Yes</b> (5 years)	Fulltime
		<b>Photographer</b>	1+	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>Yes</b> (6-8 years)	Not specified
		<b>Senior documentary film maker</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>Yes</b> (6-8 years)	Not specified
		<b>Graphic designer</b>	1	<b>Yes</b> (academy)	8 years relevant experience	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>Yes</b> (experience visualisation and design)	Fulltime
	<b>2017 / 390-415</b>	<b>Helpdesk Officer/Reception</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (similar EU experience a distinct asset)	Similar EU experience a distinct asset	Fulltime
		<b>Website and Social Media Officer</b>	1	<b>No</b>	N/A	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	<b>Yes</b> (3 years)	Fulltime
		<b>Media Monitor/ Reporting Officer</b>	3	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (7 years)	<b>Yes</b> (3 years)	<b>Yes</b> (7 years)	Fulltime
		<b>Photographer</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	Fulltime
		<b>Graphic designer</b>	1	<b>Yes</b>	5 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>Yes</b> (experience visualisation and design)	Not specified
		<b>Proof reader</b>	1	<b>Yes</b>	4 years relevant experience	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>Yes</b> (experience proofreading)	Not specified
	<b>Documentary film producer</b>	1	<b>No</b>	N/A	Film association member & festival participation	<b>No</b> (not mentioned)	<b>Yes</b> (8 years)	Not specified	

<b>Serbia</b>	<b>2011 / 255-065</b>	<b>Finance &amp; Procurement Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not specified
		<b>EU Helpdesk Officer/ Librarian</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (familiarity with EU sources)	<b>No</b> (not mentioned)	Not specified
		<b>Web master/ IT Manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but experience with IO's an asset)	<b>Yes</b> (5 years)	Not specified
		<b>Publications/Web written translator</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU related translations an asset)	<b>Yes</b> (5 years)	Not specified
	<b>2013 / 330-310</b>	<b>Public Information Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>No</b> (not mentioned)	Not specified
		<b>EUIC Public Space Manager</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>No</b> (not mentioned)	Not specified
		<b>Webmaster</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>No</b> (not mentioned)	Not specified
		<b>Social Media Officer</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>No</b> (not mentioned)	Not specified
		<b>Web Editor</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>No</b> (not mentioned)	Not specified
	<b>2015 / 364-892</b> <b>(extended for another 18 months until 2018)</b>	<b>Reporter and Web Editor</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>Yes</b> (not specified)	<b>Yes</b> (3-5) years	All non-key experts together 2100 man-days over 18 months (contract extended for another 18 months afterwards, 36 months in total)
		<b>Manager of publications</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3-5 years)	<b>Yes</b> (not specified)	<b>Yes</b> (3-5 years)	
		<b>Events and Campaigns Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5-7 years + 2-3 campaigns managed in last 5 years)	<b>Yes</b> (EU related media visibility experience an asset)	<b>Yes</b> (5-7 years + 2-3 campaigns managed in last 5 years)	
		<b>EU Assistance Visibility Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (5-7 years + 1-2 campaigns managed in last 5 years)	<b>Yes</b> (EU related media visibility experience an asset)	<b>Yes</b> (5-7 years + 1-2 campaigns managed in last 5 years)	



		<b>Networks Manager and Librarian</b>	1	<b>Yes</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (but proven knowledge EU needed)	<b>Yes</b> (1-3 years + moderating/lecturing experience an asset)	
		<b>EUIC Public Space Manager</b>	1	<b>Yes</b>	N/A	<b>Yes</b> (3-5 years)	<b>Yes</b> (experience moderating two EU events/ lectures)	<b>Yes</b> (client service experience/ contact with pubic an asset)	
		<b>EUIP Public Space Managers</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (2-3 experiences in event organisation)	<b>No</b> (but proven knowledge EU needed)	<b>Yes</b> (3-5 years)	
		<b>EUIP Managers</b>	2	<b>Yes</b>	N/A	<b>Yes</b> (2-3 years)	<b>Yes</b> (not specified)	<b>Yes</b> (3-5 years)	
<b>Turkey</b>	<b>2011 / 272-840</b>	<b>Network Assistant</b>	1	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (2-3 years)		<b>Yes</b> (an asset)	min. 8 months
		<b>Accountant</b>	1	<b>Yes</b>	4 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (EU experience an asset)	<b>Yes</b> (1 year)	min. 8 months
		<b>EUIC Coordinator</b>	20	<b>Yes</b>	4 years relevant experience	<b>Yes</b> (2 year)	<b>Yes</b> (EU experience an asset)	<b>Yes</b> (2 year)	Fulltime
	<b>2014 / 352-473</b>	<b>Network Assistant</b>	1	<b>Yes</b>	5 years relevant experience	<b>Yes</b> (2-3 years)		<b>Yes</b> (1 year)	250/year
		<b>Accountant</b>	1	<b>Yes</b>	4 years relevant experience	<b>No</b> (not mentioned)	<b>Yes</b> (1 year)	<b>Yes</b> (1 year)	250/year
		<b>EUIC Coordinator</b>	20	<b>Yes</b>	4 years relevant experience	<b>Yes</b> (1 year)	<b>Yes</b> (EU experience an asset)	<b>Yes</b> (2 year)	185/year
	<b>2017 / 385-520</b>	<b>Network Assistant</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not specified
		<b>Accountant</b>	1	<b>No</b>	N/A	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	<b>No</b> (not mentioned)	Not specified
		<b>EUIC Coordinator</b>	20	<b>Yes</b>	7 years relevant experience	<b>Yes</b> (4 years)		<b>No</b> (not mentioned)	Fulltime



#### 1.5.4. Number of working days of non-key experts

Regarding the **number of working days per non-key expert**, there is **more flexibility**, given the differences in the roles. As such, the amount of working days is often not specified<sup>85</sup>, such as in the case of Bosnia and Herzegovina and Serbia.

Certain positions require between **50-105 working days/period**, reflecting the nature of the different positions (e.g. designer, website master, publications/copyright editor/specialist).

More administrative/supportive roles show more consistency in the number of days required (e.g. receptionists, assistants administrators, organisers), being either fulltime or between 200-250 days/year.

#### 1.5.5. Activities and profiles of staff

Overall, **the profiles in the ToR reflect the type of activities to be carried out**. This is based on a sample of seven ToR – namely, latest available per IPA beneficiary. The ToR all leave a degree of flexibility for the contractors to hire additional people if deemed necessary.

The main key experts (such as Team/Project Leaders and Network Coordinators) are always present in the ToR, which is in line with the overall management/coordination activities that must be carried out for each contract.

Each of the ToR has one or more experts in charge of PR (e.g. Communication/PR/Events/Information/Public Managers or Officers) as either key or non-key expertise. Only in Turkey are there EU Information Centre Coordinators that do both overall management and PR, which also reflects the EU Info and Communication Centre's specific nature in Turkey as mentioned before.

Depending on the contract's size there is always one or more supportive non-key experts, which do the typical front-desk (e.g. being the first point of contact) and/or administrative tasks for the daily running of the centres. This includes Receptionists, Assistants, Administrators, and Helpdesk Officers and is in line with the services to be carried out.

**Moreover, there are experts that reflect certain professional/technical activities to be carried out as per the ToR.** One example here are website masters/editors (all except for Kosovo and Turkey) that take care of managing and/or updating websites. Other examples include Social Media Officers/Managers (Serbia, North Macedonia, Montenegro), Photographers (Montenegro), Audio-visual experts (Albania, Montenegro), Designers, (Montenegro, Kosovo), Publication Managers/ Editors/Specialists (Kosovo, North Macedonia, Serbia), Translators (North Macedonia, Serbia), Media Analysts (Albania, Montenegro).

**For specific/unique activities, respective experts have been hired.** For instance, in Montenegro's 2017 contract, a film maker position is present for developing a documentary. In addition, due to the extensive EU Information Network in Turkey, the contract requires hiring an accountant to reflect the larger scale of communication activities in the IPA beneficiary.

#### 1.5.6. Recruitment / HR policies

The formal job descriptions, including expert contract type, pay, conditions, arrangements for performance review, and procedures relating to poor performance are not described in the ToR; this relates to the service contract between the EU Delegations and the information and communication centres.

Based on the interviews conducted<sup>86</sup>, the evaluation team has confirmed that there is **no internal recruitment policy for staffing information and communication structures**, as

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<sup>85</sup> Occasionally, the number of days are specified: e.g. Albania 2017/138-919; Bosnia and Herzegovina 2017/394-752; Kosovo 2012/294-096; the North Macedonia 2017/387-169; and Serbia 2015/364-892.

it is the prerogative of the contractor to find staff and ensure that the staff available fits the required job profiles. In the technical offers, the contractors put forward proposed staff members. The selection of candidates is based closely on the requirements set out in the ToR. As one interviewee noted, "whatever is written in the ToR is the minimum requirement"<sup>87</sup>.

The curriculum vitae of experts are forwarded to the EU Delegations for final approval; the EU Delegations might ask to interview the candidates or meet them in person. The recruitment of staff is mostly done through open calls in newspapers and online, such as websites, (e.g. in Bosnia and Herzegovina, the North Macedonia, Serbia, and Turkey). In the case of Kosovo and Montenegro, the contractors use a supporting entity or partner to help them recruit.

A number of **recruitment challenges** have emerged from the interviews. For example, as the ToR have prescriptive and numerous criteria for roles, it can be challenging to find staff that fits the desired profiles, thus limiting the number of potential candidates. As one interviewee stated, "by limiting to such difficult criteria, the Commission is limiting the number of candidates, pays considerably more and gets less value for money"<sup>88</sup>. Moreover, the prescriptive language criteria make it difficult to recruit in remoter areas of IPA beneficiaries where it can be harder to find staff that speak English. Another issue raised is the low budget, which can lead to weak candidates.

### **1.6. Target groups and communication channels and activities**

This section is focussed on providing an overview of the different types of communication activities that are carried out by the different information and communication structures and the target groups for these activities. This information is described in the EU Info Centre' ToR, which confirm the requirement for a focused approach to target groups. This implies the need to segment activities to suit different needs.

#### **1.6.1. Main target groups**

The following table shows the main target groups of information and communication structures during 2011 – 2017.

An analysis of ToR for Albania for the years 2011 – 2015 and 2017 indicates that the target groups did not change considerably during the years. The only exceptions are that in 2013, women and older people were added and that in 2017 rural communities/farmers was added as target groups. As such, the evaluation team decided to only sample the first year available ToR for each IPA beneficiary, a middle year, and the 2017 ToR for the purpose of this analysis.

The **most common target groups** across all IPA beneficiaries are, in order:

- the media; youth/university and school students;
- government/public institutions employees;
- civil society; and
- the business community.

The groups that are **least** targeted are women, rural communities/farmers and older people.

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<sup>86</sup> Interviews with EU Delegation Coordinators and EU Info Centre Contractors.

<sup>87</sup> Interview with EU Info Centre Contractor.

<sup>88</sup> Interview with EU Info Centre Contractor.

**Table 8: Main target groups per IPA beneficiary**

<i>IPA beneficiary</i>	<i>Year</i>	<i>Name of information and communication structure</i>	<i>Broad public</i>	<i>Government and public institutions</i>	<i>Media</i>	<i>Civil society</i>	<i>Academic circles and think tanks</i>	<i>Youth, university and school students</i>	<i>Researchers</i>	<i>Business</i>	<i>Women</i>	<i>Older people</i>	<i>Rural Communities, farmers</i>
<b>Albania</b>	<b>2011</b>	EU Info Centre	√	√	√	√	√	√	√	√			
	<b>2014</b>	EU Info Centre	√	√	√	√	√	√	√	√	√	√	
	<b>2017</b>	Europe House	√	√	√	√	√	√	√	√		√	√
<b>Bosnia and Herzegovina</b>	<b>2013</b>	EU Info Centre	√	√	√	√	√	√	√	√			
	<b>2015</b>	EU Info Centre and EU Info Points	√	√	√	√	√	√	√	√			
	<b>2017</b>	EU Info Centre and EU Info Points			√	√	√	√	√	√			√
<b>North Macedonia</b>	<b>2011</b>	EU Info Centre and EU Info Network (EU Info Points and Info Corners)	√	√	√	√	√	√		√			
	<b>2015</b>	EU Info Centre and EU Info Network (EU Info Points and Info Corners)	√	√	√	√	√	√		√			
	<b>2017</b>	EU Information Centres, EU Info Points, EU Info Relays	√	√	√	√	√	√		√		√	√
<b>Kosovo</b>	<b>2012</b>	EU Information and Cultural Centres	√	√	√		√	√		√			
	<b>2014</b>	EU Information and Cultural Centres	√	√	√	√	√	√	√	√	√	√	



	<b>2017</b>	EU Information and Cultural Centres	√	√	√	√	√	√	√	√	√	√	
<b>Montenegro</b>	<b>2011</b>	EU Info Centre		√	√	√	√	√	√	√			
	<b>2015</b>	EU Info Centre		√	√	√	√	√	√	√			
	<b>2017</b>	EU Info Centre	√	√	√	√	√	√	√	√			
<b>Serbia</b>	<b>2011</b>	EU Info Centre	√	√	√	√	√	√	√	√			
	<b>2015</b>	EU Info Centre		√	√	√	√	√		√		√	√
	<b>2017</b>	EUIINFONET		√	√	√	√	√		√		√	√
<b>Turkey</b>	<b>2011</b>	EU Info Centres Network	√	√	√	√		√		√	√		√
	<b>2013</b>	EU Info Centres Network	√	√	√	√		√			√		√
	<b>2017</b>	EU Info Centres Network, EU Info Corners and EU Documentation and Information Centre	√	√	√	√		√		√	√		√



This finding is largely consistent with the most frequent visitors per target group reported in the survey of EU Info Centres' Team Leaders<sup>89</sup>:

- In Turkey, students are the most frequent type of visitors, followed by entrepreneurs/business people and academics/researchers. Entrepreneurs/business people, academics/researchers, governmental/local institutions employees and journalists are also the target groups that experts from EU Info Centres in Turkey go to meet the most.
- In other IPA beneficiaries, the most frequent type of visitors are students, schoolchildren (accompanied by teachers), academics/researchers and journalists. However, entrepreneurs/business people visit the information and communication structures in IPA beneficiaries less than in Turkey. Politicians are across the board the least frequent visitor in all IPA beneficiaries, yet governmental/local institutions employees are somewhere in the median range.

### 1.6.2. Effectiveness of channels and tools per target groups

The figure below indicates the number of respondents from the survey of EU Info Centres' Team Leaders that selected various communication channels and tools as an aggregate of target groups. The survey shows different results between Turkey and other IPA beneficiaries.

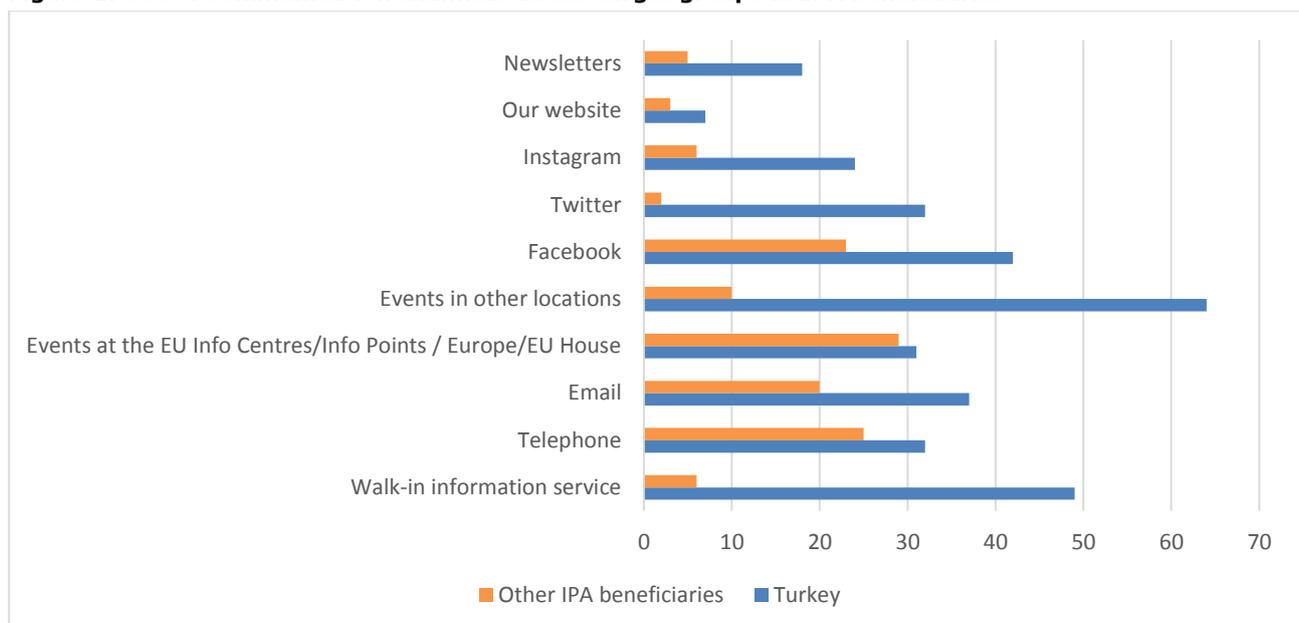
In **Turkey**, the **three most effective channels** across the target groups are:

- Events in other locations;
- Walk-in information services; and
- Facebook.

In **all other IPA beneficiaries**, the **three most effective channels** across the target groups are:

- Events at information and communication structures;
- Telephone; and
- Facebook<sup>90</sup>.

**Figure 1: Use of communication channels across target groups in IPA beneficiaries**



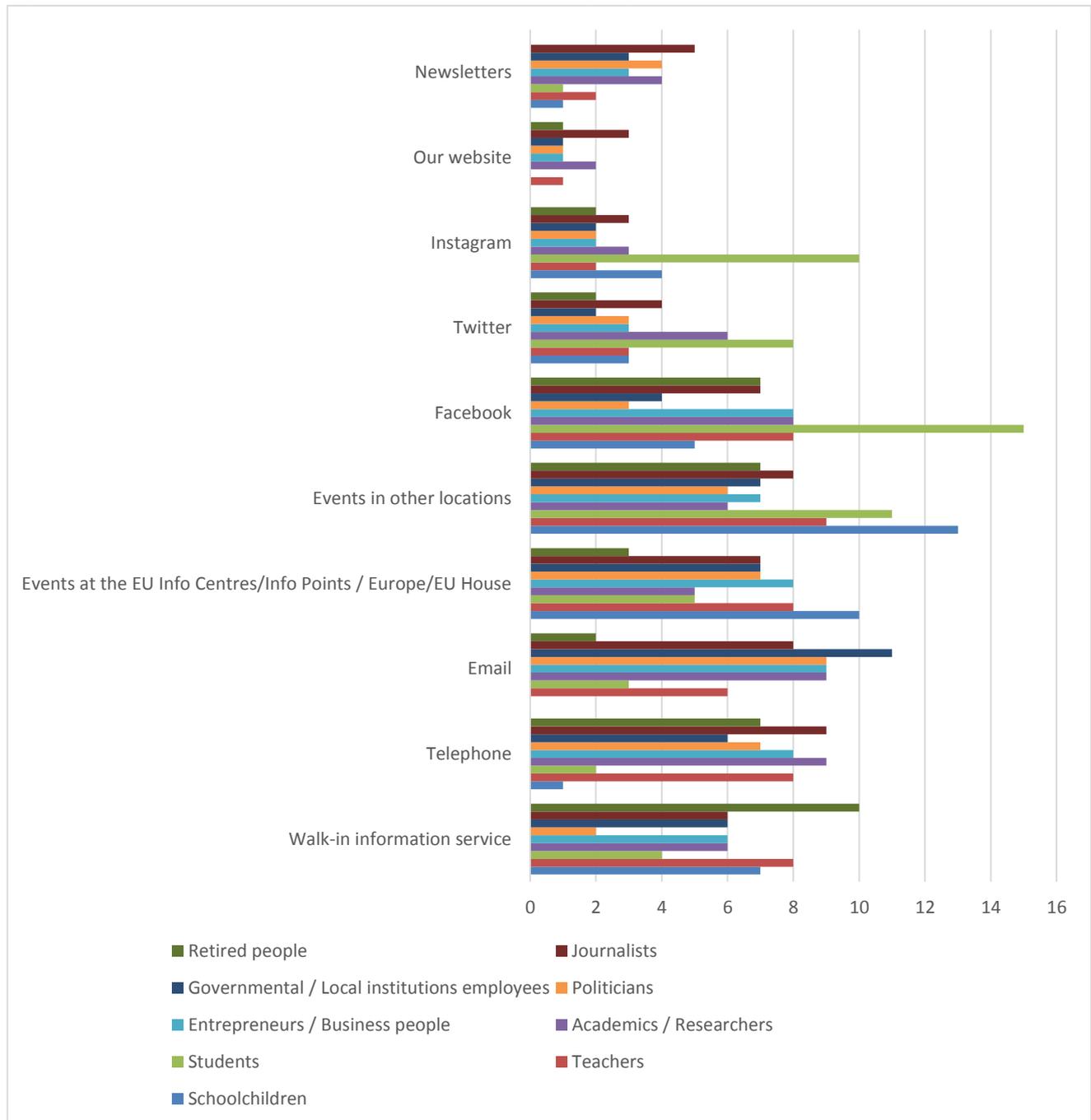
<sup>89</sup> See Annex 4 (survey report for the Survey of EUIC Team Leaders) for more information.

<sup>90</sup> The information is from the responses from the Survey of EUIC Team Leaders (see Annex 4 for more information).

In IPA beneficiaries other than Turkey, walk-in information services are considered effective only for retirees, whereas in Turkey these services are effective across all target groups. EU Info Centres' websites and newsletters are among the least effective tools across the board for all target groups in all IPA beneficiaries. Twitter is also only effective for students and politicians in other IPA beneficiaries, whereas it is effective across many different target groups in Turkey.

The figure below shows the **effectiveness of communication channels per target group**<sup>91</sup>:

**Figure 2: Effectiveness of communication channels per target group**



In summary:

- In Turkey, walk-in services are most effective for teachers, followed by journalists, governmental / local institutions employees, entrepreneurs / business people,

<sup>91</sup> The information is from the responses from the Survey of EUIC Team Leaders (see Annex 4 for more information).

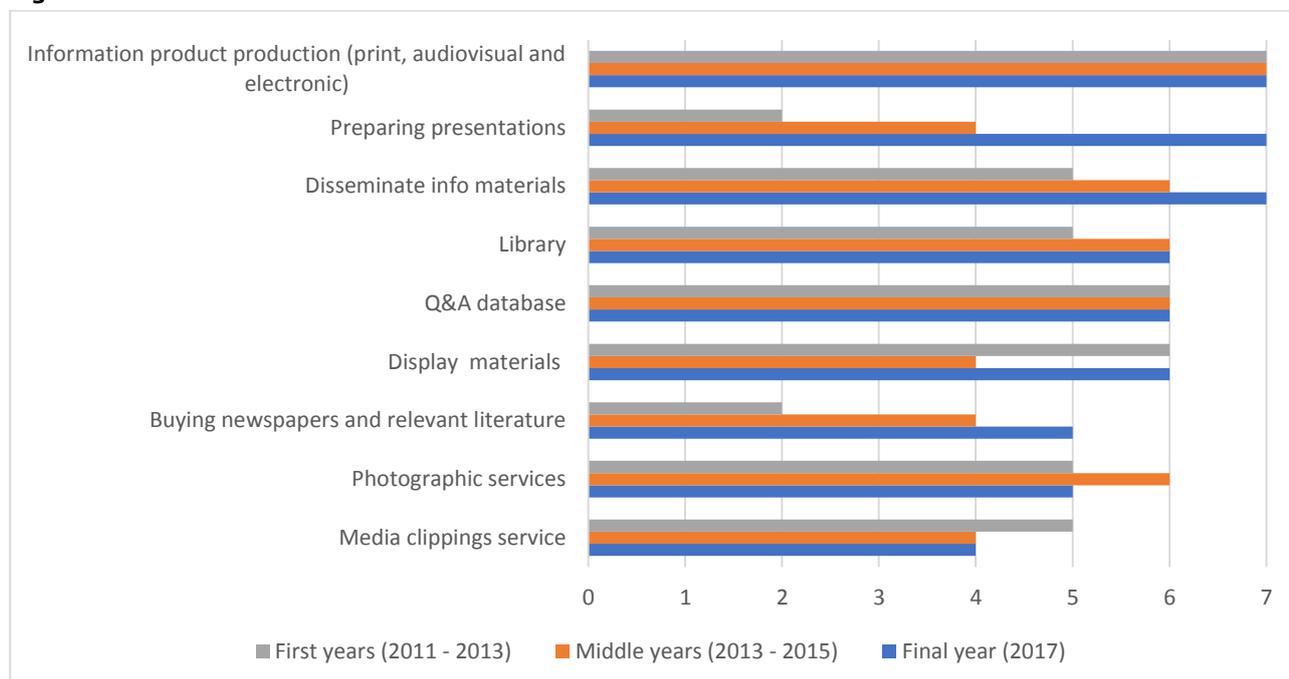
academics / researchers, schoolchildren, and retired people. In other IPA beneficiaries, walk-in services are only effective for retired people.

- Telephone services are most effective for journalists, academics / researchers, entrepreneurs / business people, teachers and retired people in all IPA beneficiaries.
- In Turkey, email is mostly an effective tool for politicians, governmental / local institutions employees, and entrepreneurs / business people, followed by academics / researchers, and journalists. In other IPA beneficiaries, email is mostly effective for journalists, governmental / local institutions, and academics / researchers.
- Events at EU Info Centres/Info Points / Europe/EU Houses are most effective for schoolchildren, teachers, and entrepreneurs / business people in all IPA beneficiaries. In Turkey, these events are also effective for governmental / local institutions employees.
- Events in other locations are most effective for schoolchildren in all IPA beneficiaries. In Turkey, they are also effective for academics / researchers, teachers, entrepreneurs / business people, governmental / local institutions employees, and journalists.
- Twitter and Facebook are considered to be the most effective tool for students in all IPA beneficiaries.

### 1.6.3. Type of communication activities

The figures below demonstrate that there have not been huge variations in the type of communication activities provided between 2011 – 2017. An analysis of ToR for Albania pertaining to 2011 – 2017 confirmed this. Therefore, the team evaluation once again decided to only sample the first year available ToR for each IPA beneficiary, a middle year, and the 2017<sup>92</sup>.

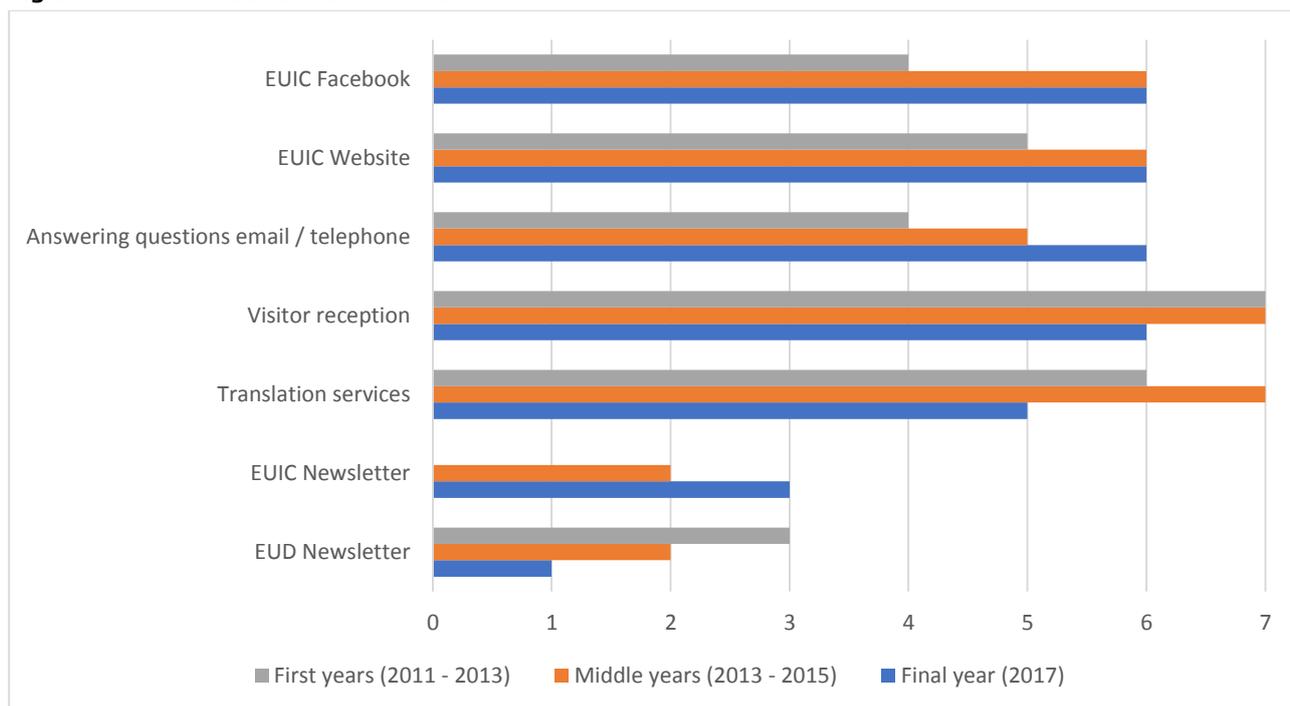
**Figure 3: Provision and dissemination of information materials**



<sup>92</sup> The evaluation team used the 2017 ToR for all IPA beneficiaries.

For the beginning years, the evaluation team used the following available ToR: Albania 2011 / 266-936, Bosnia and Herzegovina 2013 / 333-153, Kosovo 2012 / 294-096, North Macedonia 2011 / 268-448, Montenegro 2013 / 333-777, Serbia 2011 / 255-065, and Turkey 2011 / 272-840. For the middle years, the evaluation team used the following available ToR: Albania 2014 / 342-929, Bosnia and Herzegovina 2015 / 371-633, Kosovo 2015 / 368-345, North Macedonia 2015 / 362-392, Montenegro 2015 368-851, Serbia 2013 / 330-310, and Turkey 2014 / 352-473.

**Figure 4: Other communication activities**



The following information can be gathered from the ToR:

- The structures in all the IPA beneficiaries have consistently **produced and disseminated information materials**<sup>93</sup>.
- There has been an **increase** in the number of structures that: **prepare presentations; disseminate informational material** (such that as of 2017 all structures offer these services); and that **buy newspapers and relevant literature** for the EU Delegations.
- More information and communication structures offer a **Q&A database**, although each year reviewed there has been one information and communication in an IPA beneficiary that has not offered this service<sup>94</sup>. 90
- In 2017, the information and communication structures in Bosnia and Herzegovina are the only ones which are not required by the ToR to display materials, although in previous years (2013 and 2015) they were required to do so<sup>95</sup>.
- In 2017, the information and communication structures in four IPA beneficiaries provided media clipping service to the EU Delegations. In the remaining three (Bosnia and Herzegovina, Kosovo and Turkey), the information and communication structures were not expected to offer this service. However, the structures in Bosnia and Herzegovina was previously required to provide this service in 2013 and 2015.
- A **Facebook page, a website, answering questions by phone or by mail, and having a visitor reception** have been fairly consistently requested by EU Delegations in the structures in all IPA beneficiaries (except Turkey).

<sup>93</sup> In Turkey, the EU Info Centres do not produce publications or audio-visual content.

<sup>94</sup> In 2017, it was the EU Info Centre in Turkey; in 2013 it was the EU Info Centre in Bosnia and Herzegovina; and in 2015, it was the EU Info Centre in Montenegro.

<sup>95</sup> Again, there were other information and communication structures in other IPA beneficiaries that were not required to offer this service; e.g. North Macedonia (2011 and 2015) and Montenegro (2015).

- Over the years, EU Info Centre and EU Delegation **newsletters have been the least frequent service** requested in the ToR in all IPA beneficiaries<sup>96</sup>.
- All information and communication structures also **organise events** (including press events and usually provide stands at external events), **engage in media relations**, and **endeavour to reach out beyond the cities**.
- The vast majority of structures are expected to organise **Europe Day activities**, with the minor exceptions that in Bosnia and Herzegovina and Turkey, they were not foreseen in the ToR for 2017 (Bosnia and Herzegovina) and 2011 and 2014 (Turkey).
- There has been an **increase** in the number of structures expected to organise **competitions** (e.g. quizzes, sports activities) for the general public; as of 2017, except for Turkey, all structures were expected to organise competitions.

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<sup>96</sup> The structures in Albania have been requested to offer this service in 2011, 2014 and 2017; in Bosnia and Herzegovina, the structures have offered this service in 2013 and 2015; and in 2011 for structures in the North Macedonia.

Some **recent examples of types of events** organised by information and communication structures include:

- Panel discussions and debates on various topics (e.g. the environment, cyberbullying, corruption, education);
- Screening of documentaries and movies;
- Photo exhibitions;
- Events with Ambassadors of various EU countries<sup>97</sup>;
- Information days (e.g. on employment opportunities in other EU countries);
- European Film Festival events and music concerts (e.g. dedicated to the Treaty of Rome);
- Europe Day celebrations (music festivals, art competitions, bicycle rides to promote a healthy lifestyle)<sup>98</sup>.

Turkey has also hosted regional events, which aim to reach wider groups and media coverage and cover specific EU issues. For example, some events have focused on EU Food Security, Clean Energy, the Power of Women in the EU and Turkey, and the Customs Union<sup>99</sup>.

### ***1.7. Reach and engagement of information and communication structures***

The data reviewed in the 24 Final Reports **varies significantly in terms of level of detail**.

For example, the data on reach and engagement on social media platforms is sparse. Out of the 24 Final Reports, only eight reported on the number of visits to information and communication structure websites<sup>100</sup>, nine reported on number of Facebook followers/friends<sup>101</sup> and 11 on number of Twitter followers<sup>102</sup>. Some Final Reports report on Facebook likes or re-tweets or Twitter impressions instead, making comparisons of social media inherently difficult.

Furthermore, **there are issues regarding the accuracy of data on reach and engagement:**

- Some Final Reports reviewed<sup>103</sup> only present an approximate number of visitors or event participants.
- There are differences in the ways contractors collected and reported this data; it is unclear if all Final Reports consistently count event participants at all types of events (including events held outside the information and communication structures or events held by partners).
- There are also problems of double-counting; some people who might have been counted as 'visitors' for events might also have been counted as 'visitors' for receiving letters or emails<sup>104</sup>.

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<sup>97</sup> These examples are taken from the Final Report for Kosovo for the contract number 2016 / 381-777.

<sup>98</sup> These examples are taken from the Final Report for Montenegro for the contract number 2016 / 381-950.

<sup>99</sup> These examples are taken from the Final Report for Turkey for the contract number 2017 / 385-520

<sup>100</sup> Final Reports for: Albania 2012 / 293/683, 2013 / 336-807, 2014 / 342-929; Bosnia and Herzegovina 2013 / 333-153, 2015 / 371-633; Kosovo 2014 / 439-055, 2015 / 268 345, North Macedonia 2011 / 268-448.

<sup>101</sup> Final Reports for: Albania 2012 / 293/683, 2013 / 336-807, 2014 / 342-929, 2015 / 370-136; North Macedonia 2011 / 268-448; Montenegro 2015 / 368-851, 2016 381-950; Turkey 2013 / 332-034, 2014 / 352-473.

<sup>102</sup> Final Reports for: Albania 2014 / 342-929; Bosnia and Herzegovina 2013 / 333-153, 2014 / 352-955, 2015 / 371-633; North Macedonia 2015 / 362-392, 2016 376-277; Montenegro 2013 / 333-777, 2015 / 368-851, 2016 / 381-950; Serbia 2015 / 364-829; Turkey 2013 / 332-034.

<sup>103</sup> Final Reports for: North Macedonia 2015 / 362-392; Turkey 2011 / 272-840; Bosnia and Herzegovina 214 / 352-955.

<sup>104</sup> Final Report for 2016 for the North Macedonia 2016 / 376-277.

- In many of the Final Reports, the data is presented in different places, such that the evaluation team had to manually aggregate figures to arrive at particular indicators (e.g. total number of visitors).

In summary, the data is inconsistent and unreliable, which makes it difficult to conduct meaningful analysis on trends and comparisons.

### **1.7.1. Social media use and outreach**

In general, data on Facebook friends / followers, Facebook likes, and Twitter followers shows that social media use is prevalent across the IPA beneficiaries.

A review of more recent social media analytics reviewed by the evaluation team confirms that in Albania, Montenegro and Turkey the percentage of the population using social media is 96.1%, 81.9% and 60%, respectively. In Serbia, the percentage is 38.5%. No information was provided for Kosovo and the North Macedonia, although the percentage of the population using internet is 57% in Kosovo (of which 99% use the internet regularly) and 74% in the North Macedonia.

However, as the evaluation team does not have access to comparable historical data on social media use over the course of the whole period, it is not possible to confirm increases in social media use since 2011. From the data available, there seems to have been an increase of 727% in Facebook followers between October 2014 to October 2017 (from 2,865 to 20,818) in the EU Delegation in Albania's social media account. There has also been an increase of 651% in Twitter followers during the same period (from 852 to 5,548).

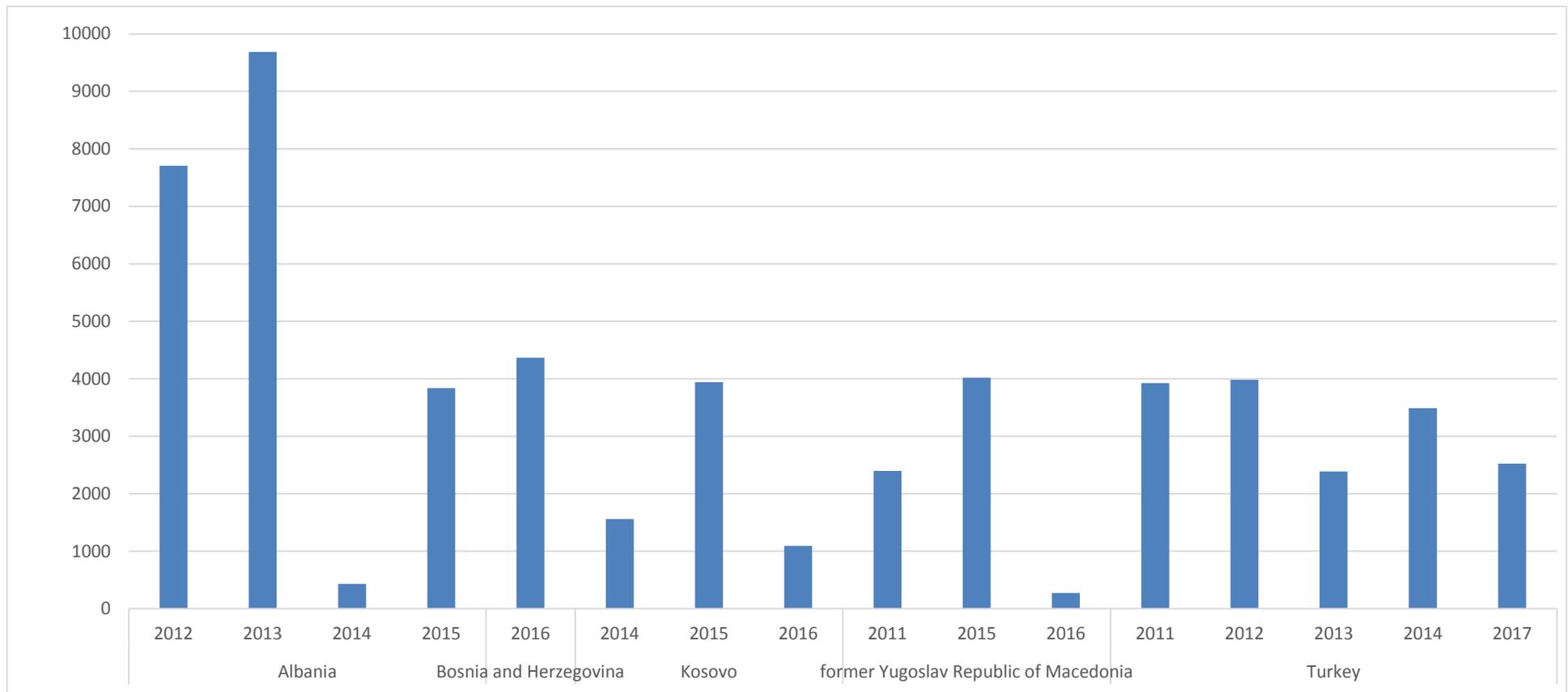
The number of website views of the EU Info Centre in Serbia increased by 165% between 2016 and 2017 (from 142,412 to 234,480). The unique number of website visitors also increased by 163% during this period (from 95,570 to 156,001).

The data suggests that social media use is prevalent. Yet, without access to historical data since 2011, combined with the aforementioned issues around variability in social media reporting in Final Reports, it is not possible to confirm increases in social media use since 2011 in the IPA beneficiaries.

### **1.7.2. Number of events, participants at events, and walk-in visitors**

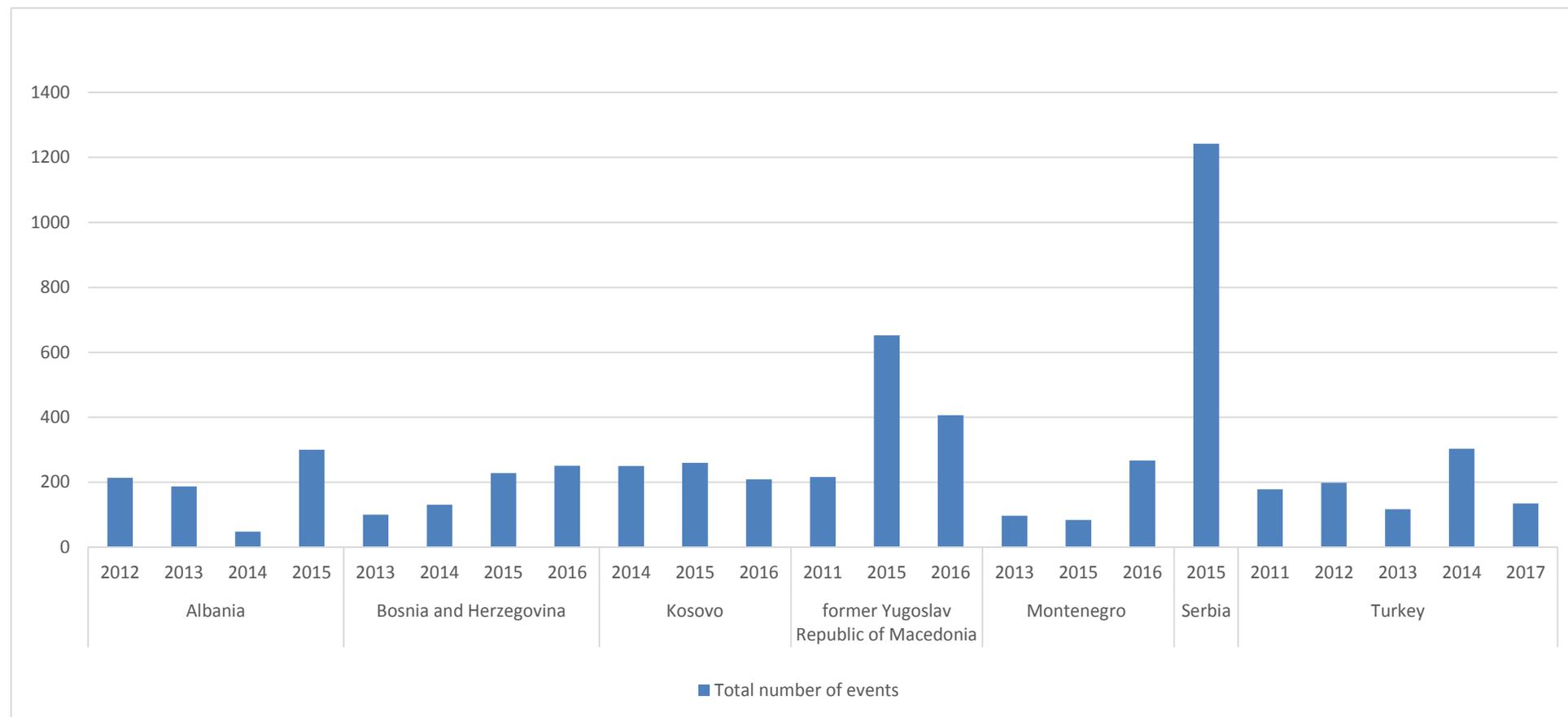
As there is more data on number of events, number of event participants, and visitor numbers, albeit with caveats on the reliability of the data (please see the respective footnotes), figures are provided below.

**Figure 5: Number of walk-in visitors IPA beneficiaries** <sup>105</sup>



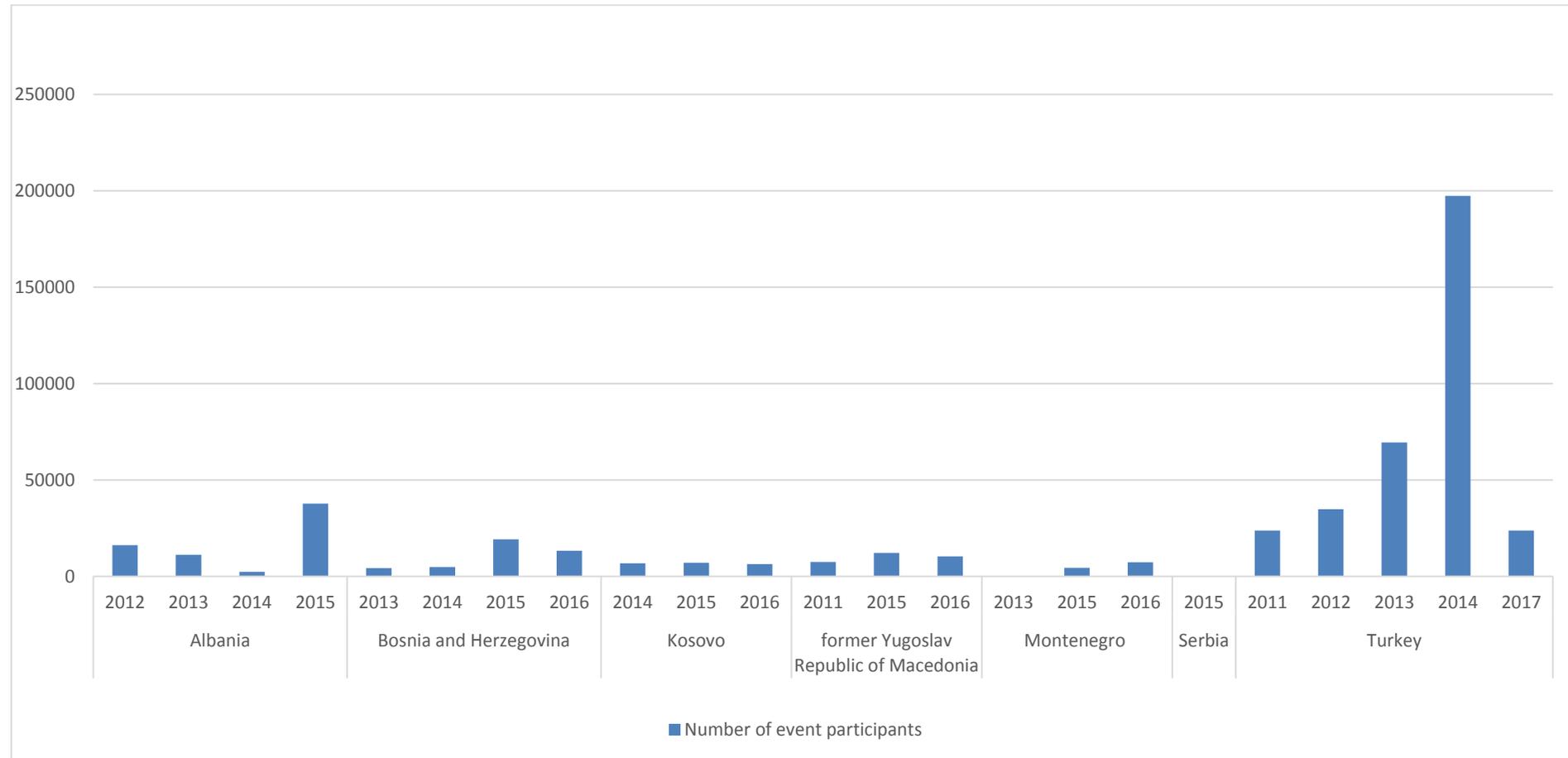
<sup>105</sup> There is a big difference between the data for 2016 and previous years for the North Macedonia; it could be that the contractors reported on what constitutes 'walk-in visitors' in a different way. The Final Report for Serbia 2015 / 364-829, which covers the years 2015 – 2018 is not clear and the team was not able to tally/aggregate the number of walk-in visitors.

**Figure 6: Number of events in IPA beneficiaries<sup>106</sup>**



<sup>106</sup> The number of events for Serbia is high because the Final Report for the contract 2015 / 364-829 covers the years 2015 – 2018. However, there are inconsistencies in the data for the other Final Reports. For example, in the Final Report for the contract number 2012 / 301-439 for Turkey, it is not clear if the number of events is 113. Similarly, in the Final Report for the contract number 2017 / 385-520 for Turkey, it is unclear if the number of events is 135; the evaluation team had to add different numbers together from the Final Report and the contractor might have counted some events twice under different categories or not mentioned other events. In the Final Report for the contract number 2015 / 362-392 for the North Macedonia, the number 652 includes events held by other partners.

**Figure 7: Number of participants at events held in IPA beneficiaries<sup>107</sup>**



<sup>107</sup> For the number of participants at events, the evaluation team often had to resort to adding figures from throughout the Final Reports or its corresponding Annexes (e.g. Final Reports for: Bosnia and Herzegovina 2013 / 333-153; Montenegro 2015 / 368-851, 2016 / 381-950). There were also inconsistencies in the Final Reports; for example, in the Final Report for the North Macedonia 2016 / 376-277, p.23 suggests there were 10,333 event participants, while p.28 of the same report notes 9,443 event participants. The Final Report for Serbia 2015 / 364-829 did not report on this data.

From the figures above, the following information can be gathered:

- By and large, the number of events has not varied significantly over the course of 2011 – 2017 in all IPA beneficiaries.
- It appears as though the number of walk-in visitors has been decreasing since 2011 to 2017. For example, this is the case in Turkey, and, according to interviews with Communication Coordinators in EU Delegations, the number of visitors has been steadily decreasing over the years<sup>108</sup>.
- In some IPA beneficiaries, the number of participants in events appears to have increased. For example, in Albania, the number of participants at events has increased from 16,183 to 37,700 during 2011 – 2015<sup>109</sup>. In Bosnia and Herzegovina, the number of participants at events has increased from 4,327 to 13,245 over 2013 – 2016<sup>110</sup>.

However, from the available data, it is **not possible to clearly discern trends** regarding events, number of event participants, and walk-in visitors over the course of the years within many IPA beneficiaries or between IPA beneficiaries.

**In light of the inconsistent data found in the Final Reports, the recent survey of EU Info Centres' Team Leaders** offers some clearer and more recent information on the number of visitors and number of people reached (directly either face-to-face, via telephone or email in the last year). The results vary significantly for Turkey and other IPA beneficiaries:

- Regarding **visitor numbers**, the majority of respondents from Turkey note that an average of up to **30 individuals visit each month**, while the majority of respondents from the other IPA beneficiaries note that more than **200 visitors visit each month**<sup>111</sup>, with some information and communication structures specifying the following<sup>112</sup>:
  - Kosovo = 300+ visitors per month;
  - Montenegro = 250-500 visitors per month;
  - Albania = 600+ visitors per month;
  - Serbia = 850-900 visitors per month; and
  - Bosnia and Herzegovina = 1,677 per month<sup>113</sup>.

What is interesting to note is that, although there are more information and communication structures in Turkey (see section 1.2 above), the number of monthly visitors to the EU Info Centres is comparatively much lower than in other IPA beneficiaries; as aforementioned, these structures are smaller than other structures in the Western Balkans and are manned by one person in the Chambers of Commerce<sup>114</sup>.

- Regarding **outreach figures**, most respondents from Turkey indicate less than 2,000 individuals reached (directly either face-to-face, via telephone or email) in the past year compared with only two respondents from other IPA beneficiary countries who indicate the same. The total number of people reached by the 13 EU Info Centres surveyed in Turkey is

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<sup>108</sup> Interviews with EU Delegation Communication Coordinators.

<sup>109</sup> For the number of participants at events, the evaluation team often had to resort to adding figures from throughout the Final Reports or its corresponding Annexes (e.g. Final Reports for: Bosnia and Herzegovina 2013 / 333-153; Montenegro 2015 / 368-851, 2016 / 381-950). There were also inconsistencies in the Final Reports; for example, in the Final Report for the North Macedonia 2016 / 376-277, p.23 suggests there were 10,333 event participants, while p.28 of the same report notes 9,443 event participants.

<sup>110</sup> Bosnia and Herzegovina Final Reports 2013 / 333-153, 2014 / 352-955, 2015 / 371-633, 2016 / 383-035

<sup>111</sup> An exception is the EU Info Centre surveyed in the North Macedonia, which noted between 51-100 visitors per month.

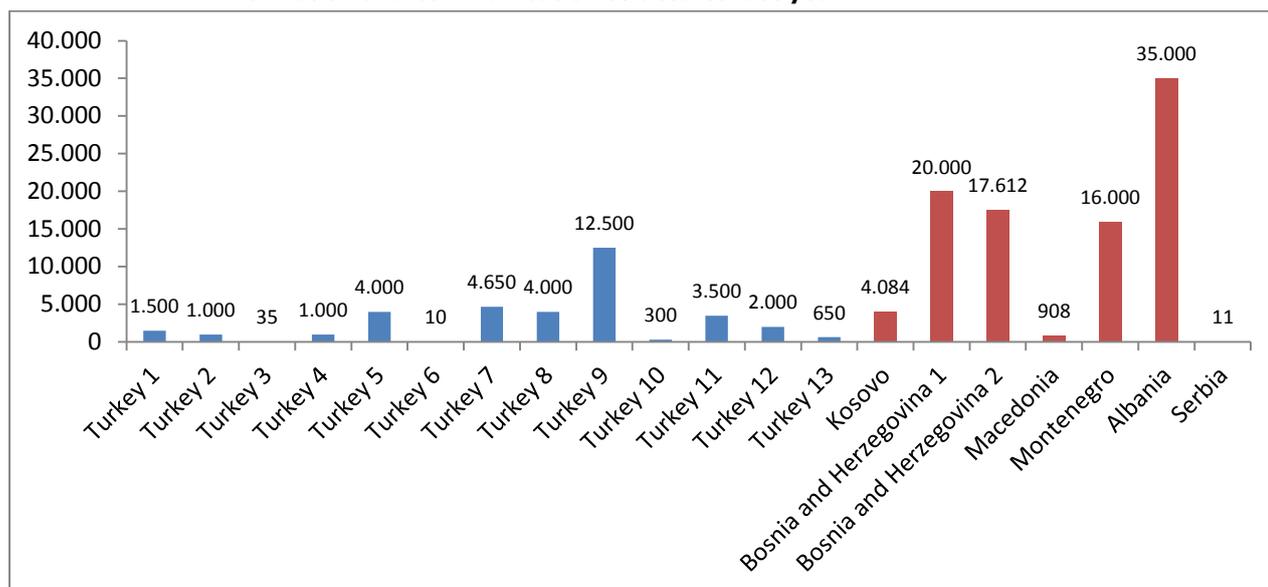
<sup>112</sup> The information is from the responses from the Survey of EUIC Team Leaders (see Annex 4 for more information).

<sup>113</sup> The information is from the responses from the Survey of EUIC Team Leaders (see Annex 4 for more information).

<sup>114</sup> Interviews with EU Delegation Communication Coordinators.

35,145 in the past year, though this compares to the 35,000 people reached by the Europe House in Albania.<sup>115</sup>

**Figure 8: Number of people reached directly either face-to-face, via telephone or email (not via multipliers) by information and communication structures last year**



As such, given the available information, the **size of the population** as well as the **number of information and communication structures** in the IPA beneficiaries **do not appear to necessarily determine the number of people reached and the number of visitors.**

<sup>115</sup> The information is from the responses from the Survey of EUIC Team Leaders (see Annex 4 for more information).

## 1. SURVEY OF EUIC TEAM LEADERS IN IPA BENEFICIARIES

The following section provides an analysis of the results for the Survey of EUIC/EUICC / EU Info Point / Europe/EU House Team Leaders in IPA Beneficiaries.

The survey was completed by the person in charge (Team Leader) in each EU Info Centre/Info Point / EU/Europe House, who have a detailed understanding of the activities and services provided, including:

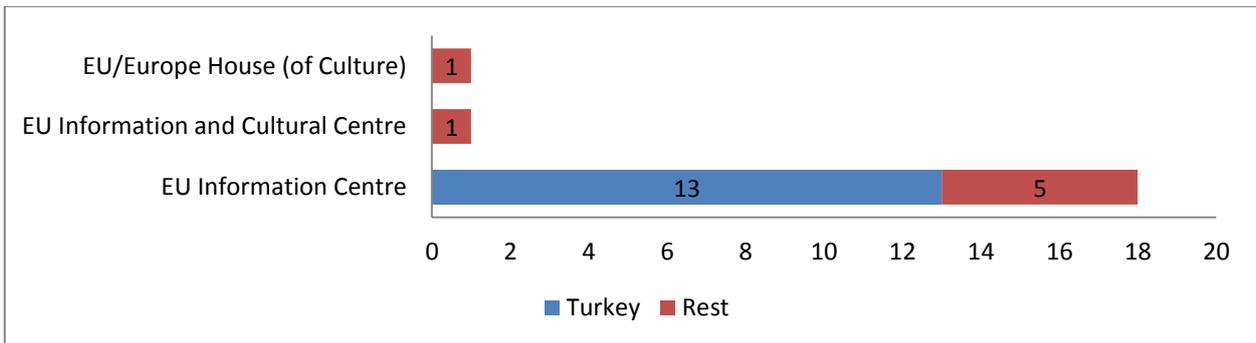
- The volume of enquiries and activities;
- Interactions with target groups, and;
- The effectiveness of different channels and tools.

In total, the team received 20 responses, including 13 from Turkey and two from Bosnia and Herzegovina (see question 2 for more information). The survey was launched on 14 July 2018 and was closed on 14 September 2018.

There were 31 questions in total and all questions required a response, except for questions 30-31. In question 30, the respondents were asked to provide the names of up to five other EU or national information providers that are, in their views, doing a good job of communicating about the EU. Question 31 asked respondents to provide any comments for how to improve the impact of the EU Info Centre/Info Point / Europe/EU House.

The following analysis is structured to present answers per survey question. Given the large number of respondents from Turkey (13) when compared to other IPA beneficiaries, the results from Turkey are clearly differentiated to enable accurate analysis and comparisons.

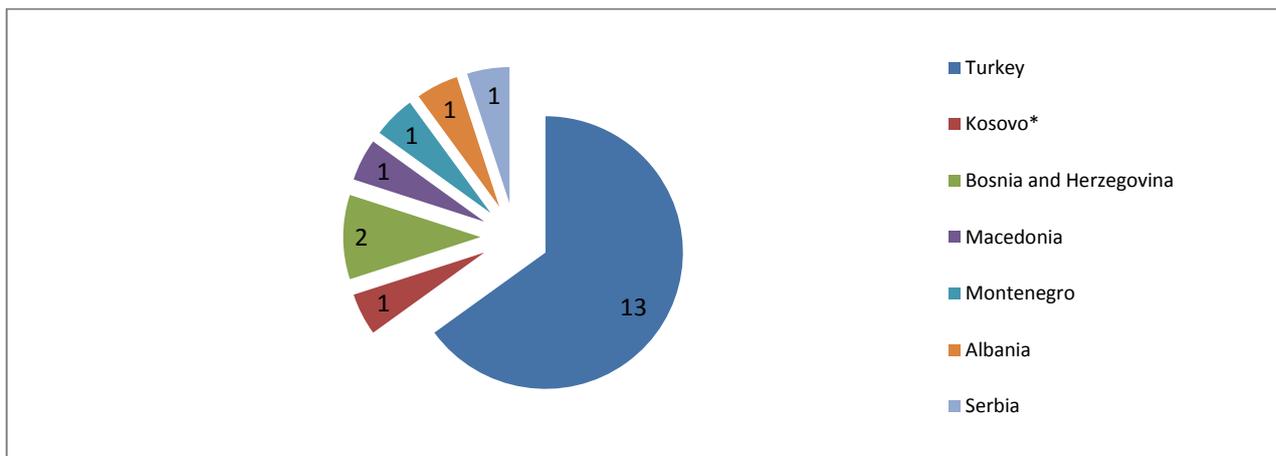
**Q1: What is the structure you work for is known as? Please note that the terms EU Info Centre / Info Point / Europe / EU House are used in this survey.**



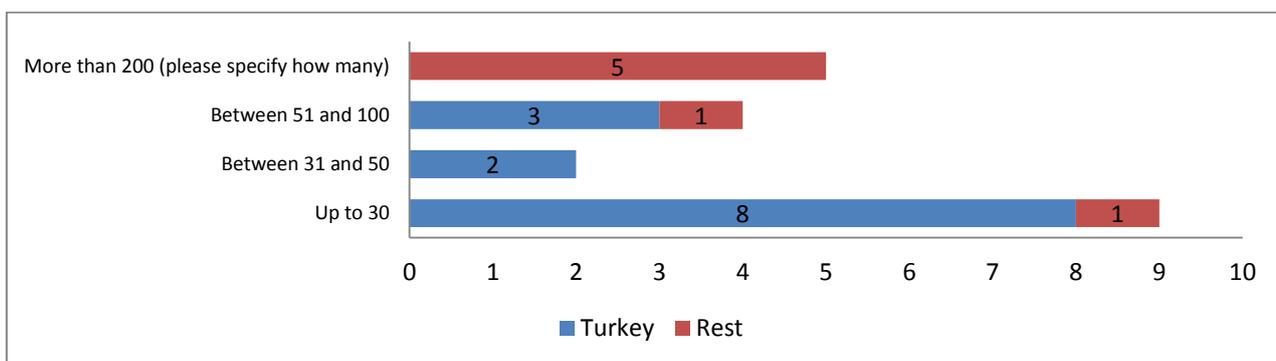
In total, 90% of respondents work for an EU Info Centre. Only two respondents from IPA beneficiaries other than Turkey work for an EU/Europe House and an EU Information and Cultural Centre.

**Q2: In which IPA beneficiary are you located?**

Thirteen responses per EU Info Centre located in Turkey were received. Two responses were received from structures located in Bosnia and Herzegovina and one response was received from each of the other IPA beneficiary countries, as shown in the figure below.



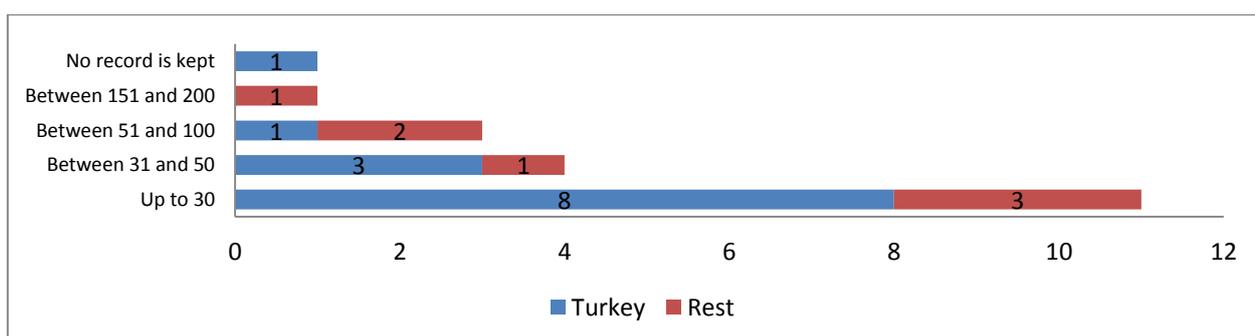
**Q3: On average, how many people (individuals not groups) visit your EU Info Centre / Info Point / Europe / EU House each month?**



The majority of respondents from Turkey note that an average of up to 30 individuals visit the relevant EU Info Centres each month. The majority of respondents from the other IPA beneficiaries note that more than 200 visitors visit each month and specified the following:

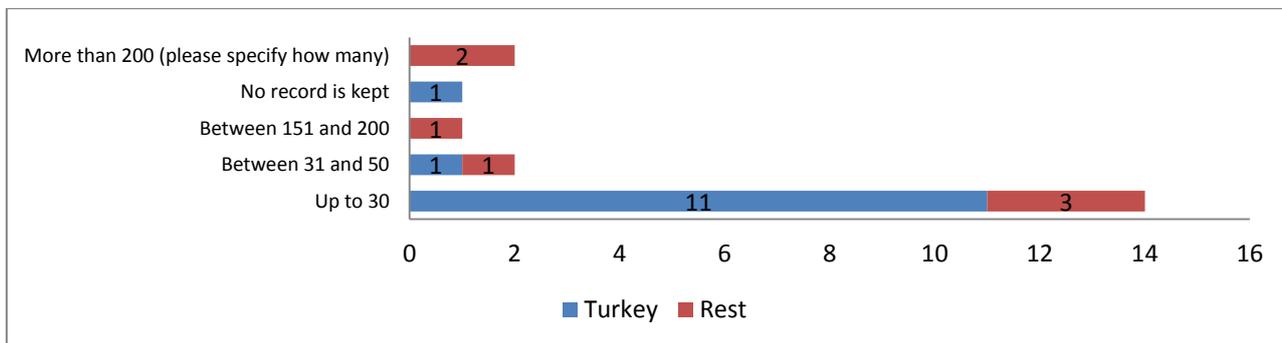
<i>Kosovo</i>	300+ (two centres in Pristina and Mitrovica North for events, internet corner and library)
<i>Bosnia and Herzegovina</i>	1,677
<i>Montenegro</i>	250-500 individuals
<i>Albania</i>	More than 600 per month
<i>Serbia</i>	Between 850 and 900

**Q4: On average, how many telephone enquiries does your EU Info Centre / Info Point / Europe / EU House each month?**



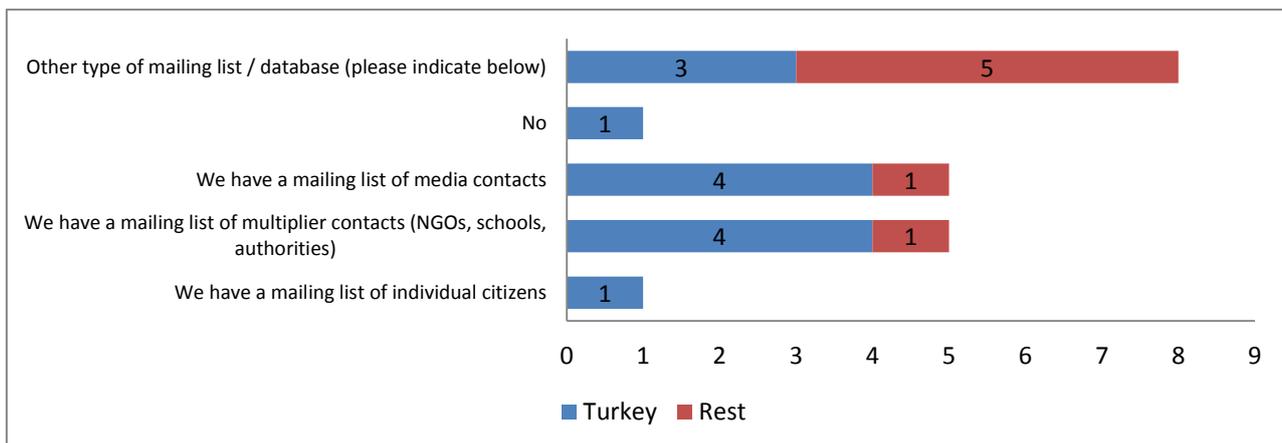
Most of the respondents from both Turkey and other IPA beneficiaries indicate that, on average, they receive up to 30 telephone enquiries each month. In IPA beneficiaries other than Turkey, this is closely followed by between 51-100.

**Q5: On average, how many email enquiries does your EU Info Centre / Info Point / Europe / EU House each month?**



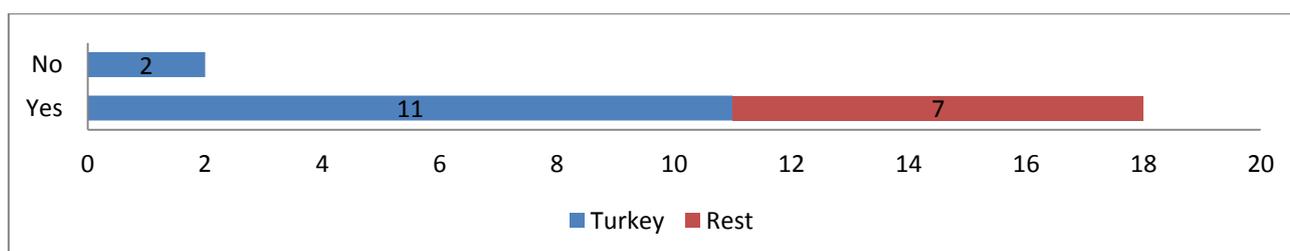
Most of the respondents note that they receive an average of up to 30 email enquiries. However, in IPA beneficiaries other than Turkey, this is closely followed by more than 200.

**Q6: Does your EU Info Centre / Info Point / Europe / EU House have an email mailing list / database of target group contacts?**



An equal number of respondents (four) from Turkey maintain mailing lists of media and multiplier (NGOs, schools, authorities, etc.) contacts. In IPA beneficiaries other than Turkey, most of the respondents maintain other types of mailing lists/databases, but these mailing lists include media contacts, multiplier contacts and individual citizens. In three cases, the lists further include government, embassies/diplomatic, and academic contacts. In Turkey, two respondents who selected 'other' note that they have a mailing list with all contacts listed above (media contacts, multiplier contacts and individual citizens); the third respondent that selected 'other' has a mailing list for member companies.

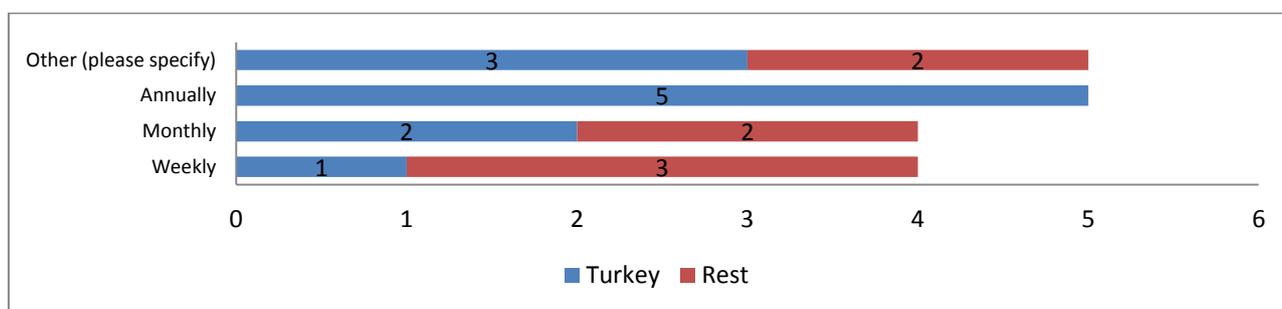
**Q7: Does your EU Info Centre / Info Point / Europe / EU House participate in outreach activities in towns other than town where it is located?**



The vast majority of respondents surveyed (18/20) note that they participate in outreach activities in towns other than where the relevant information and communication structure is located.

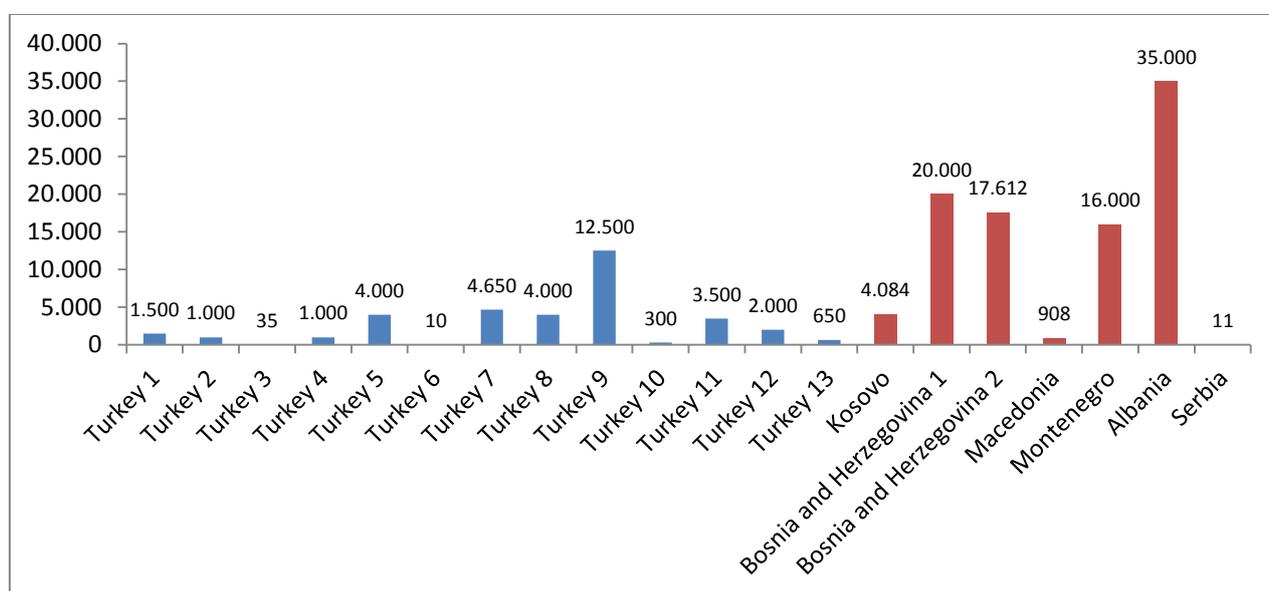


**Q8: If answer to the above is Yes, please specify the frequency.**



EU Info Centres organise outreach activities primarily on a weekly or monthly basis both in Turkey (four) and in the rest of IPA beneficiary countries (five). Only respondents from Turkey conduct annual activities (five). Five respondents who chose 'other' mentioned that they conduct biannual outreach activities.

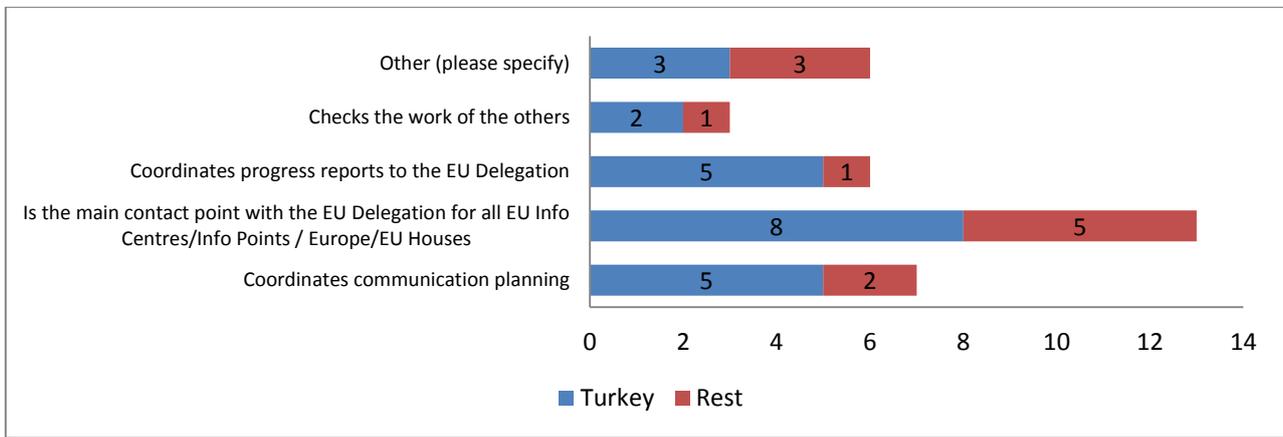
**Q9: How many people did your EU Info Centre / Info Point / Europe / EU House reach directly either face-to-face, via telephone or email (not via multipliers) over the last year?**



The data varies significantly for the number of individuals reached in Turkey compared with the responses from Team Leaders of EU Info Centres located in other IPA beneficiary countries. Most respondents from Turkey (eight) indicate less than 2,000 individuals reached compared with two respondents from other IPA beneficiary countries who indicate the same.

The information and communication structure in Albania reached the highest number of people (35,000) over the past year; this number is three times higher than the highest number of people reached by an EU Info Centre located in Turkey (12,500).

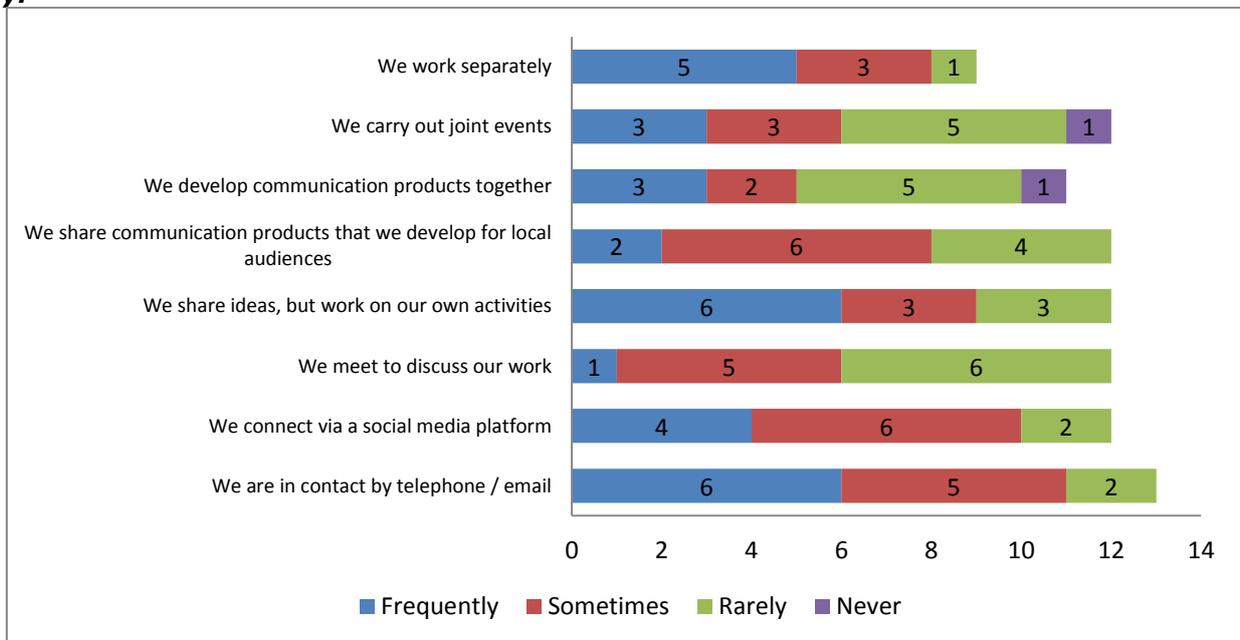
**Q10: If there is more than one EU Info Centre / Info Point / Europe / EU House that works in this IPA beneficiary, please indicate if there is any hierarchy in the way that you work together. Please tick all that apply.**



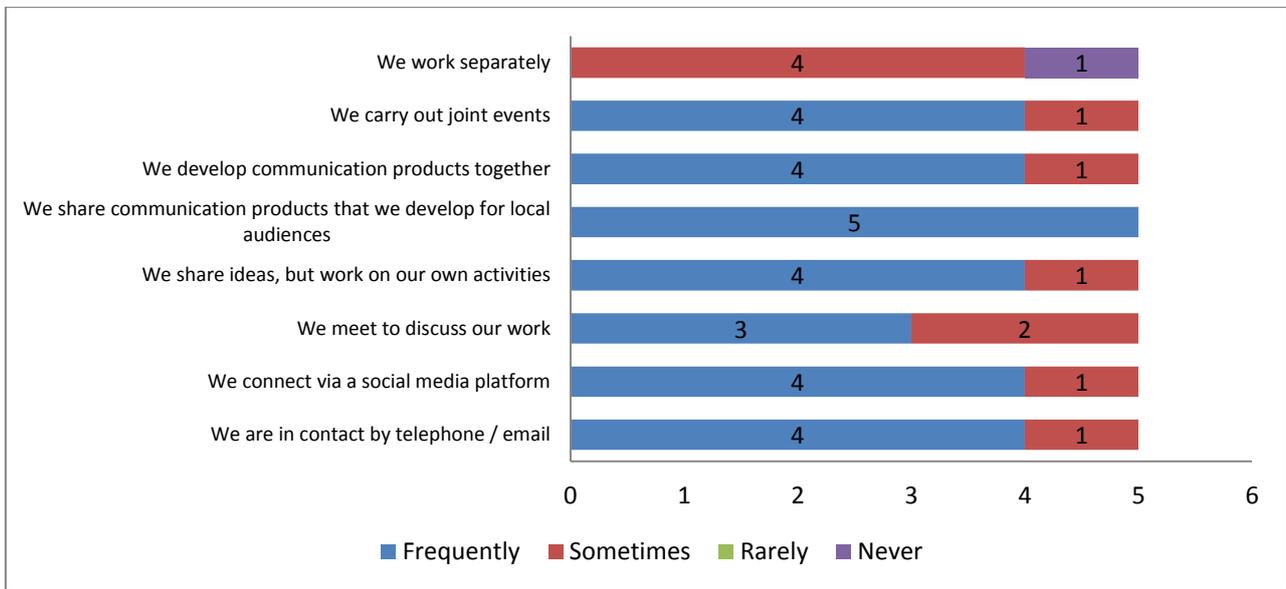
Eight respondents from Turkey and five from other IPA beneficiary countries indicate that their EU Info Centres are the main contact point with the EU Delegation. Furthermore, five Team Leaders from Turkey note that the EU Info Centres coordinate communication planning and progress report to the EU Delegation.

**Q11: If you are not the only information provider in the IPA beneficiary, how do you collaborate with other EU Info Centres / Info Points / Europe / EU Houses?**

**Turkey:**



**Other IPA beneficiaries:**

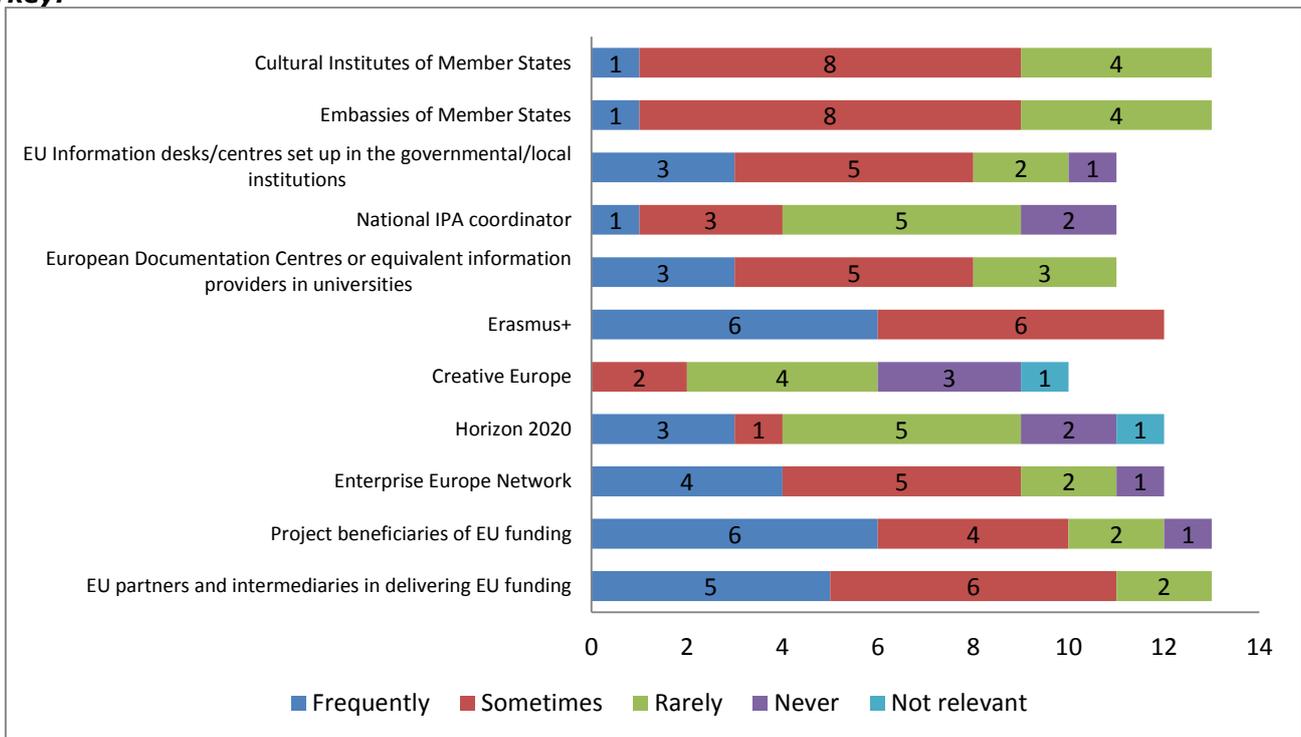


The information and communication structures use a variety of ways to collaborate with other information and communication structures in the same IPA beneficiary. The majority of them in IPA beneficiaries other than Turkey frequently share communication products developed for local audiences, carry out joint events, develop communication products together, connect via a social media platform, and are in contact by telephone / email. Four respondents indicate that the information and communication structures frequently share ideas but work on their own activities; and four note that they sometimes work separately.

The responses from Turkey provide a different picture. The results indicate that the EU Info Centres in Turkey collaborate more rarely on activities such as carrying out joint events, developing communication products together, meeting to discuss work, and sharing communication products that are developed for local audiences.

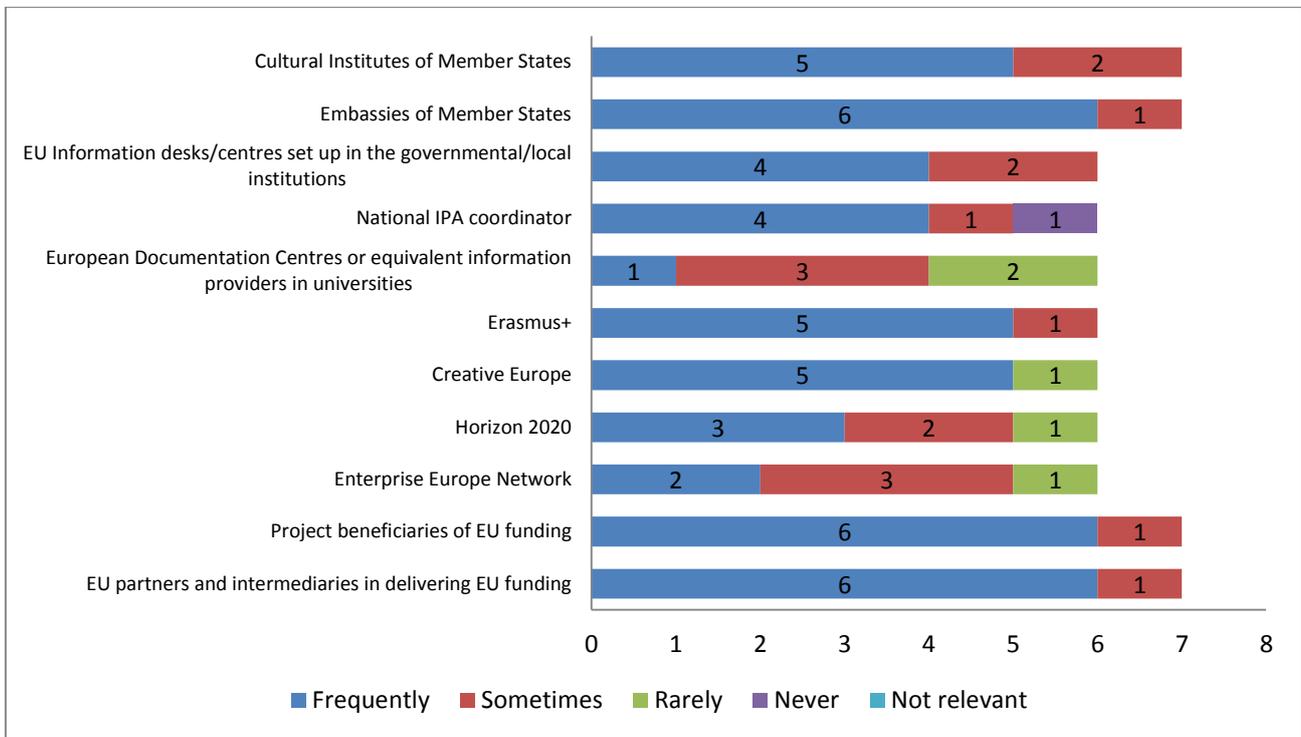
**Q12: How frequently does the EU Info Centre / Info Point / Europe / EU House where you work collaborate with other organisations / institutions providing information about the EU?**

**Turkey:**



**Other IPA beneficiaries:**

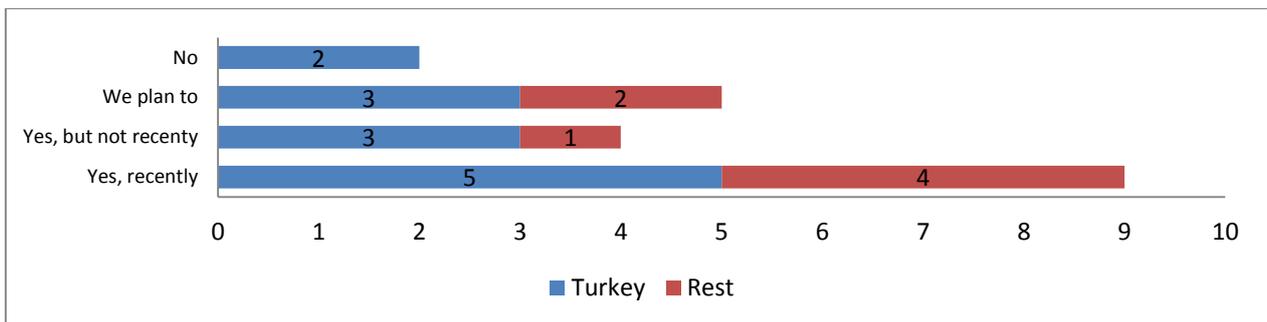




Once again, there is a difference in the frequency of collaboration with other organisations / institutions between Turkey and other IPA beneficiaries. The level of collaboration in IPA beneficiaries other than Turkey is generally frequent across the board, particularly with project beneficiaries, EU partners and intermediaries, Embassies of Member States, cultural institutes of Member States, Creative Europe, and Erasmus+. The information and communication structures collaborate less frequently (and even rarely) with European Documentation Centres (or equivalents), Enterprise Europe Network, and Horizon 2020.

In Turkey, the EU Info Centres generally collaborate less frequently with other organisations / institutions. For example, there is sometimes collaboration with cultural institutes of Member States, Embassies with Member States, EU partners and intermediaries, and Erasmus+. In Turkey, respondents collaborate rarely or never with Creative Europe, Horizon 2020, and national IPA coordinators.

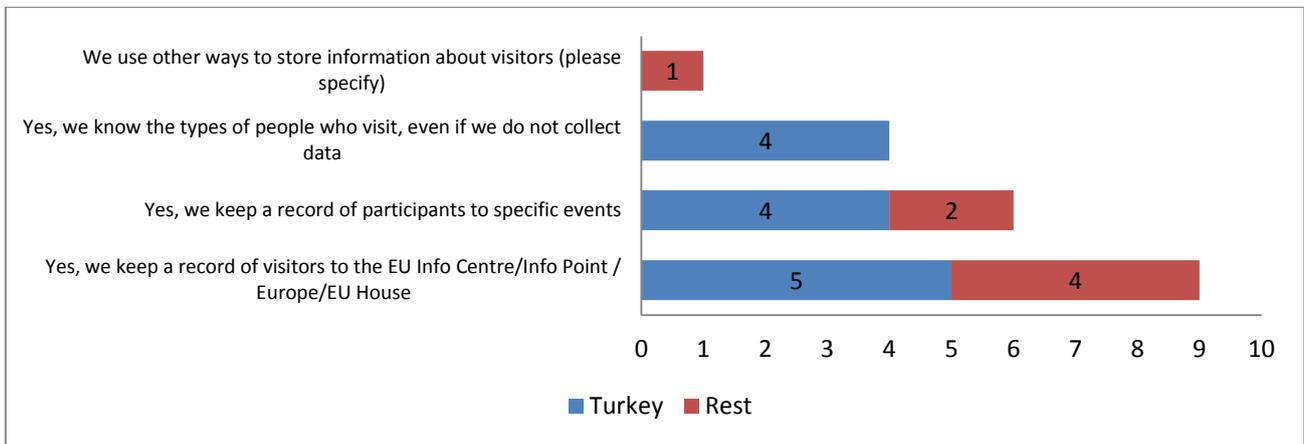
**Q13: Does the EU Info Centre / Info Point / Europe / EU House carry out research into what target groups want to know about the EU?**



Most EU Info Centres have carried out or are planning on carrying out research into what target groups want to know about the EU. Only two respondents from Turkey do not carry out such research. Research was carried out recently in the majority of EU Info Centres located in Turkey (five) and in other IPA beneficiary countries (four).

**Q14: Do you store information about who visits the EU Info Centre / Info Point / Europe / EU House?**

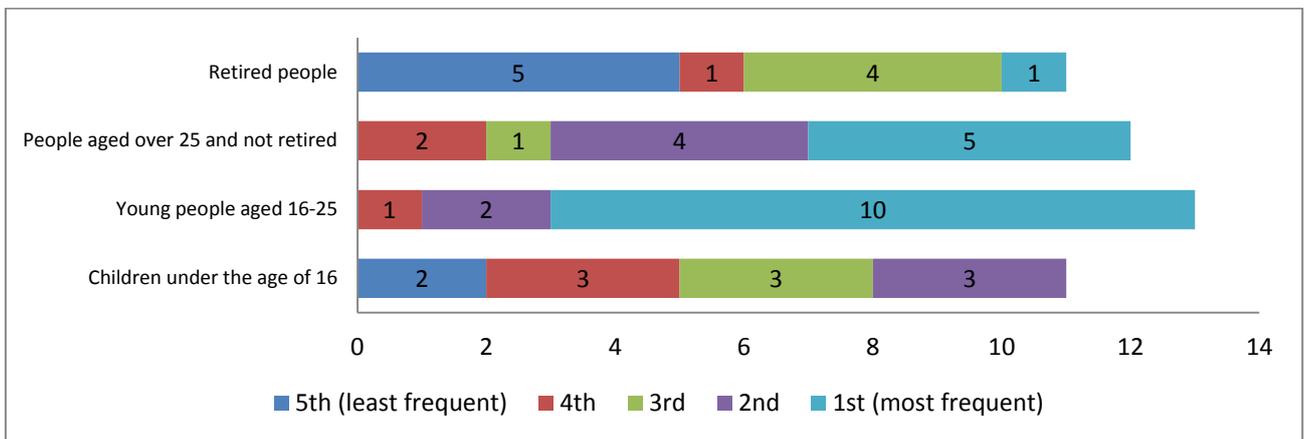




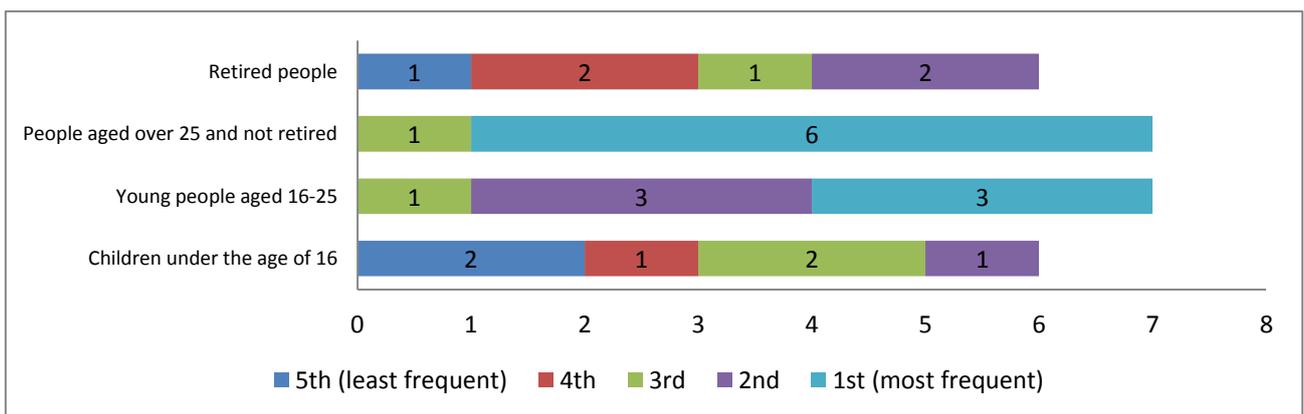
Nine respondents keep a record of visitors and six keep a record of participants to specific events. All Team Leaders in IPA beneficiaries other than Turkey store information and collect data about visitors. Four respondents from Turkey do not collect data, but know the types of people who visitors.

**Q15: Please indicate most frequent types of visitors by age group to the EU Info Centre / Info Point / Europe / EU House**

**Turkey:**



**Other IPA beneficiaries:**

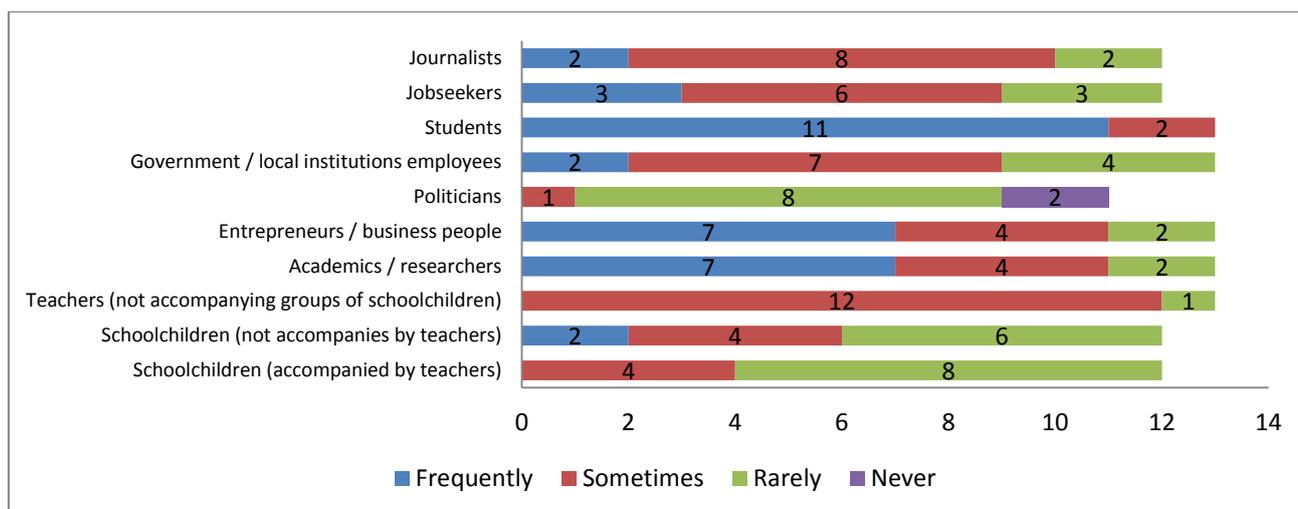


In both Turkey and other IPA beneficiaries, young people aged 16-25 are the most frequent type of visitors to EU Info Centres, closely followed by people aged over 25. Overall, retired people are the least frequent type of visitors to EU Info Centres in Turkey and are among the least frequent type of visitors in other IPA beneficiaries.

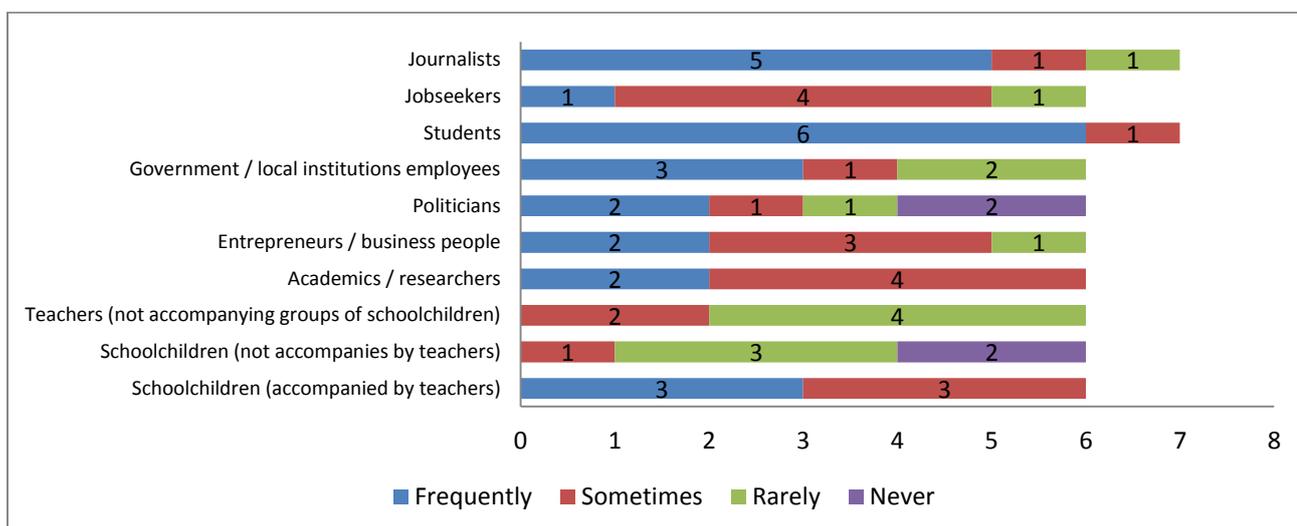
Regarding children under the age of 16, respondents are more divided; in all IPA beneficiaries, this category of visitors is equally in a range of least frequent to second most frequent.

**Q16: Please indicate most frequent types of visitors by type of occupation to the EU Info Centre / Info Point / Europe / EU House.**

**Turkey:**



**Other IPA beneficiaries:**



The profile of the most frequent type of visitors to the information and communication structures are different in Turkey compared to the rest of IPA beneficiaries. The only exception is for students, who were identified as the most frequent type of visitors by 17 respondents in total.

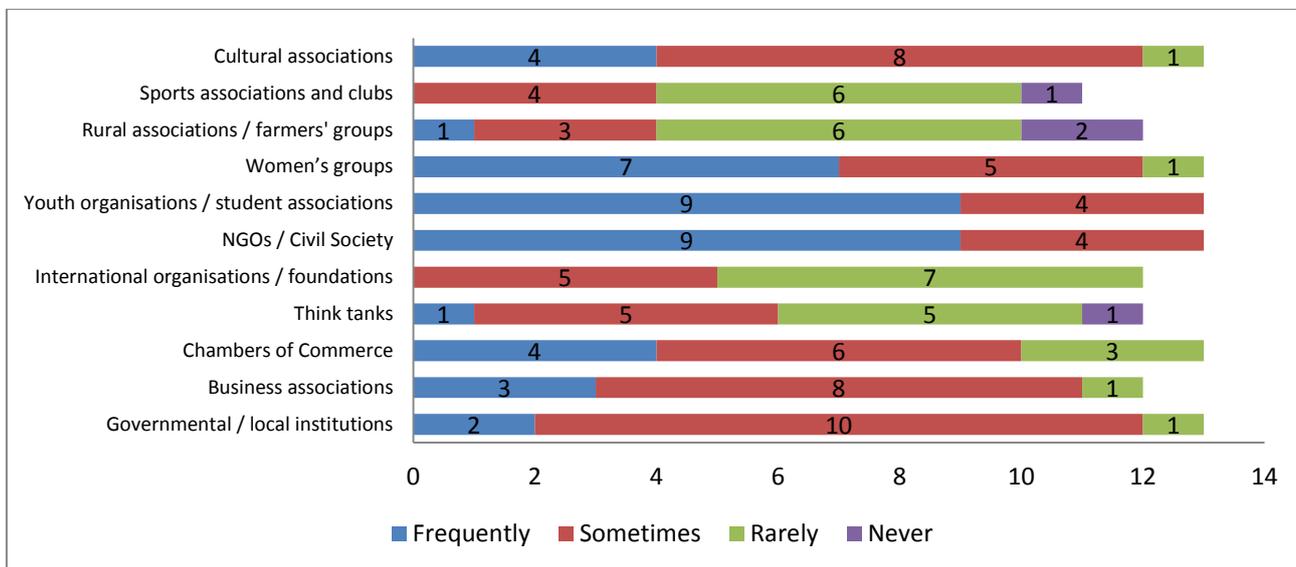
The most frequent types of visitors in Turkey after students are entrepreneurs and academics, whereas in other IPA beneficiaries these types of visitors visit sometimes. Journalists sometimes visit the EU Info Centres in Turkey compared to other IPA beneficiaries, where journalists are identified as the second most frequent type of visitors after students.

In Turkey and other IPA beneficiaries, politicians and schoolchildren visit less frequently than other types of visitors, albeit more frequently in other IPA beneficiaries than in Turkey.

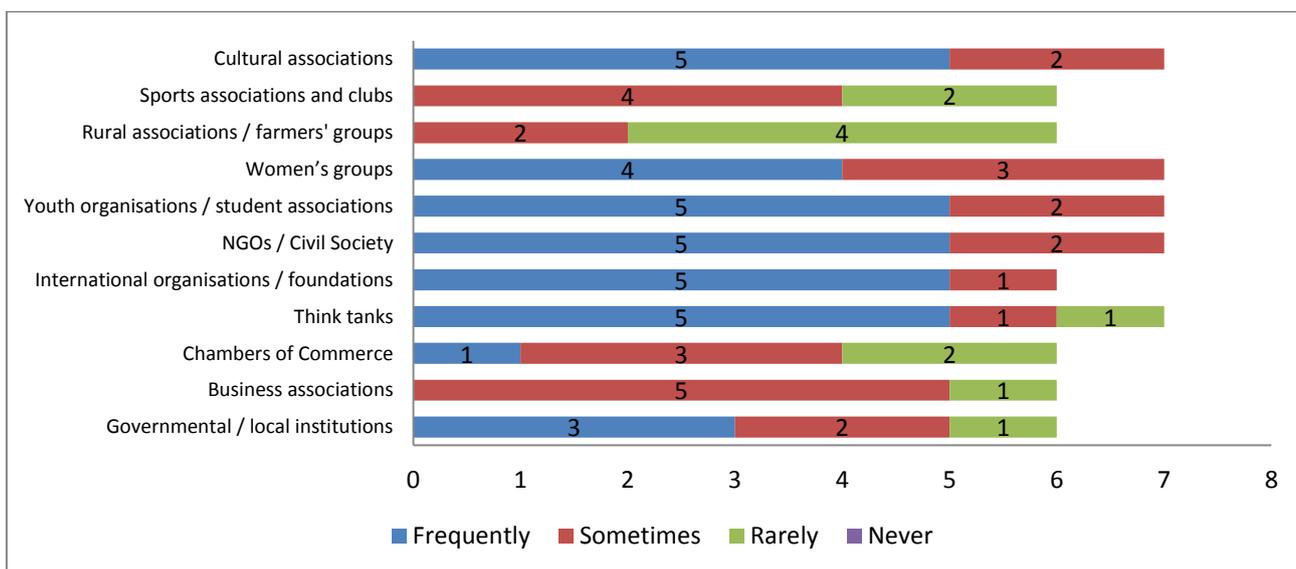
**Q17: Please indicate most frequent types of organisation by type of occupation to the EU Info Centre / Info Point / Europe / EU House.**

**Turkey:**





**Other IPA beneficiaries:**



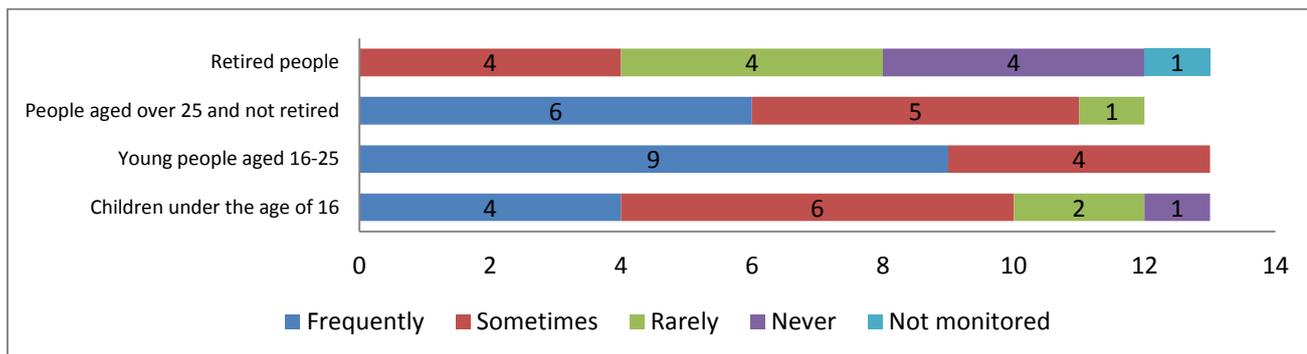
Youth organisations and NGOs / civil society have been identified by the majority of respondents in all IPA beneficiaries as the most frequent types of visitors to EU Info Centres by type of organisation.

According to ten respondents from Turkey, local / governmental institutions sometimes visit the EU Info Centres. In contrast, a slight majority of governmental / local institutions frequently visit the EU Info Centres located in other IPA beneficiaries. Similarly, think tanks as well as international organisations / foundations visit sometimes or rarely in Turkey, but frequently in other IPA beneficiaries.

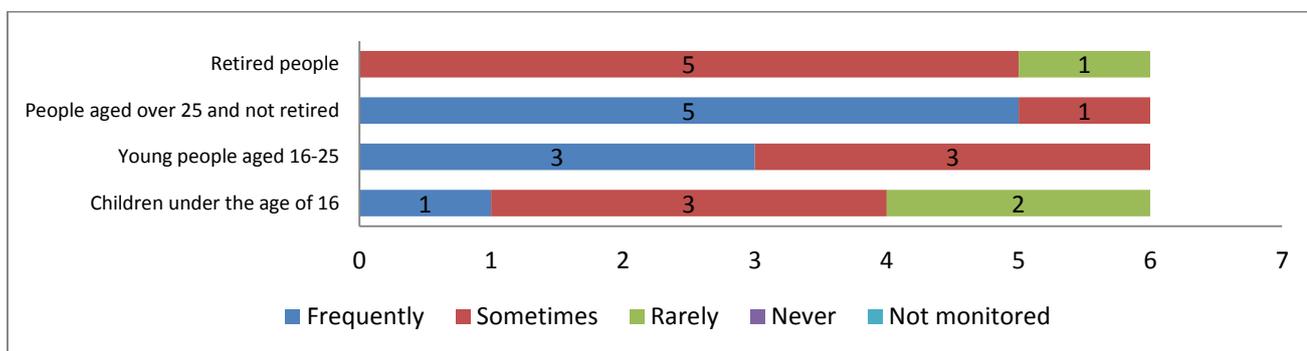
In all IPA beneficiaries, business associations and chambers of commerce generally visit only sometimes.

**Q18: How frequently do the Info Centre / Info Point / Europe / EU House experts go to meet with the following target groups (by age) outside the Info Centre / Info Point / Europe / EU House?**

**Turkey:**



**Other IPA beneficiaries:**

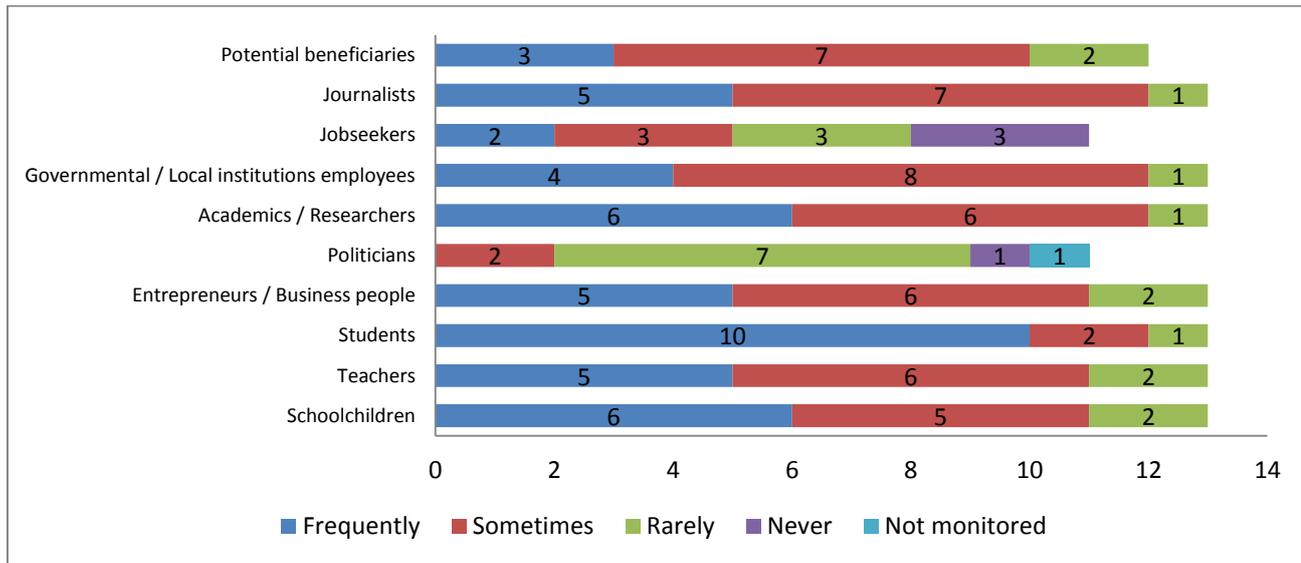


The information and communication structures' experts most frequently visit young people aged 16-25 and people aged over 25 according to the majority respondents. Children under the age of 16 are sometimes (nine responses) or rarely visited (four responses).

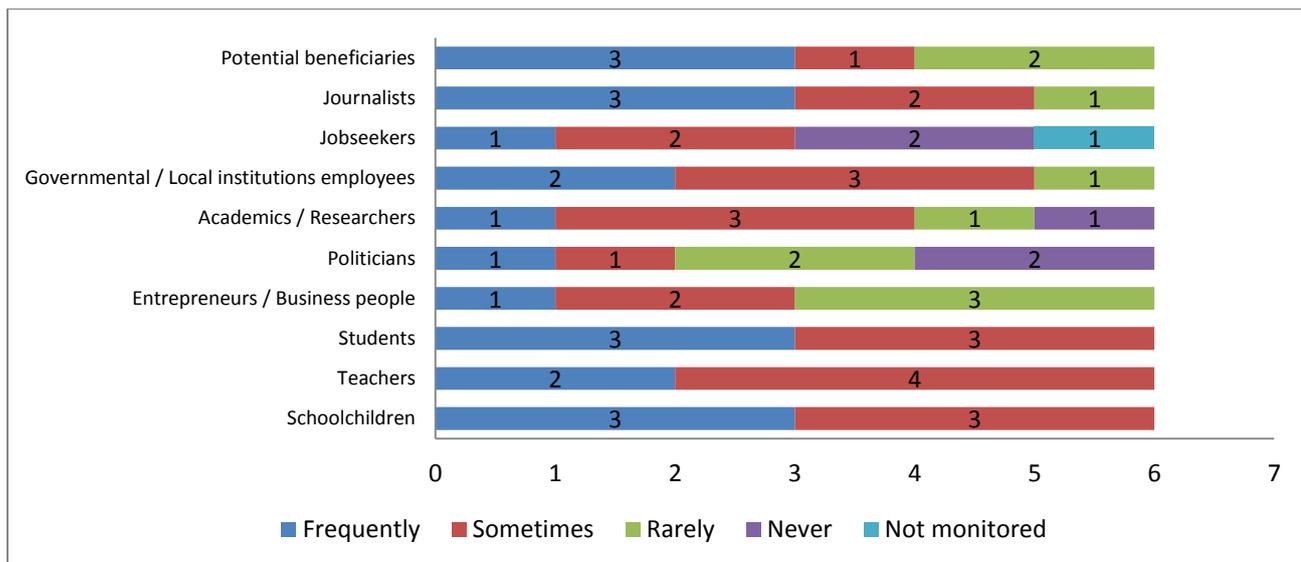
Opinion among respondents from Turkey is divided regarding retired people, as four respondents equally selected frequently, sometimes, rarely and never. In other IPA beneficiaries the majority respondents sometimes visit retired people outside the EU Info Centres.

**Q19: How frequently do the Info Centre / Info Point / Europe / EU House experts go to meet with the following target groups by occupation outside the Info Centre / Info Point / Europe / EU House?**

**Turkey:**



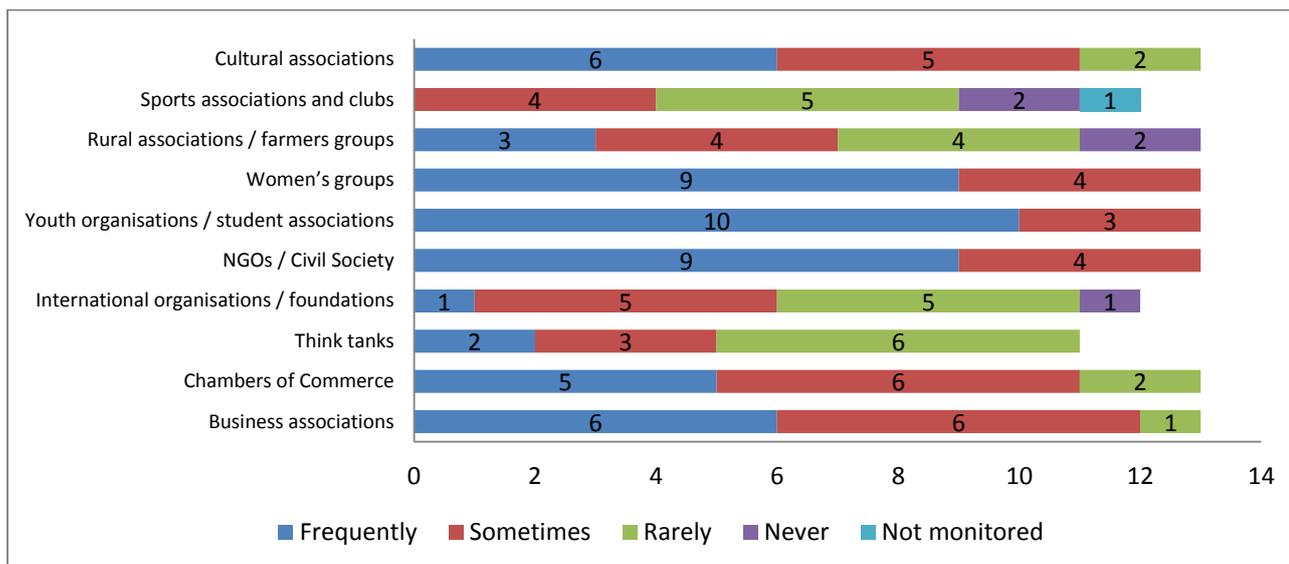
**Other IPA beneficiaries:**



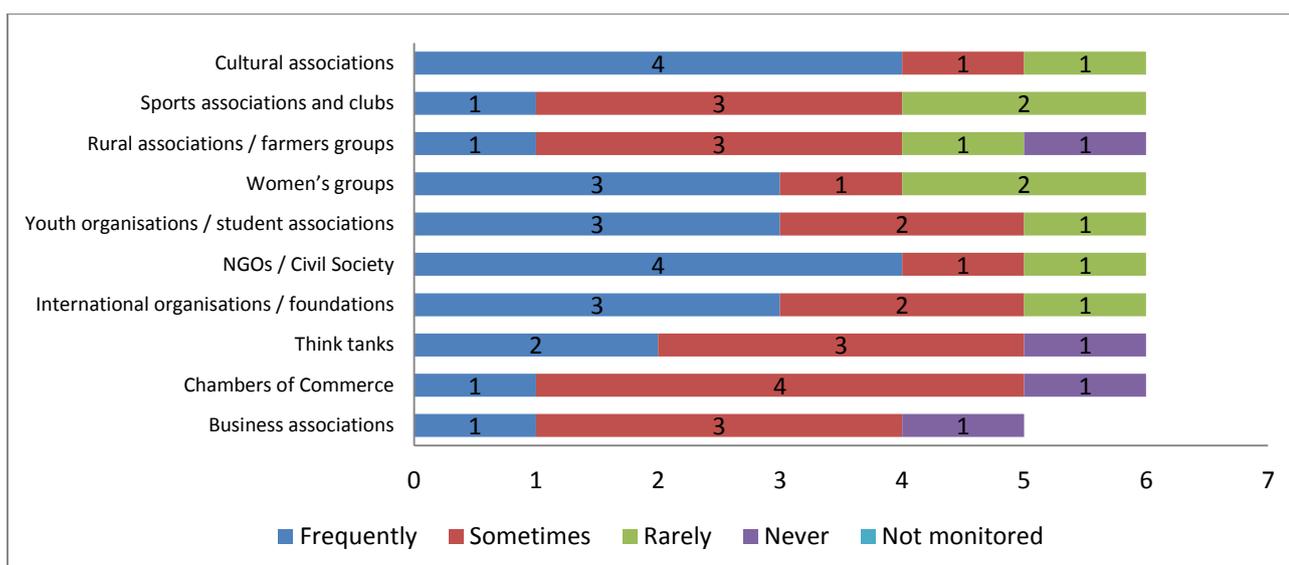
Overall, experts meet with almost all target groups outside the information and communication structures either frequently or sometimes. Experts rarely meet politicians in Turkey, and this group is also among the least frequently met group in other IPA beneficiaries. Entrepreneurs / business people are more frequently met by experts in Turkey than in other IPA beneficiaries. Jobseekers have also been identified by three respondents in Turkey and two from other IPA beneficiary country as a group that experts never meet.

**Q20: How frequently do staff from your Info Centre / Info Point / Europe / EU House go to meet with the following target groups by organisation / association outside the Info Centre / Info Point / Europe / EU House?**

**Turkey:**



**Other IPA beneficiaries:**

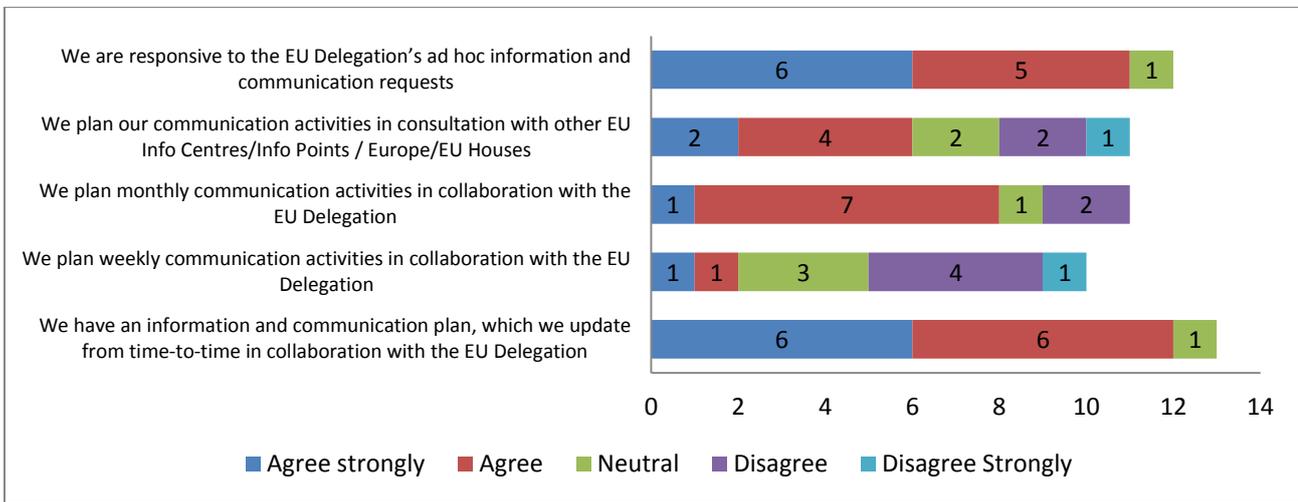


According to the majority of respondents, staff from EU Info Centres meet with the majority of target organisations outside the EU Info Centres. In particular, youth organisations (thirteen), women's groups (twelve) and NGOs / civil society (thirteen) are identified by respondents in all IPA beneficiaries as the organisations that staff most frequently meet with. Chambers of Commerce and business associations are met more frequently by staff in Turkey than in other IPA beneficiaries, whereas the inverse is true for cultural associations, think tanks, and international organisations / foundations.

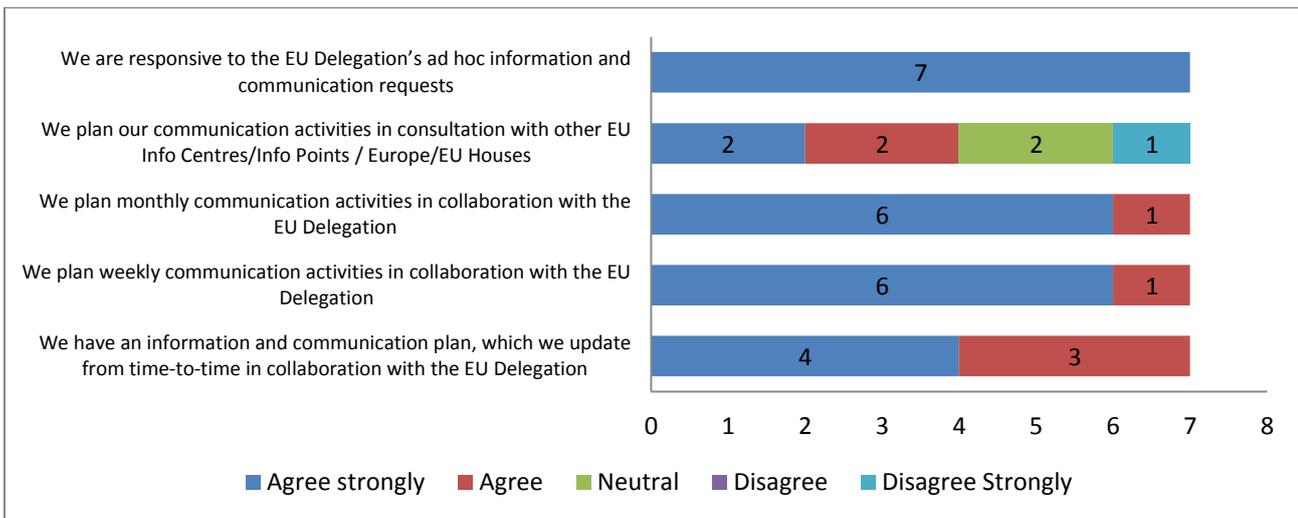
**Q21: Please explain the Info Centre / Info Point / Europe / EU House's approach to information and communication planning.**

**Turkey:**





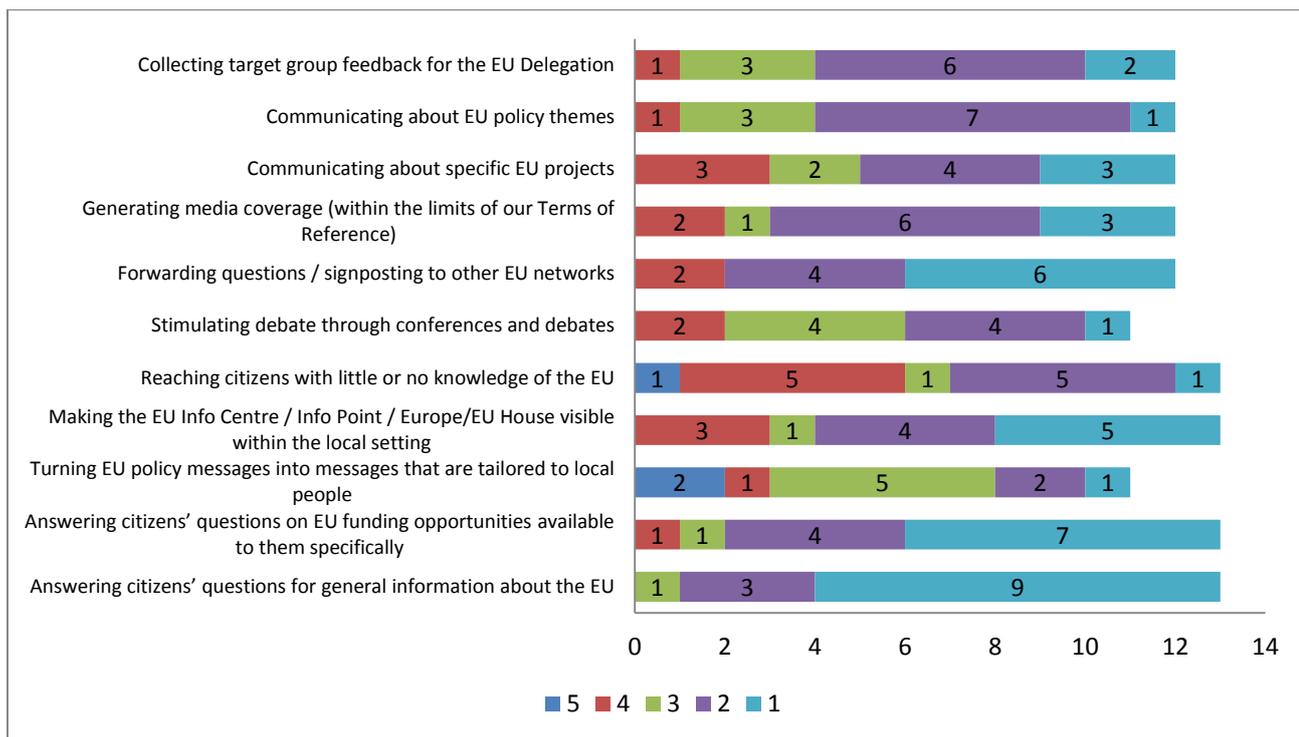
**Other IPA beneficiaries:**



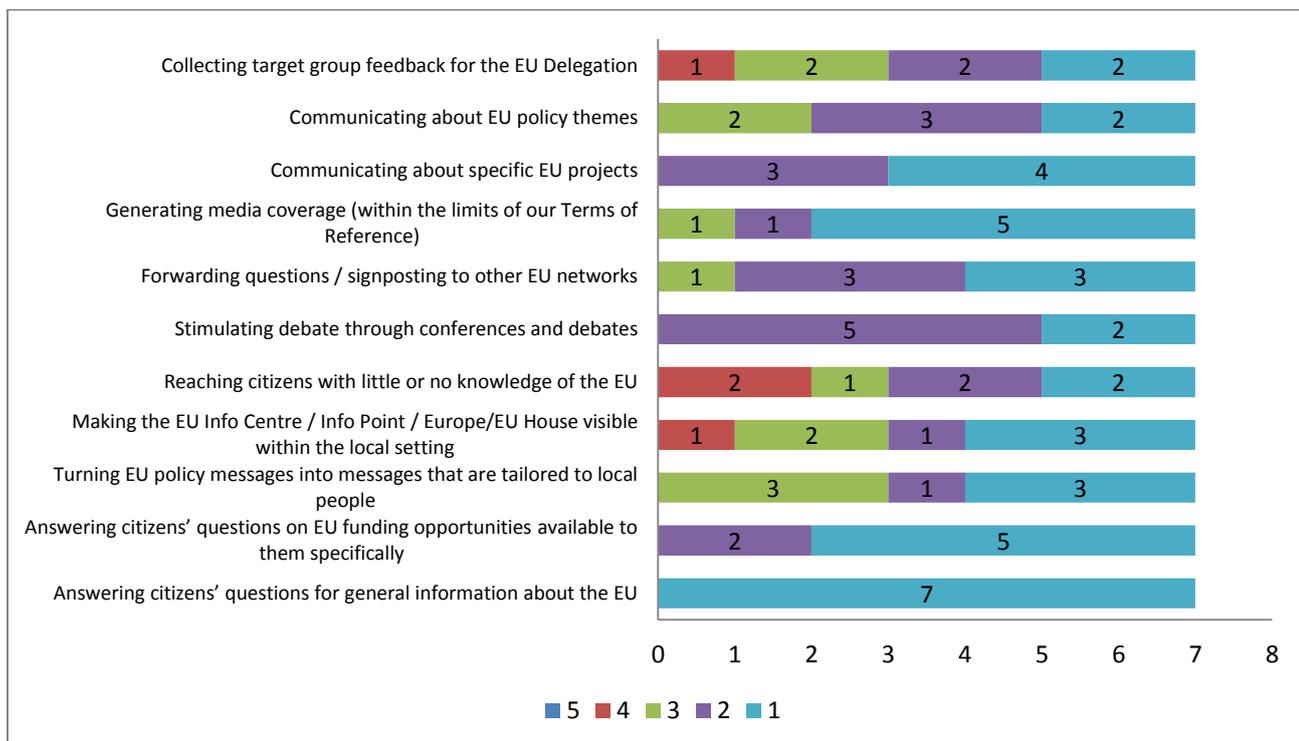
In general, respondents from all IPA beneficiaries agree with the above statements, although more respondents in other IPA beneficiaries 'agree strongly' with the above statements than in Turkey. An exception to this is the statement 'we plan weekly communication activities in collaboration with the EU Delegation', for which respondents in Turkey note that they 'disagree' (four respondents) or are neutral (three) compared with two who 'agree strongly' or 'agree'.

**Q22: Please rate the level of challenge faced by the EU Info Centre / Info Point / Europe / EU House to carry out the following activity. 1 is not very difficult and 5 is very difficult.**

**Turkey:**



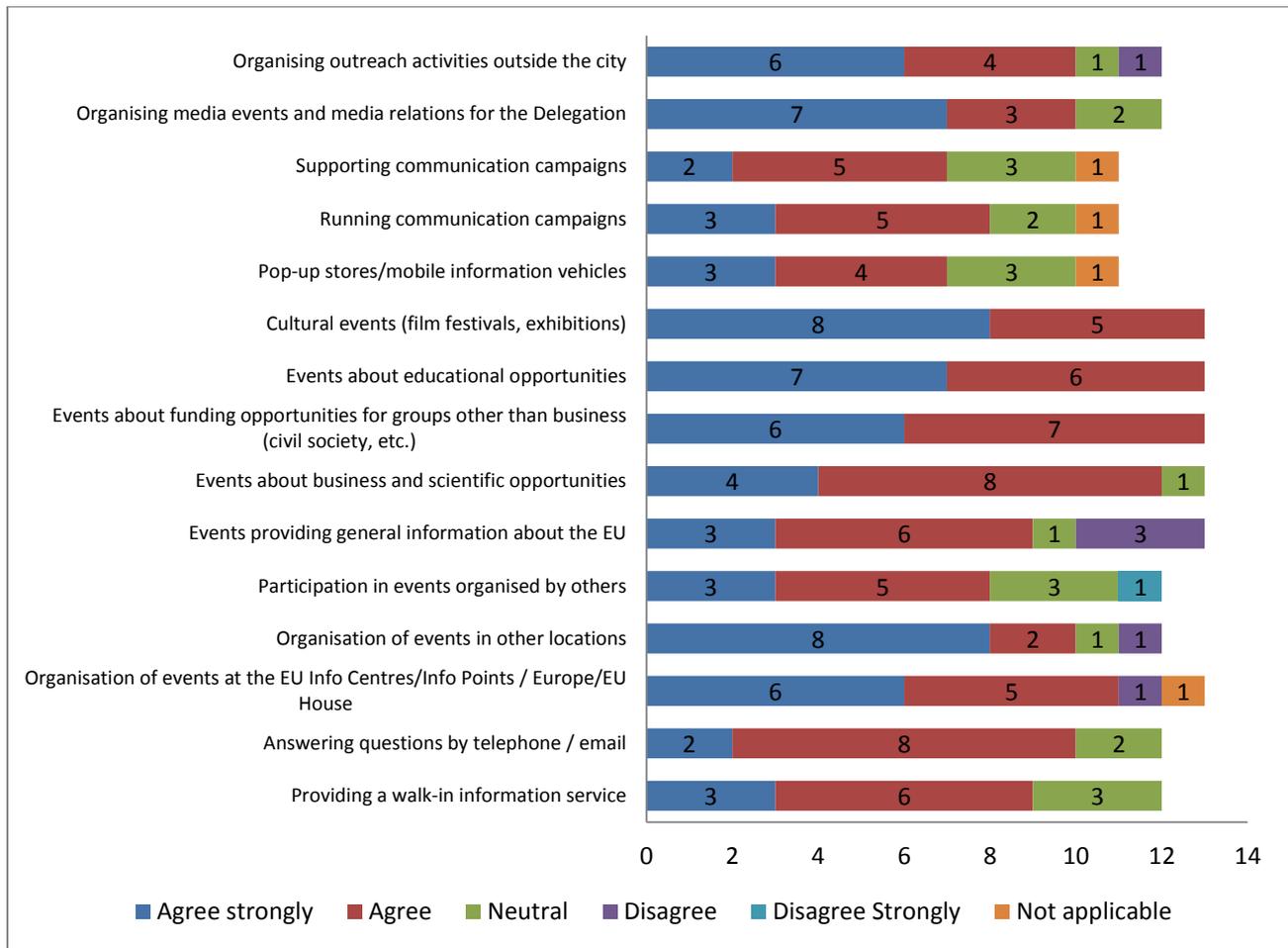
**Other IPA beneficiaries:**



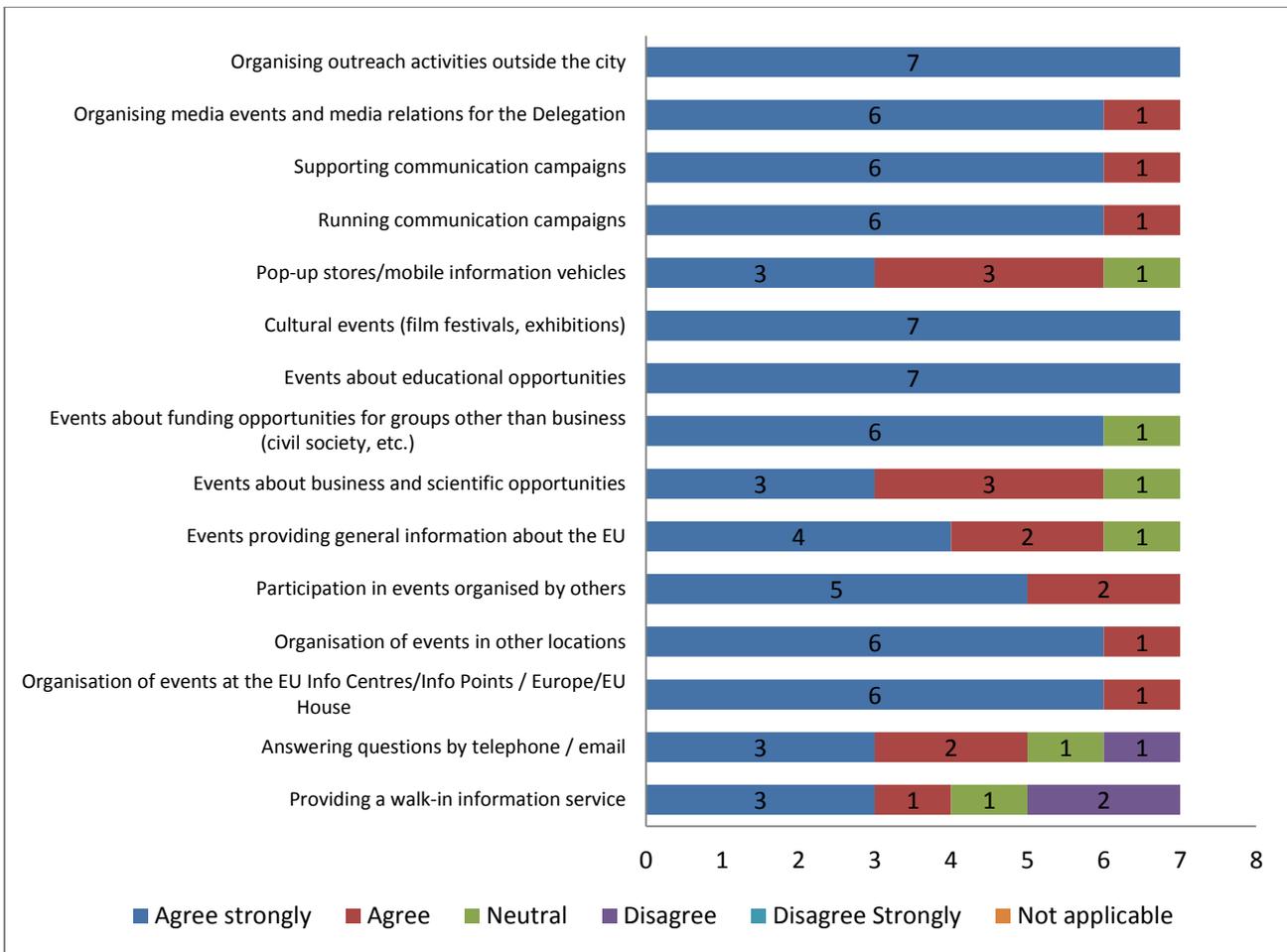
The level of challenges faced by information and communication structures to carry out activities is considered to be not very difficult by the majority of respondents. Answering citizens' questions for general information about the EU (16) and answering citizens' questions on EU funding opportunities available to them specifically (12) are factors that have been rated '1' the most. Reaching citizens with little or no knowledge of the EU is a factor that has been rated '4' or '5' the most (eight respondents).

**Q23: Do you consider that the cost of the following activities reflects their level of usefulness?**

**Turkey:**



**Other IPA beneficiaries:**

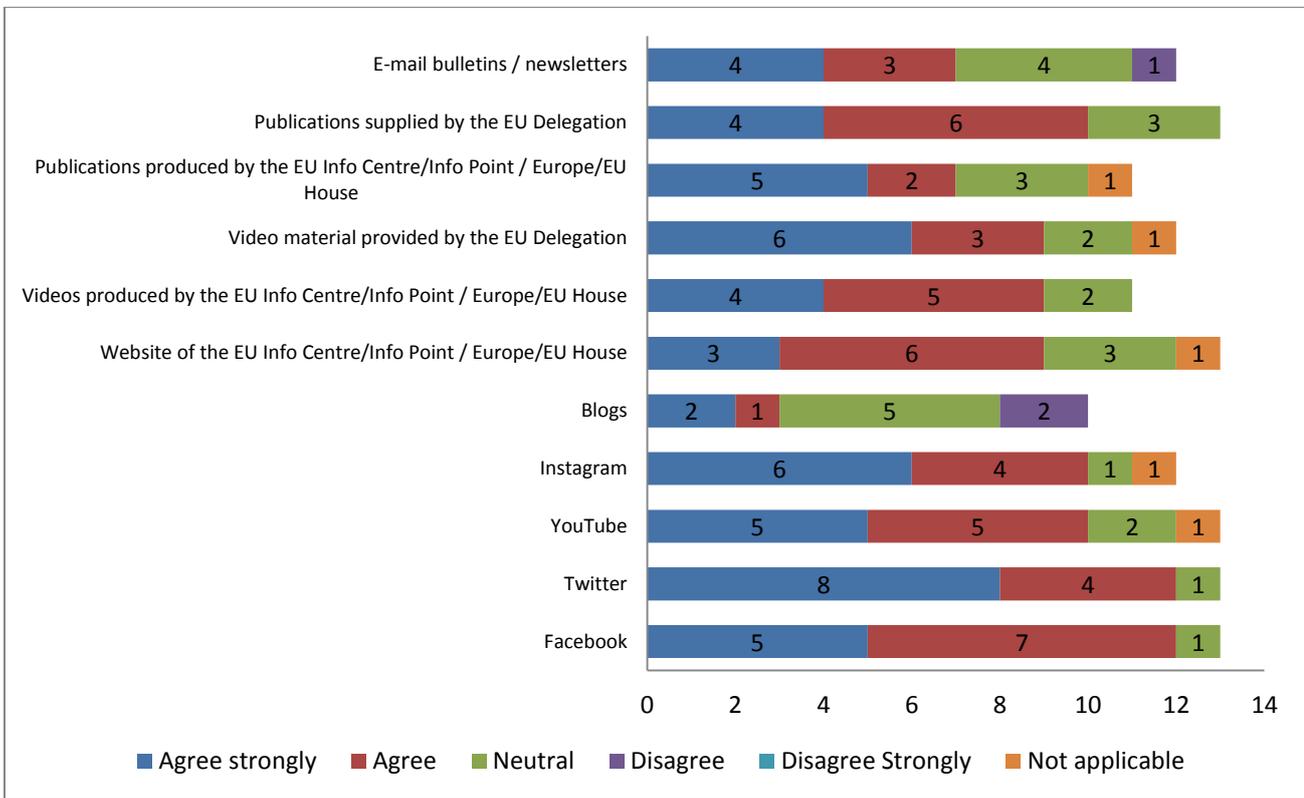


The vast majority of respondents 'agree' or 'agree strongly' with the fact that the costs of the stated activities reflect their level of usefulness. More respondents from other IPA beneficiaries selected 'agree strongly' than in Turkey.

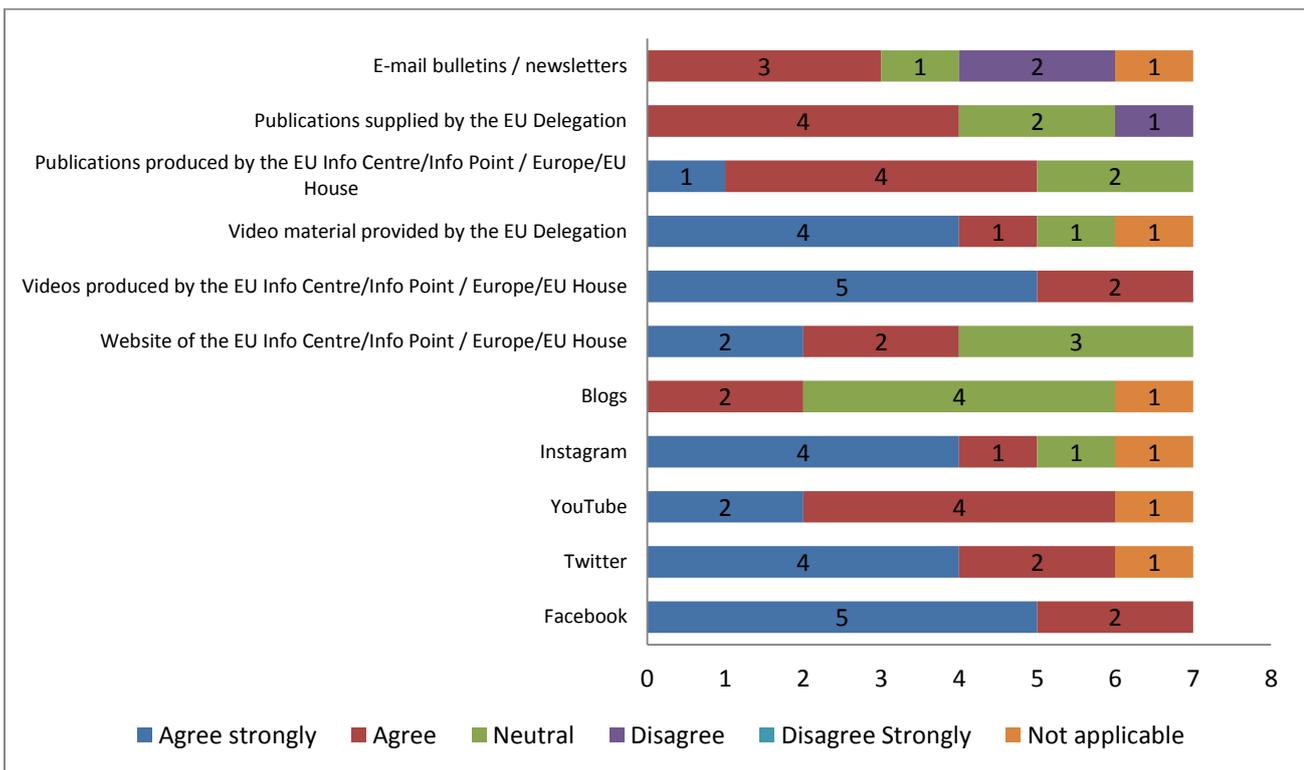
Three respondents from Turkey disagree that the costs of events providing general information about the EU reflect their usefulness. Two respondents in other IPA beneficiary countries also disagree that the costs for providing a walk-in information service reflects its usefulness.

**Q24: Do you consider that the cost of the following channels has reflected their level of usefulness?**

**Turkey:**



**Other IPA beneficiaries:**



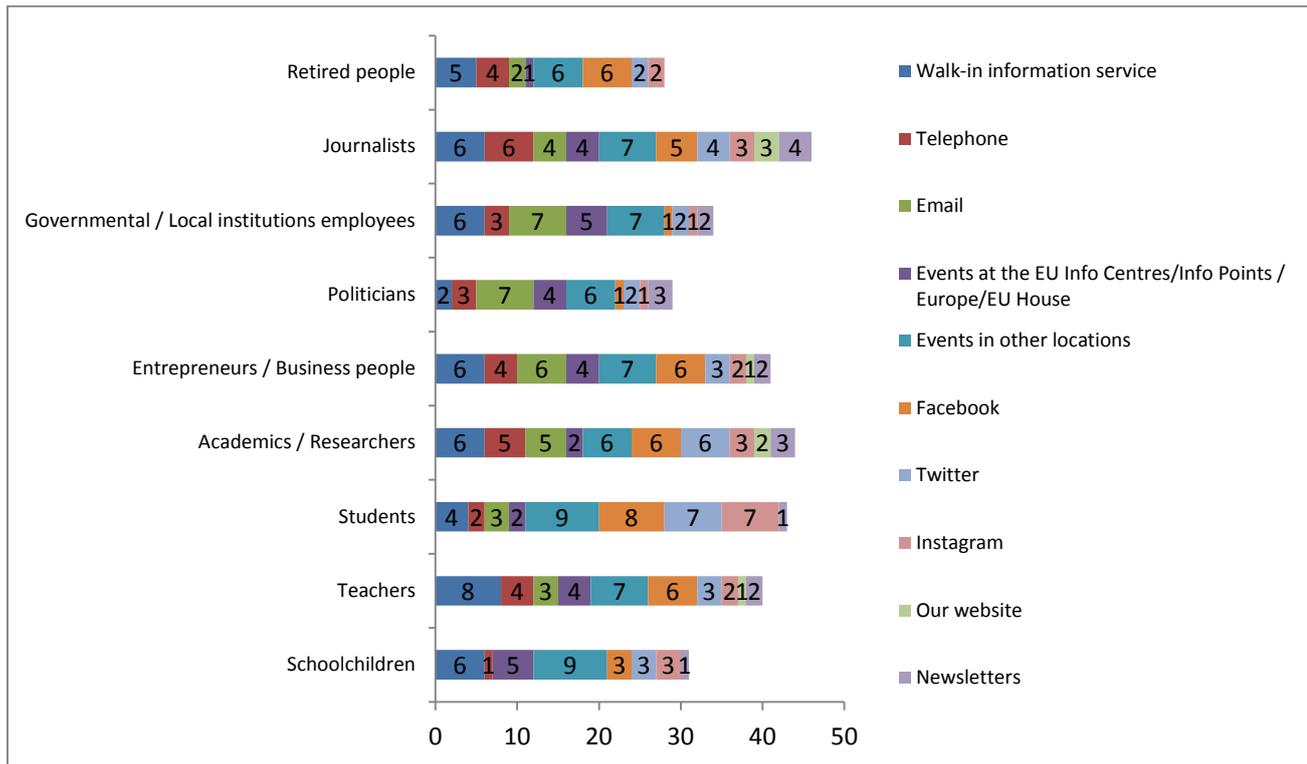
The majority respondents 'agree' or 'agree strongly' that the costs of the above channels reflect their level of usefulness, particularly for Facebook (19), Twitter (18), YouTube (16), videos produced by the EU Info Centre/Info Point / Europe/EU House (16), and Instagram (15). The highest number of Team Leaders remain neutral on channels such as blogs (nine respondents).

The costs of publications supplied by the EU Delegation are considered to reflect their level of usefulness in Turkey more than in other IPA beneficiaries.

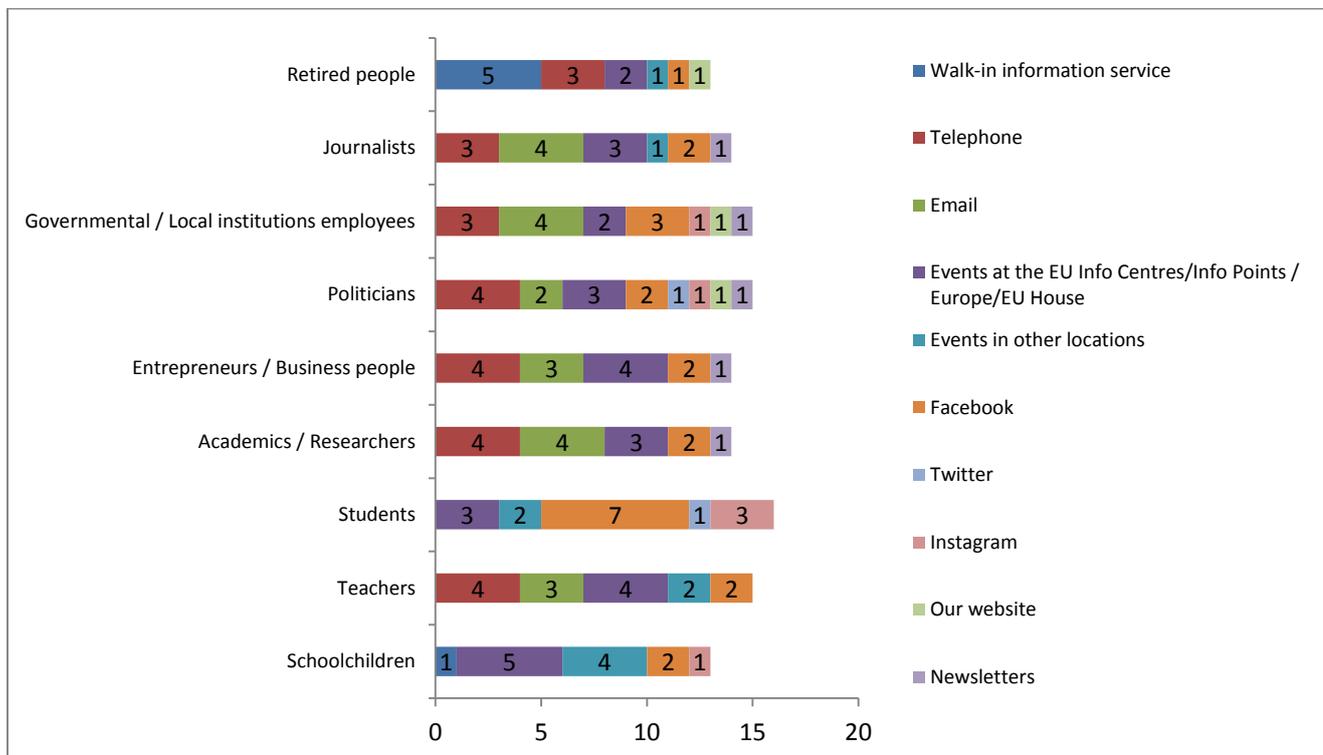
**Q25: Please indicate which of the following channels are most effective for reaching the**



**Turkey:**



**Other IPA beneficiaries:**



In Turkey, the three most effective channels across the target groups are walk-in information services, events in other locations, and Facebook. In other IPA beneficiaries, the three most effective channels across the target groups are telephone, Facebook, and events at the EU Info Centres/Info Points / Europe/EU Houses.

In IPA beneficiaries other than Turkey, walk-in information services are considered effective only for retirees, whereas in Turkey these services are effective across all target groups. EU Info Centres'



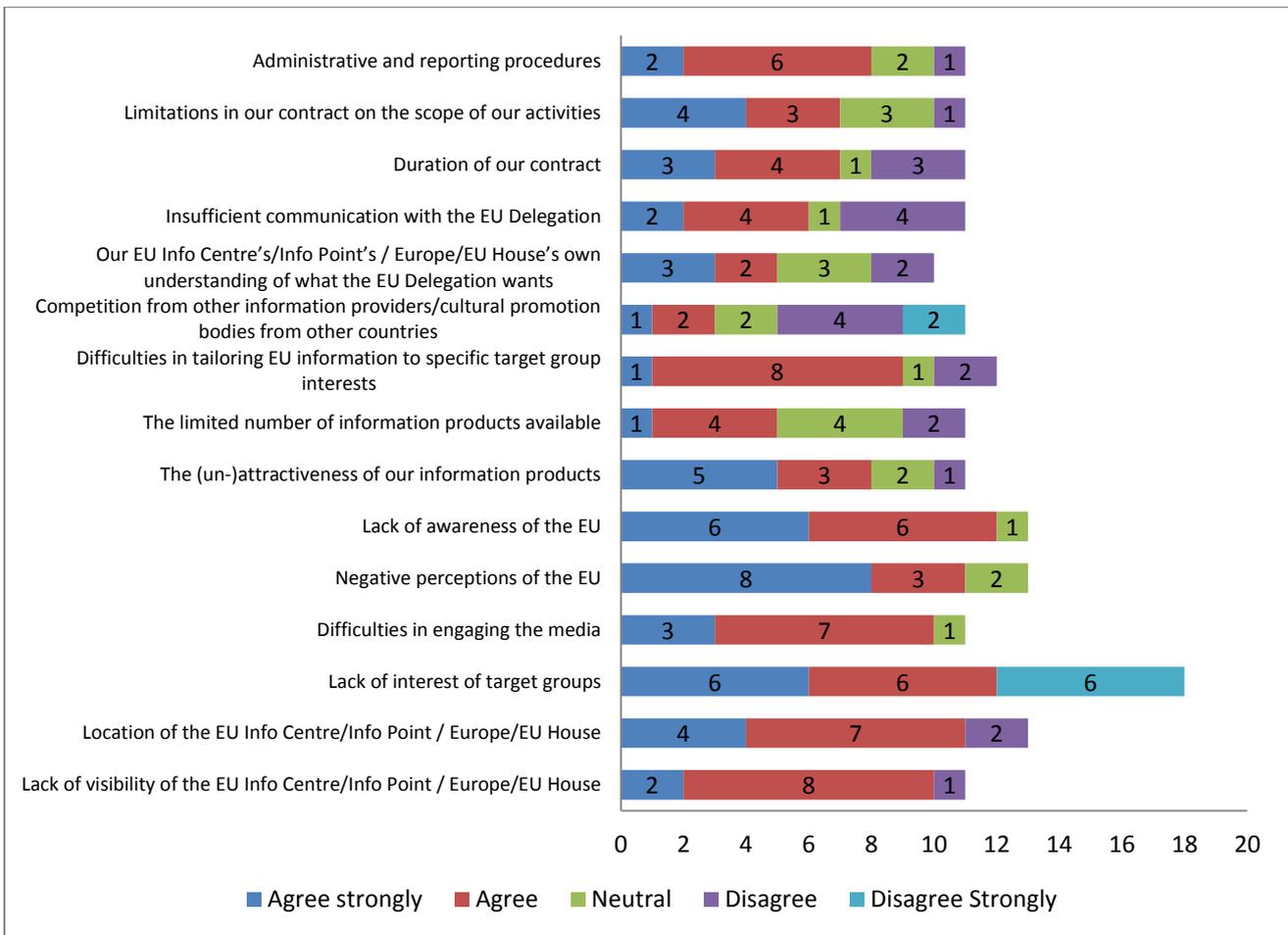
websites and newsletters are among the least effective tools across the board for all target groups in all IPA beneficiaries. Twitter is also only effective for students and politicians in other IPA beneficiaries, whereas it is effective across many different target groups in Turkey.

Regarding the effectiveness of channels per target groups:

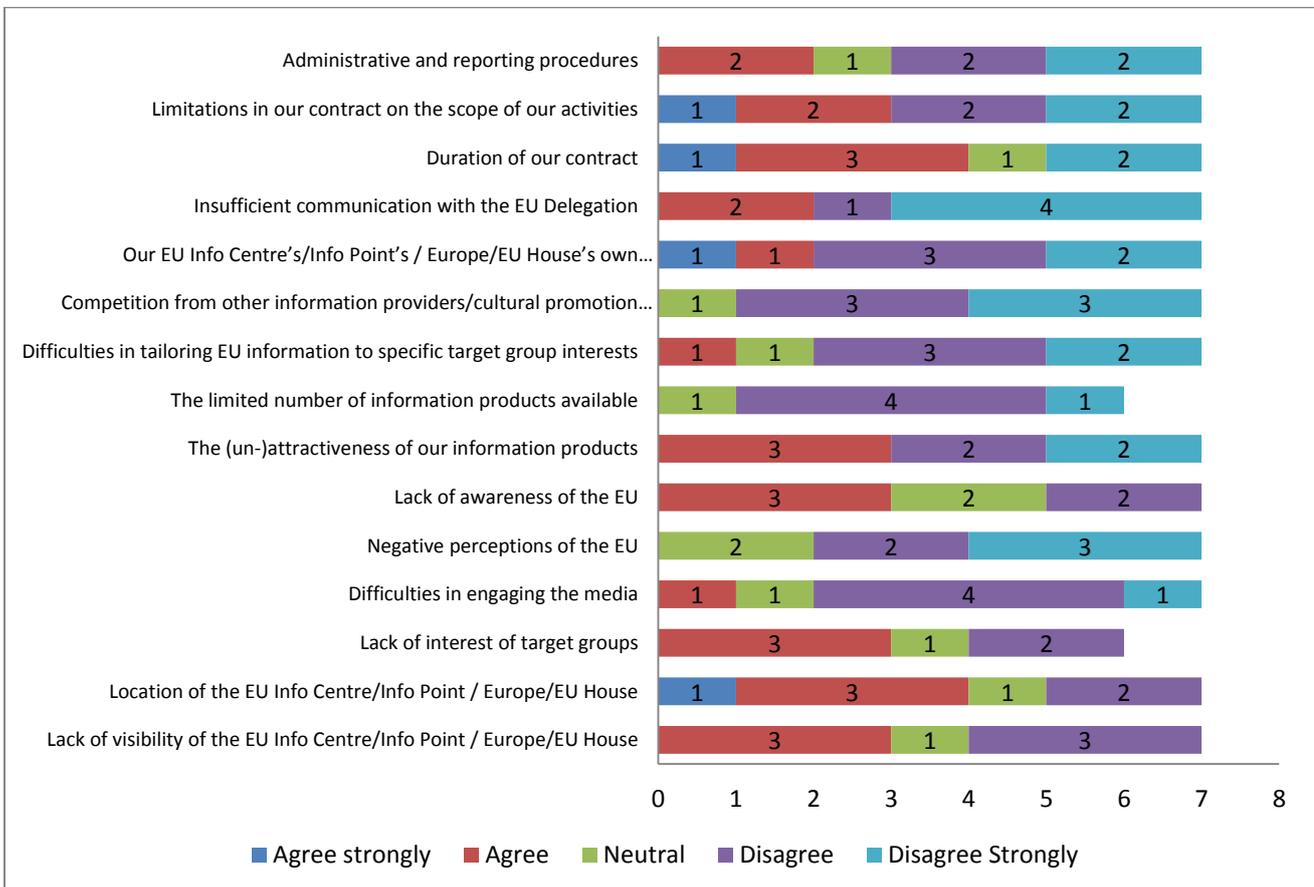
- In Turkey, walk-in services are most effective for teachers, followed by journalists, governmental / local institutions employees, entrepreneurs / business people, academics / researchers, schoolchildren, and retired people. In other IPA beneficiaries, walk-in services are only effective for retired people.
- Telephone services are most effective for journalists, academics / researchers, entrepreneurs / business people, teachers and retired people in all IPA beneficiaries.
- In Turkey, email is mostly an effective tool for politicians, governmental / local institutions employees, and entrepreneurs / business people, followed by academics / researchers, and journalists. In other IPA beneficiaries, email is mostly effective for journalists, governmental / local institutions, and academics / researchers.
- Events at EU Info Centres/Info Points / Europe/EU Houses are most effective for schoolchildren, teachers, and entrepreneurs / business people in all IPA beneficiaries. In Turkey, these events are also effective for governmental / local institutions employees.
- Events in other locations are most effective for schoolchildren in all IPA beneficiaries. In Turkey, they are also effective for academics / researchers, teachers, entrepreneurs / business people, governmental / local institutions employees, and journalists.
- Twitter and Facebook are considered to be the most effective tool for students in all IPA beneficiaries.

**Q26: Do any of the following have an impact on the EU Info Centre / Info Point / Europe / EU House' ability to provide information / engage with target groups?**

**Turkey:**



**Other IPA beneficiaries:**

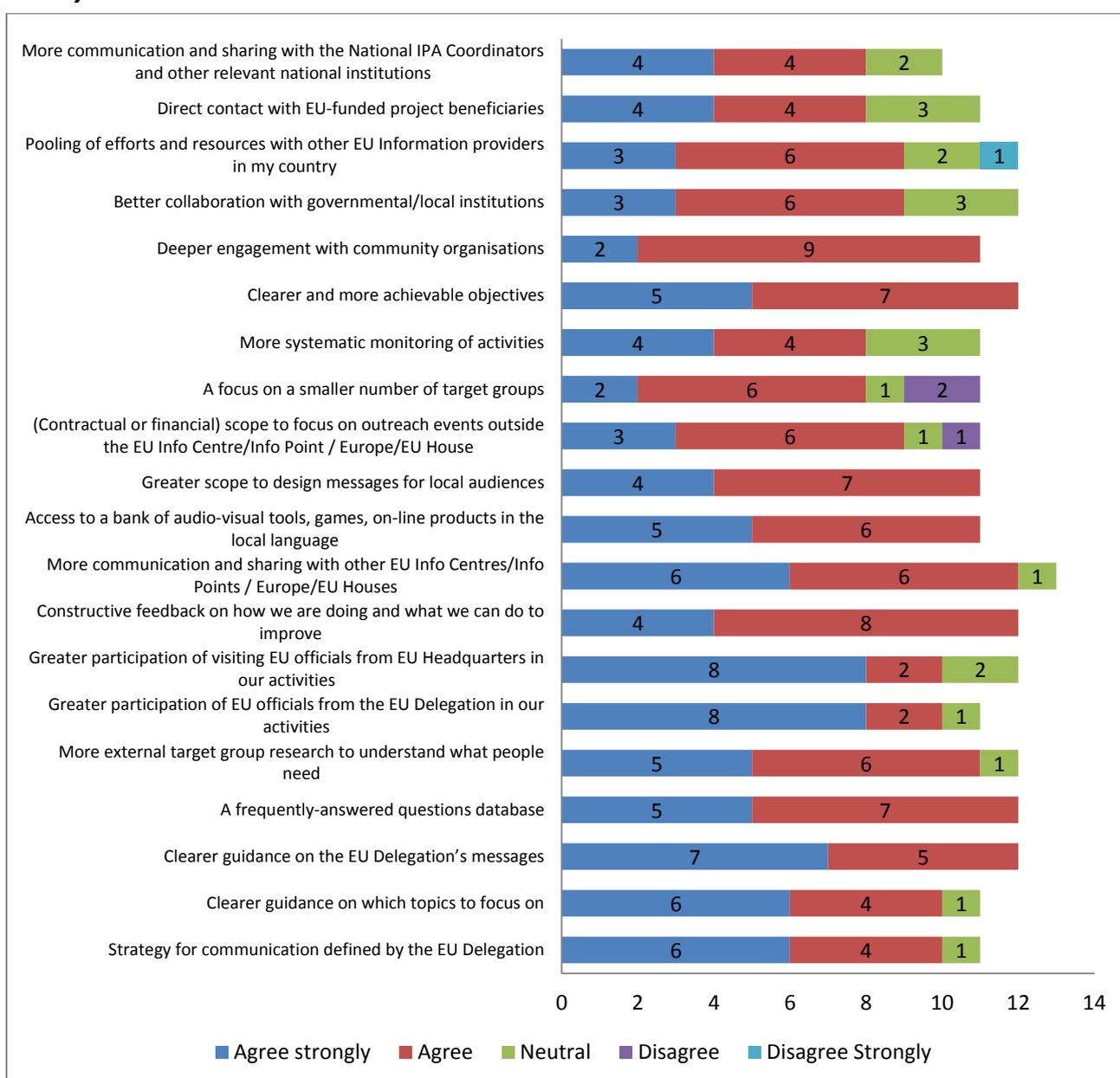


The nature of the responses in Turkey and in other IPA beneficiaries vary significantly. In Turkey, the majority of respondents 'agree' or 'agree strongly' that the aforementioned factors have an impact on the EU Info Centres' ability to provide information / engage with target groups. On the other hand, most respondents in other IPA beneficiary countries 'disagree' or 'disagree strongly' that the factors have an impact.

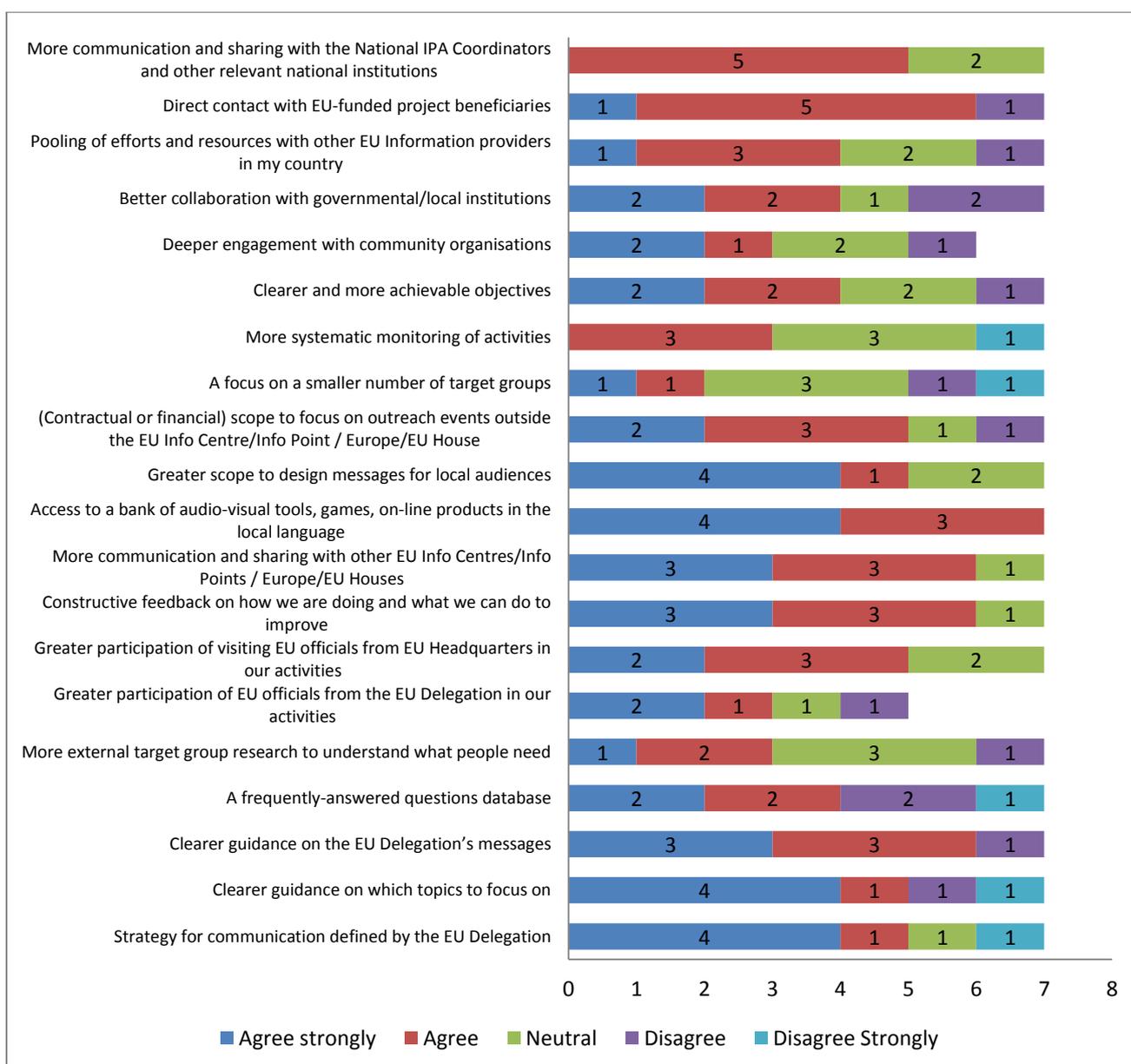
All IPA beneficiaries note that lack of interest of target groups, location of the information and communication structures, and lack of visibility of the information and communication structures impact the ability to provide information / engage with target groups. In IPA beneficiaries other than Turkey, that the duration of contracts, the unattractiveness of the information products available are other significant factors. Overall, combining results from all IPA beneficiaries, negative perception and lack of awareness of the EU are factors that respondents 'agree' with the most (14 and 15 responses, respectively), as impacting the EU Info Centres' ability to provide information / engage with target groups.

**Q27: Would any of the following help the EU Info Centre / Info Point / Europe / EU House to improve its communication activities?**

**Turkey:**



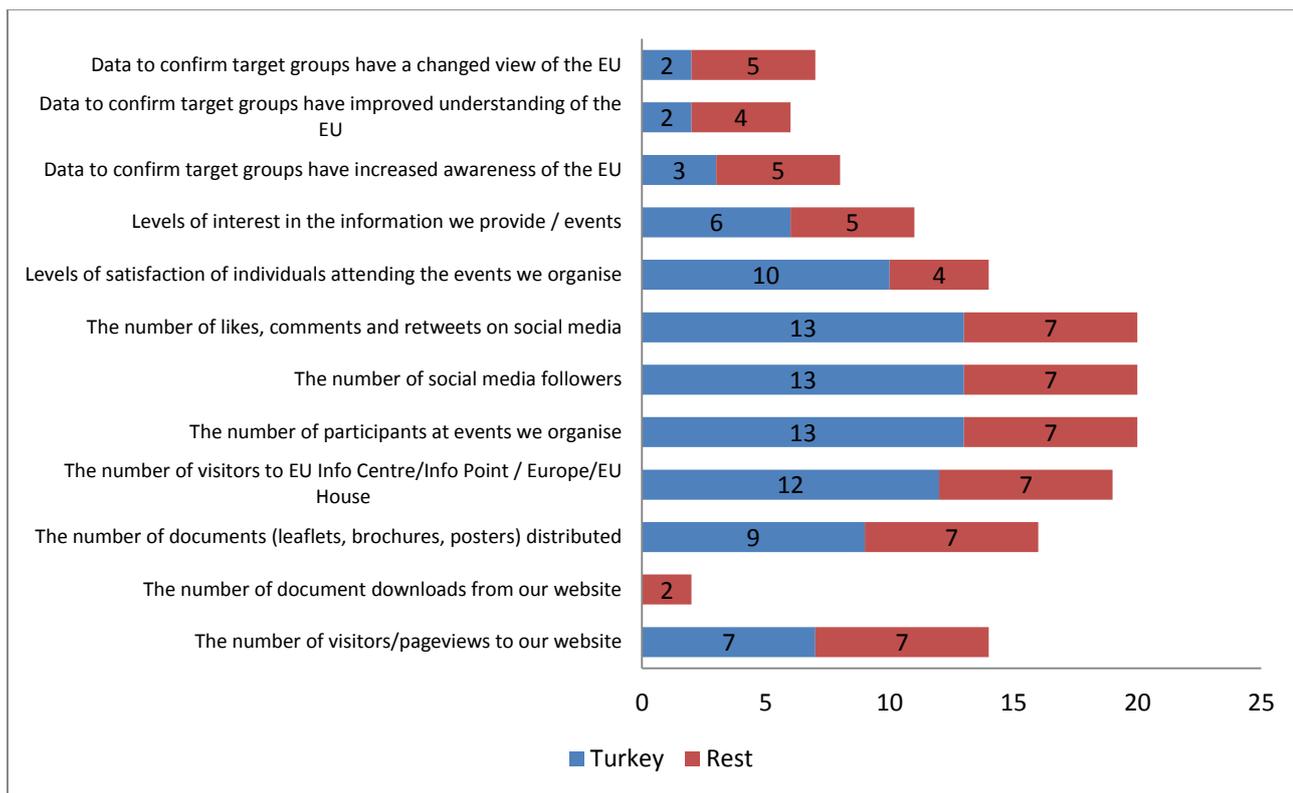
## Other IPA beneficiaries:



The majority of respondents 'agree' or 'agree strongly' that the suggested factors would improve the communication activities of information and communication structures. Overall, the respondents 'agree' or 'agree strongly' the most with the statements that clearer guidance on the EU Delegations' messages, constructive feedback on how we are doing and what we can do to improve, more communication and sharing with other EU Info Centres/Info Points / Europe/EU Houses, and access to a bank of audio-visual tools, games, on-line products in the local language would improve communication activities. These were selected by a total of 18 respondents each.

In IPA beneficiaries other than Turkey, there is a higher number of respondents who 'disagree' and are 'neutrals'.

**Q28: What type of monitoring data do you typically collect? Please tick all that apply.**

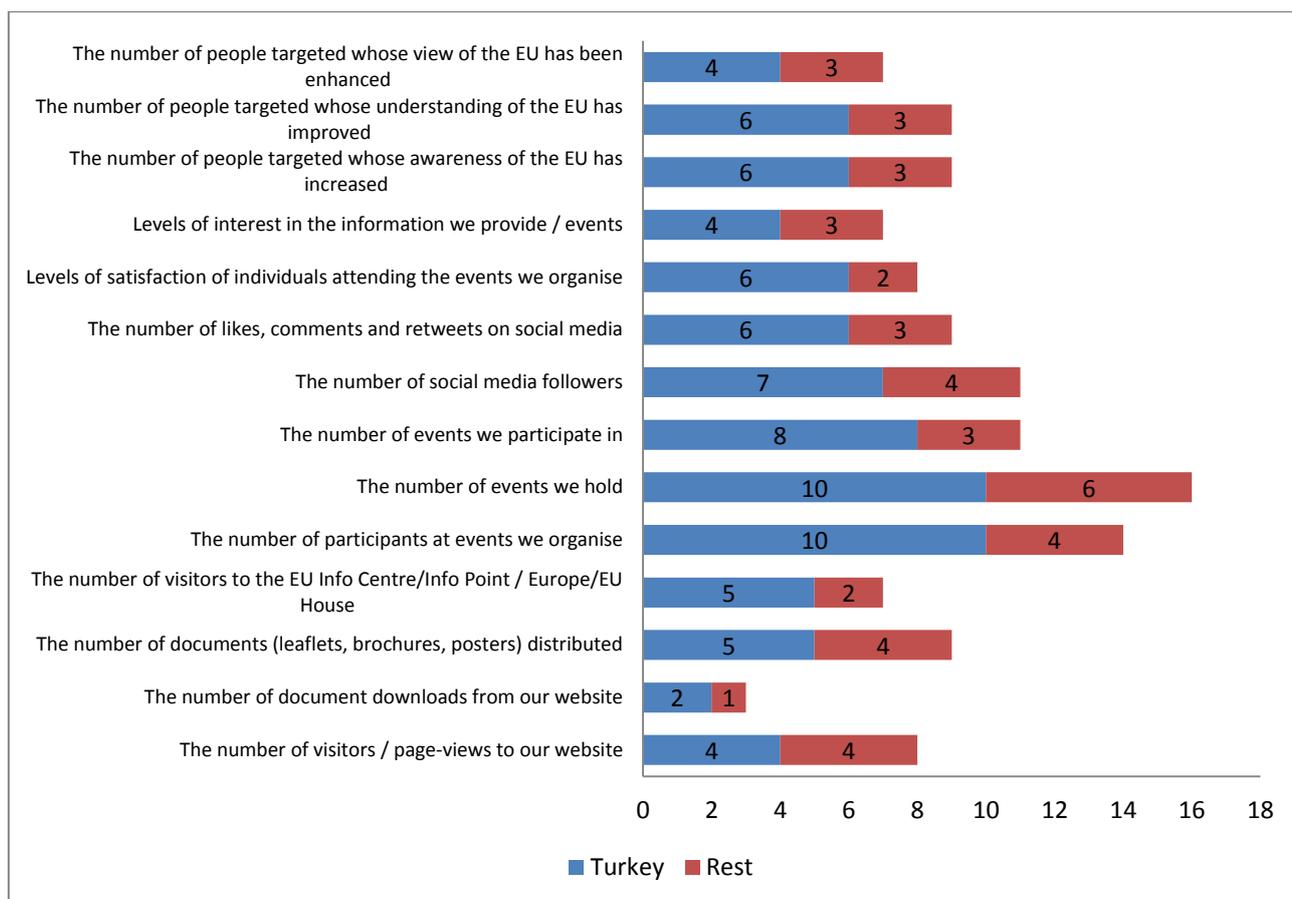


The majority of respondents (20) collect data from social media platforms (such as number of likes, comments, retweets and followers), as well as monitor the number of participants at events. This is closely followed by monitoring the number of visitors to EU Info Centres (19). Fourteen monitor the number of visitors/pageviews to websites and levels of satisfaction of visitors on events.

Comparatively, few respondents indicate that they collect data confirming whether target groups have changed their views on the EU, have improved understanding of the EU, or have increased awareness.

Respondents from Turkey do not monitor the number of document downloads from their websites. Such data is collected by two respondents from other IPA beneficiary countries.

**Q29: Are there targets set for any of the following? Please tick all for which targets are set.**



All information and communication structures surveyed appear to set targets for the stated activities. In particular, the most common relate to the number of events held (16 responses) and number of participants at events organised (14). This is contrasted to the number of document downloads (three) and number of people targeted whose views of the EU has been enhanced (seven).

**Q30: Please name any other information providers (linked to EU or national) that you think are doing excellent job in communication about the EU. Please name up to 5.**

IPA Beneficiary	Information Providers				
<b>Albania</b>	EU Desk Coordinators in Municipalities	National TV Channels	Civil Society Organisations - beneficiaries of EU Funds	EU funded projects	Ministry for Europe and Foreign Affairs & Ministry for Culture
<b>Bosnia and Herzegovina</b>	DG NEAR				
	BH Novinari (BiH Journalists association)	BORAM Agency	Media Center	JaBiHEU NGO	Mostra, Belgium
<b>Kosovo</b>	Ministry of European Integration	Media			
<b>Macedonia</b>	N/A				

<b>Montenegro</b>	UNDP and Office for European Integration Project				
<b>Serbia</b>	European Movement in Serbia				
<b>Turkey</b>	ab-ilan.com	EU Delegation	TOBB	ATAUM	IKV (Economic Development Foundation)
	Karacadag Development Agency	Europe Direct	TEPAV	COSME	Enterprise Europe Network in Konya
	Ministry of EU Affairs Local Office	Center for European Union and Foreign Affairs of Antalya Governorship	Akdeniz University International Relations Office	European Commission	EU Info Centre
	Minister for EU Affairs	European Union Institute	ABIGEM Doğu Marmara		

**Q31: Do you have any other comments / suggestions for how to improve the impact of the EU Info Centre / Info Point / Europe / EU House? (Optional)**

Eight respondents provided answers to this question. The following comments were made by individual respondents:

- Recommendations from local experts should be taken into account.
- More strategic meetings should be held with EU Info Centre coordinators.
- The budget is very low compared to the population.
- There should be a joint intranet tool among the EU info Centres, including a list of all of the events, as well as trainings for EU Info Centre coordinators.
- Frequent coordination meetings, social and cultural activities with the EU Info Centre Network, and EU Youth Forums or conferences for university students should be organised.
- The location of the EU Info Centre should be more visible with a bigger space for events. Moreover, the Team Leader position should be full time in order more effectively manage the EUIC and reach beneficiaries. Funding should be increased given that outreach campaigns are also part of the contract. In addition, the social media channels of the EU Info Centre should be managed by the EU Info Centres, and it should not manage joint channels with EU Office.
- To improve the impact of the EU Info Centre, it would be useful to: build a functional and effective EU Info Points Network in the municipalities (currently, only a few of the 13 EU Info Points are active and functional); reach out regularly to potential local partners; meet organisations and people with whom the EU Info Centre can cooperate to disseminate and multiply messages; identify sources of information from the EU Delegation, Brussels, and EU Info Centres in other IPA beneficiaries that can be used to generate content for communication channels used; and introduce communication tools not yet in use, such as newsletters, blogs, etc.

## 2. SURVEY OF EU DELEGATION COMMUNICATION STAFF IN IPA BENEFICIARIES

The following section provides an analysis of the results for the survey of EU Delegations in IPA beneficiaries.

The survey was completed by persons responsible for managing the EU Info Centre/Info Point / Europe/EU Houses in the Delegations. The survey contained questions on the following topics:

- Managing EU Info Centres/Info Points / Europe/EU Houses, including frequency and type of collaboration;
- Assessment of their communication performance including reaching different target groups; and
- Assessment of factors that might improve communication effectiveness.

In total, the team received seven responses, one for each IPA beneficiary (see question 1). The survey was launched on 02 May 2018 and was closed on 14 September 2018.

There were 25 questions in total and all questions required a response, except for questions 22-25 in which the respondents were asked to provide names of up to five organisations, international organisations/financial organisations, and projects that delivering effect communication activities in the IPA beneficiary. Question 25 asked respondents to provide any comments related to the performance of the information and communication structure which they manage.

The following analysis is structured to present answers per survey question., Given the limited sample of respondents from each IPA beneficiary (one person each), presenting the results per IPA beneficiary would have undermined the principle of anonymity.

### **Q1: Where is your Delegation located?**

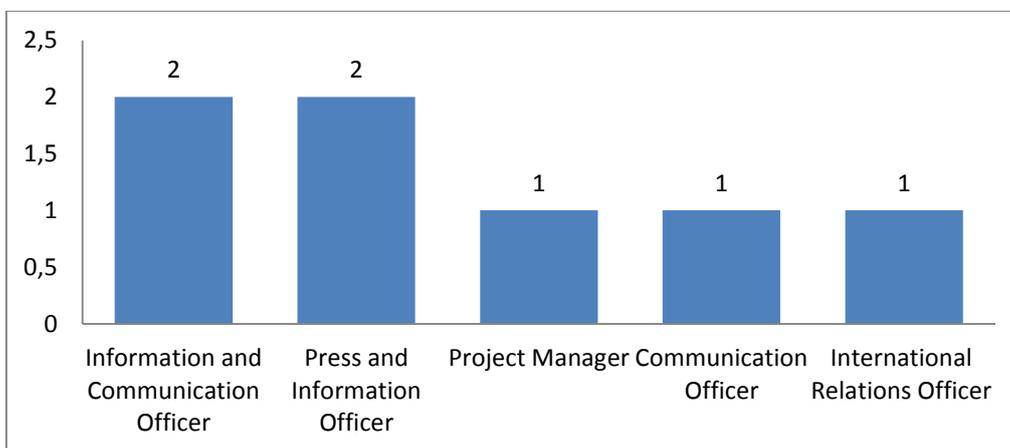
One response per EU Delegation located in the following seven IPA beneficiaries were received:

1. Albania
2. Bosnia and Herzegovina
3. Serbia
4. Kosovo\*<sup>116</sup>
5. Turkey
6. North Macedonia
7. Montenegro

### **Q2: What is your job title?**

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<sup>116</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

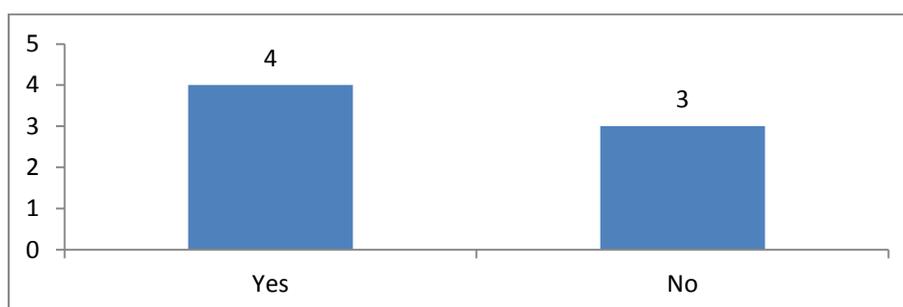


The majority of the job titles of survey respondents are: Information and Communication Officer and Press and Information Officer. Among the respondents, the job titles used are also: Project Manager, Communication Officer and International Relations Officer.

### Q3: For which EU Centre/s are you responsible?

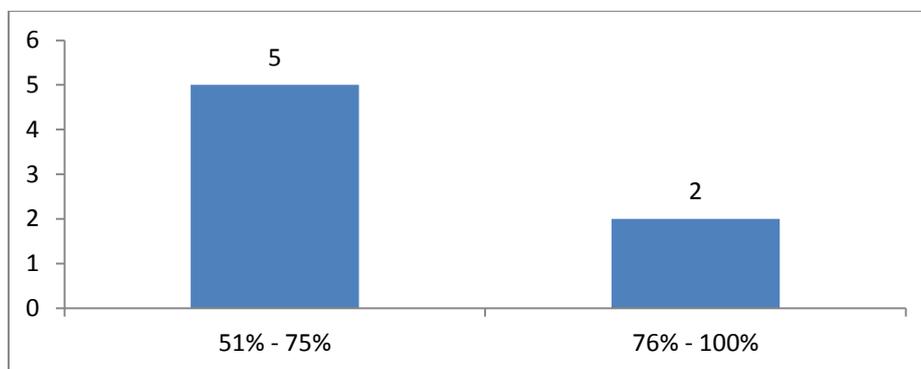
<i>Albania</i>	Europe House in Tirana
<i>Bosnia and Herzegovina</i>	EU Info Centre Network in Bosnia and Herzegovina
<i>Serbia</i>	EU Info Centre in Belgrade with EU Info Points in Novi Sad and Nis
<i>Kosovo</i>	EU Information and Cultural Centre in Pristina and North Mitrovica
<i>Turkey</i>	20 EU Info Centres (including 18 Info Corners and 14 EU Info Points)
<i>North Macedonia</i>	EU Info Centre in Skopje and EU Info Network, consisting of 12 EU Info Points
<i>Montenegro</i>	Podgorica

### Q4: Are you the only person responsible for EU Info Centres / Info Points / Europe / EU House in the Delegation?



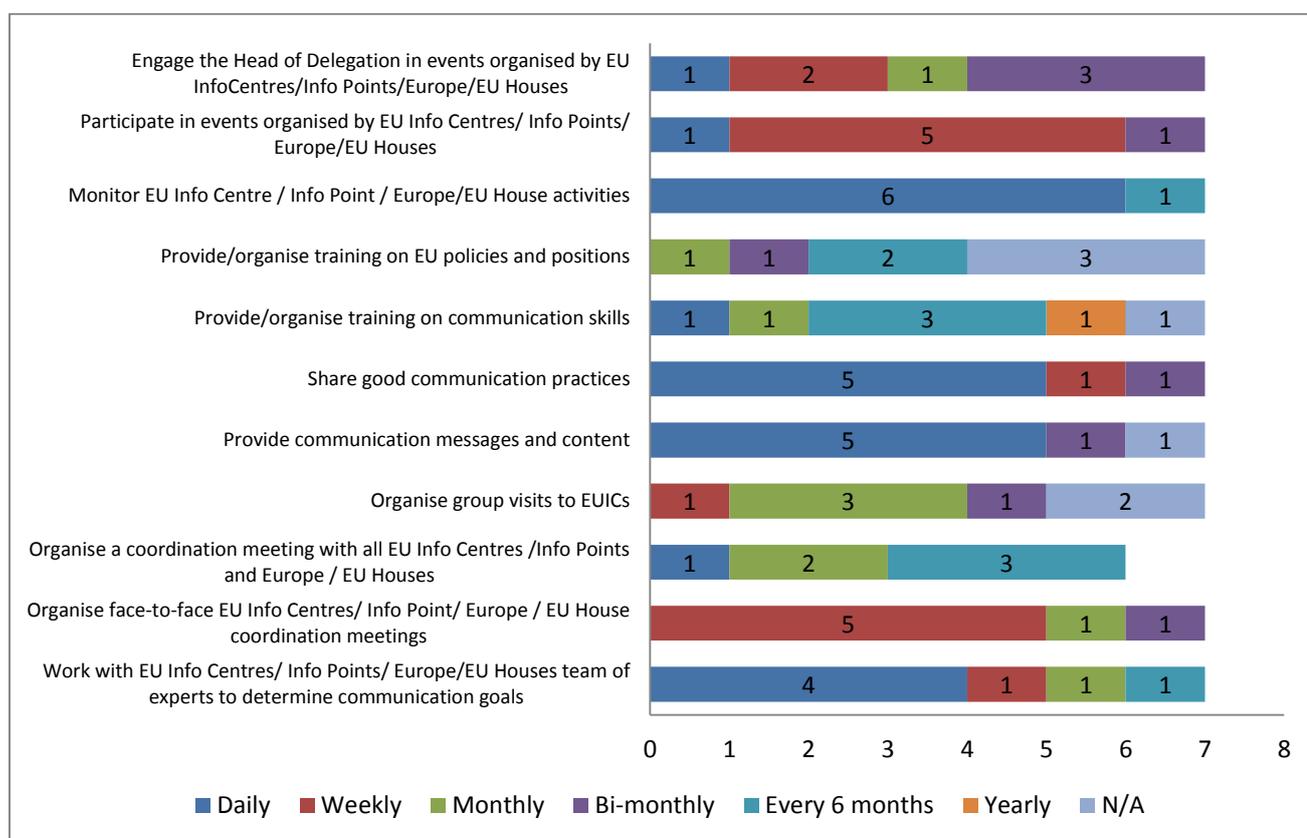
Four respondents indicate that they are the only individuals responsible for EU Info Centres/Info Points / Europe/EU Houses in their respective Delegation. Three respondents share this responsibility with others.

### Q5: What percentage of your time is spent managing / providing support to EUIC network in your country? (Rough estimate)



Only two respondents spend between 76%-100% of their time managing/providing support to EU Info Centre networks. Most of the respondents spend between 51-75% of their time on this.

**Q6: How often do you engage with EUIC / Info Points / Europe / EU House on the following type of activities? (Please select response which best reflects engagement)**

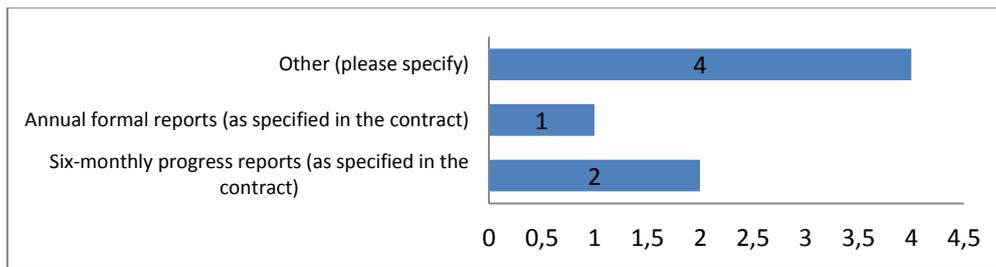


A number of activities are reported as being done on a daily or weekly basis. Monitoring communication activities, sharing good communication practices, providing communication messages and content, and setting communication goals with teams of experts are the most common activities that managers report to be doing daily with EU Info Centres/Info Points / Europe/EU Houses. Face-to-face coordination meetings and participation in events organised by EU Info Centres/Info Points / Europe/EU Houses are conducted weekly.

There are only a few activities that are reported to be done on a monthly, bi-monthly, or yearly basis. Engagement with the Head of Delegation in events organised by EU Info Centres/Info Points / Europe/EU Houses is done a bi-monthly basis (three responses) and there are monthly organisations of group visits to EU Info Centres monthly (three responses).

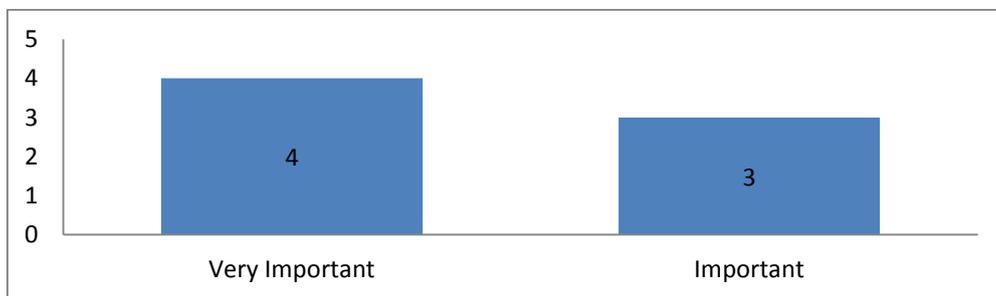
One respondent notes that the provision/organisation of training on communication skills occurred yearly, while three respondents report it occurred every six months. In general, respondents engage less frequently in training events both for communication skills and EU policies and positions. Three respondents did not provide an answer for training on EU policies and positions.

**Q7: Please describe the current requirements for formal reports from EU Info Centres / Info Points / Europe / EU House managers to the EU Delegation. Please tick all that apply.**



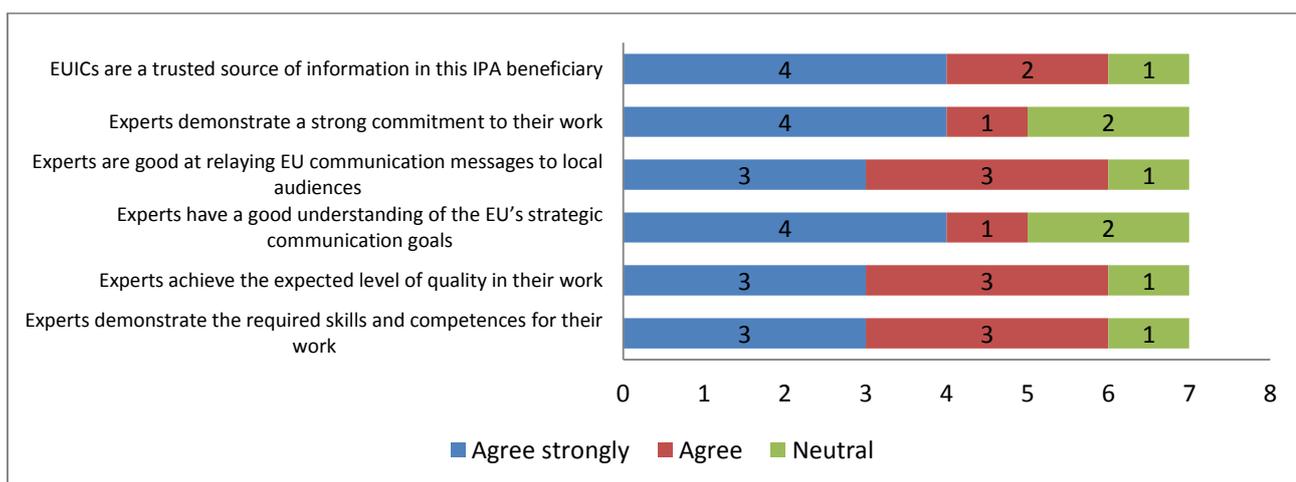
Formal reporting is reportedly in line with contractual requirements, with six-monthly reports being the most common type of contractual requirement. In addition to this, three respondents indicate that monthly reporting is an additional requirement to the six-monthly progress reports, with one respondent also highlighting weekly social media reports. Another respondent mentions bi-monthly reporting as a requirement alongside six-monthly progress reports.

**Q8: How would you rate the general level of importance placed on the EU Info Centres / Info Points / Europe / EU Houses by the Delegation?**



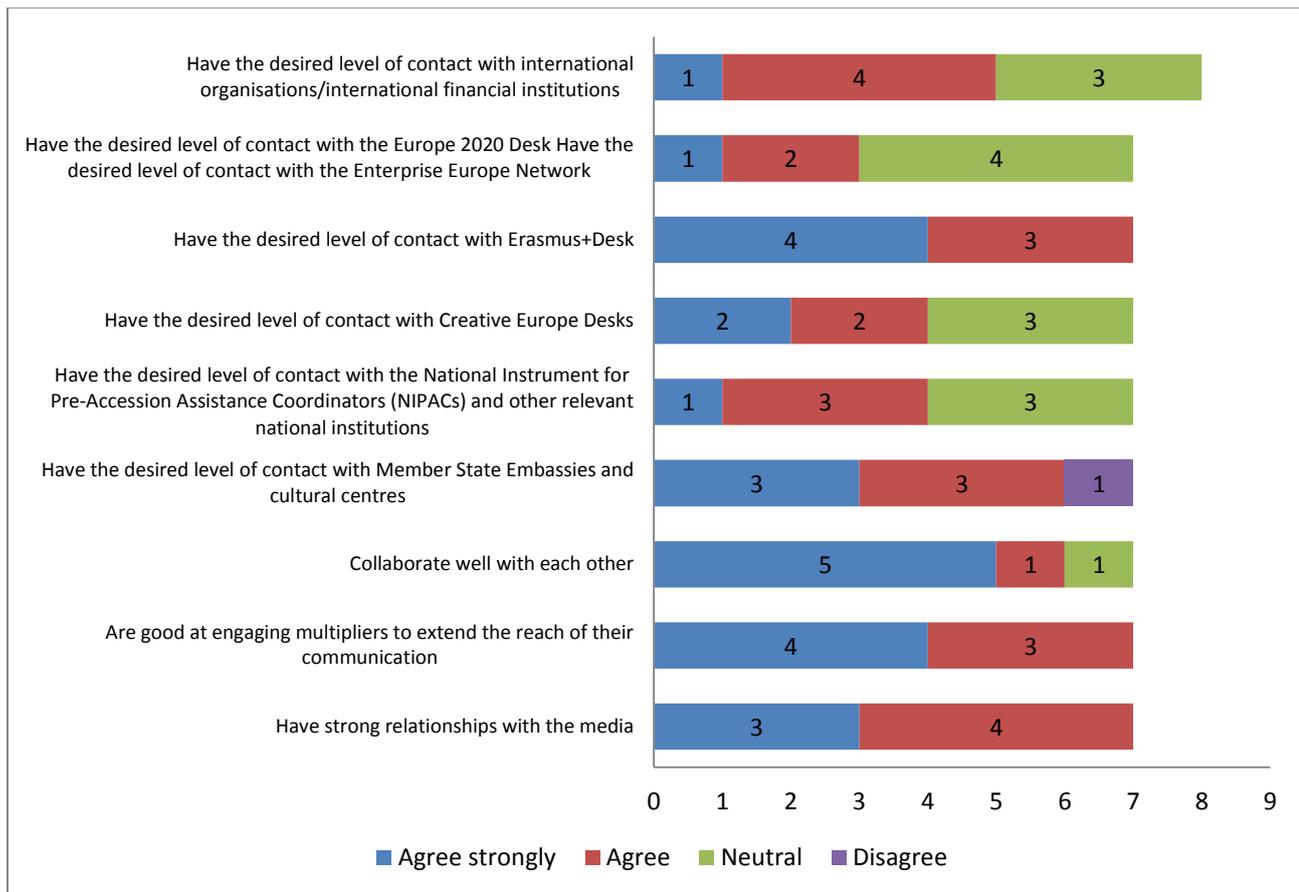
Respondents unanimously agree on the general level of importance placed on the EU Info Centres/Info Points / Europe/EU Houses by the Delegations as 'very important' or 'important'.

**Q9: Please rate the quality of the expertise of the EU Info Centres / Info Points / Europe / EU Houses team of experts:**



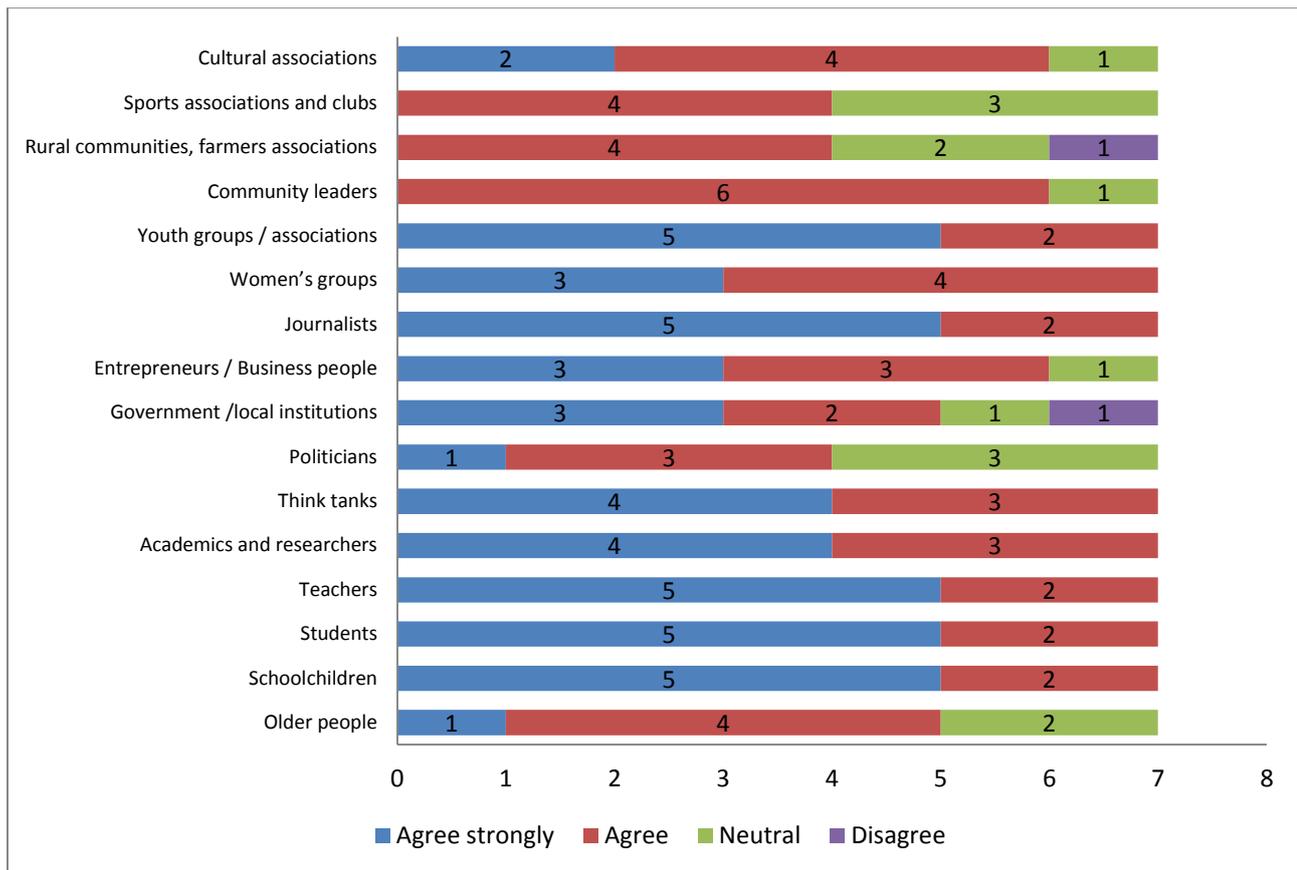
Most of the respondents 'agree' or 'strongly agree' with the above statements, especially that EU Info Centres are a trusted source of information in the IPA beneficiary (six responses); experts are good at relaying EU communication messages to local audiences (six responses); experts achieve the expected level of quality in their work (six responses); and experts demonstrate the required skills and competences (six responses). These are closely followed by experts' commitment and good understanding of the EU's strategic communication goals (five responses).

**Q10: Please rate the relationships established by the EU Info Centres / Info Points / Europe / EU Houses that you are responsible for in the IPA beneficiary.**



The vast majority of respondents 'agree' or 'strongly agree' that the EU Info Centres/Info Points / Europe/EU Houses have strong relationships with the media (seven responses), are good at engaging with multipliers to extend the reach of their communication (seven responses) and maintain desired level of contact with Erasmus+ Desk (seven responses). Five respondents agree strongly with the fact that the EU Info Centres/Info Points / Europe/EU Houses collaborate well with each other. Only one respondent 'disagrees' that the information and communication structure in the relevant IPA beneficiary has the desired level of contact with Member State Embassies and cultural centres.

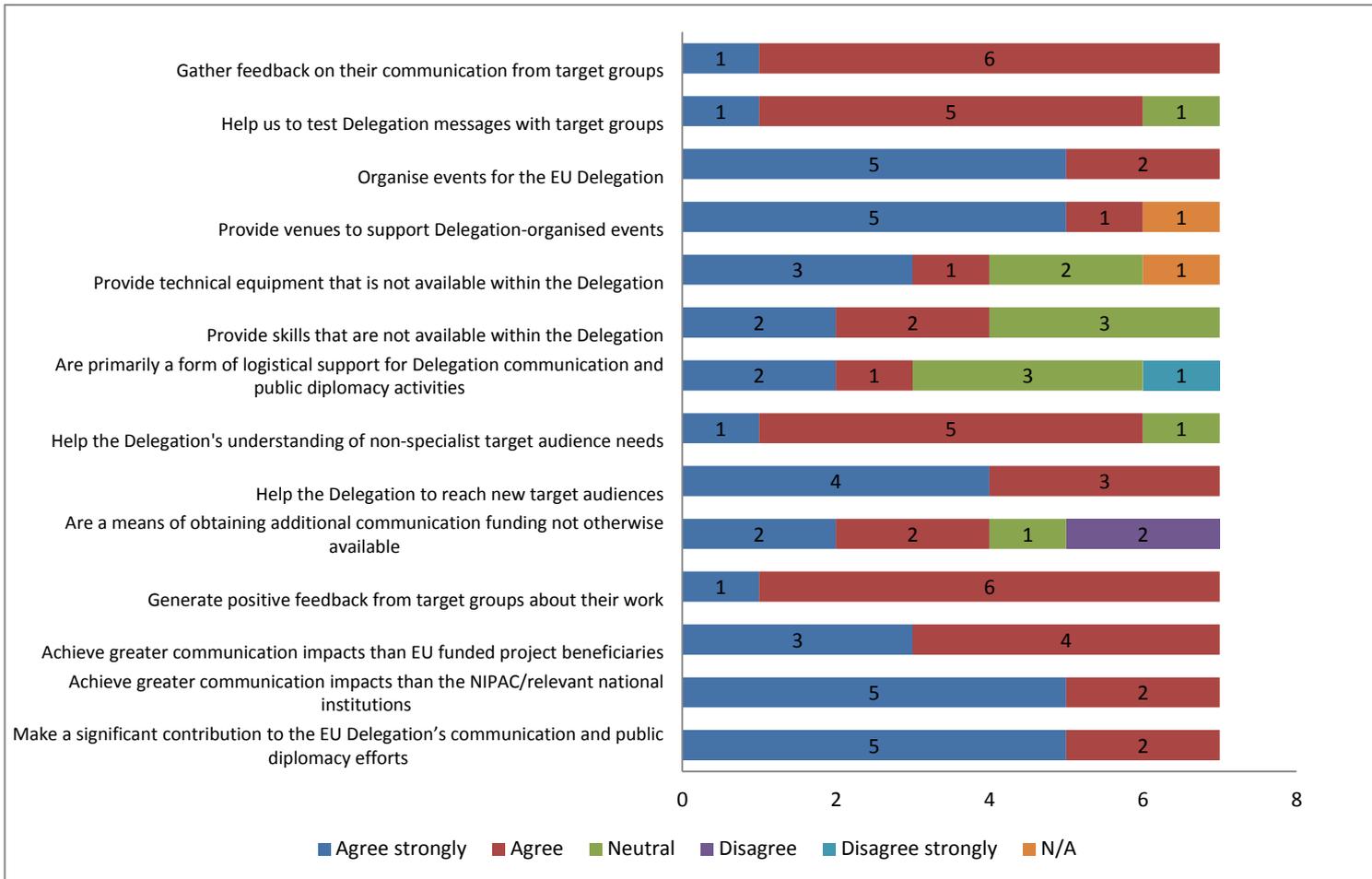
**Q11: Please rate the effectiveness of the EU Info Centres / Info Points / Europe / EU Houses you are responsible for at reaching different target groups.**



The majority of respondents 'agree strongly' or 'agree' that EU Info Centres/Info Points / Europe /EU Houses are effective at reaching almost all target groups, particularly youth groups/associations, women's groups, journalists, think tanks, academics and researchers, teachers, students, and schoolchildren.

Only one respondent 'agrees strongly' that the EU Info Centre/Info Point / Europe /EU House is effective at reaching politicians, although this category received one of the highest neutral respondents (three responses). One respondent 'disagrees' that the EU Info Centre/Info Point / Europe/EU House is effective at reaching government/local institutions.

**Q12: Please rate the contribution of the EU Info Centres / Info Points / Europe / EU Houses you are responsible for to the communication and public diplomacy efforts of the EU**



**Delegation.**

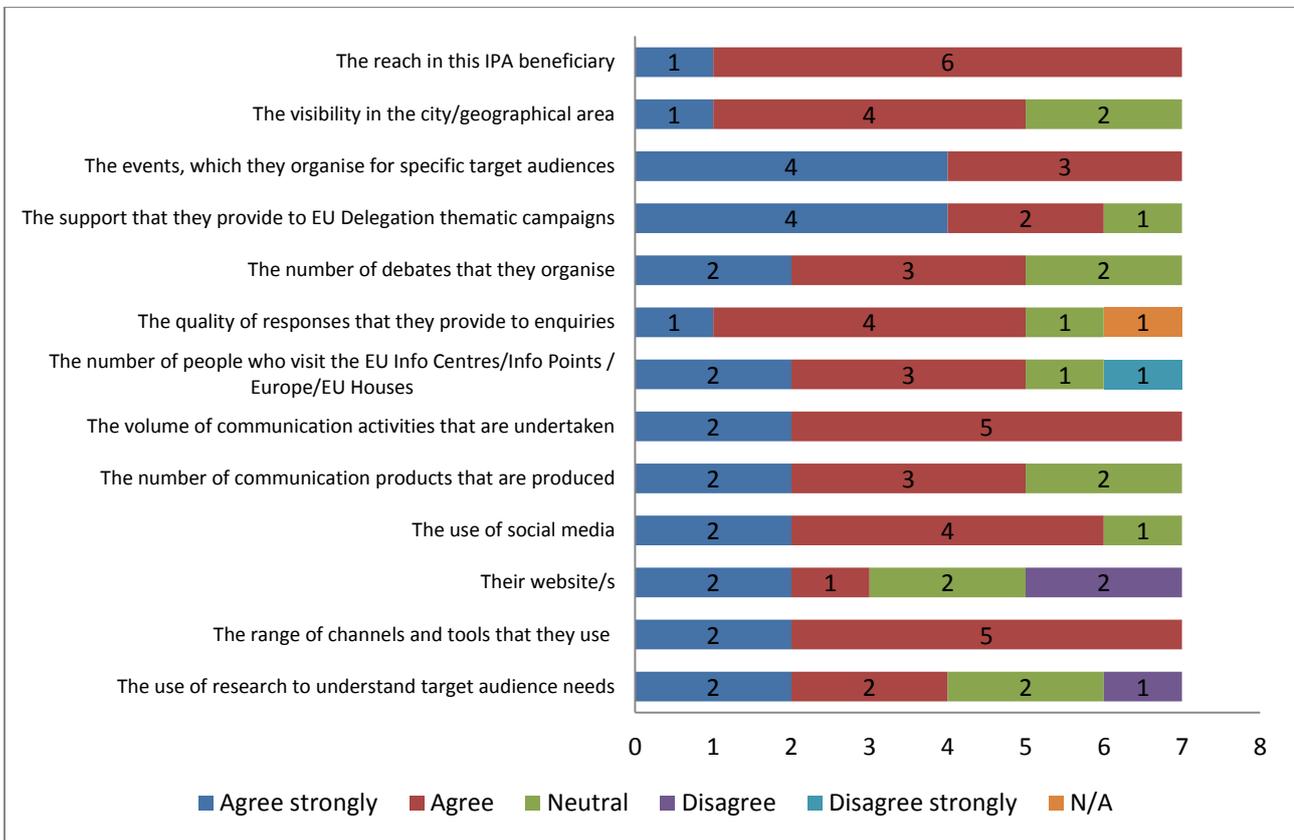
Overall, the majority of respondents 'agree' on the contribution of the EU Info Centres/Info Points / Europe/EU Houses' to the communication and public diplomacy efforts of the EU Delegations.

In particular, respondents 'agree strongly' with the fact that the information and communication structures help achieve greater communication impacts than the NIPAC/relevant national institutions; make a significant contribution to the EU Delegations' communication and public diplomacy efforts; help organise events for the EU Delegations; and provide venues.

Two respondents 'disagree' with the point that the EU Info Centre/Info Point / Europe/EU Houses are a means of obtaining additional funding not otherwise available.

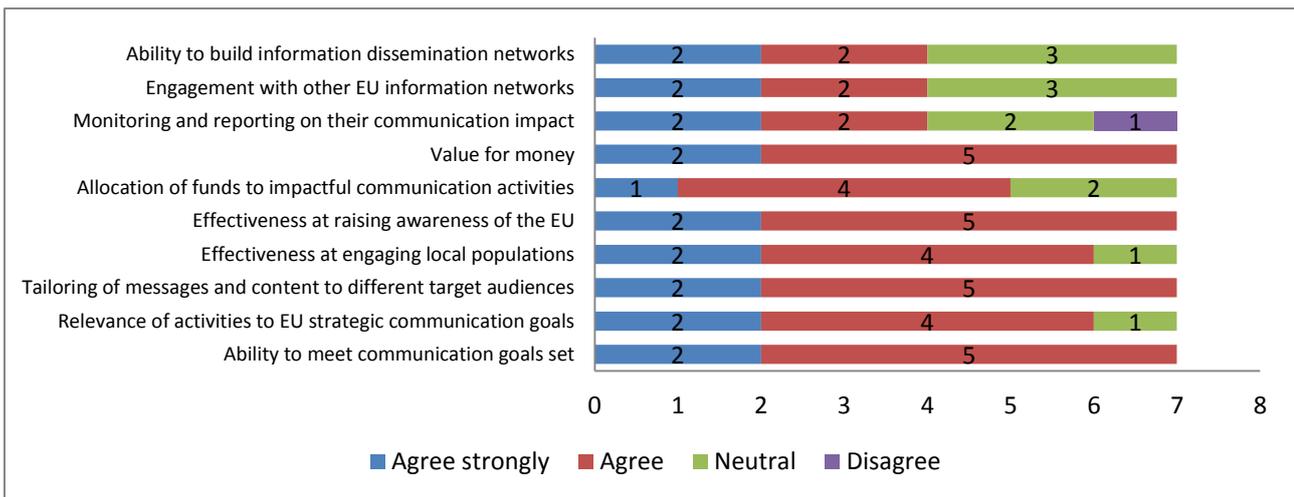
**Q13: How satisfied are you with overall communication performance of the EU Info Centres / Info Points / Europe / EU Houses you are responsible for?**





Overall, respondents are overwhelmingly satisfied with the communication performance of the EU Info Centres/Info Points / Europe/EU Houses that they manage. Most notably, events organised for specific target audiences, the support that they provide to EU Delegations’ thematic campaigns, and the range of channels and tools they use received highest satisfaction scores (seven responses each). Two respondents report that they were ‘dissatisfied’ with EU Info Centres/Info Points / Europe/EU Houses websites; and one respondent indicates strong dissatisfaction with the number of people who visit the EU Info Centre/Info Point / Europe/EU House.

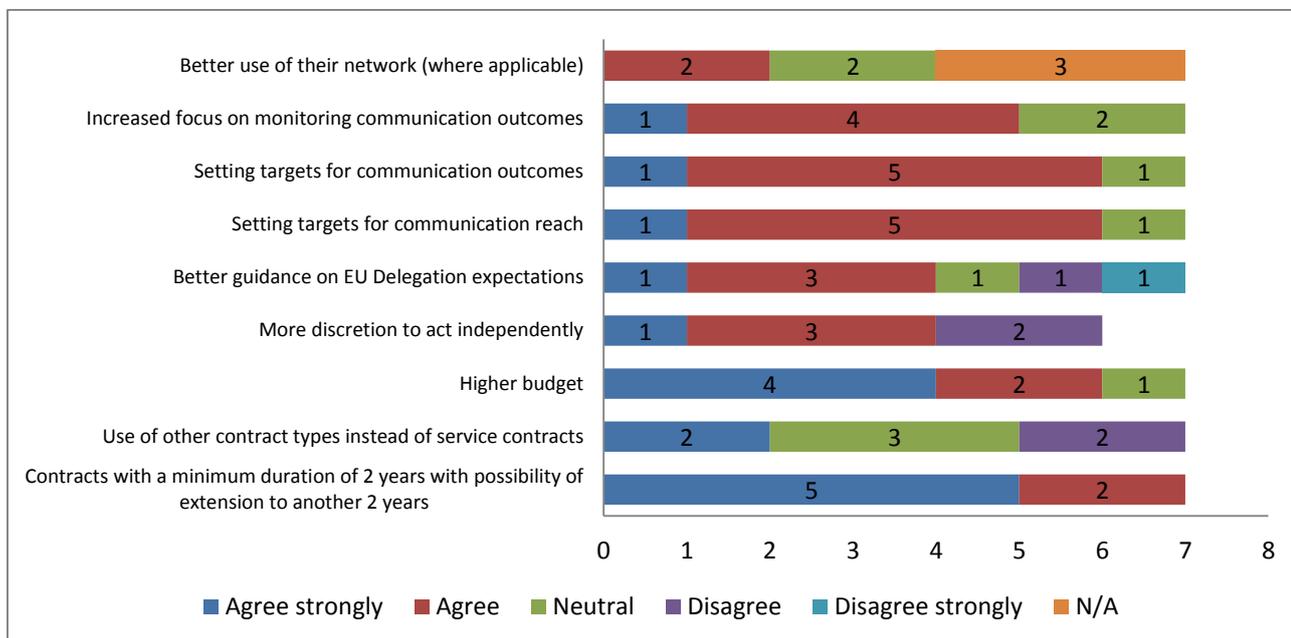
**Q14: To what extent are you satisfied with the following specific aspects of the EU Info Centres / Info Points / Europe / EU Houses’ performance?**



Satisfaction levels on most aspects of the performance of EU Info Centres/Info Points / Europe/EU Houses remain high across the board, with the highest number of respondents (seven) ‘agreeing strongly’ or ‘agreeing’ on the information and communication structure’s ability to meet communication goals set, tailoring of messages and content to different target groups, effectiveness at raising awareness of the EU, and value for money.

Respondents are least satisfied with monitoring and reporting on communication impact, with one respondent noting their dissatisfaction by selecting 'disagree'. This aspect, along with the ability to build information and dissemination networks and engagement with other EU information networks receives the least level of satisfaction, although all three aspects had some of the highest level of neutrals.

**Q15: To what extent would the following factors enhance what the EU Info Centres / Info Points / Europe / EU Houses are able to achieve?**

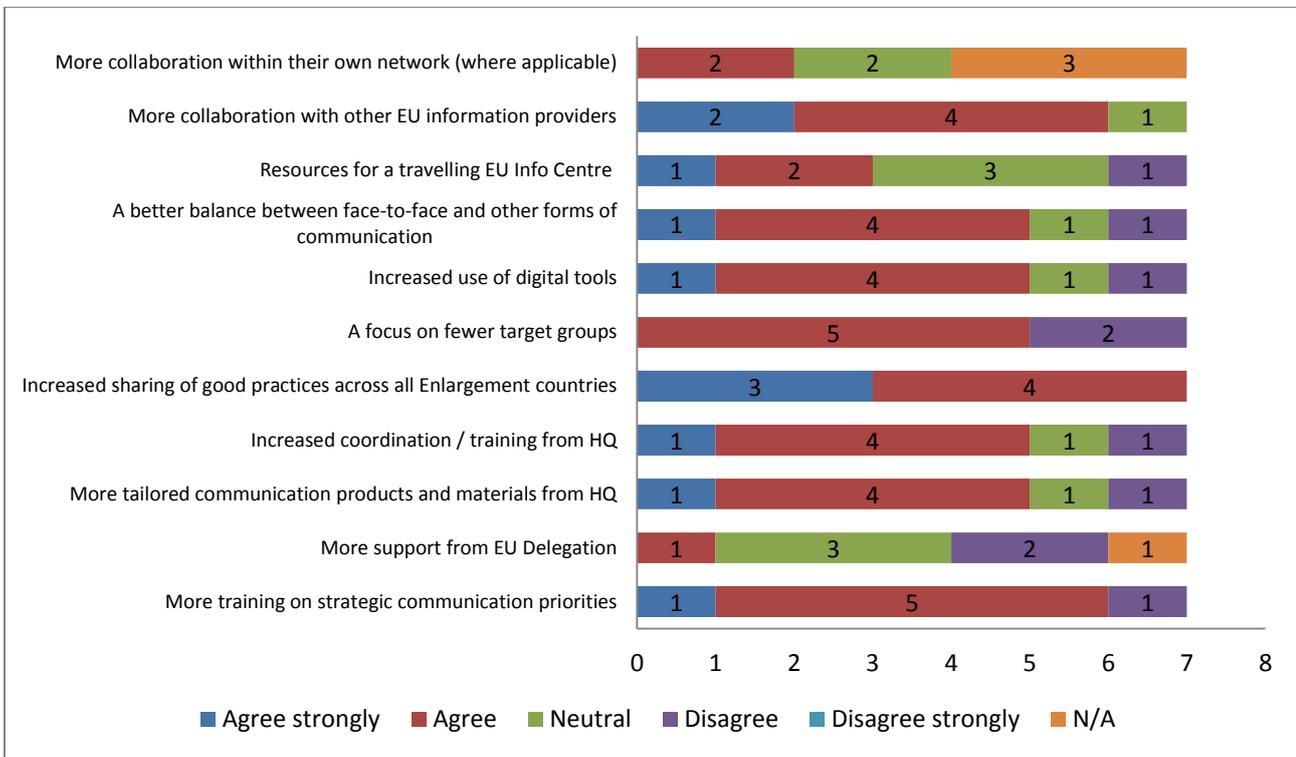


Contracts with a minimum duration of two years with a possibility of a further two years' extension are identified as the highest contributing factor to enhance what EU Info Centres/Info Points / Europe/EU Houses are able to achieve. Five respondents reply 'agree strongly' to this area. This is followed by a higher budget, to which four respondents strongly agree.

Survey respondents agree or strongly agree that setting targets for communication outcomes as well as reach and increasing the focus on monitoring communication outcomes would enhance performance.

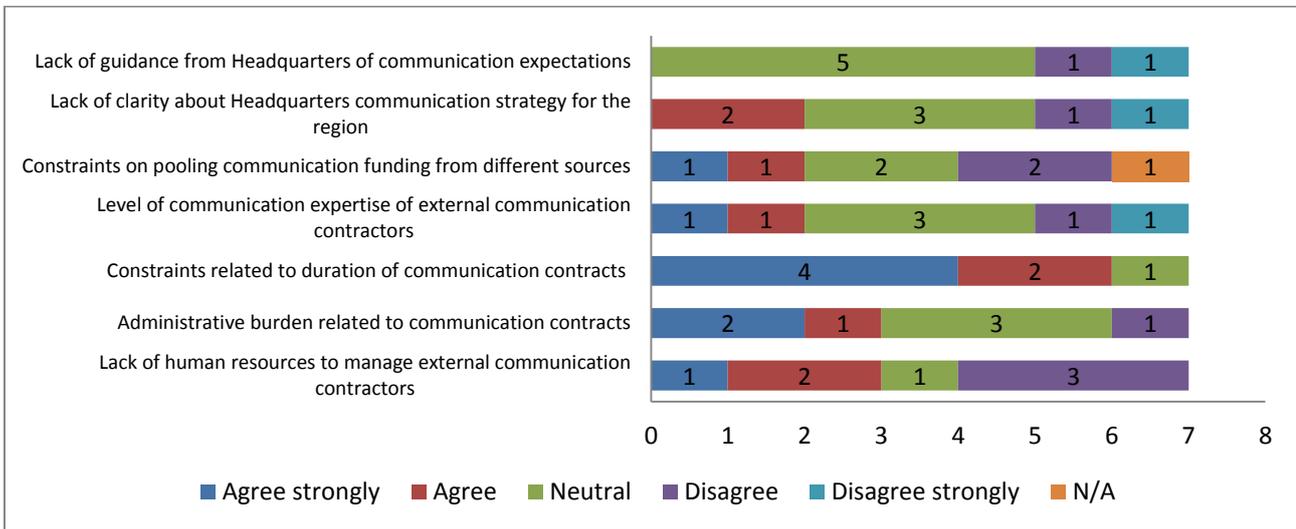
Respondents overall 'disagree' that better guidance on EU Delegations' expectations, more discretion to act independently, and use of other contracts other than service contracts would enhance performance.

**Q16: To what extent would the following factors enhance what the EUICs are able to achieve?**



The majority of respondents 'agree strongly' or 'agree' that the factors highlighted above would enhance what EU Info Centres are able to achieve, with the exception of having more support from the EU Delegation. More collaboration within own network was not applicable for three respondents and two respondents selected neutral. The factors respondents most strongly agree with are increased sharing of good practices across the enlargement region (three responses). Two respondents disagree on 'focusing on fewer target groups', while five agree.

**Q17: To what extent the following internal communication challenges relevant for the EU Delegation in performing communication activities?**



Constraints related to the duration of communication contracts are identified by four respondents as the biggest internal communication challenge for the EU Delegations in performing communication activities. This is followed by administrative burdens related to communication contracts (three 'agree strongly' or 'agree').

Furthermore, respondents are split on their views regarding lack of human resources for managing external communication contractors, with three disagreeing and three agreeing or strongly agreeing.

Many of the challenges listed receive a high number of 'neutral' responses. Lack of guidance from headquarters of communication expectations receives the highest number of neutral responses (five).



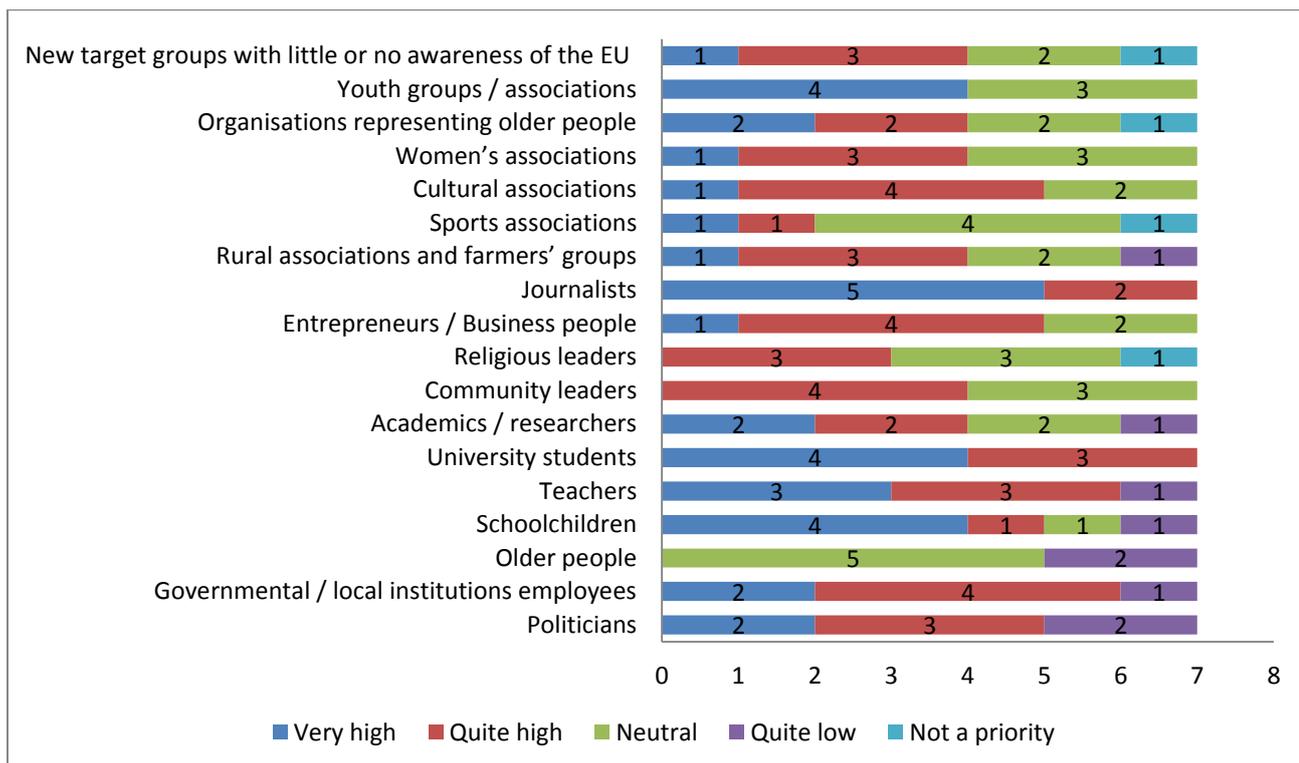
**Q18: To what extent are the following external communication challenges relevant for the EU Delegation in performing communication activities?**



The survey respondents agree the most with the following external challenges: difficulties in engaging community leaders, difficulties in reaching beyond the elite within the capital and engaging community leaders. Three respondents agree that insufficient research into how to target different sectors of the population is a challenge, while three disagree.

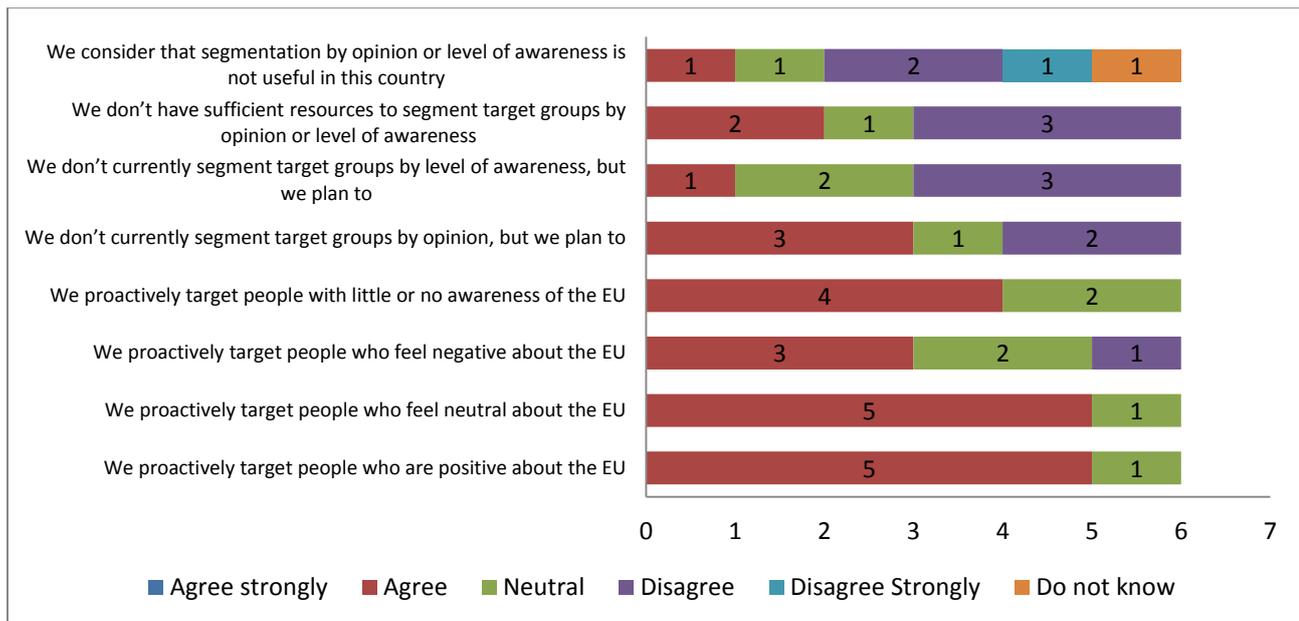
Most of the factors receive a high degree of 'neutral' responses or a high degree of disagreement. Five respondents disagree that insufficient willingness to cooperate on the part of international organisations/financial institutions and competition from other countries with high visibility are external challenges. Four respondents also disagree that complex linguistic requirements to reach people at local level are an external challenge.

**Q19: Please rate the following target groups in terms of level of priority which the EU Delegation gives to each group in its own communication activities (those that delegation manages directly).**



The level of priority given by the EU Delegations to identified target groups is quite high to very high for most target groups, although older people and sports associations receive the most neutral responses. Journalists are the most frequently selected as 'very high' (five responses), closely followed by youth associations (four responses), and schoolchildren (four responses). Overall, when combining 'very high' and 'quite high' scores, journalists, university students, teachers, governmental/local institutions employees, politicians, cultural associations, and entrepreneurs/business people are the most prioritised target groups. Two respondents note that politicians are a quite low priority target group.

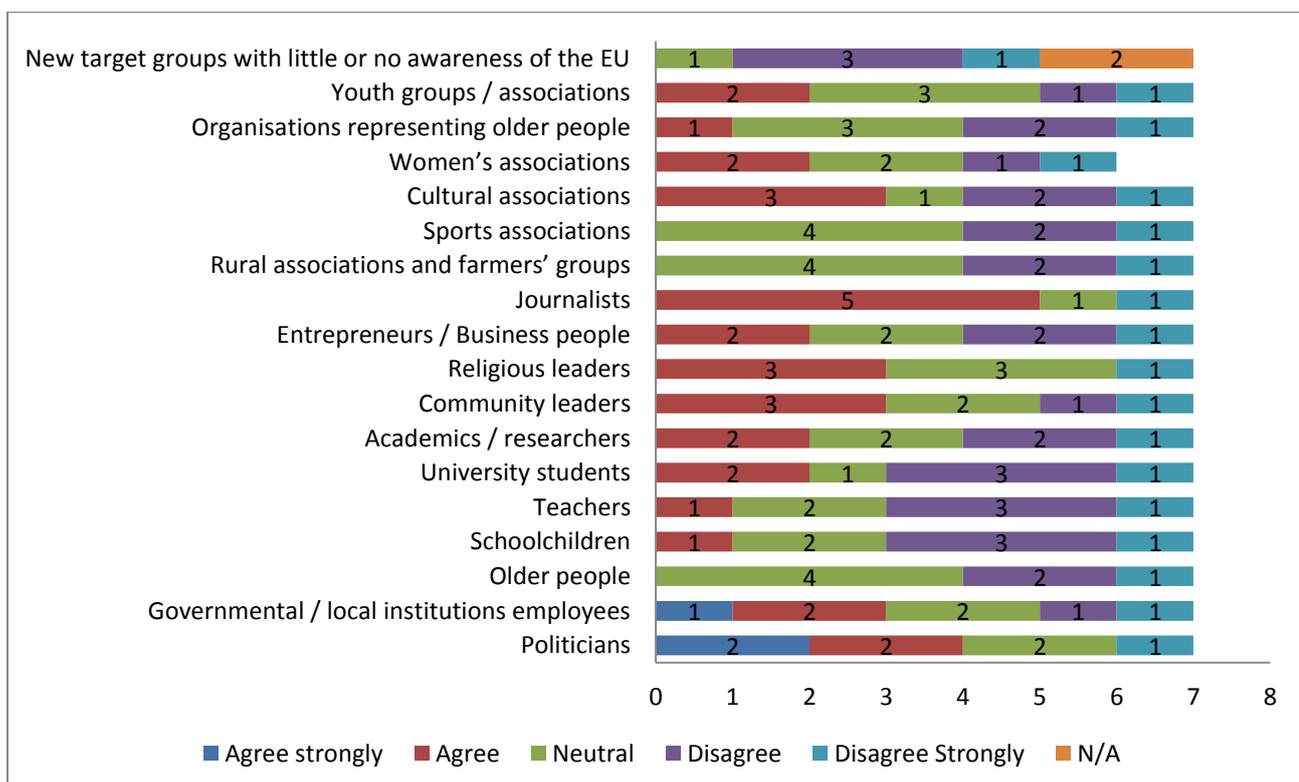
**Q20: To what extent does the EU delegation segment and target the broad public according to their opinion / level of awareness of the EU, as follows:**



The survey respondents generally agree with the statements that they proactively target people with little to no awareness of the EU and people who feel negative, neutral and positive of the EU, with a slight majority selecting the latter two statements in equal measure (five responses).

Excluding the neutral responses, the respondents are quite split between those who agree and those who disagree that they do not have sufficient resources to segment target groups by opinion or level of awareness. Three responses also disagree with the statement that they do not currently segment target groups by *level of awareness*. The inverse is true of the statement that they do not currently segment target groups by *level of opinion*, with three responding that they agree with this statement.

**Q21: To what extent do you agree that the EU Delegation is able to engage the following target groups without the help of EU Info Centre / Info Point / EU / Europe House?**



Five respondents agree that they would be able to engage with journalists and politicians without the help of EU Info Centre/Info Point / EU/Europe House. However, many respondents provide neutral responses to question 21. Furthermore, the responses suggest that without the help of EU Info Centres reaching schoolchildren, teachers, university students and new targets would be difficult.

**Q22: Please indicate which organisations we should contact to find out about the impact of the communication activities implemented by the EU Info Centres / Info Points / Europe / EU House.**

IPA beneficiary	Organisations				
<b>Albania</b>	Institute for Democracy and Mediation (IDM)	Partners Albania	Open Society Foundation Albania	UNDP	CoE
<b>Serbia</b>	Ministry of European Integration	Chamber of Commerce	National Convention on the EU	Office for cooperation with Civic Society	National Library of Serbia
<b>Kosovo</b>	EULEX Mission	French Embassy	German Embassy	Austrian Embassy	Association of Journalists
<b>Bosnia and Herzegovina</b>	Association for United Nations	Museum for Literature and Performing Arts	Erasmus+ Office	Aida Kalender Association Akcija	Adi Mujkanovic Association for Sports and Culture
<b>Turkey</b>	Universities	Governor's Offices in the relevant cities	Metropolitan Municipalities	Directorates of Ministry of Education	
<b>North Macedonia</b>	Secretariat for European Affairs, Government				
<b>Montenegro</b>	Team Leader EUIC	Macedonian Institute for Media	French Institute Skopje	Employment Service Agency	Embassy of the Kingdom of the Netherlands

**Q23: Please indicate five international organisations / financial institutions delivering IPA or other assistance who are very effective communicators to similar target groups or with similar objectives.**

IPA beneficiary	International organisations / financial institutions				
<b>Albania</b>	UNDP	Council of Europe	EBRD	WBIF	Terres des Home
<b>Serbia</b>	European Movement	Belgrade Open School	Civic Initiatives	YUCOM	European Policy Centre
<b>Kosovo</b>	UNDP	UNICEF	Council of Europe	USAID	GIZ
<b>Bosnia and Herzegovina</b>	UNDP	GIZ	ILO		



<b>Turkey</b>	EBRD	UNHCR / UNDP	World Food Program	KfW	EIB
<b>North Macedonia</b>	UNDP Skopje	UNICEF Skopje	World Bank Skopje		
<b>Montenegro</b>	WBIF	UNDP	UNICEF	EBRD	

**Q24: Please indicate five projects that have benefited from IPA funding that have been effective in your opinion at delivering impactful communication about the EU.**

IPA beneficiary		Projects			
<b>Albania</b>	Support to the Social Inclusion of the Roma and Egyptian Communities implemented by UNDP	Horizontal Facility implemented by CoE	Advice to small and medium enterprise by EBRD	Support to the Young Civil Servants Scholarship Scheme	Municipalities for Europe
<b>Serbia</b>	Audio-visual series on EU	Media trips to Member States	PROGRESS	Golubac Fortress Renovation	Bac Monastery Renovation
<b>Kosovo</b>	Water treatment plant in Shkabaj/Pristina area	Support for juvenile justice in Kosovo	Inter-community confidence building through support to cultural heritage	Young Cells Scheme (master level studies)	Support to SMEs (start-ups etc.)
<b>Bosnia and Herzegovina</b>	"Programme for Housing Interventions", follow up of 2014 floods, funded by the EU in the amount of 15 MEUR, implemented by UNDP	"EUProlocal, funded by the EU with 9 MEUR, implemented by GIZ	"Local Employment Partnerships in Bosnia and Herzegovina" funded by the EU in the amount of 4 MEUR, implemented by ILO		
<b>Turkey</b>	Sivil Düşün	Communication Support Program in Turkey	IPA Competitive Sectors Program	IPARD (Rural Development component of the Instrument for Pre-accession Assistance)	PICTES (Project on promoting integration of Syrian children into Turkish education system)
<b>North Macedonia</b>	Supply of appropriate equipment to exchange and manage information and monitoring for water, waste, air management, nature and climate change	"Rehabilitation and Extension of the Sewerage Network in Municipality of Kumanovo"	Supervision of the works contracts for "Modernisation and adaptation of the social work centres" and "Support to Employment Service Agency for implementation of active labour market measures and services"	Support to Employment Service Agency for implementation of active labour market measures and services	Urban Waste Water Projets in Kicevo, Radovis & Prilep
<b>Montenegro</b>	The Eco-Awareness campaign	Investigate for ME and EU, Media grant to Centre for Investigative Journalism; Milka Tadic	IPARD-support to agriculture, please contact Marko Kovacevic to get further details of the government activities in this field	Delivery of ambulances to Montenegro with very visible EU logo	protection of cultural heritage: CZIP

Two respondents provided answers to this open-ended question.

One respondent highlights the fact that the availability of human and financial resources enabled the EU Info Centre to perform better than others in the network in the relevant IPA beneficiary.

A second respondent notes the following points:

- EU Info Centres and external contractors are crucial for effective communication of EU Delegations. The EU Info Centre is a source for film production, social media, website maintenance, media monitoring, reporting and analysis on the media, opinion polling and many other activities which other EU Delegations keep in separate contracts. The EU Delegation in question is highly satisfied with the performance of the current and previous contractors.
- However, the lack of core staff in EU Delegations to manage external resources has been an issue. The EEAS has built its own HQ based communication team for the Western Balkans, while resources in the Delegations have not been enforced. For example, two Delegations in the IPA beneficiary in question only has two staff members each on the Press team. Budgetary increases should come hand-in-hand with an increase in core staff.

#### 4. SURVEY OF EU DELEGATION COMMUNICATION STAFF IN THE NEIGHBOURHOOD REGION

The following section provides an analysis of the filled in surveys held with EU Delegation Communication Coordinators and Press and Information Officers in the eastern and southern neighbourhood region.

The survey was completed by Communication Coordinators/Managers and Press and Information Officers. The survey contained questions on the following topics:

- EU Delegation communication activities, target groups and challenges;
- Assessment of the OPEN Neighbourhood Programme’s communication activities;
- Views on the option of having an EU Info Centre established in the country.

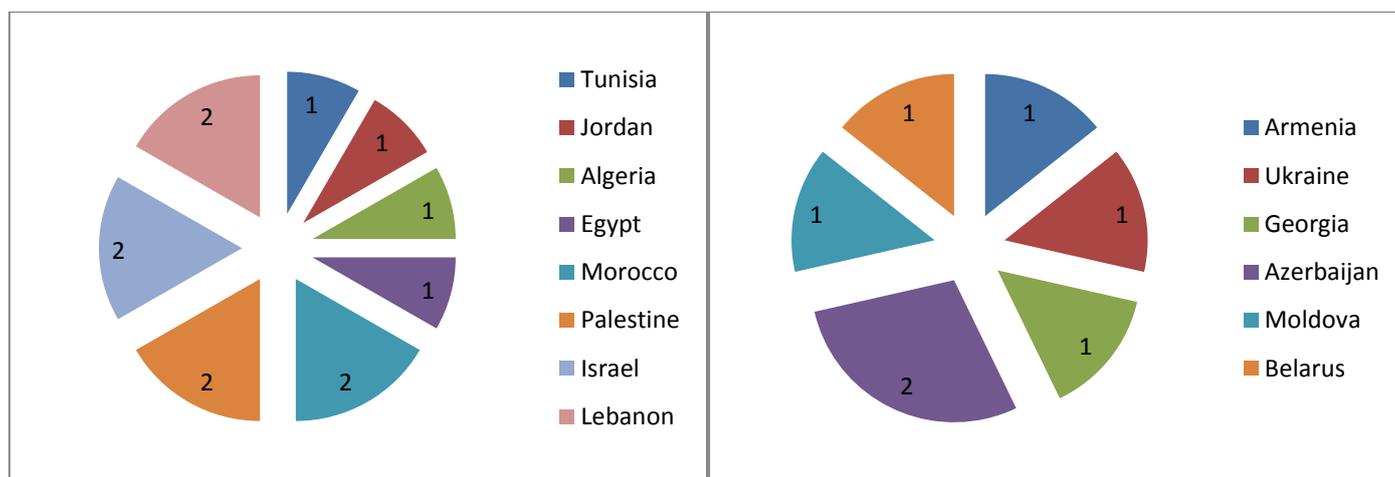
In total, 19 survey responses were received from EU Delegations in Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Moldova, Morocco, Palestine\*, Syria, Tunisia, and Ukraine<sup>117</sup> (see question 1). The survey was launched on 07 June 2018 and was closed again on 25 October 2018.

The survey consisted of 18 questions in total. All questions required a response, except for questions 11, 12 and 18 in which respondents were asked which international organisations and Member States are most effective in communicating about the support countries receive as well as whether the respondents have any other/additional comments that they would like to make.

The majority of respondents followed survey guidelines and provided answers to all questions. However, there are exceptions where only a limited number out of questions 1-17 were answered by all countries (Armenia completed 65% of questions; Algeria 43%; and Egypt 84%). As such, for some of the questions, there are some aspects not covered by all EU Delegations.

The survey analysis is structured to present answers per survey question. The respondents from the southern neighbourhood region and the Eastern Partnership countries have been separated. Moreover, given that Tunisia, Armenia and Ukraine were chosen as case studies for the fieldwork in the neighbourhood region, these survey responses have been disaggregated from the responses provided by EU Delegations in the southern neighbourhood region and Eastern Partnership countries.

##### Q1: Where is your Delegation located?



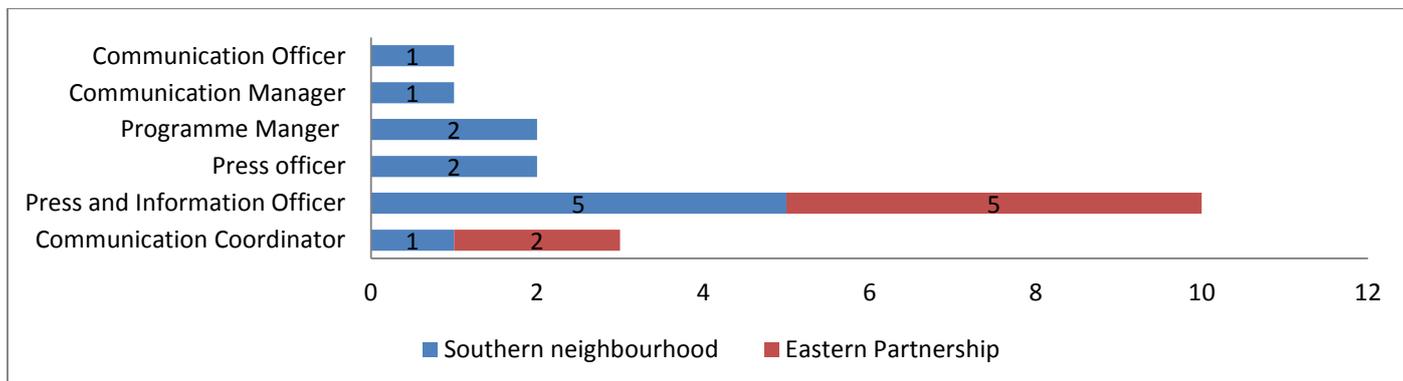
The above pie charts show the country location of the different survey respondents. In total, 12 responses from the southern neighbourhood region and seven responses from the Eastern Partnership countries were received.

<sup>117</sup> The evaluation team did not receive responses from EU Delegations in Libya and Syria.

\*The denomination does not imply an opinion on the recognition of a State of Palestine.

From the southern neighbourhood, two responses were received from Morocco, Palestine, Israel and Lebanon, and one from Tunisia, Jordan, Algeria and Egypt. Among the Eastern Partnership countries, two responses were received from Azerbaijan, whereas just one response per country was received from Armenia, Belarus, Georgia, Moldova and Ukraine.

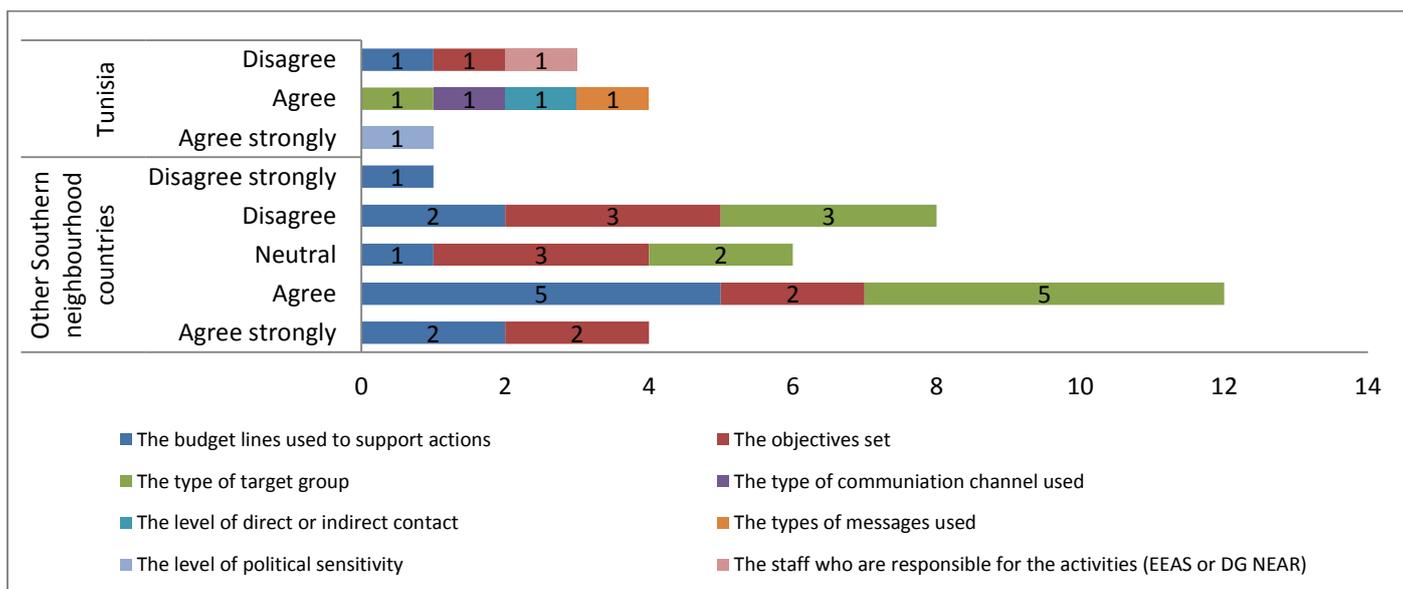
**Q2: What is your job title?**



The above figure provides an overview of the different jobs the survey respondents occupy. The majority of respondents from the southern neighbourhood region and the Eastern Partnership countries are Press and Information Officers.

**Q3: To the best of your knowledge, how does the Delegation differentiate between public diplomacy and communication actions?**

**Southern neighbourhood region**



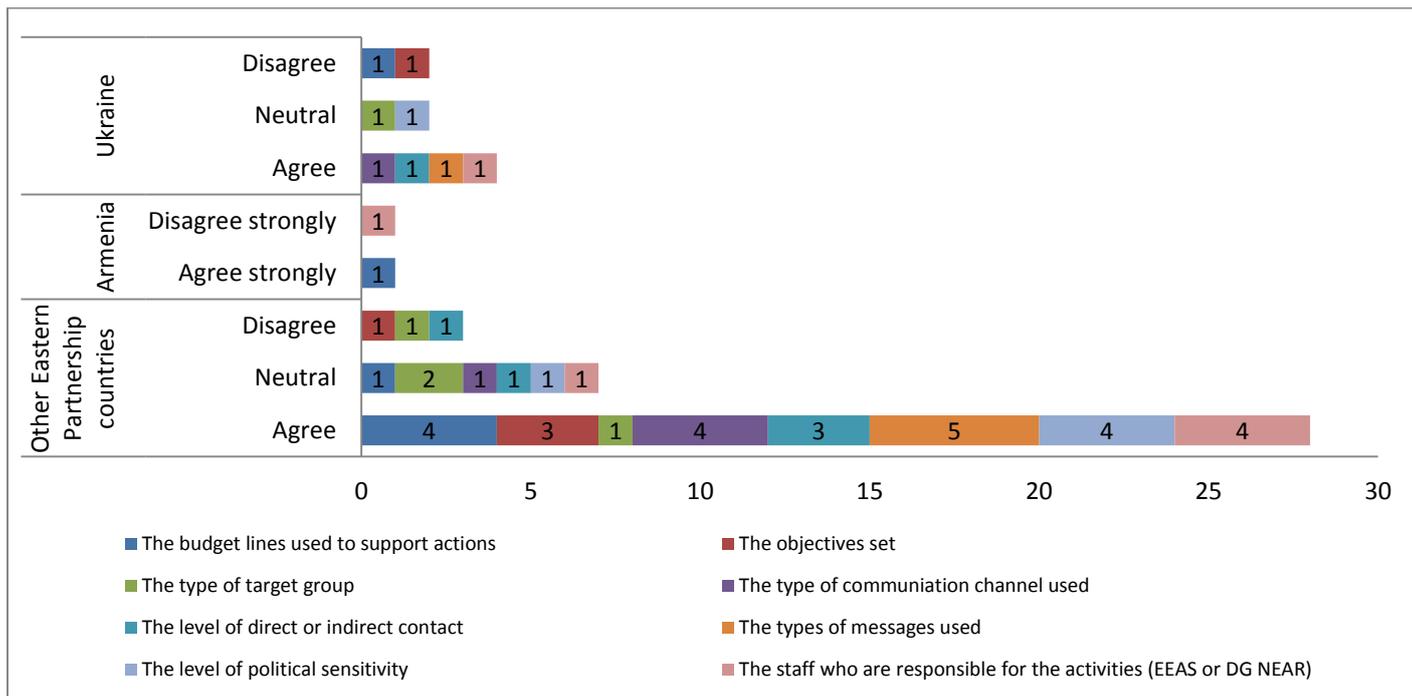
The figure shows the majority of respondents from the southern neighbourhood countries other than Tunisia agree (12) or agree strongly (four) that the EU Delegation differentiates between public diplomacy and communication actions, both by type of target group and by budget lines used to support actions. Fewer disagree (eight), disagree strongly (one), or are neutral (five).

The respondent from Tunisia agrees with the other southern neighbourhood countries that the EU Delegation differentiates on the type of target groups but disagrees that the budget lines are differentiated.

Moreover, the respondent from Tunisia also strongly agrees or agrees that the level of public sensitivity; the type of messages used; the type of direct/indirect contact; and the type of communication channels used are ways in which the EU Delegation differentiates between public diplomacy and communication actions. The respondent disagrees that the staff (EEAS or DG NEAR)

who are responsible for the activities is differentiated between public diplomacy and communication activities. These options were not selected by other southern neighbourhood country respondents.

### Eastern Partnership countries



The majority of respondents from the Eastern Partnership countries other than Armenia and Ukraine agree that the types of messages used (five); the type of budget lines used (four); the staff (EEAS or DG NEAR) who are responsible for activities (four); and the level of political sensitivity (four) are ways that the EU Delegations differentiate between public diplomacy and communication activities.

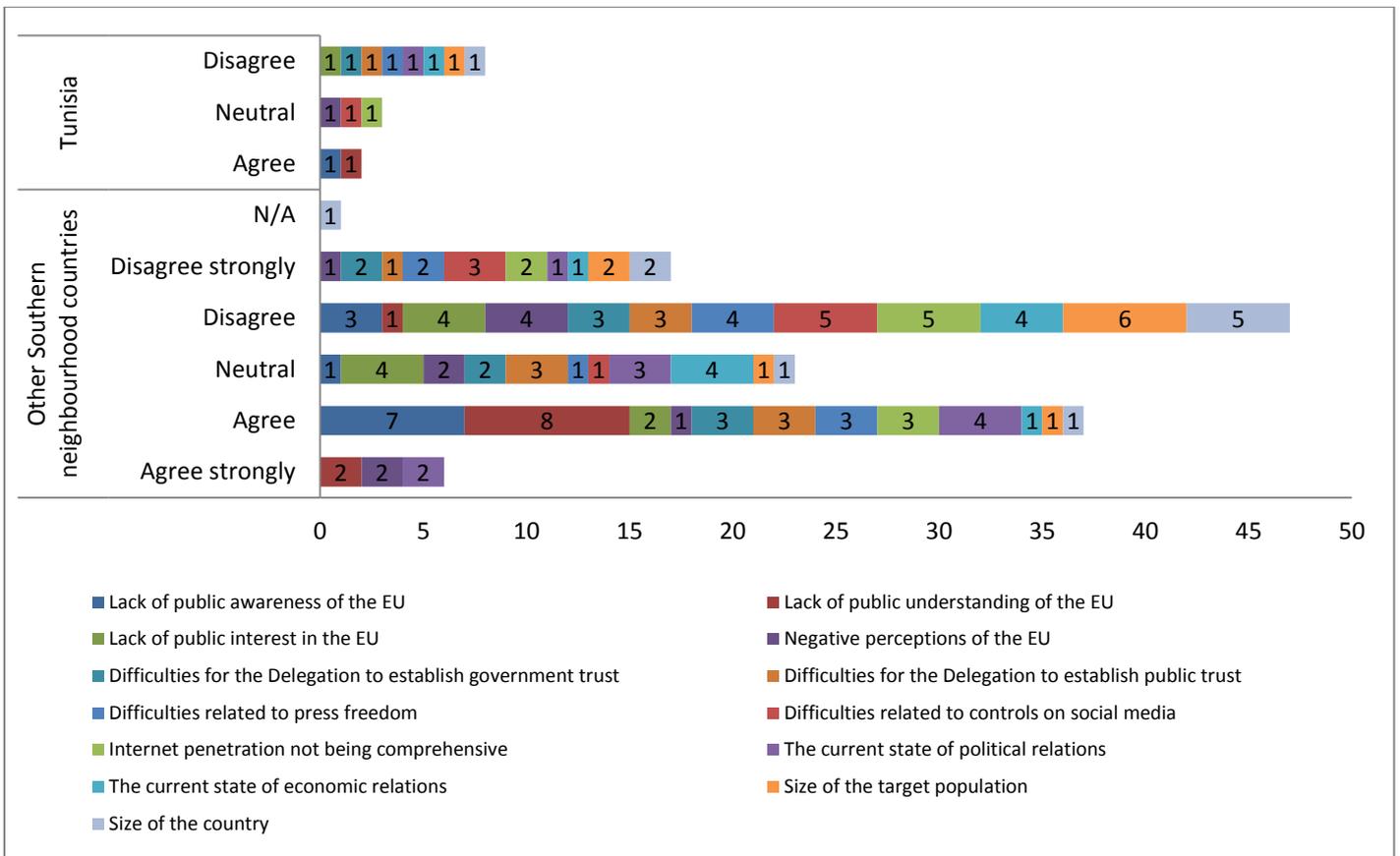
In contrast, the respondent from Armenia disagrees strongly that the EU Delegation differentiates between public diplomacy and communication activities through staff (EEAS or DG NEAR) who are responsible for activities.

The respondent from Ukraine agrees with most of the other Eastern Partnership countries that the EU Delegation differentiates between public diplomacy and communication activities through the type of messages used; the staff who are responsible for the activities; and the type of communication channels used. However, the respondent disagrees that there is differentiation on the budget lines used to support actions, while none of the other countries share this view.

Furthermore, together with just one additional respondent from another Eastern Partnership country, the respondent from Ukraine disagrees that the EU Delegation differentiates between public diplomacy and communication activities in the objectives set. By contrast, three respondents from other Eastern Partnership countries agree.

**Q4: In your opinion, to what extent do the following factors limit EU Delegation communication in your country?**

### Southern neighbourhood region

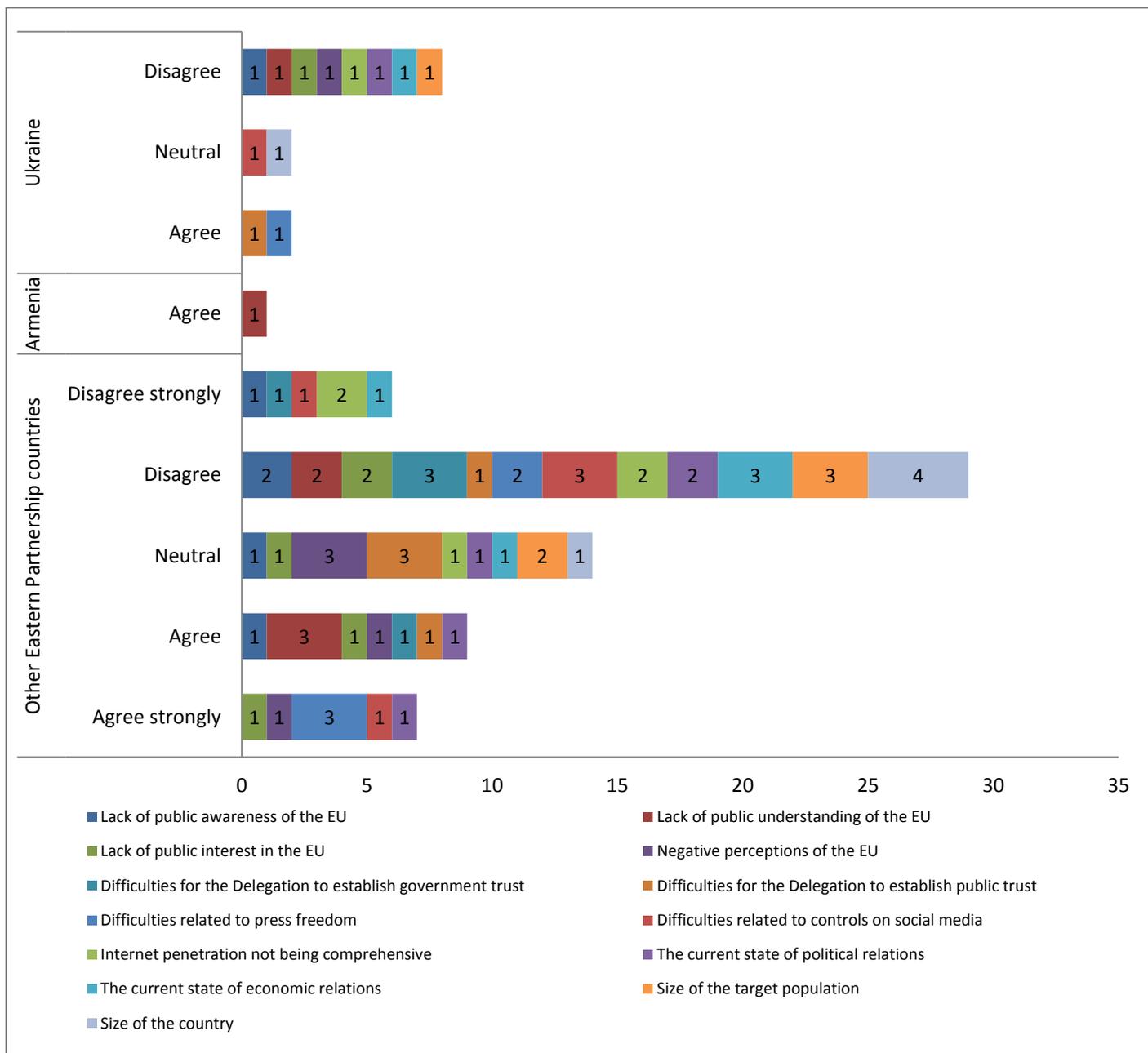


The majority of respondents from the southern neighbourhood countries, including Tunisia, tend to either disagree or disagree strongly with most of the factors mentioned in the above figure as limiting the communication of the EU Delegations in these countries.

The factors with which respondents from all southern neighbourhood countries most agree and agree strongly as limiting EU Delegations’ communication are lack of public awareness of the EU (eight agree) and lack of public understanding of the EU (nine agree, two strongly agree). Furthermore, four agree and two strongly agree with the fact that the current state of political relations is a factor limiting EU Delegations’ communication, although Tunisia disagrees.

The factors on which people state they disagree or disagree strongly with the most are the size of target population (seven disagree, two disagree strongly); size of the country (six disagree, two disagree strongly); difficulties related to controls on social media (five disagree, three strongly disagree); and internet penetration not being comprehensive (five disagree, two strongly disagree). However, Tunisia is neutral on both the latter two factors. Furthermore, regarding difficulties related to press freedom, five disagree, including Tunisia, and two strongly disagree.

## Eastern Partnership countries



As in the southern neighbourhood region, the majority of respondents from the Eastern Partnership countries including Ukraine tend to either disagree or disagree strongly with most of the mentioned factors as limiting EU Delegations' communication. There are fewer numbers of neutral responses than the responses from the southern neighbourhood region.

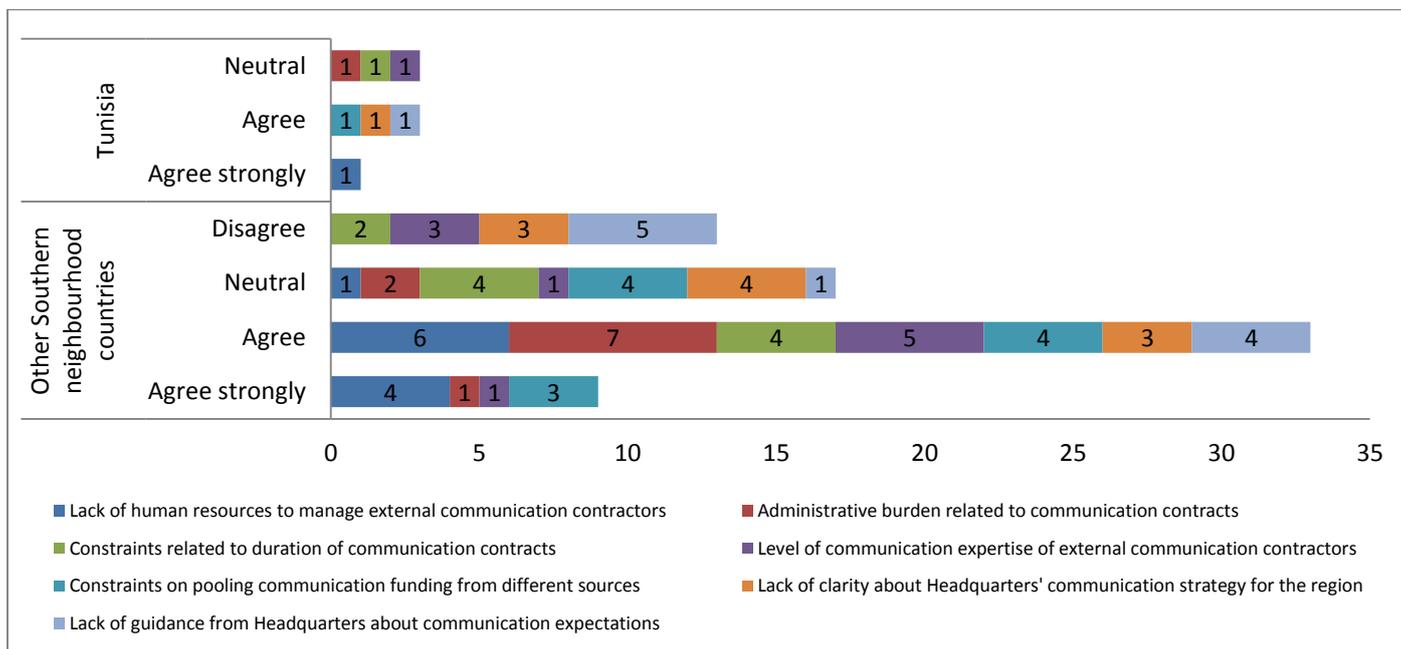
The factors with which respondents most agree and agree strongly as limiting EU Delegation Communication are difficulties related to press freedom (three strongly agree, Ukraine agrees) and lack of public understanding of the EU (four agree, including Armenia). However, Ukraine disagrees on the latter factor. Ukraine, together with just one other Eastern Partnership country, mentions difficulties for the EU Delegation to establish public trust as a factor limiting EU Delegations' communication.

The factor with which the majority of respondents disagree the most as limiting EU Delegations' communication is the current state of economic relations (four disagree, including Ukraine, one strongly disagrees). Other important factors that respondents disagree or disagree strongly with are the size of target population (four disagree, including Ukraine); size of the country (four disagree); difficulties for the Delegation to establish government trust (three disagree, one strongly disagrees); difficulties related to controls on social media (three disagree, one strongly disagrees); and internet

penetration not being comprehensive (three disagree, including Ukraine, two strongly disagree). The respondent from Ukraine is neutral on the factor of difficulties related to controls on social media.

**Q5: To what extent are the following internal communication challenges relevant for the EU Delegation in your country?**

**Southern neighbourhood region**



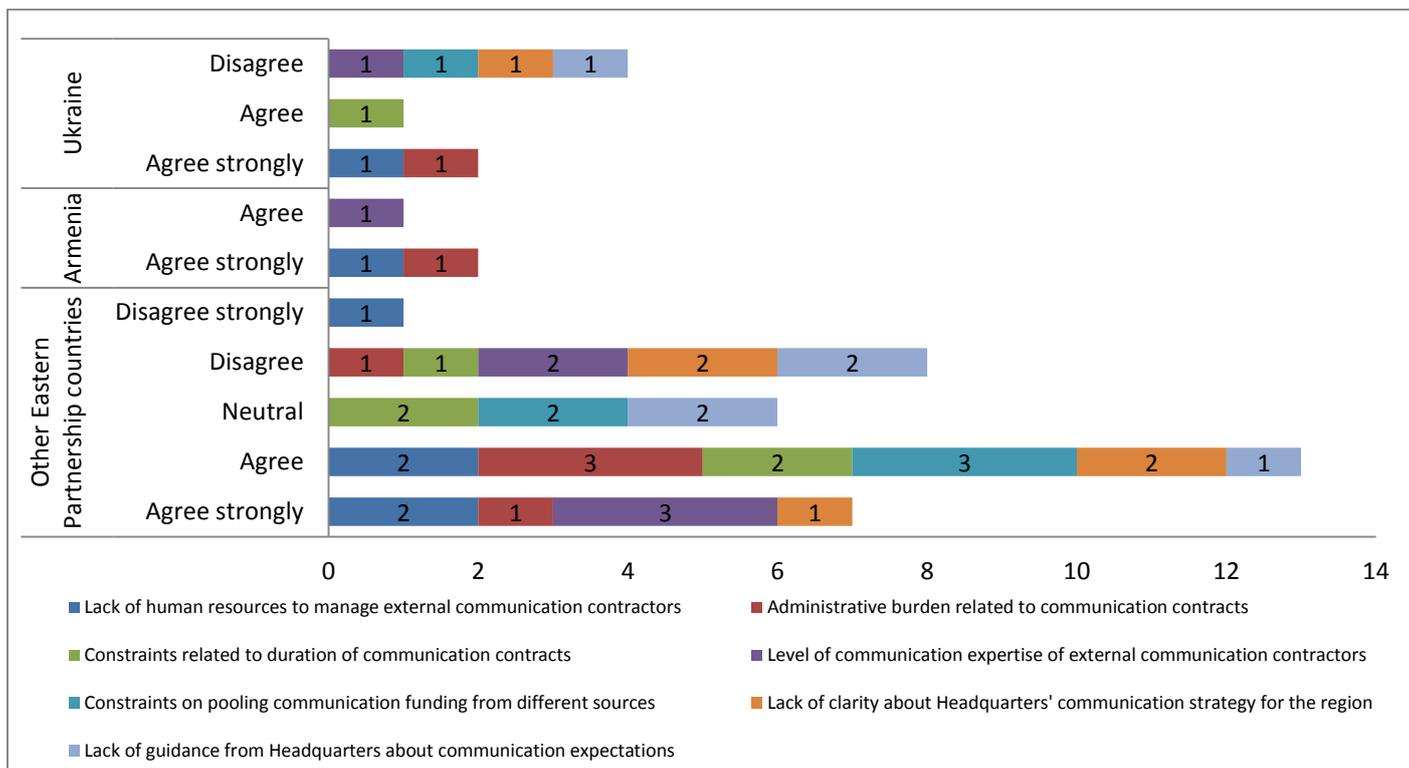
Most respondents from the Eastern Partnership countries, including Tunisia, tend to agree or agree strongly that many of the internal challenges listed are relevant for the EU Delegations.

From the evidence, the internal challenges most selected by the respondents are the lack of human resources to manage external communication contractors (six agree, five strongly agree, including Tunisia); the constraints on pooling communication funding from different sources (five agree, three strongly agree); the administrative burden related to communication contracts (seven agree, one strongly agrees) and the level of communication expertise of external communication contractors (five agree, one strongly agrees).

Respondents disagree the most with the following factor: the lack of guidance from headquarters about communication expectations (five disagree, including Tunisia). This suggests that it is not perceived to be an internal challenge. However, an equal number of respondents agree that this factor is an internal challenge. Likewise, while three respondents disagree that the lack of clarity about the headquarters is an internal communication challenge, four others agree that it is (albeit the fact that four respondents are neutral on this).

Interestingly, Tunisia neither disagrees or disagrees strongly on any of the listed factors.

## Eastern Partnership countries



Like in the southern neighbourhood region, the respondents from Eastern Partnership countries tend to either agree or agree strongly that many of the internal challenges listed are relevant for the EU Delegations.

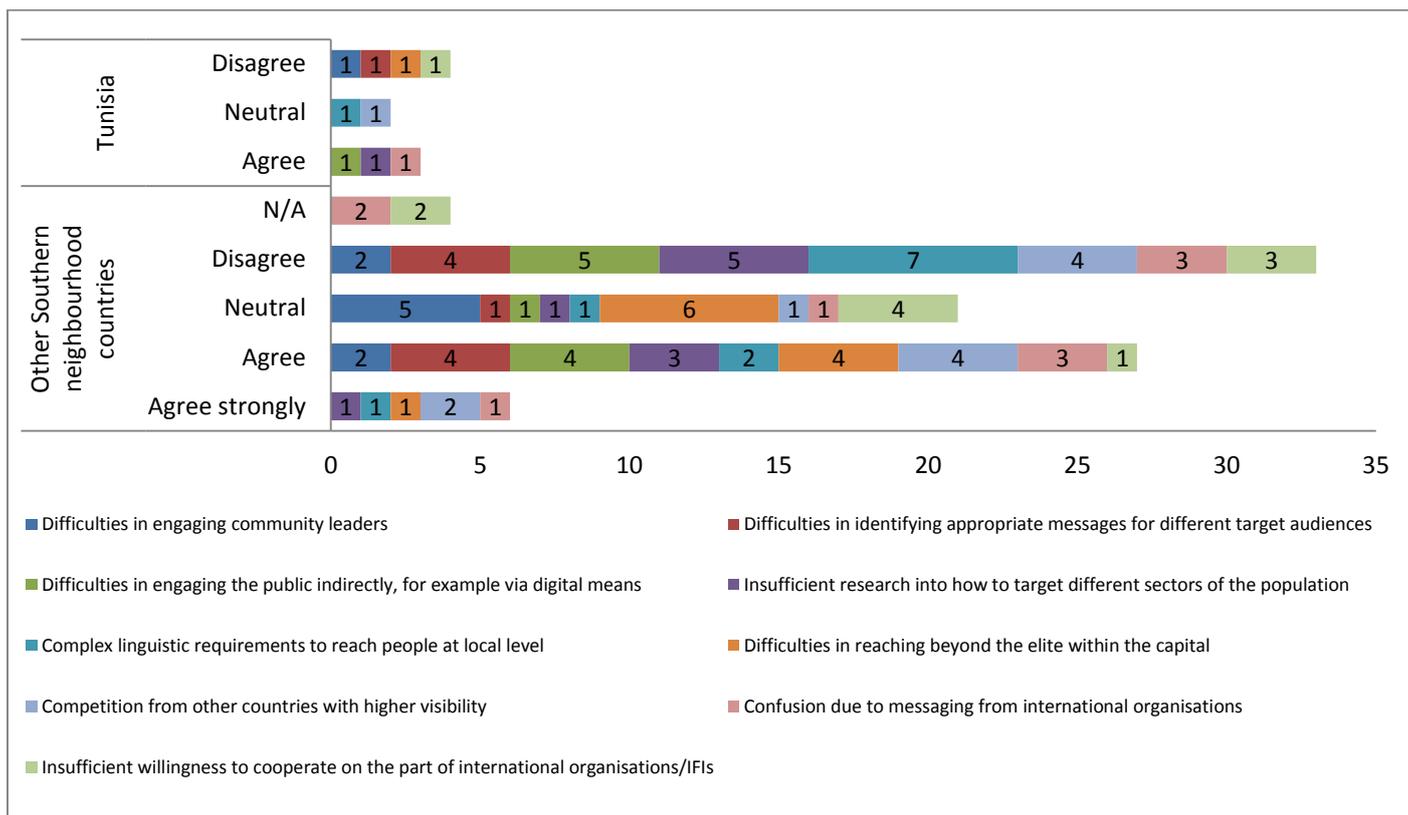
The factors that most respondents agree are relevant internal challenges are the lack of human resources to manage external communication contractors (two agree, four agree strongly) and the administrative burden related to communication contracts (three agree, three agree strongly).

Respondents disagree the most with the following factor: the lack of clarity about headquarters' communication strategy for the region (three disagreeing, including Ukraine). However, an equal number of respondents agree (two) or strongly agree (one) that this factor is an internal challenge.

Three (including Ukraine) disagree that the level of communication expertise of external communication contractors is an internal challenge. However, four other respondents (including Armenia) agree or strongly agree that it is an internal challenge. Similarly, while three respondents (including Ukraine) disagree that lack of guidance from headquarters about communication expectations is an external challenge, two respondents were neutral on this issue, and another one agrees that it is an internal challenge.

**Q6: To what extent are the following external communication challenges relevant for the EU Delegation in your country?**

**Southern neighbourhood region**



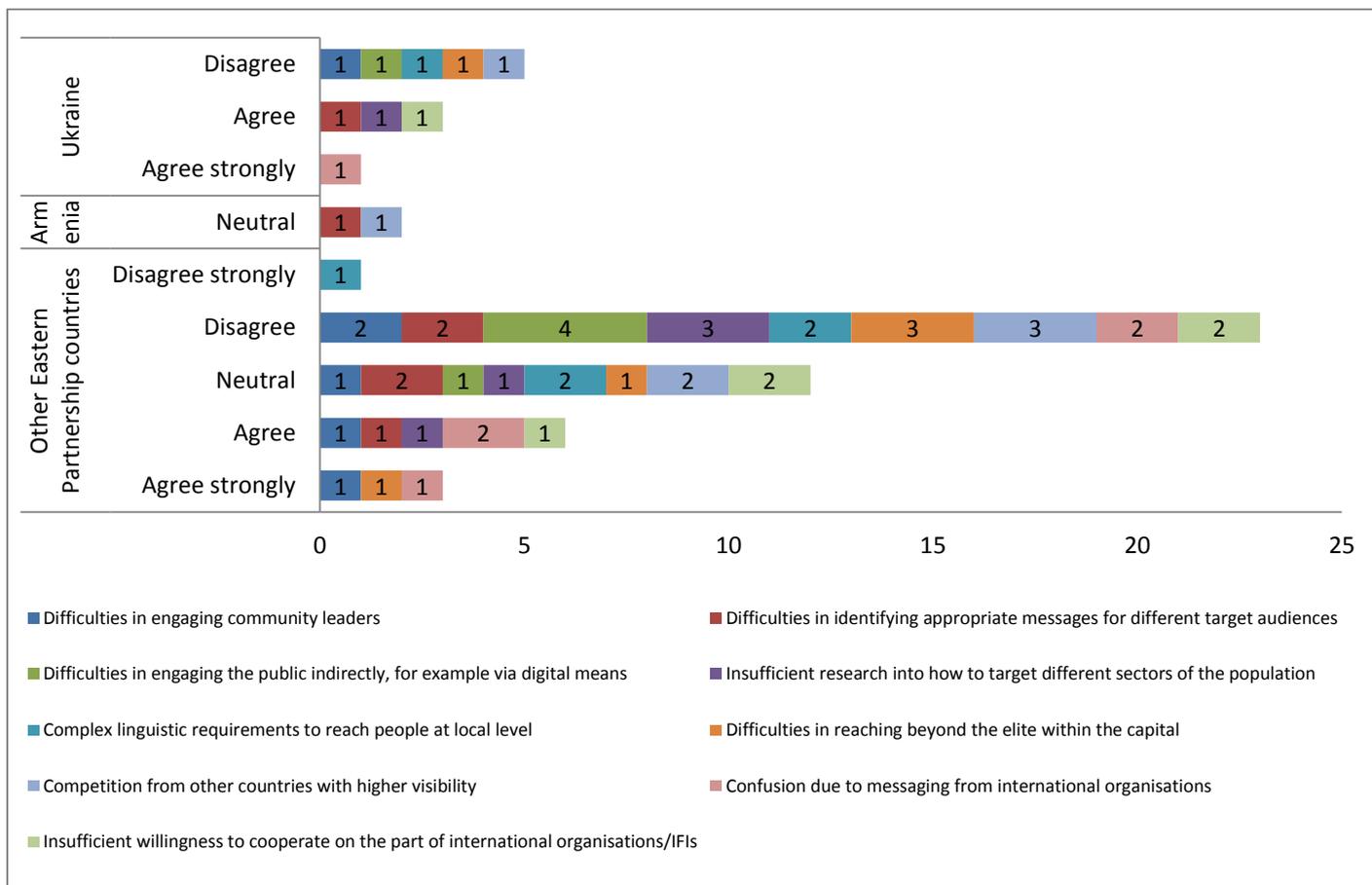
Overall, the responses show a big variety in attitudes towards external challenges. A slight majority disagree that the listed factors are external challenges relevant for the EU Delegations. There are, however, 21 neutral responses.

The factors that most respondents agree are relevant external challenges for the EU Delegation’s communication are competition from other countries with higher visibility (four agree, two strongly agree) and difficulties in engaging the public indirectly (five agree, including Tunisia). However, four respondents disagree that the former factor is an external challenge, and five respondents disagree with the latter factor (Tunisia is neutral on this).

Respondents disagree the most with the following factor: complex linguistic requirements to reach people at local level (seven disagree, Tunisia was neutral). Another factor that respondents disagree with is insufficient research on how to target different sectors of the population (five disagree), although an equal amount agree this was a relevant factor (four agree, including Tunisia, one strongly agrees).

The respondent from Tunisia agrees that three external communication challenges are relevant for the EU Delegation: confusion due to messaging from international organisations; difficulties in engaging the public indirectly; and insufficient research into how to target different sectors of the population.

## Eastern Partnership countries



In contrast to the southern neighbourhood countries, relatively more respondents disagree and disagree strongly that the factors listed are relevant external challenges for the EU Delegations. Only nine agree and four agree strongly. There are 14 neutral opinions.

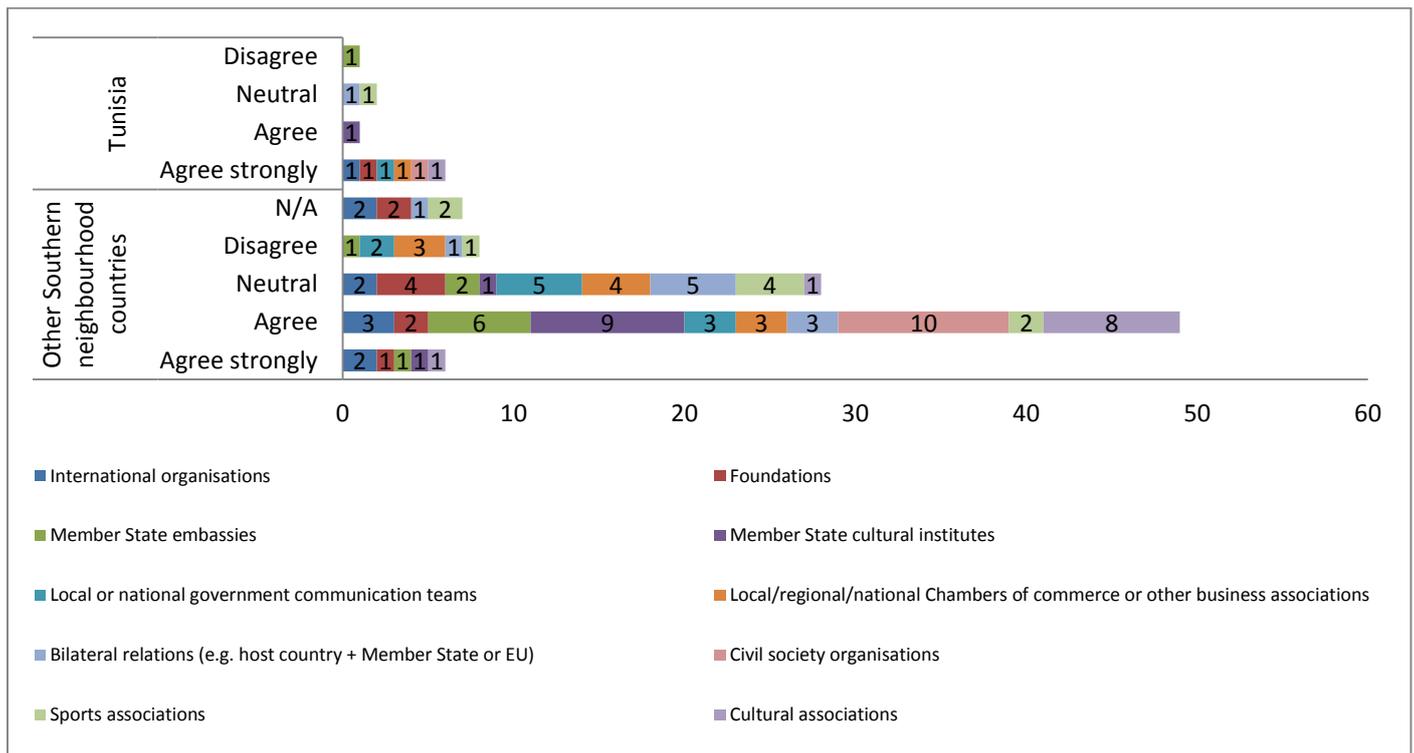
The factor that most respondents agree with as being a relevant external challenge is confusion due to messaging from international organisations (two agree, two strongly agree). Only two respondents disagree with this.

Respondents disagree the most with the following factors: difficulties in engaging the public indirectly (five disagree, including Ukraine); competition from other countries with higher visibility (four disagree, including Ukraine); and difficulties in reaching beyond the elite within the capital (four disagree, including Ukraine).

Ukraine and Armenia show different outcomes: Ukraine was more divided with five respondents selecting disagree, three agree and one agree strongly, compared to Armenia's two neutral responses.

**Q7: To what extent does the EU Delegation find collaboration with the following types of multipliers to be an effective way to increase the impact of communication activities?**

**Southern neighbourhood region**



Most respondents either agree or agree strongly with the fact that collaborating with multipliers is an effective way to increase the impact of communication activities. Fewer respondents disagree, although many are neutral responses.

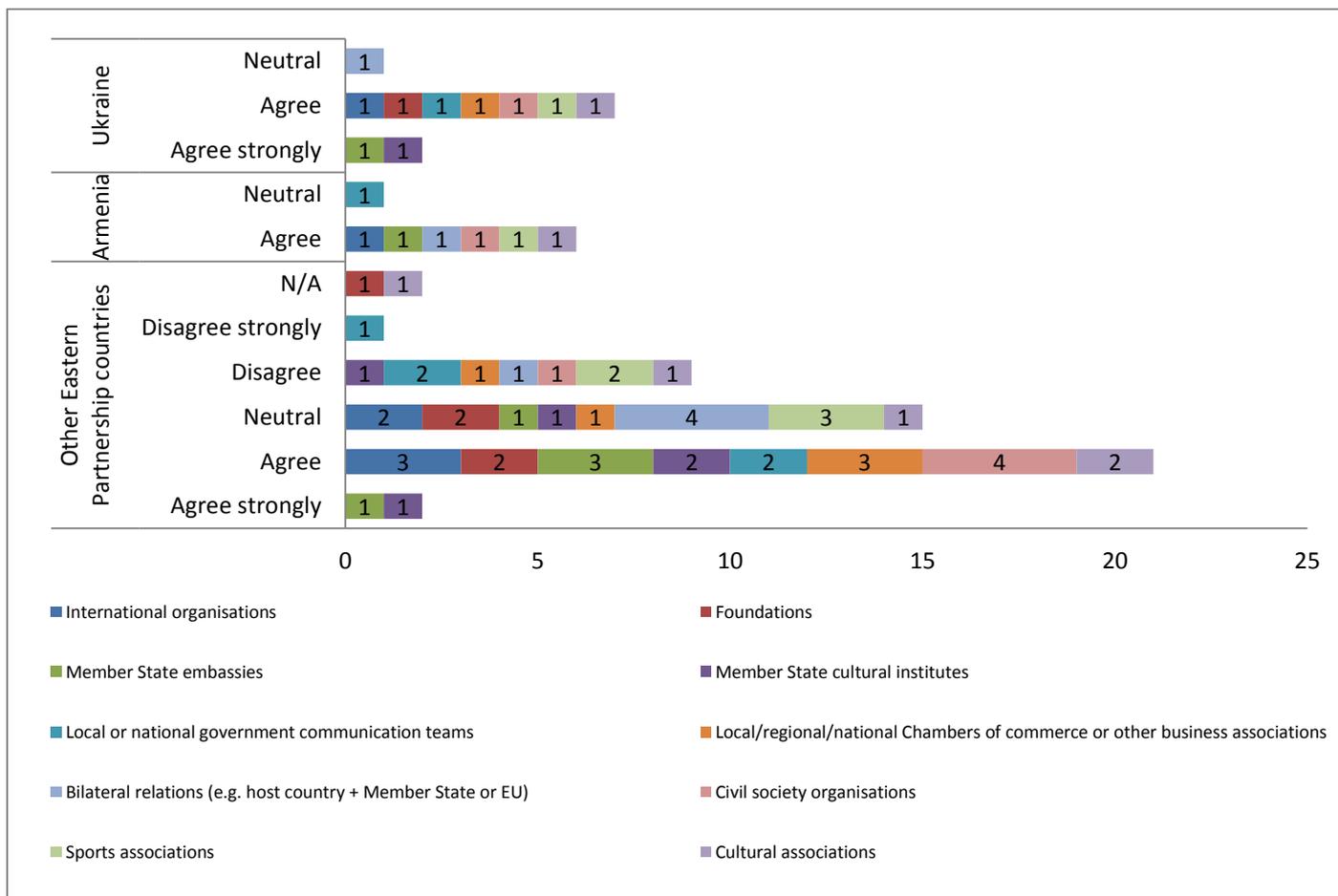
The multipliers that are considered to be the most effective are Member States’ cultural institutes (ten agree, including Tunisia, one strongly agrees); civil society organisations (ten agree); and cultural association (eight agree, two strongly agree, including Tunisia).

There were no clear multipliers that respondents consider to be least effective, although chambers of commerce or other business associations is the multiplier most respondents disagree with. However, four agree they are, and four are neutral, showing that there is no clear opinion on the effectiveness of this multiplier.

The only multiplier that are considered to be least effective in Tunisia are Member States’ embassies.

There were also four multipliers which are considered by respondents in southern neighbourhood countries other than Tunisia to be not applicable: international organisations (two responses); foundations (two responses); bilateral relations (one response); and sports associations (two responses).

## Eastern Partnership countries



Most respondents either agree or agree strongly with the fact that collaborating with multipliers is an effective way to increase the impact of communication activities. Fewer respondents disagree or disagree strongly, although many are neutral responses. This is similar to the responses from the southern neighbourhood region.

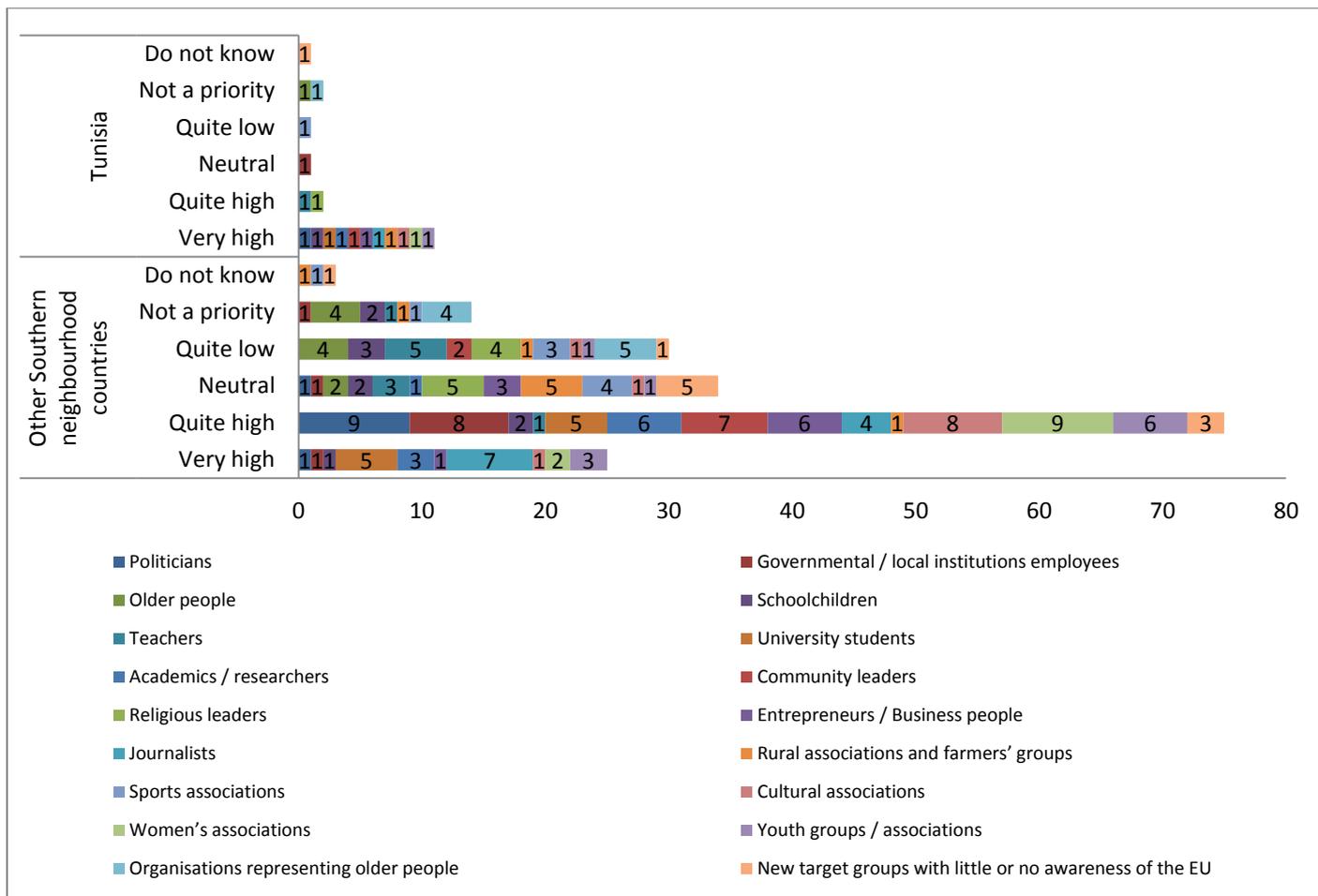
The most effective multipliers are considered to be Member States' civil society organisations (six agree, including Armenia and Ukraine); Member State's embassies (four agree, including Armenia, two strongly agree, including Ukraine); international organisations (five agree, including Armenia and Ukraine); and local or national government communication teams (two disagree, one disagrees strongly).

There are no clear multipliers that respondents consider to be least effective. Sports associations (two disagree, three were neutral) and chambers of commerce or other business associations (two disagree) are multipliers that most respondents disagree with.

Neither the respondents from Armenia or Ukraine have identified any multiplier with whom collaboration would not be an effective way to increase the impact of communication activities.

**Q8: Please rate the following target groups in terms of the level of priority with the EU Delegation gives to each group in its communication activities (those that the Delegation manages directly)?**

**Southern neighbourhood region**

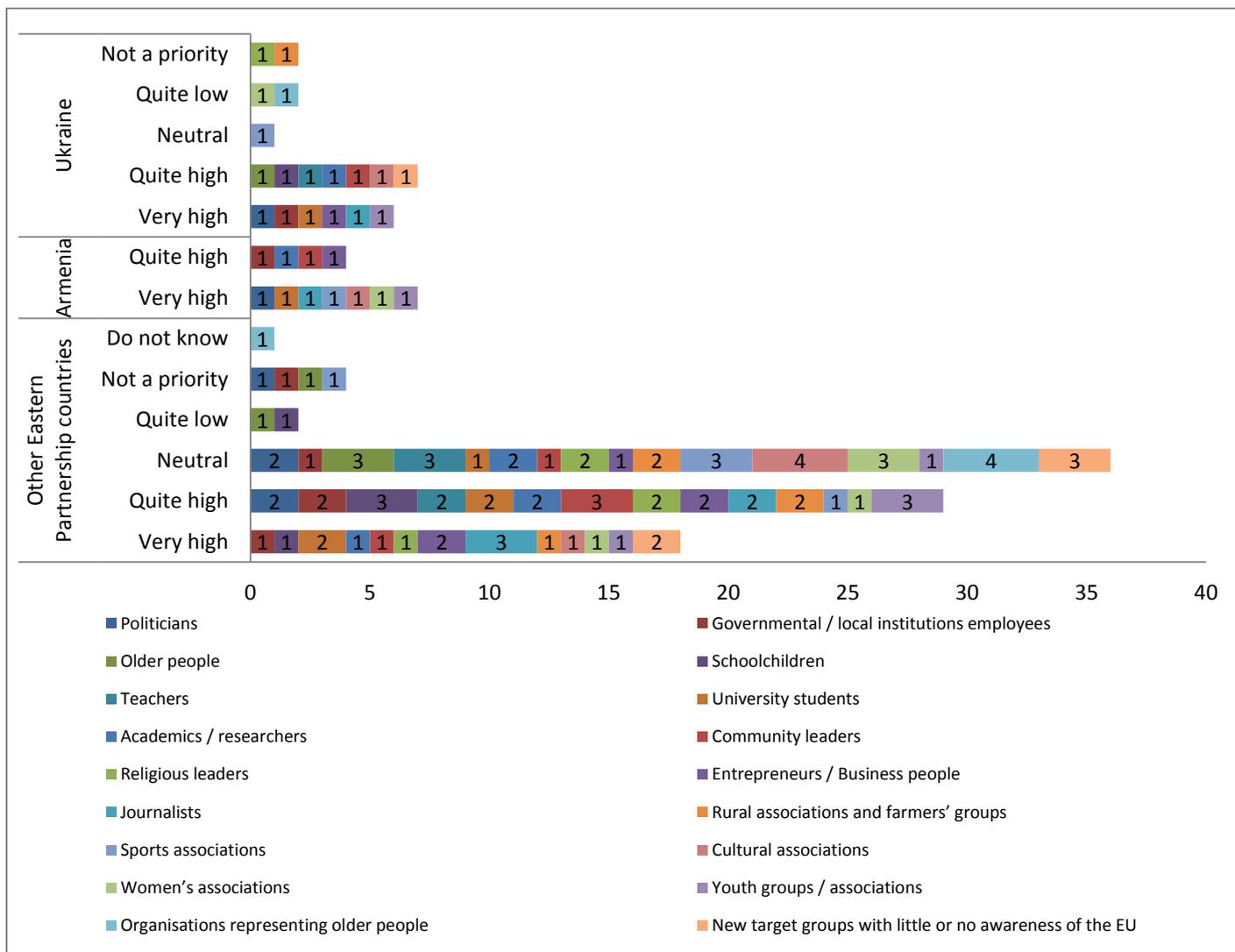


Most target groups are either classified as either quite high or very high in terms of the level of priority. Fewer target groups are classified as quite low, or not a priority at all.

The target groups with the highest priority are journalists (eight times very high, including Tunisia, four times quite high); university students (six times very high, including Tunisia, five times quite high); women associations (three times very high, including Tunisia, nine times quite high); youth groups (four times very high, including Tunisia, six times quite high); cultural associations (two times very high, including Tunisia, eight times quite high).

The target groups that are the least prioritised are organisations representing older people (five times not at all, including Tunisia, five times quite low) and older people (five times not at all, including Tunisia, four times quite low). Teachers (five times quite low, one time not at all) and religious leaders (four times quite low) are also not highly prioritised as target groups, except in Tunisia where they are classified as quite high priority.

## Eastern Partnership countries



As in the southern neighbourhood region, most target groups are classified either as quite high or very high priority. Fewer target groups are classified as quite low or not a priority at all.

The target groups with the highest priority are journalists (five times very high, including Armenia and Ukraine), two times quite high); university students (four times very high, including Armenia and Ukraine, two times quite high); entrepreneurs/business people (three times very high, including Ukraine, three times quite high, including Armenia); and youth groups (three times very high, including Armenia and Ukraine, three times quite high).

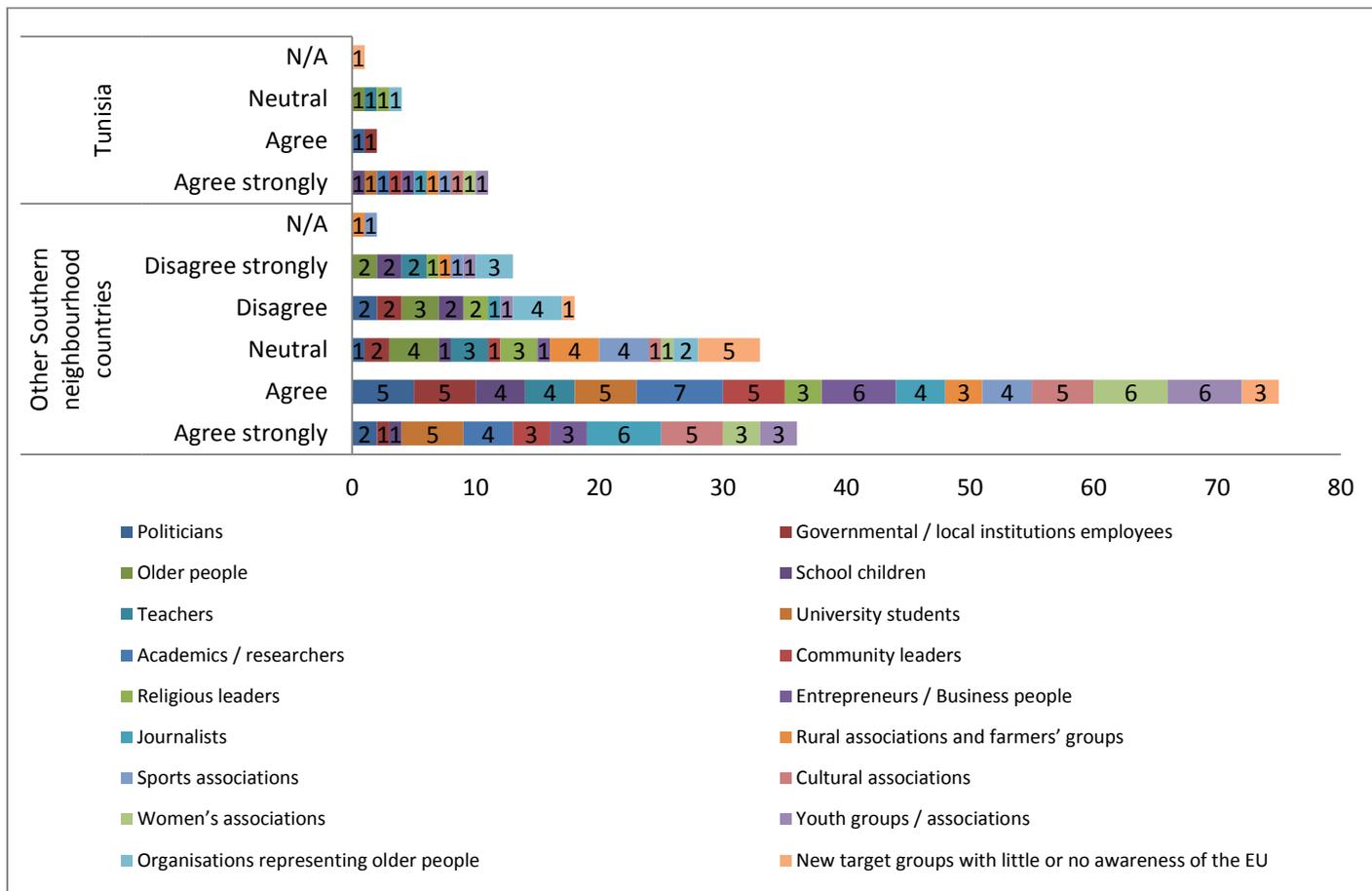
The target group that are the least prioritised is older people (mentioned once as quite low and one time not at all).

The groups that are the most and least prioritised are similar to the responses from the southern neighbourhood region.

Interestingly, Armenia does not mention any target groups that are not highly prioritised. In the case of Ukraine, religious leaders as well as rural leaders and farmer groups are each classified as not being a priority, and organisations representing older people and women’s associations are classified as quite low priority.

**Q9: To what extent do you agree that the EU Delegation is able to engage the following target groups?**

**Southern neighbourhood region**



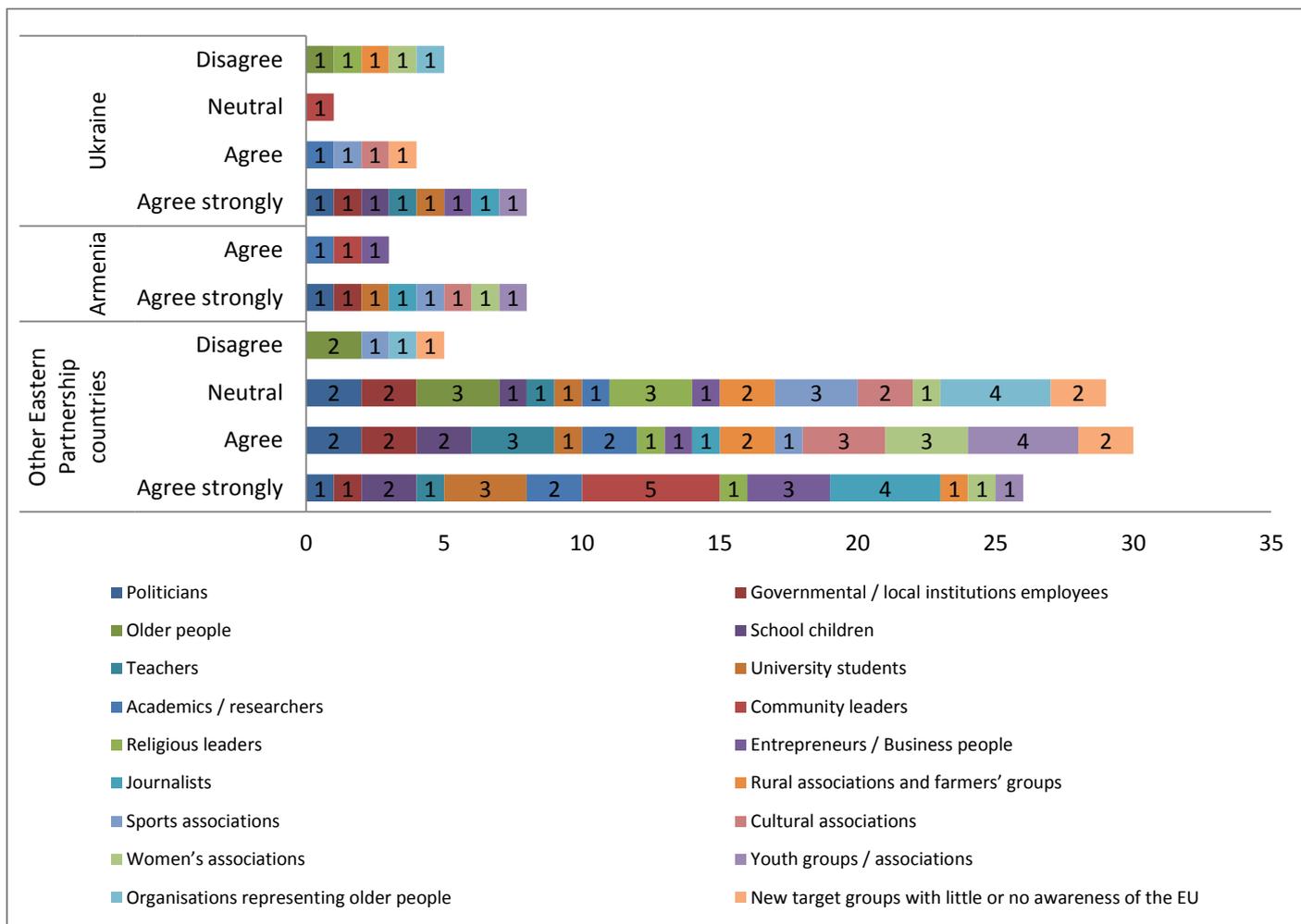
Most respondents either agree or agree strongly that the EU Delegations are able to engage almost all target groups. Fewer respondents disagree or disagree strongly, although many are neutral responses.

The majority of respondents from the southern neighbourhood countries note the EU Delegations are able to engage the following target groups the most: journalists (four agree, seven agree strongly, including Tunisia); academics/researchers (seven agree, five agree strongly, including Tunisia); university students (five agree, six strongly agree, including Tunisia); cultural associations (five agree, six agree strongly, including Tunisia); youth groups/associations (six agree, four strongly agree, including Tunisia); women’s associations (six agree, four strongly agree, including Tunisia); and entrepreneurs/business people (six agree, four strongly agree, including Tunisia).

The target groups for which respondents selected disagree or disagree strongly the most are organisations representing older people (four disagree, three disagree strongly, two were neutral) and older people (three disagree, two disagree strongly and four are neutral).

Interestingly, the respondent from Tunisia did not select disagree or strongly disagree for target group.

## Eastern Partnership countries



The results across the Eastern Partnership countries are similar to the southern neighbourhood region. The majority of respondents either agree or agree strongly that the EU Delegations are able to engage almost all target groups. Fewer respondents disagree, while none disagree strongly. Many are neutral responses.

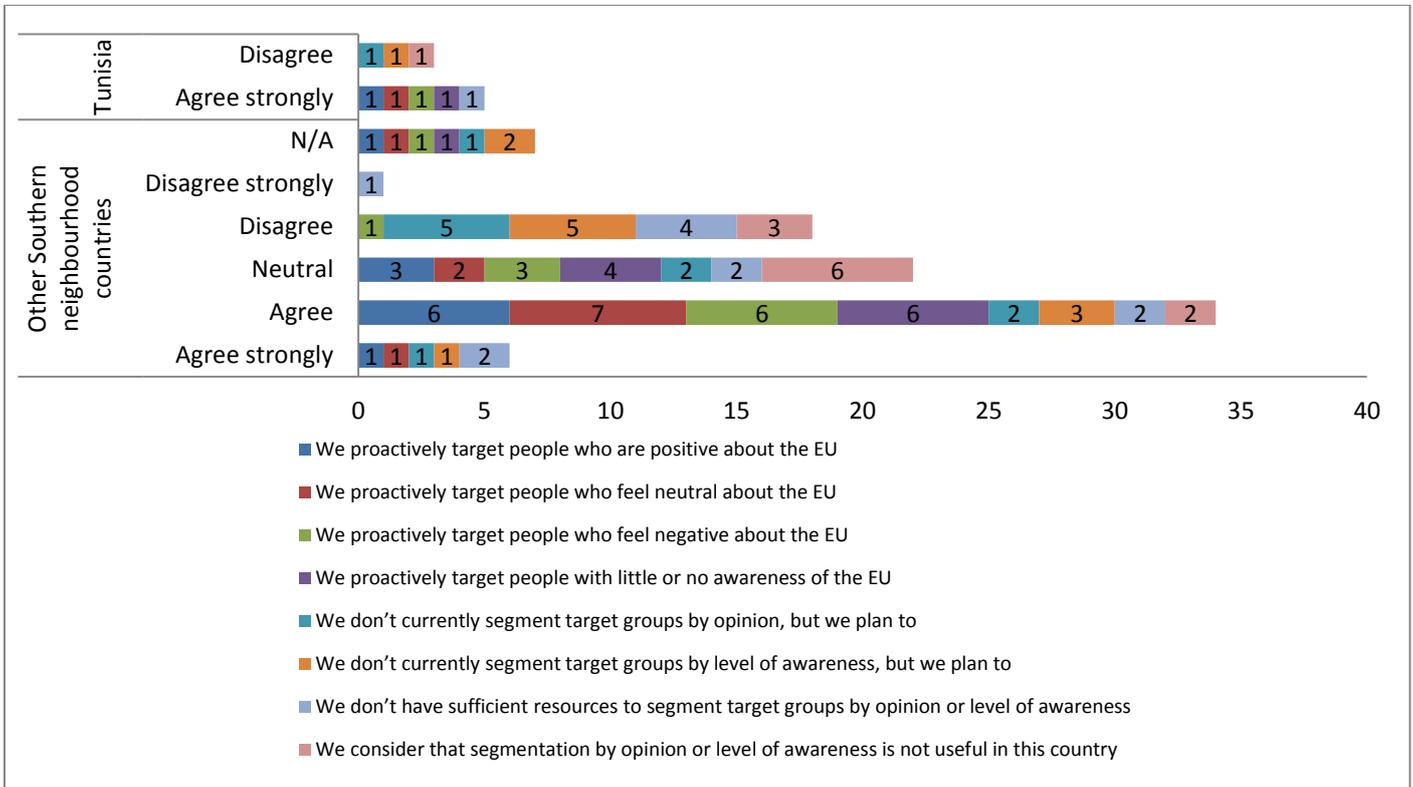
Most respondents from Eastern Partnership countries engage with the following target groups the most: journalists (six agree strongly, including Armenia and Ukraine) community leaders (one agrees, five agree strongly); youth groups/associations (four agree, three agree strongly, including Armenia and Ukraine); entrepreneurs/business people (two agree, including Armenia, four agree strongly, including Ukraine); and academics/researchers (two agree, including Armenia and Ukraine, four agree strongly).

The target groups for which respondents selected disagree or strongly disagree with the most are older people (three disagree, including Ukraine, three were neutral) and organisations representing older people (two disagree, including Ukraine, four were neutral), as in the southern neighbourhood region.

In Armenia, the respondent from Tunisia did not select disagree or strongly disagree for any target group. By contrast, the Ukrainian respondent selected disagree for five target groups in Ukraine (older people, religious leaders, rural associations and farmers' groups, women's associations, and journalists).

**Q10: To what extent do you segment and target the general public according to their opinion / level of awareness of the EU, as follows:**

### Southern neighbourhood region

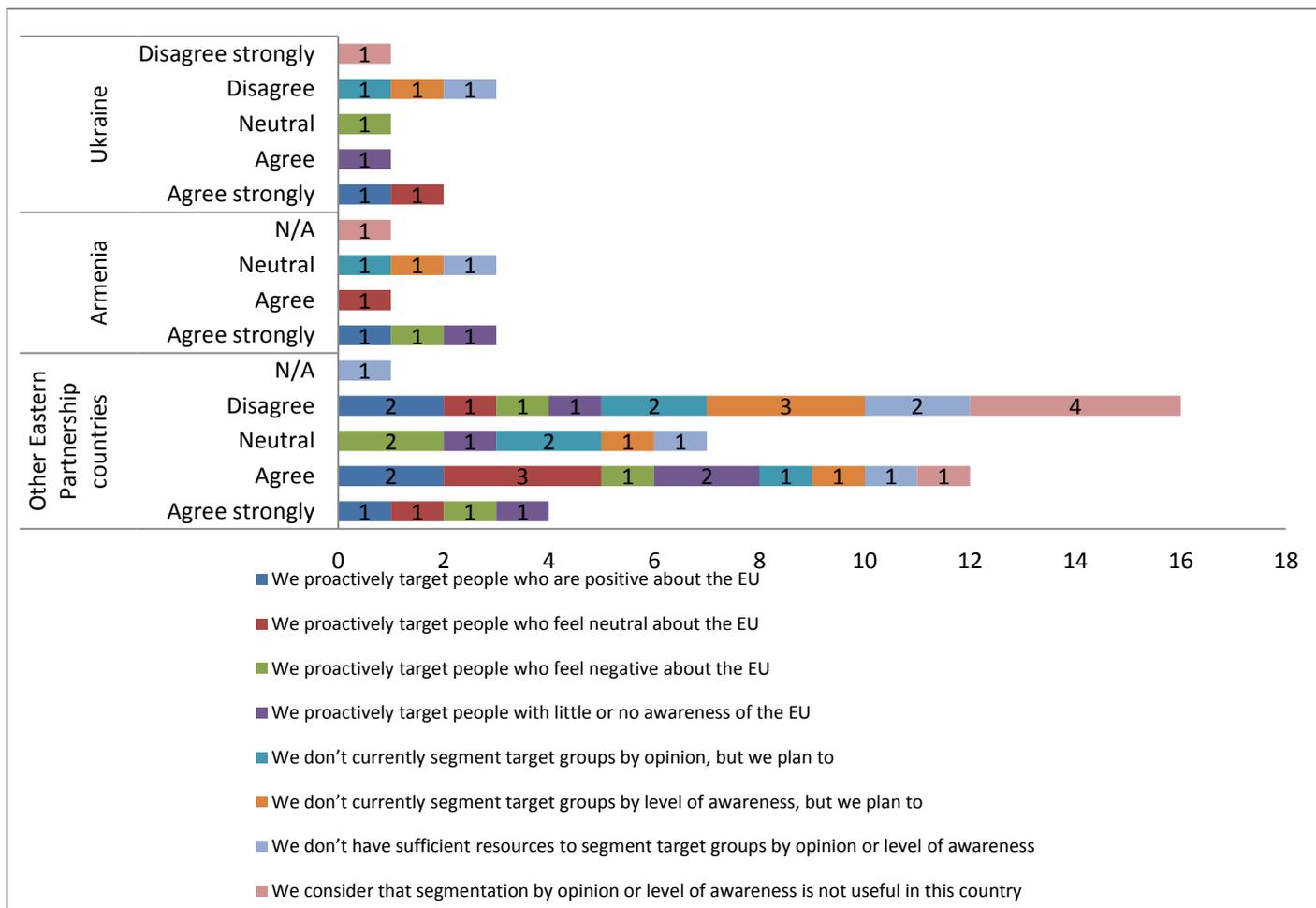


Respondents target people who feel positive, neutral and negative about the EU in fairly equal numbers. Most respondents also agree or agree strongly (including the Tunisian respondent) that the EU Delegations target people with little or no awareness of the EU. Three respondents do not currently target people by level of awareness. Only one respondent does not target people who feel negative about the EU, although other respondents are neutral on this. Two respondents do not currently target people by opinion.

Three respondents agree or strongly agree (including the Tunisian respondent) that the EU Delegations do not have sufficient resources to segment target groups by either opinion or awareness.

Most respondents (six) are neutral on whether they consider that segmentation by opinion or level of awareness would be useful; however, four EU Delegations disagree with the statement that segmentation by opinion or level of awareness would not be useful.

## Eastern Partnership countries



In the Eastern Partnership countries, the EU Delegations target people on the basis of how the target groups feel about the EU. People who feel neutral about the EU are more targeted (four agree with this, including Armenia, two strongly agree, including Ukraine), whereas people who feel positive about the EU are less targeted. It is less clear whether the EU Delegations target people who feel negative about the EU; one agrees, two agree strongly, one disagrees and three are neutral.

In contrast to the southern neighbourhood, four respondents, including Ukraine, disagree with the statement that the EU Delegations segment target groups by level of awareness of the EU. Only one agrees and two respondents are neutral on this. Furthermore, only one respondent agrees the EU Delegations do not have sufficient resources to segment target groups, although two are neutral on this and one respondent considers this to not be applicable.

The Ukrainian respondent strongly disagrees with the statement that segmentation by opinion or level of awareness is not useful; three respondents disagree with the statement.

**Q11: In your view, which international organisations are the most effective in communicating about the support that they provide in this country?**

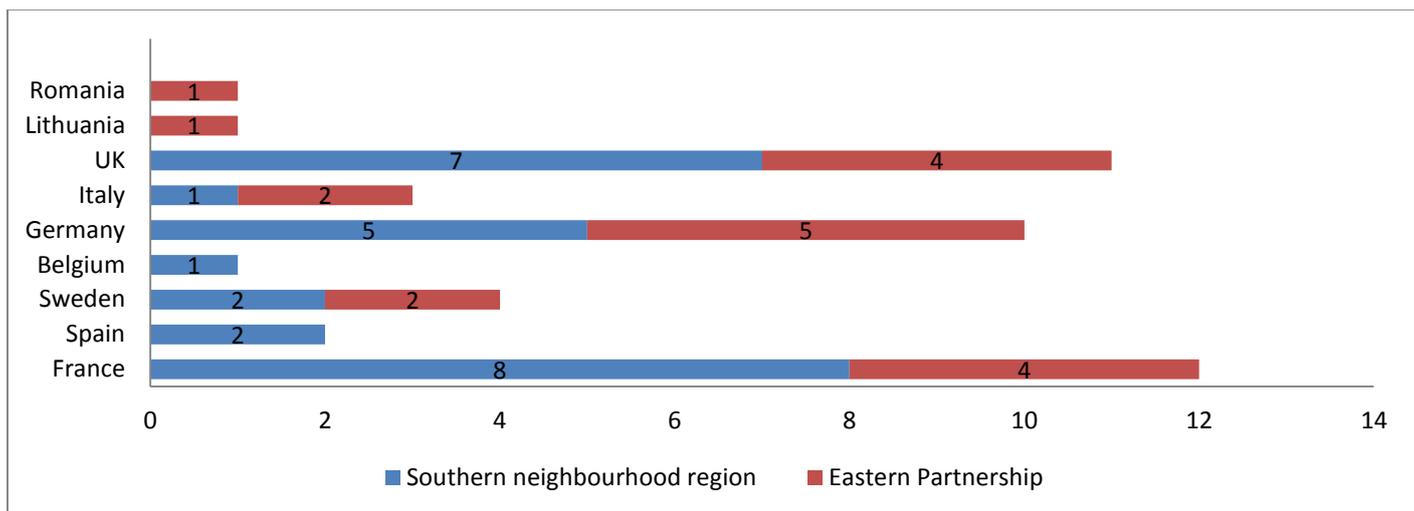
Southern neighbourhood	International Organisations				
<b>Tunisia</b>	UN	AFD / Expertise France	Jica	Qatar Fund	German Development Bank (KfW)
<b>Morocco</b>	UN	European Investment Bank	African Development Bank	European Bank for Reconstruction and Development (EBRD)	
<b>Jordan</b>	United Nations International Children's Emergency Fund (UNICEF)	UN Refugee Agency (UNHCR)	International Organisation for Migration (IOM)	Norwegian Refugee Council (NRC)	Danish Refugee Council (DRC)
<b>Algeria</b>	World Bank				
<b>Egypt</b>	United Nations Development Programme (UNDP)	EBRD	IOM	UNICEF	International Monetary Fund (IMF) / World Bank
<b>Palestine</b>	USA				
<b>Lebanon</b>	UN (UNDP, UNICEF, UNHCR, United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA))	UK Department for International Development	United States Agency for International Development (USAID)		

Eastern Partnership	International Organisations				
<b>Armenia</b>	UN	British Council	EBRD	World Bank	
<b>Ukraine</b>	USAID	Council of Europe	UN agencies	Organisation for Security and Co-operation in Europe (OSCE)	
<b>Georgia</b>	USAID	EBRD	UNDP	UNICEF	
<b>Belarus</b>	UNDP	IOM	United Nations Populations Fund (UNFPN)	World Bank	EBRD
<b>Azerbaijan</b>	EBRD	World Bank	UN (UNDP, UNICEF)	British Council	
<b>Moldova</b>	UNDP	USAID			

In this question, the survey respondents could suggest up to five international organisations that are considered to be most effective in communicating about the support that is provided in the relevant countries. Not every respondent added five international organisations. If there were two respondents from the same EU Delegation, the answers were aggregated together on the same country line.

As can be seen, the UN agencies are considered to be among the most effective international organisations communicating in the region. The European Bank for Reconstruction and Development (EBRD) has been named five times and the European Investment Bank once.

**Q12: In your view, which Member States are the most effective in communicating to the public in this country?**



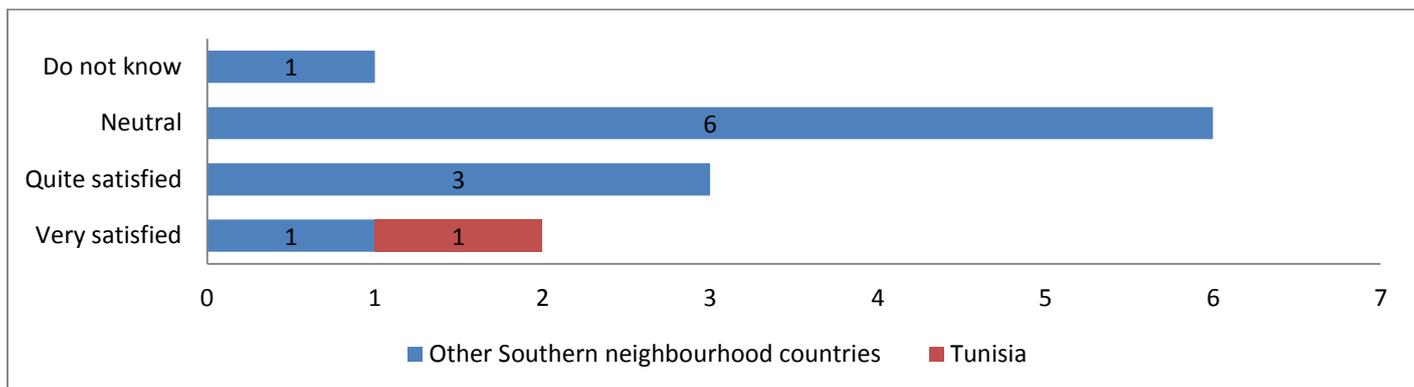
The above figure shows which Member States are considered to be the most effective at communicating to the public in the southern neighbourhood and Eastern Partnership countries. Overall, France is considered to be the most effective overall (12 respondents), followed by the UK (11 respondents) and Germany (10 respondents).

When looking specifically at the Eastern Partnership countries, Germany (five respondents) is considered to be the most effective, followed by the UK and France (each four respondents).

In the southern neighbourhood region, France is considered to be the most (eight respondents), followed by the UK (seven respondents) and Germany (five respondents).

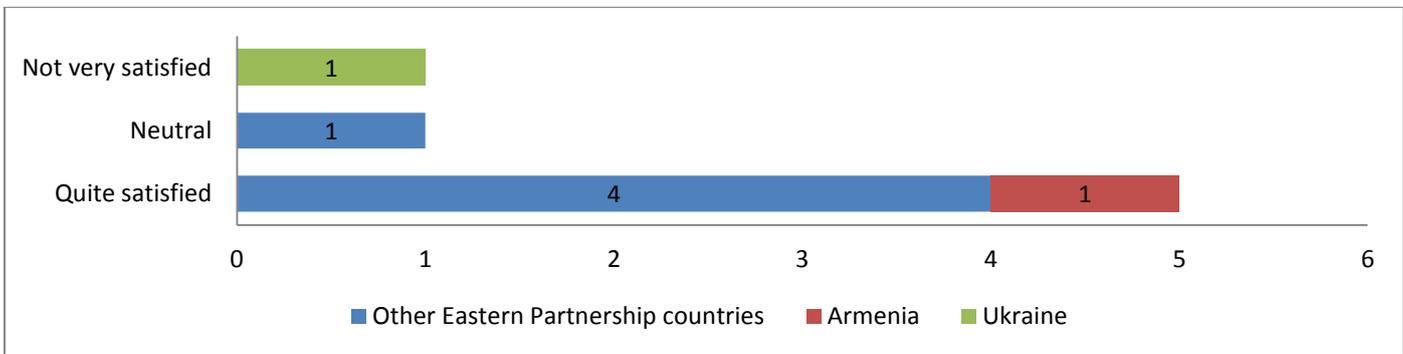
**Q13: In your opinion, how satisfied is the Delegation with what the OPEN Neighbourhood Programme has been able to achieve in this country?**

**Southern neighbourhood region**



The highest number of respondents (six) from the southern neighbourhood region note that the EU Delegations are neutral on what the OPEN Neighbourhood Programme has been able to achieve in the various countries. Three respondents indicate the EU Delegation is quite satisfied, whereas two more respondents, including Tunisia, are very satisfied. None of the respondents are unsatisfied with what the OPEN programme has been able to the achieve in the respective countries.

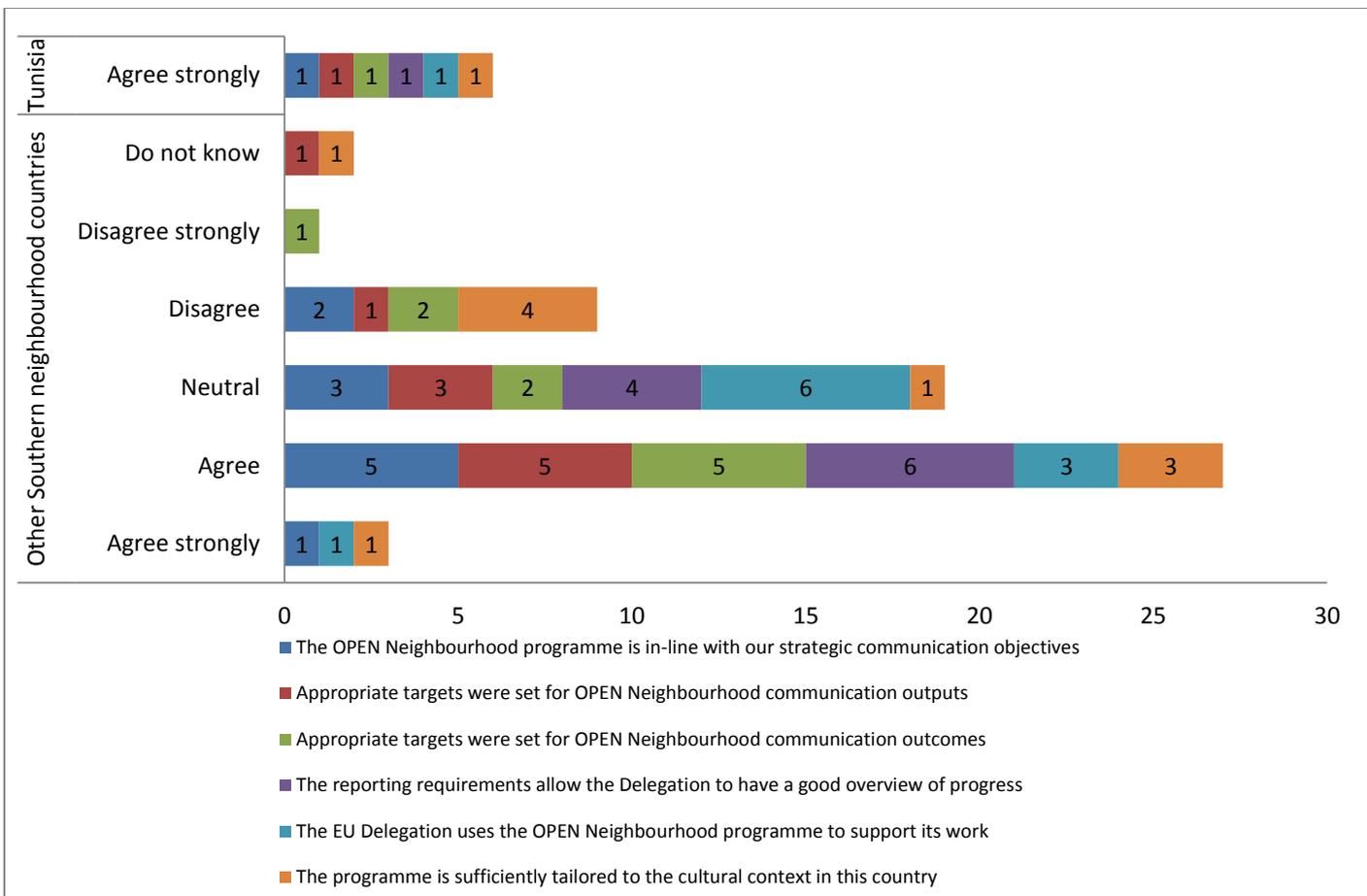
**Eastern Partnership countries**



Most of the respondents (five) from the Eastern Partnership countries, including Armenia, have been quite satisfied with what the OPEN Neighbourhood Programme has been able to achieve in the various countries. Only the Ukrainian respondent is not very satisfied. In contrast to the responses from the southern neighbourhood region, none of the respondents mentioned they were very satisfied.

**Q14: To what extent do you agree with the following statement:**

**Southern neighbourhood region**



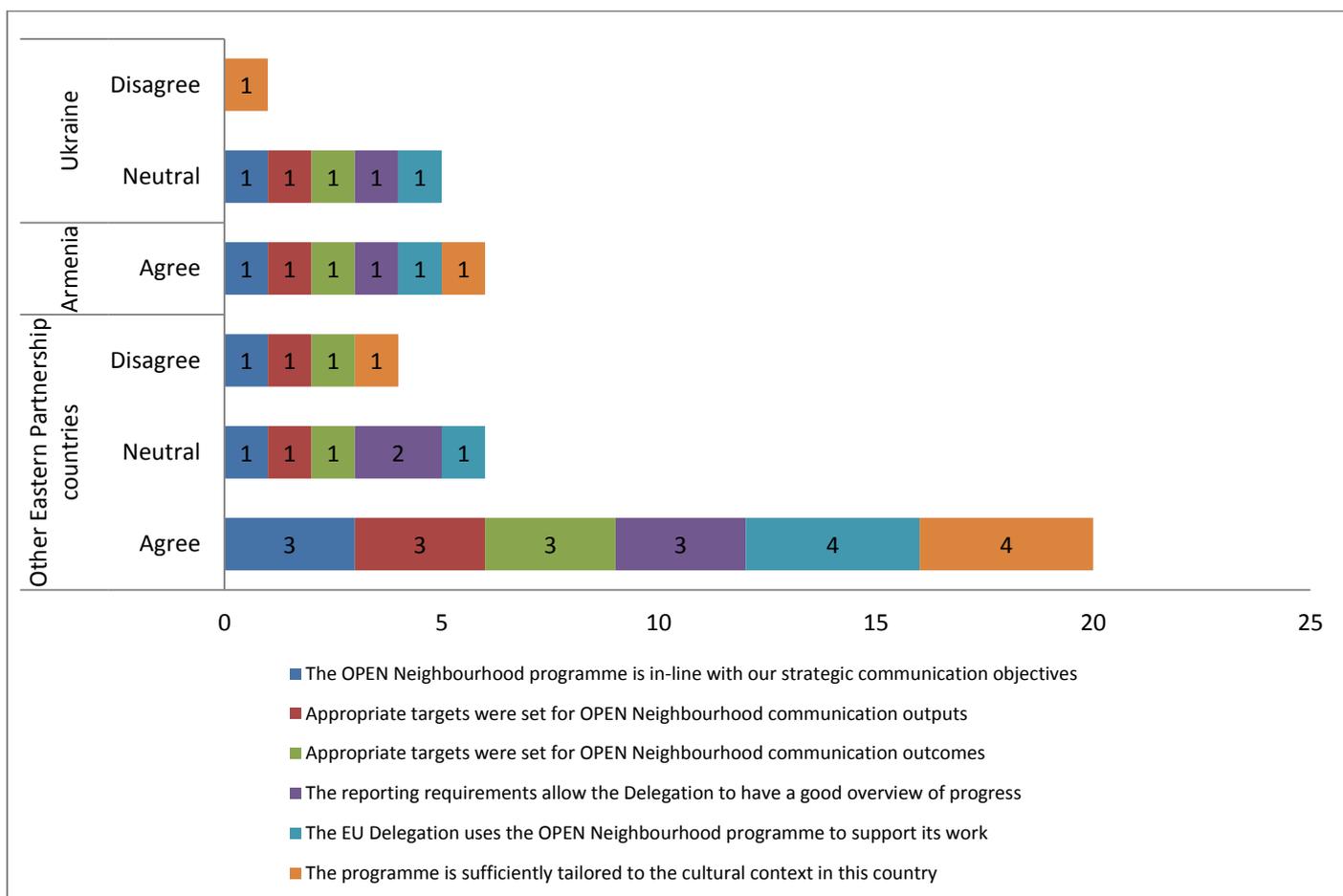
Most respondents agree with the statements pertaining to the OPEN programme.

The statements that most respondents agree or agree strongly with include: reporting requirements allow the Delegation to have a good overview of progress (six agree and the Tunisian respondent agrees strongly); appropriate targets were set for OPEN Neighbourhood communication outputs (five agree and the Tunisian respondent agrees strongly); appropriate targets were set for OPEN Neighbourhood communication outcomes (five agree and the Tunisian respondent agrees strongly); and the OPEN Neighbourhood Programme is in-line with our strategic communication objectives (five agree and two agree strongly, including the Tunisian respondent).

The statement that most respondents disagree or disagree strongly with is that the OPEN programme is sufficiently tailored to the cultural context in their countries (four disagree). Nonetheless, five respondents are more positive about this aspect, including Tunisia.

Out of all the respondents from other southern neighbourhood countries, only three agree strongly with the statements, compared with six from Tunisia. Tunisia is thus relatively more positive compared to the other southern neighbourhood countries regarding the OPEN programme.

### Eastern Partnership countries



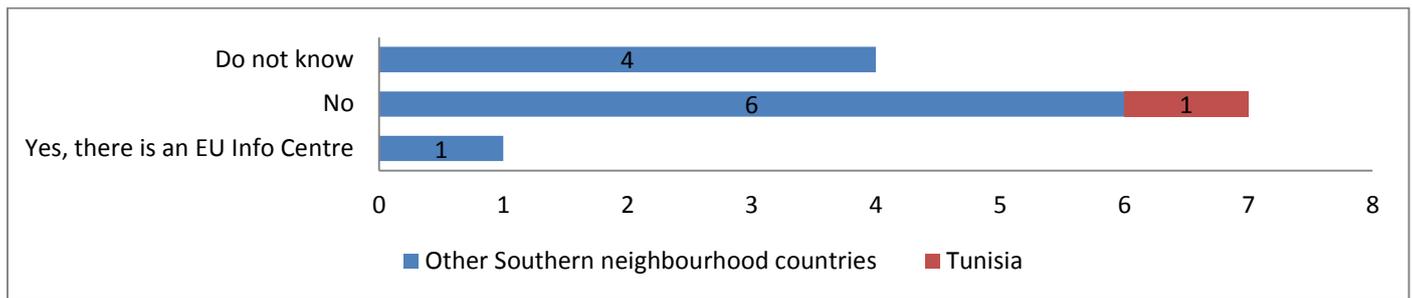
The majority of respondents agree or agree with the statements pertaining to OPEN programme. In particular, respondents agree that appropriate targets were set for OPEN Neighbourhood communication outputs (four agree, including Armenia, one was neutral, none disagree) and reporting requirements allow the Delegation to have a good overview of progress (four agree, including Armenia, two were neutral, none disagree).

The statement that respondents disagree with the most is that the OPEN programme is sufficiently tailored to the cultural context in their countries (two disagree, including Ukraine), although five respondents (including Armenia) agree with the statement.

The respondent from Ukraine is neutral on the statements pertaining to the OPEN programme, compared with the respondent from Armenia who is overwhelmingly in agreement with the statements.

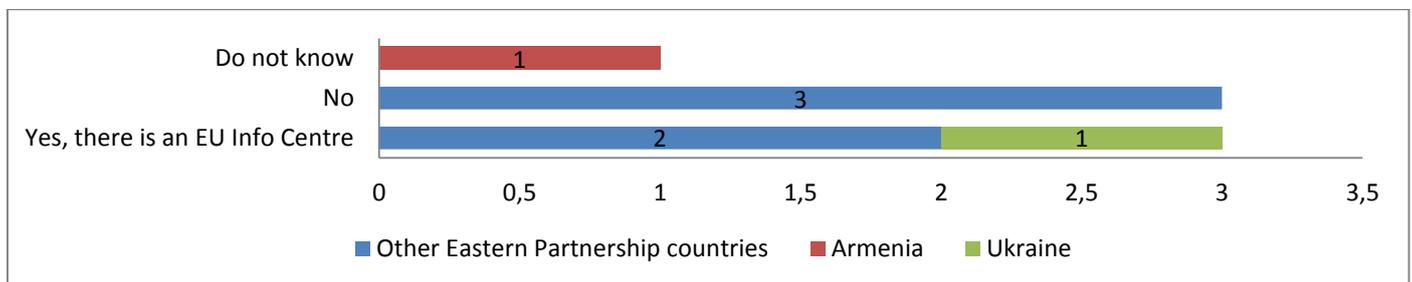
**Q15: To your best knowledge, does the EU Delegation currently have or have plans to set up and EU Info Centre / Info Point in your country?**

**Southern neighbourhood region**



Most responded that the EU Delegations do not currently have or have plans to set up an EU Info Centre / Info Point in the respective countries. Only one respondent from Morocco already has an EU Info Centre.

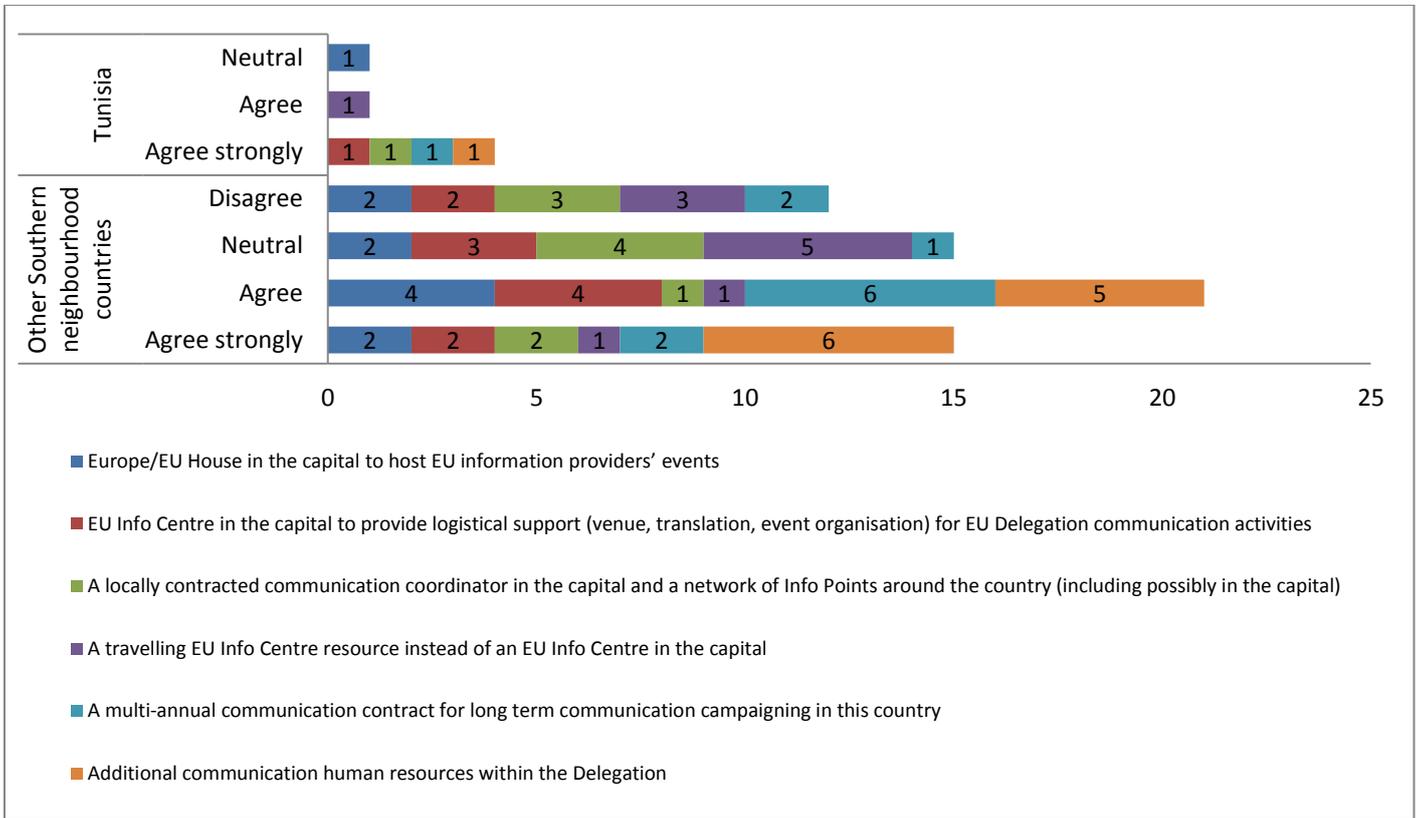
**Eastern Partnership countries**



An equal number of respondents (three) responded that the EU Delegations have an EU Info Centre and that they do not currently have / are not planning to set up an EU Info Centre / Info Point. The countries that have an EU Info Centre are Ukraine, Georgia, and Moldova.

**Q16: Which of the following do you think would be the most useful in your country?**

**Southern neighbourhood region**

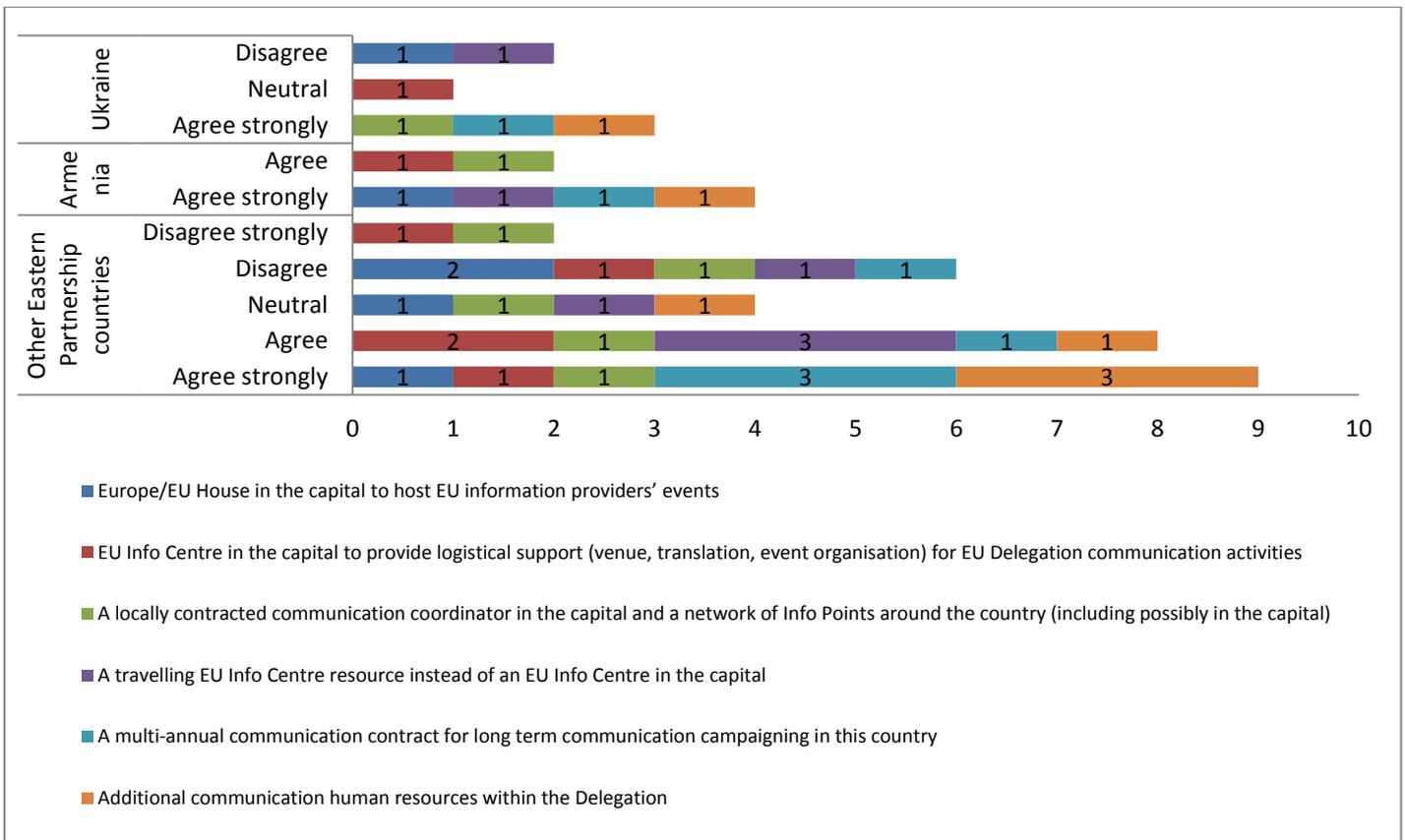


The majority of respondents from the southern neighbourhood countries agree or strongly agree with the above statements, suggesting that the respondents think that the suggestions would be useful in the various countries. However, 15 respondents have neutral views.

The respondents consider that the most useful options are additional communication human resources within the Delegation (six agree, three agree strongly, including Tunisia); having an EU Info Centre in the capital to provide logistical support for EU Delegation communication activities (four agree, three agree strongly, including Tunisia); and having a Europe/EU House in the capital to host EU information providers’ events (four agree, two agree strongly).

The respondents consider that the least useful options are a travelling EU Info Centre resource instead of an EU Info Centre in the capital (three disagree, five were neutral) and having a locally contracted communication coordinator in the capital and a network of Info Points around the country (three disagree, four neutral).

**Eastern Partnership countries**



The majority of respondents from the Eastern Partnership countries agree or strongly agree with the above statements, suggesting that the respondents think that the suggestions would be useful in the various countries.

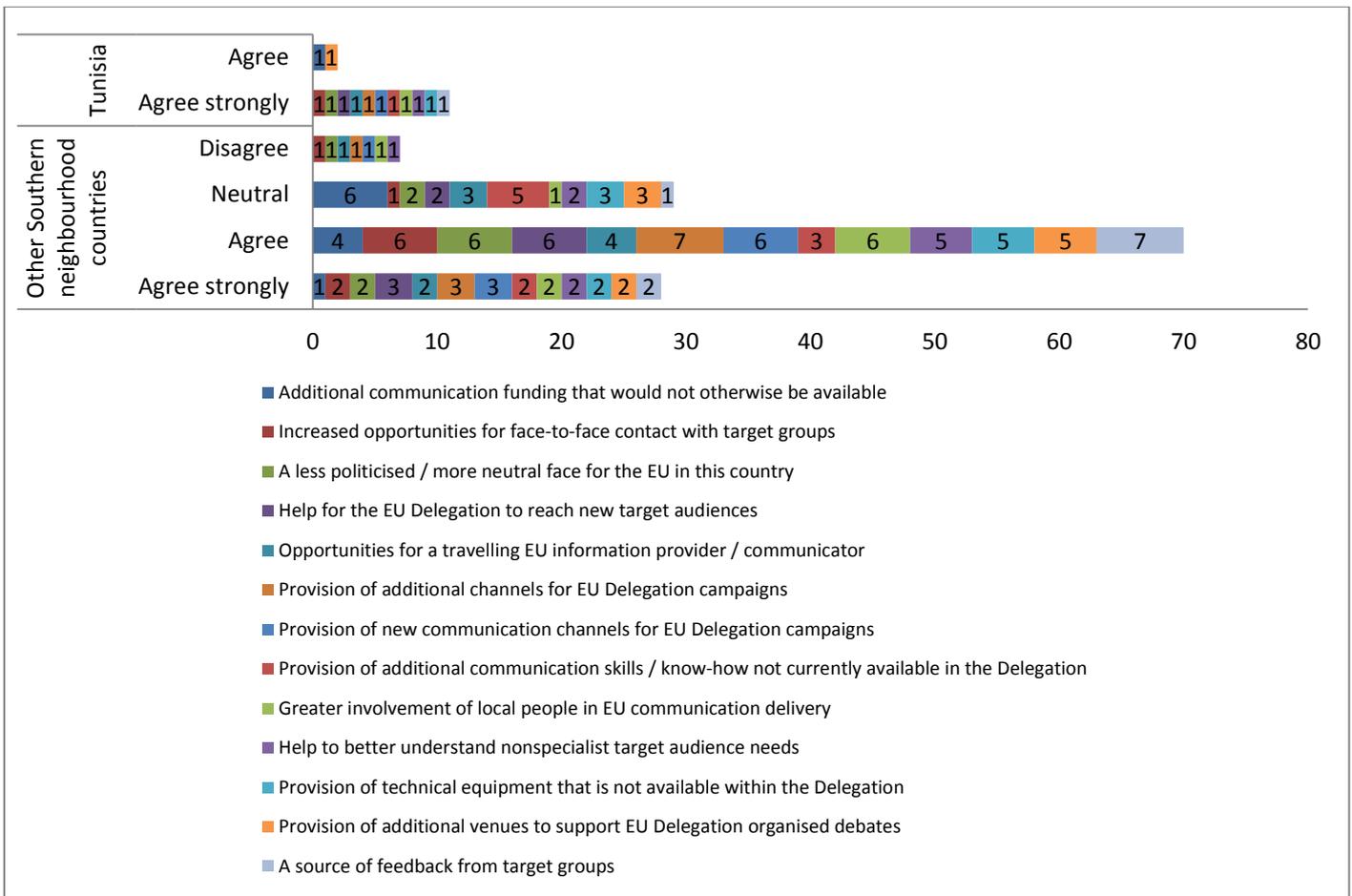
As in the southern neighbourhood region, the respondents consider that the most useful option is additional communication human resources within the Delegation. Respondents also consider that the option of a multi-annual communication contract for long term communication campaigning is useful.

The respondents consider that the least useful option is a Europe/EU House in the capital to host EU information providers' events (three disagree, including Ukraine). Nonetheless, two other respondents agree strongly this is useful and one is neutral.

The Armenian respondent agrees or agrees strongly that the options are useful. The answers from the Ukrainian respondent are more mixed; the respondent disagrees that having a Europe / EU House in the capital to host EU information providers' events as well as a traveling EU Info Centre resource instead of an EU Info Centre in the capital are useful.

**Q17: What do you see as the potential benefits of the EU Info Centres in your country?**

**Southern neighbourhood region**

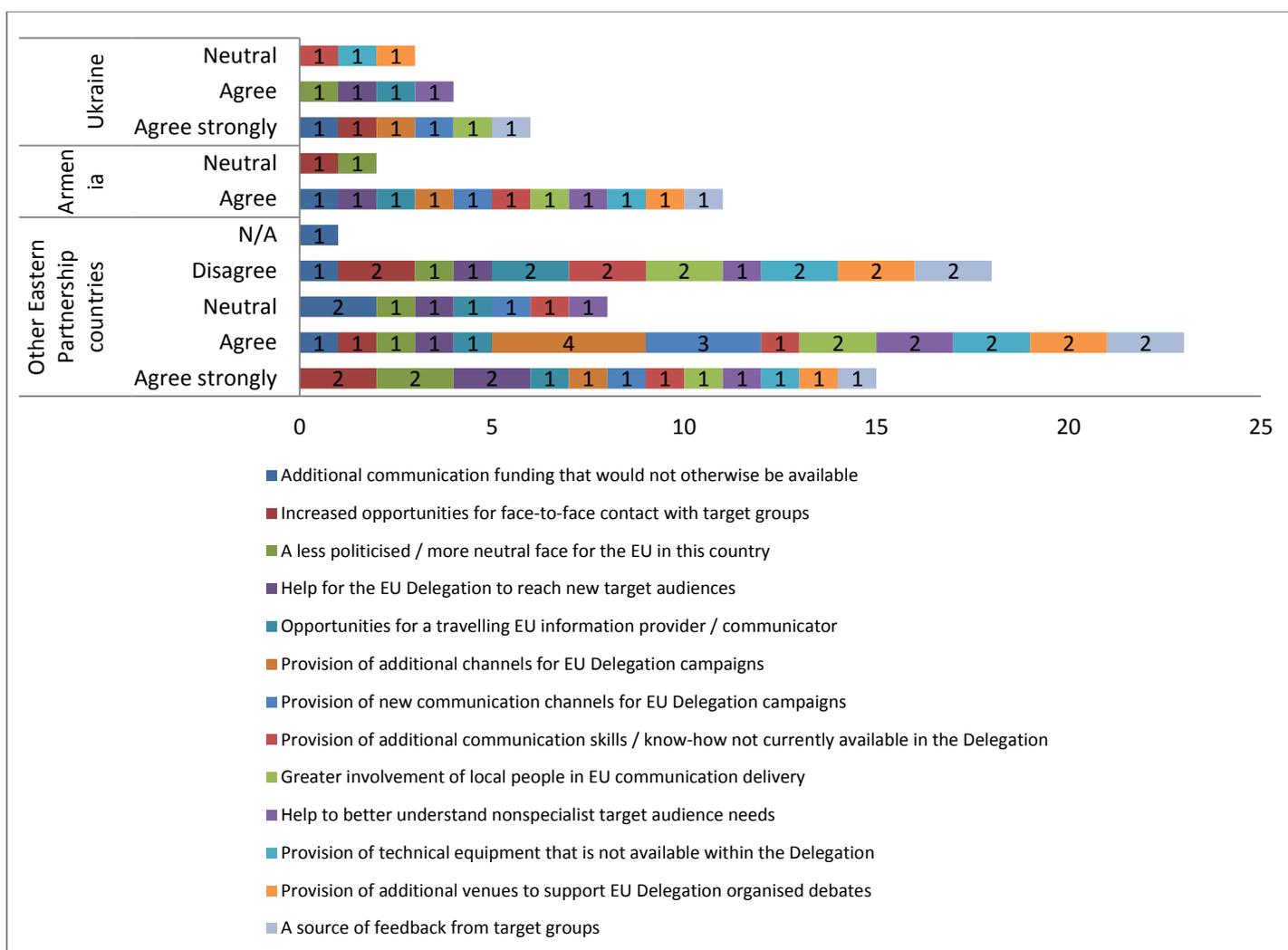


The majority of respondents from the southern neighbourhood countries agree or agree strongly with the listed potential benefits of having an EU Info Centre in the respective countries. Relatively, few disagree with the potential benefits. However, there are many neutral responses.

Respondents agree most with the following list of potential benefits: new communication channels for EU Delegation campaigns (six agree, four agree strongly); help for the EU delegation to reach new target audiences (six agree, four agree strongly); provision of additional channels for EU Delegation campaigns (seven agree, four agree strongly, including Tunisia); and having a source of feedback from target groups (seven agree, three agree strongly, including Tunisia).

There is no single potential benefit that the respondents disagree most with. There is a lack of clarity around the potential benefit of additional communication funding that would otherwise not be available (six respondents are neutral) and the provision of additional communication skills/know-how (five are neutral).

## Eastern Partnership countries



Compared to the response from the southern neighbourhood region, there are slightly more respondents from the Eastern Partnership countries that disagree with the potential listed benefits of having an EU Info Centre in the respective countries. Still, the majority of respondents agree or agree strongly with the listed potential benefits. No respondent disagrees strongly. Neither the Armenian or Ukrainian respondents disagree with any of the listed potential benefits.

Respondents agree most with the following list of potential benefits: provision of additional channels for EU Delegation campaigns (five agree, two agree strongly); new communication channels for EU Delegation campaigns (four agree, two agree strongly); and help to better understand non-specialist target audience needs (three agree, two agree strongly).

The potential benefits that respondents disagree most with in equal numbers are: increased opportunities for face-to-face contact with target groups; opportunities for a travelling EU information provider /communicator; provision of additional communication skills / know-how not currently available in the Delegation; greater involvement of local people in EU communication delivery; provision of technical equipment that is not available within the Delegation; provision of additional venues to support EU Delegation organisational debates; and a source of feedback from target groups.

The Armenian and Ukrainian respondents do not disagree with any of the listed potential benefits associated with the establishment of an EU Info Centre. Both either agree or agree strongly with nearly all identified potential benefits. Only the Ukrainian respondent is neutral on three kinds of potential benefits (provision of additional communication skills / know-how not currently available in the Delegation; provision of technical equipment that is not available within the Delegation; and provision of additional venues to support EU Delegation organisational debates).

**Q18: Do you have any other comments that you would like to make in relation to this survey?**

Four countries highlighted the following comments:

**Comments**

	<p>The concept of an EU Info Centre needs to be better explained. For example, the question of less politicised and neutral face of EU would entail that the EU Info Centre is not directly affiliated to EU Delegations and/or not being directly branded as an EU facility.</p>
	<p>Currently there are 26 EU Info centres in Ukraine which operate at the universities mainly, but with greater responsibilities than the usual EU Info Centres: they organise different info events, joint activities with the Delegation, serve as regional partners, work with different local target audiences. It would be highly recommended to use their expertise and potential and to include them as partners in the network of the new EU Info Centres.</p>
	<p>Belarus had an outdated EU Info Centre that was based at the International Affairs Department of the Belarusian State University and closed over time due to a lack of funding opportunities from the EU and a lack of interest in keeping it up.</p>
	<p>What is crucial is that the EU Delegation has more communication staff, especially in the Political, Press and Information section and that this staff is permanent and run by staff with international, communication and political experience. To counter Russian mis-information in the region, it is recommended that there is a constant presence of EU message multipliers doing people-to-people communication, campaigns (through contracts for public diplomacy and PR campaigns), and ensuring a constant personal presence among people.</p>

## 5. LIST OF DOCUMENTS CONSULTED: BIBLIOGRAPHY

**Table 9: List of general documents consulted**

	Enlargement region	Neighbourhood region	Cross-cutting
<b>Documents from the ToR</b>	<ul style="list-style-type: none"> <li>The Instrument for Pre-accession Assistance (IPA) Communication Strategy.<sup>118</sup></li> </ul>	<ul style="list-style-type: none"> <li>Eastern Partnership Visibility Strategy.<sup>119</sup></li> </ul>	<ul style="list-style-type: none"> <li>The Action Plan on the Visibility of EU Funds in the Enlargement and the Neighbourhood Regions;</li> <li>Communication Strategy for the European Neighbourhood Policy and Enlargement Negotiations.<sup>120</sup></li> </ul>
<b>Additional background information</b>	<ul style="list-style-type: none"> <li>Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of The Regions: A Credible Enlargement Perspective for and Enhanced EU Engagement with The Western Balkans (1);</li> <li>IPA 2015 and 2016 Information and Communication Programme (2);</li> <li>IPA Monitoring, Reporting and Performance Framework (3);</li> <li>Evaluation of IPA Information &amp; Communication Programmes (4);</li> <li>Non-Paper Strategic Communication on EU Enlargement in the Western Balkans and Turkey (5);</li> </ul>	<ul style="list-style-type: none"> <li>Joint Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Review of the European Neighbourhood Policy (8);</li> <li>Action Plan on Strategic Communication (Eastern Neighbourhood) (9);</li> <li>Joint Staff Working Document towards A New European Neighbourhood Policy (10);</li> <li>Action Document for ENI East Global Allocation 2017-2019 (11);</li> <li>Commission Implementing Decision of 27.7.2017 on the Annual Action Programme 2017 – Part 1 in favour of the ENI South countries to be financed from the general budget of the</li> </ul>	<ul style="list-style-type: none"> <li>Joint Communication to the European Parliament and the Council towards An EU Strategy for International Cultural Relations (14);</li> <li>Joint Communication to the European Parliament and the Council: A Strategic Approach to Resilience in the EU's External Action (15);</li> <li>Council conclusions on the Global Strategy on the European Union's Foreign and Security Policy (16);</li> <li>Management Plan 2017 and 2018, DG NEAR (17);</li> <li>Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action (18);</li> <li>Communication and</li> </ul>

<sup>118</sup> The two documents listed here are referred to in the ToR as constituting the strategic framework of the IL for this region. See p.9 of ToR.

<sup>119</sup> Ibid. See p.10 of ToR. This is an internal document adopted, referenced inter alia in [https://eeas.europa.eu/sites/eeas/files/enp-regional-report-eastern-partnership\\_en.pdf](https://eeas.europa.eu/sites/eeas/files/enp-regional-report-eastern-partnership_en.pdf).

<sup>120</sup> See p.9 and p.7 of ToR. Both documents are internal documents made available to the evaluation team. The Communication lists key objectives, specific objectives per region and expected results. The Strategy has supplemented the Action Plan on the Visibility of Fund adopted earlier in 2015 and has given DG NEAR a comprehensive communication strategy for the European Neighbourhood Policy and Enlargement Negotiations. The Strategy also draws on the Eastern Partnership Visibility Strategy, and on the Instrument for Pre-accession assistance (IPA) Communication Strategy.

	<ul style="list-style-type: none"> <li>• Council Conclusions on Enlargement and Stabilisation and Association Process (6)</li> <li>• Support Measure for Communication on Enlargement (IPA II 2017-2018) (7).<sup>121</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Annual Action Programme (AAP) 2017 – Part 1 in favour of the European Neighbourhood Instrument (ENI) South countries to be financed from the general budget of the European Union (13).<sup>122</sup></li> </ul>	<p>Visibility in EU-financed external actions, Requirements for implementing partners (Projects) (19).<sup>123</sup></p>
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## 5.1. IPA Beneficiaries

**Table 10: List of documents consulted for IPA beneficiaries**

Documents for IPA beneficiaries	ToR (years)	Latest Technical Offer used	Contracts (years)	Final Reports (years)
Bosnia and Herzegovina	2013 – 2017 <sup>124</sup>	2016 <sup>125</sup>	2013 – 2017 <sup>126</sup>	2013 – 2016 <sup>127</sup>
Albania	2011 – 2015, 2017 <sup>128</sup>	2015 <sup>129</sup>	2011 – 2016 <sup>130</sup>	2012 – 2014 <sup>131</sup>

<sup>121</sup> (1) [https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf)

(2) <https://www.gtai.de/PRO201602295004>

(3) <http://www.evropa.gov.rs/Documents/Home/DACU/12/193/IPA%20II%20MRPF%20Final%20Report%2025%20Jan%202016.pdf>

(4) [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/evaluation\\_of\\_ipa-information\\_and\\_communication\\_programmes\\_-\\_volume\\_1.pdf.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/evaluation_of_ipa-information_and_communication_programmes_-_volume_1.pdf.pdf)

(5) Internal Commission document made available to the evaluation team.

(6) <http://www.consilium.europa.eu/en/press/press-releases/2018/06/26/council-conclusions-on-enlargement-and-stabilisation-and-association-process/pdf>

(7) <https://www.gtai.de/GTAI/Content/DE/Trade/Fachdaten/PRO/2017/09/Anlagen/PRO201709275013.pdf?v=1>

<sup>122</sup> (8) [http://eeas.europa.eu/archives/docs/enp/documents/2015/151118\\_joint-communication\\_review-of-the-enp\\_en.pdf](http://eeas.europa.eu/archives/docs/enp/documents/2015/151118_joint-communication_review-of-the-enp_en.pdf)

(9) <http://archive.eap-csf.eu/assets/files/Action%20Plan.pdf>

(10) [http://www.3dcftas.eu/system/tdf/151118\\_staff-working-document\\_en.pdf?file=1&type=node&id=113&force=](http://www.3dcftas.eu/system/tdf/151118_staff-working-document_en.pdf?file=1&type=node&id=113&force=)

(11) [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/eni\\_2017\\_040637\\_global\\_allocation\\_2017-2019.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/eni_2017_040637_global_allocation_2017-2019.pdf)

(12) [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/c\\_2017\\_5352\\_commission\\_implementing\\_decision\\_en.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/c_2017_5352_commission_implementing_decision_en.pdf)

(13) <https://www.gtai.de/GTAI/Content/DE/Trade/Fachdaten/PRO/2017/08/Anlagen/PRO201708105002.pdf?v=1>

<sup>123</sup> (14) <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52016JC0029&from=EN>

(15) [https://eeas.europa.eu/sites/eeas/files/join\\_2017\\_21\\_f1\\_communication\\_from\\_commission\\_to\\_inst\\_en\\_v7\\_p1\\_916039.pdf](https://eeas.europa.eu/sites/eeas/files/join_2017_21_f1_communication_from_commission_to_inst_en_v7_p1_916039.pdf)

(16) <http://data.consilium.europa.eu/doc/document/ST-13202-2016-INIT/en/pdf>

(17) [https://ec.europa.eu/info/sites/info/files/management-plan-near-2017\\_en.pdf](https://ec.europa.eu/info/sites/info/files/management-plan-near-2017_en.pdf)

[https://ec.europa.eu/info/sites/info/files/management-plan-near-2018\\_en.pdf](https://ec.europa.eu/info/sites/info/files/management-plan-near-2018_en.pdf)

(18) [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial\\_assistance/ipa/2014/236-2014\\_cir.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf)

(19) [https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf)

<sup>124</sup> ToR for Bosnia and Herzegovina: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035; 2017 / 394-752.

<sup>125</sup> Technical Offer for Bosnia and Herzegovina: 2016 / 383-035.

<sup>126</sup> Contracts for Bosnia and Herzegovina: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035; 2017 / 394-752.

<sup>127</sup> Final Reports for Bosnia and Herzegovina for contract numbers: 2013 / 333-153; 2014 / 352-955; 2015 / 371-633; 2016 / 383-035

<sup>128</sup> ToR for Albania: 2011 / 266-936; 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136; 2017 / 138-919.

<sup>129</sup> Technical Offer for Albania: 2015/ 370-136.

Kosovo	2012 – 2017 <sup>132</sup>	2016 <sup>133</sup>	2012, 2014 – 2016 <sup>134</sup>	2014 – 2016 <sup>135</sup>
North Macedonia	2011, 2015 – 2017 <sup>136</sup>	2016 <sup>137</sup>	2011, 2015 – 2016 <sup>138</sup>	2011, 2015 – 2016 <sup>139</sup>
Montenegro	2013, 2015 – 2017 <sup>140</sup>	2016 <sup>141</sup>	2013, 2015 – 2016 <sup>142</sup>	2013 – 2016 <sup>143</sup>
Serbia	2011 – 2013, 2015 <sup>144</sup>	2015 <sup>145</sup>	2011 – 2013, 2015, 2017 <sup>146</sup>	2015 – 2017 <sup>147</sup>
Turkey	2011 – 2017 <sup>148</sup>	2015 <sup>149</sup>	2011 – 2017 <sup>150</sup>	2011 – 2014, 2017 <sup>151</sup>

**Table 11: List of consulted websites of EU information structures**

IPA beneficiary / organisation / programme	Website
Bosnia and Herzegovina	<a href="https://euinfo.ba/en">https://euinfo.ba/en</a>
Albania	<a href="http://www.europehouse.al/index.php">http://www.europehouse.al/index.php</a>
Kosovo	<a href="http://euicc-ks.com/">http://euicc-ks.com/</a>
North Macedonia	<a href="http://www.euic.mk/home.nspj">http://www.euic.mk/home.nspj</a>

<sup>130</sup> Contracts for Albania: 2011 / 266-936; 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136; 2017 / 138-919; 2016 / 383 119.

<sup>131</sup> Final Reports for Albania for contract numbers: 2012 / 293-683; 2013 / 317-456; 2013 / 336-807; 2014 / 342-929; 2015 / 370-136.

<sup>132</sup> ToR for Kosovo: 2012 / 294-096; 2013 / 320-594; 2014 / 346-549; 2014 / 349-055; 2015 / 368-345; 2016 / 381-777; 2017.

<sup>133</sup> Technical Offer for Kosovo: 2016/ 381-777.

<sup>134</sup> Contracts for Kosovo: 2012 / 294-096; 2014 / 346-549; 2014 / 349-055; 2015 / 368-345; 2016 / 381-777.

<sup>135</sup> Final Reports for Kosovo for contract numbers: 2014 / 349-055; 2015 / 368-345; 2016 / 381-777.

<sup>136</sup> ToR for North Macedonia: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277; 2017 / 387-169.

<sup>137</sup> Technical Offer for North Macedonia: 2016/ 376-277

<sup>138</sup> Contracts for North Macedonia: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277.

<sup>139</sup> Final Reports for North Macedonia for contract numbers: 2011 / 268-448; 2015 / 362-392; 2016 / 376-277.

<sup>140</sup> ToR for Montenegro: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950; 2017.

<sup>141</sup> Technical Offer for Montenegro: 2016/ 381-950.

<sup>142</sup> Contracts for Montenegro: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950.

<sup>143</sup> Final Reports for Montenegro for contract numbers: 2013 / 333-777; 2014 / 353-128; 2015 / 368-851; 2016 / 381-950.

<sup>144</sup> ToR for Serbia: 2011 / 255-065; 2012 / 297-281; 2013 / 330-310; 2015 / 364-892.

<sup>145</sup> Technical Offer for Serbia: 2015/ 364-829.

<sup>146</sup> Contracts for Serbia: 2011 / 255-065; 2012 / 297-281; 2013 / 330-310; 2015 / 364-892; 2017 / 383-442.

<sup>147</sup> The Final Report for Serbia covers the implementation period 2015 – 2018 and thus covers contracts 2015 / 364-892 and 2017 / 383442.

<sup>148</sup> ToR for Turkey: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2015 / 370-735 (covers 2016 as there was an addendum); 2017 / 385-520.

<sup>149</sup> Technical Offer for Turkey: 2015/ 370-735.

<sup>150</sup> Contracts for Turkey: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2015 / 370-735 (covers 2016 as there was an addendum); 2017 / 385-520.

<sup>151</sup> Final Reports for Turkey for contract numbers: 2011 / 272-840; 2012 / 301-439; 2012 / 306-423; 2013 / 332-034; 2014 / 352-473; 2017 / 385-520.

Montenegro	<a href="http://www.euic.me/">http://www.euic.me/</a>
Serbia	<a href="http://euinfo.rs/">http://euinfo.rs/</a>
Turkey	<a href="https://www.avrupa.info.tr/en">https://www.avrupa.info.tr/en</a>
IPA programme	<p>Websites:</p> <p><a href="https://een.ec.europa.eu/">https://een.ec.europa.eu/</a></p> <p><a href="https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en">https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en</a></p> <p>Individual IPA beneficiaries' website pages (e.g. for Albania <a href="https://ec.europa.eu/neighbourhood-enlargement/instruments/funding-by-country/albania_en">https://ec.europa.eu/neighbourhood-enlargement/instruments/funding-by-country/albania_en</a>)</p> <p>Facebook:</p> <p><a href="https://www.facebook.com/EUnear">https://www.facebook.com/EUnear</a></p>
Enterprise Europe Network	<p>Websites:</p> <p><a href="https://een.ec.europa.eu/">https://een.ec.europa.eu/</a></p> <p>Facebook:</p> <p><a href="https://pl-pl.facebook.com/EnterpriseEuropeNetworkEU/">https://pl-pl.facebook.com/EnterpriseEuropeNetworkEU/</a></p>
Erasmus+ (general and individual national websites)	<p>Websites:</p> <p><a href="http://ec.europa.eu/programmes/erasmus-plus/about_en">http://ec.europa.eu/programmes/erasmus-plus/about_en</a></p> <p>National E+ websites (e.g. for Albania <a href="http://erasmusplus.al/">http://erasmusplus.al/</a>)</p> <p>Facebook:</p> <p><a href="https://www.facebook.com/EUErasmusPlusProgramme/">https://www.facebook.com/EUErasmusPlusProgramme/</a></p>
Horizon 2020	<p>Websites:</p> <p><a href="https://ec.europa.eu/programmes/horizon2020/en/">https://ec.europa.eu/programmes/horizon2020/en/</a></p> <p>Facebook (not available)</p>
Interreg Europe	<p>Websites:</p> <p><a href="https://www.interregeurope.eu/">https://www.interregeurope.eu/</a></p> <p><a href="https://interreg.eu/">https://interreg.eu/</a></p> <p>Regional websites<sup>152</sup>, e.g. <a href="http://www.ipacbc-bgrs.eu/">http://www.ipacbc-bgrs.eu/</a></p> <p>Facebook:</p> <p><a href="https://www.facebook.com/interregeurope">https://www.facebook.com/interregeurope</a></p>
EBRD	<p>Websites:</p> <p><a href="https://www.ebrd.com/home">https://www.ebrd.com/home</a></p> <p>Individual seven IPA beneficiaries' websites, e.g. Bosnia and Herzegovina: <a href="https://www.ebrd.com/ebd-in-bosnia-and-herzegovina.html">https://www.ebrd.com/ebd-in-bosnia-and-herzegovina.html</a></p>

<sup>152</sup> These include 10 IPA Cross-border Co-operation Programmes in total, including: Bulgaria – Serbia; Bulgaria – Turkey; Bulgaria – The North Macedonia; Croatia – Serbia; Croatia – Bosnia and Herzegovina – Montenegro; Greece – Albania; Greece – The North Macedonia; Hungary – Serbia; Italy – Albania – Montenegro; Romania – Serbia.



	<p>Facebook</p> <p><a href="https://www.facebook.com/ebrdhq">https://www.facebook.com/ebrdhq</a></p> <p>(There are no individual IPA beneficiaries' Facebook pages)</p>
World Bank	<p>Websites:</p> <p>ECA Region: <a href="http://www.worldbank.org/en/region/eca">http://www.worldbank.org/en/region/eca</a></p> <p>Individual 7 IPA beneficiaries' websites, e.g. Serbia: <a href="https://www.worldbank.org/en/country/serbia">https://www.worldbank.org/en/country/serbia</a></p> <p>Facebook:</p> <p>ECA Region: <a href="https://www.facebook.com/WorldBankEuropeCentralAsia">https://www.facebook.com/WorldBankEuropeCentralAsia</a></p> <p>Individual 7 IPA beneficiaries' Facebook pages, e.g. Serbia: <a href="https://www.facebook.com/WorldBankSerbia/">https://www.facebook.com/WorldBankSerbia/</a></p>
UNDP	<p>Websites:</p> <p><a href="http://www.eurasia.undp.org/">http://www.eurasia.undp.org/</a></p> <p>Individual 7 IPA beneficiaries' websites, e.g. Montenegro: <a href="http://www.me.undp.org/content/montenegro/en/home.html">http://www.me.undp.org/content/montenegro/en/home.html</a></p> <p>Facebook:</p> <p><a href="https://www.facebook.com/UNDPEurasia">https://www.facebook.com/UNDPEurasia</a></p> <p>Individual 7 IPA beneficiaries' Facebook pages, e.g. Montenegro: <a href="https://www.facebook.com/UN.Montenegro/">https://www.facebook.com/UN.Montenegro/</a></p>
IPARD	<p>Websites:</p> <p><a href="https://ec.europa.eu/agriculture/enlargement/assistance/ipard_en">https://ec.europa.eu/agriculture/enlargement/assistance/ipard_en</a></p> <p>Individual 7 IPA beneficiaries' sections on IPARD website, e.g. Turkey: <a href="https://ec.europa.eu/agriculture/enlargement/countries/turkey_en">https://ec.europa.eu/agriculture/enlargement/countries/turkey_en</a></p> <p>No specific Facebook page for IPARD</p>

**Table 12: List of websites consulted during field phase**

IPA beneficiary / organisation / programme	Website
Bosnia and Herzegovina	<p>World Bank: Mobile cellular subscriptions (per 100 people)</p> <p><a href="https://data.worldbank.org/indicator/IT.CEL.SETS.P2?end=2017&amp;locations=BA&amp;start=2017&amp;view=bar">https://data.worldbank.org/indicator/IT.CEL.SETS.P2?end=2017&amp;locations=BA&amp;start=2017&amp;view=bar</a></p> <p>Central Intelligence Agency</p> <p><a href="https://www.cia.gov/library/publications/the-world-factbook/geos/bk.html">https://www.cia.gov/library/publications/the-world-factbook/geos/bk.html</a></p>
Albania	<p>Council of Europe: A cultural strategy for Albania</p> <p><a href="https://rm.coe.int/a-cultural-strategy-for-albania-implanting-the-cultural-bug/1680794665">https://rm.coe.int/a-cultural-strategy-for-albania-implanting-the-cultural-bug/1680794665</a></p> <p>Eurostat: Enlargement countries - labour market statistics</p> <p><a href="https://ec.europa.eu/eurostat/statistics-explained/index.php/Enlargement_countries_-_labour_market_statistics#Employment_rates">https://ec.europa.eu/eurostat/statistics-explained/index.php/Enlargement_countries_-_labour_market_statistics#Employment_rates</a></p> <p>The Independent Balkan News Agency</p> <p><a href="https://balkaneu.com/eurostat-1-in-2-albanians-who-migrate-apply-for-asylum-in-the-eu/">https://balkaneu.com/eurostat-1-in-2-albanians-who-migrate-apply-for-asylum-in-the-eu/</a></p> <p>European Commission: Albania</p>

	<p><a href="https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/albania_en">https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/albania_en</a></p> <p>Exit Explaining Albania: European Parliament: Negotiations Will Be Opened after Fulfilling Five Conditions</p> <p><a href="https://exit.al/en/2018/10/12/european-parliament-negotiations-with-albania-will-open-only-when-the-five-conditions-are-met/">https://exit.al/en/2018/10/12/european-parliament-negotiations-with-albania-will-open-only-when-the-five-conditions-are-met/</a></p> <p>For the adoption of the European integration plan 2018-2020</p> <p><a href="http://punetejashtme.gov.al/wp-content/uploads/2018/10/vkm-nr-246-date-9-5-2018-2-plani-kombetar-per-integrimin-evropian-2018-2020.pdf">http://punetejashtme.gov.al/wp-content/uploads/2018/10/vkm-nr-246-date-9-5-2018-2-plani-kombetar-per-integrimin-evropian-2018-2020.pdf</a></p> <p>Media Ownership Monitor</p> <p><a href="http://www.mom-rsf.org/en/countries/albania/">http://www.mom-rsf.org/en/countries/albania/</a></p> <p>Exit Explaining Albania: Journalists Flee Hostile Climate of Albania</p> <p><a href="https://exit.al/en/2018/09/05/journalists-flee-hostile-climate-of-albania/">https://exit.al/en/2018/09/05/journalists-flee-hostile-climate-of-albania/</a></p> <p>European Commission - Delegation of the European Union to Albania</p> <p><a href="https://eeas.europa.eu/delegations/albania/16325/eu-strengthens-its-support-local-governance-albania_en">https://eeas.europa.eu/delegations/albania/16325/eu-strengthens-its-support-local-governance-albania_en</a></p> <p>European Commission – International Cooperation and Development</p> <p><a href="http://ec.europa.eu/europeaid/praq/document.do?nodeNumber=1">http://ec.europa.eu/europeaid/praq/document.do?nodeNumber=1</a></p>
Kosovo	<p>BBC: Kosovo profile (Media)</p> <p><a href="https://www.bbc.co.uk/news/world-europe-18328868">https://www.bbc.co.uk/news/world-europe-18328868</a></p> <p>European Western Balkans: Brain drain: The most important migration issue of the Western Balkans</p> <p><a href="https://europeanwesternbalkans.com/2018/12/25/brain-drain-important-migration-issue-western-balkans/">https://europeanwesternbalkans.com/2018/12/25/brain-drain-important-migration-issue-western-balkans/</a></p> <p>European Union Office in Kosovo; European Union Special Representative in Kosovo</p> <p><a href="https://eeas.europa.eu/delegations/kosovo/55492/statement-spokesperson-kosovo-security-force_en">https://eeas.europa.eu/delegations/kosovo/55492/statement-spokesperson-kosovo-security-force_en</a></p> <p>European Union Election Observation Mission Kosovo 2017</p> <p><a href="https://eeas.europa.eu/election-observation-missions/eom-kosovo-2017/31953/eu-chief-observer-presents-final-report-june-2017-legislative-elections-kosovo-stresses-need_en">https://eeas.europa.eu/election-observation-missions/eom-kosovo-2017/31953/eu-chief-observer-presents-final-report-june-2017-legislative-elections-kosovo-stresses-need_en</a></p> <p>European Commission: Visa Liberalisation: Commission confirms Kosovo fulfils all required benchmarks</p> <p><a href="https://ec.europa.eu/home-affairs/news/visa-liberalisation-commission-confirms-kosovo-fulfils-all-required-benchmarks_en">https://ec.europa.eu/home-affairs/news/visa-liberalisation-commission-confirms-kosovo-fulfils-all-required-benchmarks_en</a></p> <p>European Parliament</p> <p><a href="http://www.europarl.europa.eu/doceo/document/A-8-2016-0261_EN.html?redirect">http://www.europarl.europa.eu/doceo/document/A-8-2016-0261_EN.html?redirect</a></p> <p><a href="https://oeil.secure.europarl.europa.eu/oeil/popups/ficheprocedure.do?reference=2016/0139(CO D)&amp;l=en">https://oeil.secure.europarl.europa.eu/oeil/popups/ficheprocedure.do?reference=2016/0139(CO D)&amp;l=en</a></p> <p>Visa Free Kosovo</p>



	<p><a href="http://visafree-ks.com/v/">http://visafree-ks.com/v/</a></p> <p>Eurostat: Enlargement countries - information and communication technology statistics</p> <p><a href="https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Enlargement_countries_-_information_and_communication_technology_statistics">https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Enlargement_countries_-_information_and_communication_technology_statistics</a></p>
North Macedonia	<p>Index Mundi: Macedonia Demographics Profile 2018</p> <p><a href="https://www.indexmundi.com/macedonia/demographics_profile.html">https://www.indexmundi.com/macedonia/demographics_profile.html</a></p> <p>International Republican Institute</p> <p><a href="https://www.iri.org/resource/macedonia-poll-high-levels-support-eu-nato-ahead-referendum">https://www.iri.org/resource/macedonia-poll-high-levels-support-eu-nato-ahead-referendum</a></p> <p>North Macedonian campaign launch and video</p> <p><a href="https://www.slobodnaevropa.mk/a/29459644.html?utm_source=daily.mk&amp;utm_medium=daily.mk">https://www.slobodnaevropa.mk/a/29459644.html?utm_source=daily.mk&amp;utm_medium=daily.mk</a></p> <p><a href="https://www.slobodnaevropa.mk/a/29459792.html">https://www.slobodnaevropa.mk/a/29459792.html</a></p>
Montenegro	<p>Eurostat: Enlargement countries - information and communication technology statistics</p> <p><a href="https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Enlargement_countries_-_information_and_communication_technology_statistics#Mobile_phone_subscriptions">https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Enlargement_countries_-_information_and_communication_technology_statistics#Mobile_phone_subscriptions</a></p> <p>European Council: Joint press statement following the ninth meeting of the Stabilisation and Association Council between the EU and Montenegro</p> <p><a href="https://www.consilium.europa.eu/en/press/press-releases/2018/06/25/joint-statement-following-the-ninth-meeting-of-the-stabilisation-and-association-council-between-the-eu-and-montenegro/">https://www.consilium.europa.eu/en/press/press-releases/2018/06/25/joint-statement-following-the-ninth-meeting-of-the-stabilisation-and-association-council-between-the-eu-and-montenegro/</a></p> <p>European Council: Twelfth meeting of the Accession Conference with Montenegro at Ministerial level, Brussels, 10 December 2018</p> <p><a href="https://www.consilium.europa.eu/en/press/press-releases/2018/12/10/twelfth-meeting-of-the-accession-conference-with-montenegro-at-ministerial-level-brussels-10-december-2018/">https://www.consilium.europa.eu/en/press/press-releases/2018/12/10/twelfth-meeting-of-the-accession-conference-with-montenegro-at-ministerial-level-brussels-10-december-2018/</a></p>
Serbia	<p>Statistical Office of the Republic of Serbia</p> <p><a href="http://www.stat.gov.rs/en-us/oblasti/stanovnistvo/procene-stanovnistva">http://www.stat.gov.rs/en-us/oblasti/stanovnistvo/procene-stanovnistva</a></p> <p>World Population Review</p> <p><a href="http://worldpopulationreview.com/countries/serbia-population/">http://worldpopulationreview.com/countries/serbia-population/</a></p> <p>European Commission</p> <p><a href="https://eacea.ec.europa.eu/national-policies/eurydice/content/population-demographic-situation-languages-and-religions-66_en">https://eacea.ec.europa.eu/national-policies/eurydice/content/population-demographic-situation-languages-and-religions-66_en</a></p> <p><a href="https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/serbia_en">https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/serbia_en</a></p> <p>The New York Times: A Serbian election erodes democracy</p> <p><a href="https://www.nytimes.com/2017/04/09/opinion/a-serbian-election-erodes-democracy.html?_r=0">https://www.nytimes.com/2017/04/09/opinion/a-serbian-election-erodes-democracy.html?_r=0</a></p> <p>BBC: Kosovo hits Serbia with 100% trade tariffs amid Interpol row</p> <p><a href="https://www.bbc.com/news/world-europe-46287975">https://www.bbc.com/news/world-europe-46287975</a></p>

Turkey	EU Neighbours <a href="https://www.euneighbours.eu/en/east/eu-in-action/youth/young-european-ambassadors">https://www.euneighbours.eu/en/east/eu-in-action/youth/young-european-ambassadors</a>
	World population Review <a href="http://worldpopulationreview.com/countries/turkey-population/">http://worldpopulationreview.com/countries/turkey-population/</a>

**Table 13: List of other documents consulted during field phase**

IPA beneficiary / organisation / programme	Surveys/ Polls	Commission documents
Bosnia and Herzegovina	<p>Demographic Statistics Bulletin <a href="http://www.bhas.ba/temat-skibilteni/DEM_2013_001_01-bh.pdf">http://www.bhas.ba/temat-skibilteni/DEM_2013_001_01-bh.pdf</a></p> <p>Public Opinion Survey: Citizens' attitudes towards EU membership integration process (April 2018), document made available by the DEI Head of Communication following the interview conducted in the field phase</p> <p>Summary of public opinion data (2017), document shared by the EUD</p>	N/A
Albania	N/A	N/A
Kosovo	<p>BALKAN BAROMETER 2018: PUBLIC OPINION SURVEY <a href="https://www.rcc.int/pubs/66/balkan-barometer-2018-public-opinion-survey">https://www.rcc.int/pubs/66/balkan-barometer-2018-public-opinion-survey</a></p> <p>2015 Data from Key Figures on Enlargement Countries 2017, Eurostat <a href="https://ec.europa.eu/eurostat/documents/3217494/7774688/KS-GO-16-001-EN-N.pdf/26107237-ec5d-4b1e-87f2-7bac279fb00a">https://ec.europa.eu/eurostat/documents/3217494/7774688/KS-GO-16-001-EN-N.pdf/26107237-ec5d-4b1e-87f2-7bac279fb00a</a></p> <p>Statistical Yearbook of the Republic of Kosovo <a href="http://ask.rks.gov.net/media/4369/statistical-yearbook-2018.pdf">http://ask.rks.gov.net/media/4369/statistical-yearbook-2018.pdf</a></p>	<p>Communication from the Commission to the European Parliament, the Council, the European Economic And Social Committee and the Committee of the Regions 2018; Communication on EU Enlargement Policy <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417_strategy_paper_en.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417_strategy_paper_en.pdf</a></p> <p>"Corruption is widespread and remains an issue of concern." Commission Staff Working Document Kosovo* 2018 Report Accompanying the document Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions 2018 Communication on EU Enlargement Policy <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-kosovo-report.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-kosovo-report.pdf</a></p> <p>Communication from the Commission to the European Parliament, the Council, the European Economic And Social Committee and the Committee of the Regions 2018; Communication on EU Enlargement Policy <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417_strategy_paper_en.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417_strategy_paper_en.pdf</a></p>

	<p>European Awareness Survey in Kosovo, 2017. Not published (carried out by the EU Office)</p>	<p>Stabilisation and Association Agreement between the European Union and the European Atomic energy Community, of one part and Kosovo, of the other part (2015)</p> <p><a href="https://eeas.europa.eu/sites/eeas/files/stabilisation_and_association_agreement_eng_0.pdf">https://eeas.europa.eu/sites/eeas/files/stabilisation_and_association_agreement_eng_0.pdf</a></p> <p>Commission Staff Working Document Kosovo 2018 Report Accompanying the document Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions 2018 Communication on EU Enlargement Policy</p> <p><a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-kosovo-report.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-kosovo-report.pdf</a></p> <p>Joint statement on the ratification of the Border Demarcation Agreement between Kosovo and Montenegro</p> <p><a href="https://eeas.europa.eu/headquarters/headquarters-homepage/41780/joint-statement-ratification-border-demarcation-agreement-between-kosovo-and-montenegro_en">https://eeas.europa.eu/headquarters/headquarters-homepage/41780/joint-statement-ratification-border-demarcation-agreement-between-kosovo-and-montenegro_en</a></p> <p>Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – European Disability strategy 2010-2020</p> <p><a href="https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0636:FIN:en:PDF">https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0636:FIN:en:PDF</a></p>
North Macedonia	N/A	<p>Council Conclusions on Enlargement and Stabilisation and Association Process</p> <p><a href="https://www.consilium.europa.eu/media/35863/st10555-en18.pdf">https://www.consilium.europa.eu/media/35863/st10555-en18.pdf</a></p>
Montenegro	<p>Informing citizens on European integration and the process of Montenegro`s accession to the EU, 2018; unpublished (carried out by the EU Delegation)</p> <p>BALKAN BAROMETER 2018: PUBLIC OPINION SURVEY</p> <p><a href="https://www.rcc.int/pubs/66/balkan-barometer-2018-public-opinion-survey">https://www.rcc.int/pubs/66/balkan-barometer-2018-public-opinion-survey</a></p> <p>Informing citizens on European integration and the process of Montenegro`s accession to the EU; unpublished.</p>	<p>Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: A credible enlargement perspective for and enhanced EU engagement with the Western Balkans</p> <p><a href="https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf">https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf</a></p> <p>COUNCIL DIRECTIVE of 30 November 1989 concerning the minimum safety and health requirements for the workplace (first individual directive within the meaning of Article 16 (1) of Directive 89/391/EEC) (89/654/EEC)</p> <p><a href="https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:31989L0654&amp;from=EN#d1e32-10-1">https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:31989L0654&amp;from=EN#d1e32-10-1</a></p>
Serbia	Republic of Serbia, Ministry of European Integration (December 2018). European	European Commission (2018). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: A credible enlargement perspective for and



	orientation of Serbian citizens. Public Opinion Poll  http://www.mei.gov.rs/upload/documents/nacionalna_dokumenta/istrazivanja_jeavnog_mnjenja/opinion_poll_dec2019.pdf	enhanced EU engagement with the Western Balkans, COM (2018)  <a href="https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf">https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf</a>  European Commission (2019), Serbia 2019 Report, SWD(2019)219 final  <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-serbia-report.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-serbia-report.pdf</a>
Turkey	N/A	N/A

## 5.2. Neighbourhood countries

**Table 14: List of documents consulted for communication activities in the neighbourhood region**

	ToR (years)	Contracts (years)	Final / Interim/ Progress Reports (years)	EU Delegations' Information and communication Annual Report and Forward Planning
Armenia	2010, 2017-2018 <sup>153</sup>  2010 EU Info Centre ToR <sup>154</sup>	2010, 2017-2018 <sup>155</sup>	No available information  2012-2014 EU Info Centre Final Report <sup>156</sup>	2013-2014; 2014-2015; 2015-2016; 2016-2017; 2017-2018 <sup>157</sup>
Ukraine	No information available	2010 <sup>158</sup>	No information available	2014-2015; 2017-2018 <sup>159</sup>
Tunisia	2010, 2016-2017 <sup>160</sup>	2010, 2016-2017 <sup>161</sup>	2010 <sup>162</sup>	2018 <sup>163</sup>

<sup>153</sup> ToR for Armenia: 2010 / 256-525; 2010 / 256-116; 2010 / 258-844; 2017 / 394-361; 2018 / 395-639

<sup>154</sup> ToR for EU Info Centre in Armenia: 2012 / 289-113, November 2010

<sup>155</sup> Contracts for Armenia: 2010 / 256-525; 2010 / 259-032; 2010 / 258-844; 2017 / 394-361; 2018 / 395-639

<sup>156</sup> Final Report for EU Info Centre in Armenia: 2012 / 289-113, August 2012 – December 2014

<sup>157</sup> EU Delegations' Information and communication Annual Report and Forward Planning, EU Delegation in Armenia: 2013-2014 (20 January 2014); 2014-2015 (22 January 2015); 2015-2016 (17 December 2015); 2016-2017 (16 December 2016); 2017-2018 (27 December 2017)

<sup>158</sup> Contract for Ukraine: 2010 / 241-623

<sup>159</sup> EU Delegations' Information and communication Annual Report and Forward Planning, EU Delegation in Ukraine: 2014-2015 (no date of publication); 2017–2018 (11 January 2018)

<sup>160</sup> ToR for Tunisia: 2010 / 241-406; 2010 / 257-896; 2016 / 381-240; 2016 / 372-840; 2016 / 381-330; 2017 / 385-595; 2017 / 390-663

<sup>161</sup> Contracts for Tunisia: 2010 / 251-420; 2016 / 375-113; 2016 / 372-840; 2016 / 381-240; 2016 / 381-313; 2016 / 381-320; 2016 / 381-324; 2016 / 381-330; 2016 / 381-459; 2016 / 381-504; 2017 / 390-663

<sup>162</sup> Final Report for Tunisia: 2010 / 241-406

<sup>163</sup> Excerpt from the EU Delegations' Communication Strategies in the southern neighbourhood.

Regional programmes	2010-2012, 2016-2017 <sup>164</sup>	2010-2011, 2016-2017 <sup>165</sup>	No information available	N/A
OPEN Neighbourhood Programme	2015 <sup>166</sup>	2015	2015	N/A

**Table 15: List of consulted websites**

Country / Programme / organisation	Website
OPEN Neighbourhood Programme	<a href="https://www.euneighbours.eu/en/policy/about-project">https://www.euneighbours.eu/en/policy/about-project</a>
EU Delegation in Armenia	<p>Website: <a href="https://eeas.europa.eu/delegations/armenia_en">https://eeas.europa.eu/delegations/armenia_en</a></p> <p>Facebook: <a href="https://www.facebook.com/eudelegationtoarmenia/">https://www.facebook.com/eudelegationtoarmenia/</a></p> <p>YouTube: <a href="https://www.youtube.com/user/EUDeArmenia">https://www.youtube.com/user/EUDeArmenia</a></p> <p>Twitter: <a href="https://twitter.com/EU_Armenia?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor">https://twitter.com/EU_Armenia?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor</a></p> <p>Instagram: <a href="https://www.instagram.com/euinarmenia/">https://www.instagram.com/euinarmenia/</a></p>
EU Delegation in Ukraine	<p>Website: <a href="https://eeas.europa.eu/delegations/ukraine_en">https://eeas.europa.eu/delegations/ukraine_en</a></p> <p>Facebook: <a href="https://www.facebook.com/EUDelegationUkraine/">https://www.facebook.com/EUDelegationUkraine/</a></p> <p>YouTube: <a href="https://www.youtube.com/channel/UCupf5CJm7OjcTqB3yFhhzwQ">https://www.youtube.com/channel/UCupf5CJm7OjcTqB3yFhhzwQ</a></p> <p>Twitter: <a href="https://twitter.com/EUDelegationUA?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor">https://twitter.com/EUDelegationUA?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor</a></p>
EU Delegation	Website:

<sup>164</sup> ToR for regional communication programmes: 2010 / 258-460; 2011 / 278-743; 2010 / 284-428; 2016 / 376-418; 2016 / 381-187; 2016 / 382-620; 2016 / 378-136; 2016 / 387-090; 2016 / 395-544; 2016 / 390-819

<sup>165</sup> Contracts for regional communication programmes: 2010 / 243-112; 2010 / 258-628; 2010 / 258-460; 2011 / 278-743; 2016 / 381-187; 2016 / 378-136; 2017 / 390-819; 2017 / 389-088

<sup>166</sup> ToR, contracts and Progress Reports for: 2015 / 367-143; 2015 / 367-233

in Tunisia

[https://eeas.europa.eu/delegations/tunisia\\_en](https://eeas.europa.eu/delegations/tunisia_en)

Facebook:

<https://www.facebook.com/EUTunisie/>

Twitter:

<https://twitter.com/uetunisie?lang=en>



## 6. LIST OF PERSONS CONSULTED

### 6.1. Persons interviewed during the inception and desk phase in the IPA beneficiaries

**Table 16: List of interviews conducted at HQ level**

Category/ Type	Organisation	Role	HQ
<b>EU networks programmes</b> <b>Info &amp;</b>	EURAXESS	Policy Assistant - Mobility and career development of researchers in the European Research Area (DG Research & Innovation, Unit B2 Open Science & ERA Policy)	European Commission
<b>EU networks programmes</b> <b>Info &amp;</b>	Creative Europe	Administrative Assistant - Coordination of the network of CE desks (DG EAC, Unit D2 Creative Europe)	European Commission
<b>EU networks programmes</b> <b>Info &amp;</b>	Enterprise Europe Network	HoU, DG GROW H2 Enterprise Europe Network and Internationalisation of SMEs	European Commission
<b>EU networks programmes</b> <b>Info &amp;</b>	Horizon2020	Policy Officer - Science, Technology and Innovation cooperation with Western Balkan Countries and Turkey	European Commission
<b>Contractor</b> <sup>167</sup> <b>OPEN</b>	MWH Consortium	Team Leader	Southern neighbourhood region
<b>Contractor</b> <b>OPEN</b>	Ecorys	Team Leader & Campaign Coordinator	Eastern neighbourhood region
<b>DG NEAR Geographic, Finance and Administration units</b>	European Commission, DG NEAR, Directorate D	Advisor to the Director-General	Western Balkans
<b>Western Balkans Regional Cooperation and Programmes</b>	European Commission, DG NEAR, Unit D5	Public Affairs	Western Balkans

**Table 17: List of interviews conducted in Albania**

Category/ Type	Organisation	Role
<b>Press / Info/ Communication Officer</b>	EU Delegation	Information and Communication Officer – NEAR

<sup>167</sup> OPEN Programme contractors were interviewed as initially to understand the wider landscape of communication in the neighbourhood region. However, at the meeting to discuss the Desk Report, the ISG confirmed that the evaluation should focus on communication directly managed by the EU Delegations in the selected neighbourhood partner countries.

<b>Press / Info/ Communication Officer</b>	EEAS	Team Leader with the Political Section
<b>Contractor EUIC</b>	Management Development Associates	Project Director
<b>Contractor EUIC</b>	Europe House	Social Media and Web Manager
<b>DG NEAR Geographic, Finance and Administration units</b>	European Commission, DG NEAR	D4 - Albania, Bosnia and Herzegovina
<b>Embassy</b>	Embassy of the Kingdom of the Netherlands	Senior Manager Assistant
<b>Embassy</b>	Embassy of Germany	Head of Culture and Press Department
<b>Embassy</b>	Embassy of Italy	Consigliere (Advisor)
<b>International Organisations / Partners</b>	UNDP Albania	Communications Manager
<b>EU Delegation staff</b>	EU Delegation	Head of Delegation
<b>EU Delegation staff</b>	EU Delegation	Communication Coordinator
<b>EU Delegation staff</b>	EU Delegation	Head of Finance & Head of Cooperation
<b>EU Delegation staff</b>	EU Delegation	Program Manager for Good Governance
<b>Educational Organisations</b>	Educational Organisations	Educational Organisations
<b>Educational Organisations</b>	Educational Organisations	Head of International Relations
<b>Other</b>	ANTTARC	Consultant
<b>Other</b>	Municipalities for Europe Project	Team Leader

**Table 18: List of interviews conducted in Bosnia and Herzegovina**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>Press / Info/ Communication Officer</b>	EU Delegation	Communication Coordinator
<b>Press / Info/ Communication Officer</b>	EU Delegation	Communication Coordinator
<b>Press / Info/ Communication Officer</b>	EU Delegation	Communication Coordinator
<b>Press / Info/ Communication Officer</b>	EU Delegation	Communication Coordinator
<b>Contractor EUIC</b>	EU Info Centre Sarajevo	Project Director

<b>Contractor EUIC</b>	EU Info Centre Sarajevo	Team Leader
<b>Contractor EUIC</b>	EU Info Centre Sarajevo	Event Assistant
<b>Contractor EUIC</b>	EU Info Centre Sarajevo	PR Officer
<b>Contractor EUIC</b>	EU Info Centre Sarajevo	Public Information Officer
<b>Contractor EUIP</b>	EUIP Mostar	Administration Officer
<b>Contractor EUIP</b>	EUIP Mostar	Communication Officer
<b>DG NEAR Geographic, Finance and Administration units</b>	European Commission, DG NEAR	D4 - Albania, Bosnia and Herzegovina
<b>EU Delegation staff</b>	EU Delegation	Head of Political, Press and Information Section
<b>EU Delegation staff</b>	EU Delegation	Head of Cooperation
<b>EU Delegation staff</b>	EU Delegation	Head of Finance
<b>EU Delegation staff</b>	EU Delegation	Head of communication/spokesperson section
<b>EU Delegation staff</b>	EU Delegation	Head of communication
<b>Embassy</b>	Embassy of Italy	Secretary of Trade and Cultural Affairs
<b>Embassy</b>	Embassy of Switzerland	Director of Cooperation
<b>Embassy</b>	l'Institut Français	Conseiller de Cooperation et d'Action Culturelle, Directeur de l'Institut Français
<b>Embassy</b>	Embassy of Spain	Oficina Cultural
<b>Embassy</b>	Embassy of Hungary	Special adviser on EU integration
<b>International Organisations / Partners</b>	USAID	Development outreach & communication specialist
<b>International Organisations / Partners</b>	UNDP Bosnia and Herzegovina	Head of Communications
<b>International Organisations / Partners</b>	Europe Enterprise Network (EEN)	Project Coordinator
<b>International Organisations / Partners</b>	Horizon 2020	Advisor
<b>International Organisations / Partners</b>	Creative Europe	Head of Media
<b>Government institutions and authorities</b>	National IPA Coordinator (NIPAC) / Directorate for European Integration	Assistant Director
<b>Government institutions and authorities</b>	National IPA Coordinator (NIPAC) / Directorate for	Library Manager

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**Table 19: List of interviews conducted in Kosovo**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>Press / Info/ Communication Officer</b>	EU Delegation	Head of Press and Information
<b>Press / Info/ Communication Officer</b>	EU Delegation	Managing the EUIC
<b>EU Delegation staff</b>	EU Delegation	Deputy Head of Delegation
<b>EU Delegation staff</b>	EU Delegation	Head of Cooperation Section & Team Leader, Human Development Sector
<b>EU Delegation staff</b>	EU Delegation	Procurement Manager, Contracts and Finance Section
<b>EU Delegation staff</b>	EU Delegation	Communication Coordinator
<b>EU Delegation staff</b>	EU Delegation	Communication Officer
<b>EU Delegation staff</b>	EU Delegation	Press & Media Officer
<b>EU Delegation staff</b>	EU Delegation	Web and Social Media Manager / Outreach Officer
<b>EU Delegation staff</b>	EU Delegation	Campaign Manager Press and Info Officer (Seconded National expert)
<b>EU Delegation staff</b>	EU Delegation	Communications Intern
<b>Contractor EUIC</b>	Koperativa	Project Director
<b>Contractor EUIC</b>	Ecorys-B2-ECG / Ecorys UK	Project Director
<b>Contractor EUIC</b>		Team Leader
<b>Contractor EUIC</b>		Campaign Manager
<b>Contractor EUIC</b>	EUICC Pristina	Digital Media and Publications Copy Writer and Editor
<b>Contractor EUIC</b>	EUICC Pristina	Administrative Assistant / Help Desk
<b>Contractor EUIC</b>	EUICC Pristina	Event Coordinator and Info Officer
<b>Contractor EUIC</b>	EUICC Pristina	Media and Outreach Campaign Leader
<b>DG NEAR Geographic, Finance and Administration units</b>	EU Delegation	Procurement Officer
<b>Project partner / IFI</b>	United Nations Development Programme (UNDP)	Communications Associate
<b>National IPA Coordinator</b>	European Commission, DG NEAR, Unit D3	IPA Country Coordinator – responsible for preparing annual programming and overseeing implementation of the

		multiannual transport programme.
<b>Embassy</b>	Embassy of France	Head of Cooperation
<b>Embassy</b>	Embassy of Croatia	Admin and Finance Assistant, Protocol person and interpreter
<b>Embassy</b>	Embassy of Italy	Representative
<b>Embassy</b>	British Council	Representative
<b>EU Info networks &amp; programmes</b>	Creative Europe	Head of Creative Europe Desk, within the umbrella of the Ministry of Culture, Youth and Sports
<b>EU Info networks &amp; programmes</b>	Horizon 2020/Holder of Jean Monnet Chair at Pristina University	Representative
<b>Other</b>	Zensko Pravo	Representative
<b>Other</b>	Kosovo Center for Security Studies	Researcher
<b>Other</b>	Kosovo Stability Foundation	Executive Director
<b>Other</b>	Advocacy Centre for Democratic Culture	Representative

**Table 20: List of interviews conducted in North Macedonia**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>Press / Info/ Communication Officer</b>	EU Delegation, EEAS	Press and Information Officer
<b>Press / Info/ Communication Officer</b>	EU Delegation	Press and Information EEAS
<b>EU delegation staff</b>	EU Delegation	Head of Delegation
<b>EU delegation staff</b>	EU Delegation	Deputy Head of Finance / Contracts
<b>EU delegation staff</b>	EU Delegation	Head of Communication
<b>EU delegation staff</b>	EU Delegation	Head of Finance
<b>EU delegation staff</b>	EU Delegation	Head of Political Section
<b>EU delegation staff</b>	EU Delegation	Programme Manager
<b>EU delegation staff</b>	EU Delegation	Head of Cooperation
<b>EU delegation staff</b>	EU Delegation	Communication Coordinator
<b>Contractor EUIC</b>	POMILIO BLUMM srl	Project Director

<b>Contractor EUIC</b>	EUIC Skopje	Senior Events and Campaigns Manager
<b>Contractor EUIC</b>	EUIC Skopje	Office Manager
<b>Contractor EUIC</b>	EUIC Skopje	Junior Networks Manager for the EU Info points
<b>Contractor EUI</b>	EUI Skopje	Head of the EUI
<b>Contractor EUI</b>	EUI Skopje	Documentalist
<b>Contractor EUIP</b>	EIP Veles	
<b>National IPA Coordinator</b>	European Commission, DG NEAR, Unit D3	IPA Country Coordinator – responsible for preparing annual programming and overseeing implementation of the multiannual transport programme.
<b>EU Info networks &amp; programmes</b>	Creative Europe	Representative
<b>EU Info networks &amp; programmes</b>	Enterprise Europe Network	Representative
<b>Embassy</b>	Embassy of the Kingdom of the Netherlands	Public Diplomacy Advisor

**Table 21: List of interviews conducted in Montenegro**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>Press / Info/ Communication Officer</b>	EU Delegation	Press and Information Officer
<b>Press / Info/ Communication Officer</b>	EU Delegation	Head of Press and Information
<b>EU Delegation staff</b>	EU Delegation	Head of Delegation
<b>EU Delegation staff</b>	EU Delegation	Head of Finance
<b>EU Delegation staff</b>	EU Delegation	Communication Coordinator
<b>EU Delegation staff</b>	EU Delegation	Information Manager
<b>EU Delegation staff</b>	EU Delegation	Head of Political Section
<b>EU Delegation staff</b>	EU Delegation	Head of Cooperation
<b>Contractor EUIC</b>	Ecorys-B2-ECG / Ecorys UK	Project Director
<b>Contractor EUIC</b>	EUIC Podgorica	Team Leader
<b>Contractor EUIC</b>	EUIC Podgorica	Public Relations and Event Manager
<b>Contractor EUIC</b>	EUIC Podgorica	Public Information and Communication Officer
<b>DG NEAR Geographic, Finance and</b>	Procurement office	Procurement Officer

<b>Administration units</b>		
<b>Project partner / IFI</b>	United Nations Development Programme (UNDP)	Programme Manager
<b>National IPA Coordinator</b>	Government of Montenegro European Integration Office	Deputy Chief Negotiator
<b>National IPA Coordinator</b>	European Commission, DG NEAR, Unit D1	IPA Country Coordinator
<b>National IPA Coordinator</b>	Government of Montenegro European Integration Office	Programming Officer
<b>National IPA Coordinator</b>	Government of Montenegro European Integration Office	Visibility Officer
<b>National IPA Coordinator</b>	Government of Montenegro European Integration Office	Eu4Me
<b>Media</b>	Center for investigative journalism	Journalist
<b>Media</b>	Radio Television of Montenegro (RTCG)	Journalist
<b>Media</b>	Dan daily newspapers in hard copy	Journalist
<b>Embassy</b>	Institut Français / Embassy of France in Montenegro	Head of the Institut Français
<b>Embassy</b>	Embassy of Bulgaria	Representative (part of a group discussion during field phase)
<b>Embassy</b>	Embassy of Croatia	Representative (part of a group discussion during field phase)
<b>Embassy</b>	Embassy of Slovenia	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	Creative Europe, Ministry of Culture	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	National Erasmus+ Agency of Montenegro	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	National Contact Point for Horizon 2020	Representative (part of a group discussion during field phase)
<b>Other</b>	Museums and galleries of Nikšić  Centre for Birds Protection  Centre for consumer protection  MANS  SOS Telefon  MMI	Representative (part of a group discussion during field phase)

	Roditelji LGBT Kinoteka	
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**Table 22: List of interviews conducted in Serbia**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>EU Delegation staff</b>	EU Delegation	Head of Information, Communication and Press
<b>EU Delegation staff</b>	EU Delegation	EUIC Project Manager - Information and Communication Officer
<b>EU Delegation staff</b>	EU Delegation	Head of Delegation
<b>EU Delegation staff</b>	EU Delegation	Head of Cooperation
<b>EU Delegation staff</b>	EU Delegation	Head of Finance Section
<b>EU Delegation staff</b>	EU Delegation	Financial Officer
<b>Contractor EUIC</b>	EUIC Belgrade	Manager
<b>Contractor EUIC</b>	EUIC Belgrade	Team Leader
<b>Contractor EUIC</b>	EUIC Belgrade	EU assistance visibility and information officer
<b>Contractor EUIC</b>	EUIC Belgrade	Social Media Officer / Public Space Manager / European Film Festival Manager
<b>Contractor EUIC</b>	EUIC Belgrade	Reporter and Web Editor
<b>Contractor EUIC</b>	EUIC Belgrade	Project Assistant
<b>Contractor EUIC</b>	EUIC Belgrade	Project Assistant
<b>Contractor EUIC</b>	EUIC Belgrade	Project Assistant
<b>Contractor EUIC</b>	EUIC Belgrade	Project Assistant

<b>Contractor EUIC</b>	Eptisa Southeast Europe	Project Director
<b>Contractor EUIP</b>	EUIP Nis	Public Space Manager and Acting manager
<b>Contractor EUIP</b>	EUIP Nis	Project Assistant
<b>Contractor EUIP</b>	EUIP Nis	Information and Media officer
<b>Contractor EUIP</b>	EUIP Novi Sad	Public Space Manager
<b>Contractor EUIP</b>	EUIP Novi Sad	Information Media Officer
<b>Contractor EUIP</b>	EUIP Novi Sad	Project Assistant
<b>Embassy / Cultural institutes</b>	Austrian Institute	Director of the Austrian Cultural Forum & President of the EU network of Cultural Institutes
<b>Embassy / Cultural institutes</b>	Embassy of Belgium	Translator and Assistant to the Ambassador
<b>Embassy / Cultural institutes</b>	Embassy of Croatia	Deputy Head of Croatian Embassy
<b>Government institutions and authorities</b>	Ministry of Youth and Sports	Representative (part of a group discussion during field phase)
<b>Government institutions and authorities</b>	Ministry of European Integration	Representative (part of a group discussion during field phase)
<b>International Organisations / Partners</b>	UN Serbia	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	Creative Europe	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	Erasmus Student Network (ESN)	Representative (part of a group discussion during field phase)
<b>Other</b>	Civic Initiatives	Representative (part of a group discussion during field phase)
<b>Other</b>	European Western Balkans (EWB) Portal	Representative (part of a group discussion during field phase)
<b>Other</b>	European Movement in Serbia	Representative (part of a group discussion during field phase)

<b>Other</b>	National Library of Serbia	Representative (part of a group discussion during field phase)
<b>Other</b>	European Policy Center	Representative (part of a group discussion during field phase)
<b>Other</b>	Belgrade Open School	Representative (part of a group discussion during field phase)

**Table 23: List of interviews conducted in Turkey**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>EU Delegation staff</b>	EU Delegation	Head of Delegation
<b>EU Delegation staff</b>	EU Delegation	Deputy Head of Finance / Contract
<b>EU Delegation staff</b>	EU Delegation	Communications Coordinator
<b>EU Delegation staff</b>	EU Delegation	Press officer
<b>EU Delegation staff</b>	EU Delegation	Communication Coordinator – NEAR
<b>Contractor EUIC</b>	TOBB (Turkish Union for Chamber and Commodity Exchanges)	Project Director
<b>DG NEAR Geographic, Finance and Administration units</b>	European Commission, DG NEAR	A5 - Turkey
<b>Government institutions and authorities</b>	Communication unit, Turkish Ministry for Foreign Affairs' Project Implementation Unit, Directorate for EU affairs	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	Enterprise Europe Network	Representative (part of a group discussion during field phase)
<b>EU Info networks &amp; programmes</b>	National Agency for Erasmus+, Department of Civil Society, Communication and Culture	Representative (part of a group discussion during field phase)
<b>Other</b>	EBRD	Representative (part of a group discussion during field phase)
<b>Other</b>	EIB	Representative (part of a group discussion during field phase)

<b>Other</b>	SPARK (NGO)	Representative (part of a group discussion during field phase)
<b>Other</b>	EU Madad Programme, project on higher education for Syrians	Representative (part of a group discussion during field phase)

## 6.2. Persons interviewed during the inception and desk phase in the neighbourhood countries

**Table 24: List of interviews conducted at regional level**

Category/ Type	Organisation	Role	Country / region
<b>Contractor OPEN Neighbourhood Programme</b>	MWH Consortium	Team Leader	Southern neighbourhood region
<b>Contractor OPEN Neighbourhood Programme</b>	MWH Consortium	Campaign Coordinator	Southern neighbourhood region
<b>Contractor OPEN Neighbourhood Programme</b>	Ecorys	Team Leader & Campaign Coordinator	Eastern neighbourhood region

**Table 25: List of interviews conducted in Ukraine**

Category/ Type	Organisation	Role
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Head of Delegation
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Head of Political Section
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Head of Finance
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Head of Cooperation
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Head of Press and Information
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Communications Manager
<b>Contractor EUIC</b>	National Technical University of Chernihiv	Associate Professor

<b>Contractor EUIC</b>	Institute of International Relations, Taras Schevchenko National University, Kyiv	Head of Career Centre
<b>Press / Info/ Communication Officer</b>	EU Delegation	Press Officer
<b>Public Diplomacy Officer</b>	EU Delegation	Public Diplomacy Officer
<b>EU Delegation Communication Managers/Coordinators</b>	EU Delegation	Communications Manager
<b>Media</b>	EU Pravda	Co-founder and editor
<b>Embassies / cultural institutes</b>	British Embassy	Second Secretary Strategic Communication
<b>Embassies / cultural institutes</b>	British Council	Representative (part of a group discussion during field phase)
<b>Embassies / cultural institutes</b>	British Council	Representative (part of a group discussion during field phase)
<b>Embassies / cultural institutes</b>	Goethe Institute	Representative (part of a group discussion during field phase)
<b>International Organisations / Partners</b>	EBRD	Representative (part of a group discussion during field phase)
<b>Other</b>	Open Society Foundation	Representative (part of a group discussion during field phase)
<b>Other</b>	Open Society Foundation	Representative (part of a group discussion during field phase)
<b>Other</b>	Change Communications	Representative (part of a group discussion during field phase)
<b>Other</b>	GFA Consulting	Representative (part of a group discussion during field phase)
<b>Other</b>	E'Comm	Representative (part of a group discussion during field phase)

**Table 26: List of interviews conducted in Tunisia**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>EU Delegation staff</b>	EU Delegation	Head of Political, Press and Information Section
<b>EU Delegation staff</b>	EU Delegation	N/A
<b>EU Delegation staff</b>	EU Delegation	Head of Section for Governance
<b>EU Delegation staff</b>	EU Delegation	Head and Attaché of Cooperation Section
<b>EU Delegation staff</b>		Press Officer

<b>EU Delegation staff</b>		Attachée of Finance/Contracts Section
<b>Contractor OPEN Neighbourhood Programme</b>		Campaign Coordinator of OPEN SOUTH
<b>Contractor OPEN Neighbourhood Programme</b>	Innova	Head
<b>Contractor OPEN Neighbourhood Programme</b>	Wasabi	Head
<b>EU Info networks &amp; programmes</b>	National Erasmus+ Office in Tunisia	Coordinator and Adjoint Coordinator of Erasmus+
<b>EU Info networks &amp; programmes</b>	Ministry of Women, Family, Children and Seniors	Communication manager of Moussawat
<b>EU Info networks &amp; programmes</b>	Ministry of Justice	Communication manager of Programme d'appui à la réforme de la justice (PARJ)
<b>Embassies / National Cultural Organisations</b>	Embassy of France	Chief of cabinet and Head of Press Section
<b>Media</b>		Journalist
<b>Other</b>	Konrad-Adenauer-Stiftung	Tunis Bureau Head and Project Manager
<b>Other</b>	Al Bawsala	Head
<b>Other</b>	Euro-Mediterranean Human Rights Network (EuroMed Rights)	Tunis Bureau Head and Volunteer

**Table 27: List of interviews conducted in Armenia**

<b>Category/ Type</b>	<b>Organisation</b>	<b>Role</b>
<b>Embassies / National Cultural Organisations</b>	British Embassy	Communications Coordinator
<b>EU Delegation staff</b>	EU Delegation	Press and Information Officer
<b>EU Delegation staff</b>	EU Delegation	EU Ambassador
<b>EU Delegation staff</b>	EU Delegation	Deputy Head of Cooperation
<b>EU Delegation staff</b>	EU Delegation	Press and Information Officer
<b>EU Delegation staff</b>	EU Delegation	Communications Coordinator

<b>EU Delegation staff</b>	EU Delegation	Head of Finance
<b>Contractor</b>	Deem Communications	
<b>Contractor</b>	Publicis	
<b>Government institutions and authorities</b>	National Assembly	Adviser to the President of the National Assembly
<b>Government institutions and authorities</b>	Ministry of Foreign Affairs	Head of the EU Department
<b>Government institutions and authorities</b>	EU Department of the Ministry of Economic Development and Investments of the Republic of Armenia	
<b>Media</b>	Aravot.am	Editor
<b>Media</b>	Aravot Daily's English Edition	Editor
<b>Former EUIC staff</b>	Worked before at the EUIC in Yerevan	Former Communication Expert
<b>Former EUIC staff</b>	Worked before at the EUIC in Yerevan	Former Education Advisor
<b>Former EUIC users</b>	Bloomberg	PR specialist / stringer
<b>Former EUIC users</b>	Regional Studies Association	Chair
<b>Former EUIC users</b>	Support to Prisoners Foundation	Deputy Chief Director
<b>EU Young Ambassadors</b>	EU OPEN Programme	EU Young Ambassador
<b>EU Young Ambassadors</b>	EU OPEN Programme	EU Young Ambassador
<b>Embassies / National Cultural Organisations</b>	British Embassy	Communications Coordinator
<b>Other</b>	SME Development National Centre	Senior Expert International Cooperation Programs
<b>Other</b>	National Academy of Sciences (EU Horizon 2020 and EEN partner)	Head of International S&T Programmes
<b>Other</b>	National Erasmus+ Office in Armenia	National Coordinator Erasmus+

