European Commission

COMMUNICATION

Monitoring

EVALUATION

TIPS & TOOLS

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1. INTRODUCTION

Evaluation should be a key component in any communication strategy. This principle is reflected in the Common Provisions Regulation 2021-2027 (CPR). **Programmes' authorities have a legal obligation to assess the impact of their communication measures**. Programmes shall indicate in a dedicated chapter on communication the **relevant indicators for monitoring and evaluation** they intend to use (art. 17(3)(i)). However, the regulation leaves managing authorities free to decide on the most appropriate indicators, arrangements and timing for evaluating their communication activities.

Additionally, Member States are required to submit to the Commission **detailed information about the implementation of the communication measures** in the context of the Annual Review Meeting (art. 36). To meet this requirement managing authorities must carry out regular evaluations. These should also feed into the examination of communication measures by the monitoring committees (art. 35).

The rationale for these provisions is that a good evaluation is critical to ensure the quality of communication measures deployed under cohesion programmes. It helps managing authorities: monitor the process to identify weaknesses and strengths and recalibrate your approach to make it more impactful; improve the efficiency and accountability of the communication budget; and, most importantly, demonstrate and quantify the effectiveness of communication.

In past programming periods, not all programmes were able to perform systematic and thorough evaluation of their communication activities. This is owing to several factors: a fully-fledged culture of evaluating communication has yet to take root in several public bodies; weak know-how or operational capacity within the ranks of managing authorities; lack of guidance or support from national or European level.

2. NATURE AND SCOPE

The scope of the document is to present a series of methodological and operational information to help programmes monitor and evaluate their communication activities.

This is not a mandatory document. It provides useful information for experts involved both in planning/ implementation and monitoring/ evaluation of different communication activities.

It is mainly designed for small-scale communication activities, but further references to more complex ones, such as communication campaigns, are provided.

3. PLANNING PHASE

While your intended communication activity may be big or small in scale, it still requires careful planning. This resource is intended to offer you support to plan successful actions that can be monitored and evaluated.

3.1. The European Commission's basis for measurement of communication activities

The role of communication has been reinforced with a view to engage more effectively with the EU citizens. It is therefore essential to assess systematically what is the impact of the communication activities.

Even if there are similarities with policy and programme evaluation, evaluation of communication activities differs in a number of respects. Beyond having some of its own terminology, it often uses different methods and communication specific metrics/indicators. For effective evaluation of communication activities, the Commission's basis for measurement follows the model below (see also Annex 2):

Figure 1 Intervention logic for communication activities (CN model)
Source: Communication Network, 2018

Based on the framework presented above, the main elements of the intervention logic are:

- **Input:** What is needed to plan and design a successful communication action. With input indicators, we measure the efficiency and effectiveness of the organisational aspects of communication activities.
  - ***Example:*** Planning, budgeting, SMART objective setting.
- **Activity:** What is done to generate communication products and deliverables. With activity indicators, we measure what activities we implement aiming to deliver communication.
  - ***Example:*** Writing posts, designing posters, organising an event, developing a website.
- **Output:** What is done to reach and engage our target audience. With output indicators, we measure what we deliver and how well we reach the target group with the communication action.
  - ***Example:*** Number of impressions on social media, number of participants in an event, number of readers of a publication, audience reach of a campaign.
- **Result:** The immediate effect resulting directly from the communication. These indicators tell us whether the desired specific effect was achieved due to the communication action. With result indicators, we measure the effectiveness of the activities.
  - ***Example:*** audience recall of a campaign, overall usefulness of an event, conversion rates on websites.
- **Impact:** The shift in public opinion, society, the economy or individual behaviour that the European Commission's communication activities are striving to achieve. With impact indicators, we measure behavioural and social changes and reputation improvement triggered by the communication actions.
  - ***Example:*** number of people who have more positive opinion of the EU; an increase in Eurobarometer results on questions like "Trust in the Institutions".

3.2. How to define your needs

The very first thing that has to be identified when planning a communications activity is its need(s). That requires an exercise both in needs analysis and problem definition. At this step, the intervention logic presented above can help to think through findings that are based on evidence to support the needs underpinning their activities.

Defining needs based on evidence will help you avoid the subjective basis that can characterise them as too broad in their scope. Tools such as the Eurobarometer or national polls/statistics can be very useful to provide context indicators capable of validating the needs defined for an activity as well as documents that compile results from the performance of the activity from prior years.

The image below represents how different context indicators can assist in the establishment of the actions' needs:

Figure 2 - Example of defining evidence-based needs and setting objectives
Source: Study of Representations' Communication Activities in the Member States, 2019, pg. 36

3.3. How to set SMART objectives

Initial objectives for an activity often begin as broad objectives (e.g. engaging with EU citizens), but then it is necessary to go a step beyond by refining the objectives and breaking them down into sub-objectives to make them SMART (specific, measurable, achievable, relevant, time-bound). A good definition of each objective will facilitate the selection of expected outputs, results and impacts as well as the design of the data collection plan during the planning phase.

Specific	**Objectives should be precise and concrete enough not to be open to varying interpretations by different people**
Measurable	Objectives should define a desired future state in a measurable terms, to allow verifications of their achievement
Achievable	Policy aims should be set at a level which is ambitious but at the same time realistically achievable
Relevant	The objectives should be directly linked to the problem and its root causes
Time-bound	Objectives should be related to a fixed date or precise time period to allow an evaluation of their achievement

3.4. How to identify you target audiences

When planning a communication activity it is very important to define as clearly as possible the target public/ audience depending on both the objectives and the message to be transmitted.

The public in Europe and also in the Member States is a sizeable group and the remit of the public institutions to serve all should not be used as an excuse not to target more specifically. "The public" is not a target audience in professional communication terms. "The public" means 'everyone', so by choosing it you have failed actually to target anyone.[1]

When trying to define your target audiences it is recommended to take into consideration the following criteria:

- ♣ What is their demographic? (age, gender, social class, income, geographic location)
- ♣ What knowledge/ opinion/ behaviours that they have relating to this that you want to change?
- ♣ What are their attitudes to your policy (positive, negative, and why)?
- ♣ Who are their influencers (peers, opinion leaders - where they get their information from)?

3.5. How to choose your activities

Now you have decided what you need to say, to which people, when, and for what reason, it is time to think about the 'how' – the types of communication, which will resonate with your audiences, and help bring about the change you seek. You are now at the activities planning stage. One of your immediate challenges here will probably be budget. Remember, all communication activities are not the same. Each will have its own characteristics which can help or hinder your message reaching your audiences with enough weight and frequency to have the desired effect. Start by addressing these aspects of the communication channels that you are considering:

- ♣ Reach: how many?
- ♣ Who: who uses it, are they all the right people?
- ♣ Context: how is it consumed?
- ♣ Moment: when does it reach them?

[1] Toolkit for the evaluation of communication activities, 2017, pg. 29

3.6. How to choose your indicators

Before considering which indicators to choose, preparatory work is needed. There are no 'measures' of success that you can apply uniformly.

A first step in this process is to go back to your (SMART) objectives =>determine in your own view what would be a factor of success => pick your indicator(s)

When you set up the indicators for your communication activity, the following principles should be considered[2]:

*1. Indicators should be set out **when planning** the activity, and **before you implement any activity;***

*2. The indicators/ performance metrics chosen **should reflect the different levels** of your activity (outputs, result, impacts);*

*3. The indicators **should reflect the communication tools** used;*

*4. The indicators **should reflect the type of audience targeted,** the size and how they are reached;*

*5. **Consistency** and **comparability** should be ensured;*

6. Allow resources for monitoring and measurement;

7. Always prioritise the indicators which are the closest possible to the key criteria that determine success.

When selecting indicators there are two elements to be considered[3]:

- First, keep it simple, establishing a limited number of indicators is recommended (3 to 5), at least at the outset to ensure that they are correctly filled in, both in terms of quantity and quality of the data entered.
- Second, the recommendation is to go beyond input reporting, the evaluation model should include **output** indicators in order to report on the correct implementation of the planned communications activities, but the core of the evaluation must be based on **result** and **impact** indicators.

Out of the selected indicators, a limited number of Key Performance Indicators (KPIs) should be used as a key metrics to evaluate the progress/ success of a **particular** activity.

Moreover, measuring final impacts of communications actions is especially challenging, and, in many cases, not even realistically feasible, with final expected impacts being too far into the future, or too bound to external factors with roles that could not be clearly weighted.

[2] Toolkit for the evaluation of communication activities
[3] Toolkit for the evaluation of communication activities

When defining your indicators, the following structure can be used:

Name	Easy to understand
Definition	As precise as possible – define words, calculation, measurement unit, etc.
Use	To which question does the indicator intend to answer? Who will use this indicator and for what?
Frequency	To be documented and analysed each: month, semester, year? Set-up the cut-off date
Source/ provider	Where will we find the necessary data? Who will document it? How?
Indicator break down	Do we need specific sub-indicators?
To	What is the indicator level before the beginning of the programme/ regulation?
Target	Which level do we wish to reach and when?
Other comments	Any comment that help to understand some specificities, limits, acceptability, etc.

Designing your monitoring and evaluation plan in advance is an essential part of any communication activity, whether it is a complex or a simple activity. To help you with your planning, Annex 1 of this supporting material provides a checklist for the preparatory work of a communication plan.

An example of SMART objectives:

Activities	Broad Objectives	SMART Objectives	Results indicators
Networks	• Foster a sustainable network of journalists competent on EU topics	• Increase the number of journalists at press conferences by 30% in 1 year • Create a group of 10 journalists who cover EU affairs in at least 5 articles over a 6-month period	• % of journalists who say they are willing to cover EU affairs • Overall usefulness of the event for attendees (survey)
Events	• Increase awareness about the EU	• Aim for 50% of participants at the event to attend 2+ workshops on EU topics (depending on the activity)	• % of attendees who say they would speak positively about the event • % of attendees who engage in follow up actions
Social Media	• Engage young people on EU topics	• Target 300 shares over the course of 2 week for a video made by an influencer hired for the activity and a reach of 10k online users	• Number of shares • Engagement rate of the posts (observations about the user's attitude/profile) • Number of hashtag mentions

Figure 3 - Example of refining broad objectives into SMART objectives for different activities

4. IMPLEMENTATION & ON-GOING MONITORING PHASE

4.1. Networks

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS The main output of a network is the **number of "contacts"** that it makes. This can be **visitors, attendees at events, members, calls, emails, etc**. Networks, which have a broader target audience, benefit greatly **from keeping track of new contacts** compared to returning users as it indicates how well they are "getting the word out". Simple surveys and counting of contacts can already give a very valuable insight to **how the network is performing** over time.	**1. Number of contacts: visitors, event participants, calls, emails, etc. [counting]** • *If applicable, percentage of newcomers [survey, desk analysis]* 2. Cost per contact [desk analysis]	Counting Survey Desk analysis
RESULTS **User satisfaction** gives an insight into the driving factors behind the numbers. Surveys can extract comparable data from a large population when used properly. As networks offer services in various forms, how useful users perceive them to be is an important indicator of success. Networks that need to keep growing their reach can help inform future decisions by **tracking users intentions to return to the network** or **willingness to recommend the service**.	**1. Overall usefulness of the contact [survey]** 2. Percentage of users who declared that they would come back [survey] 3. Percentage of users who declared that they would recommend the service [survey]	Survey
IMPACTS The ultimate goal of communication is to improve its image and encourage people to be multipliers of the positive messages. Ideally, impact is measured 3-6 months after the communication, to assess whether **the effect has carried beyond the initial point of contact**. Accomplishing this requires having **an overview of the users of the network** and a capacity to reach out to them with surveys. Networks which seek to inform users of other services and opportunities that are available to them have that as an impact goal as well.	**1. Number of people having a more positive opinion of the organisation/policy as a result of the contact [Eurobarometer, survey]** 2. Likelihood to advocate or speak positively about the **organisation/policy** as a result of the contact [survey] 3. Number / percentage of target audience who know more about available opportunities and take action [survey, desk analysis]	Survey Desk analysis

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Overall, from 1-5 (1 being not useful at all and 5 being very useful) how useful did you find this visit?	1 2 3 4 5
Overall, from 1-5 (1 being not useful at all and 5 being very useful) how useful did you find this page?	1 2 3 4 5
How likely is it that you will share the information obtained with other people?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How likely is it that you will consider returning?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How did you hear about us?	[Insert channels as appropriate]

4.2. Events

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS When evaluating an event reach is the key output. However, one should also consider not only **how many people attended** but also **who**. If the intended target audience is not attracted to the event, then it may not necessarily be a success. Attendance can be monitored for example through a registration before the event or on the spot. Using a short survey can also give valuable insights like whether the attendees are newcomers or how they learned about the event.	**1. Number of attendees: physical and online [*counting*]** • **If applicable, percentage of target audience [*counting*] and percentage of first time attendees [*survey*]** 2. Cost per attendee [*desk analysis*] 3. Indirect audience reach – media reach of the event *[audited circulation and audience analytics]*	Counting (Headcount Methodology) Survey Desk analysis
RESULTS Monitoring **overall satisfaction** gives an insight into the **attendees' perception** of the event. Surveys can extract comparable data from a large population when used properly. In addition to indicating the overall satisfaction, surveys can also assess whether your communication had its **intended effect,** be it simply informing attendees or engaging people in follow-up actions.	**1. Overall usefulness of the event for attendees [*survey*]** 2. Percentage of attendees who declared that they would share or speak positively about the event [*survey*] 3. Percentage of attendees who sought more information or engaged in other follow-up actions [*survey*]	Survey Observation Protocol Interview
IMPACTS The ultimate goal of organisation communication is to improve its image and encourage people to be multipliers of the positive messages. Ideally, impact is measured 3-6 months after the activity, to assess whether **the effect has carried beyond the initial point of contact**. Accomplishing this requires having **an overview of the participants in events** and a **capacity to reach out to them** with surveys.	**1. Percentage of attendees having a more positive opinion of the EU as a result of the event [*survey*]** 2. Likelihood to advocate or speak positively about the EU as a result of the event [*survey*] 3. Number / percentage of target audience who know more about available opportunities and take action [*survey, desk analysis*]	Survey Desk analysis

Example of tools for collecting data: HEADCOUNT METHODOLOGY

Sample Participants Headcount

If data such as participant's registration forms or badges is unavailable, the evaluation of the attendance of an event can be estimated through head counting. One analyst should be dedicated to counting all the persons entering the event (conference room, booth, etc). If the location is too wide to enable one single analyst to count all the entrances, several analysts can be posted on different counting spots. The analyst should use a counting device so as to facilitate counting of large crowds. Every entry to the location should be registered and reported every 10-minutes on a counting grid. If an analyst cannot be present for the total duration of the event, he should count per 10 minutes periods on regular basis (at least 4 per day), and the results can then be extrapolated. It should be noted that a headcount measures visits and not unique visitors, as the same persons can access the event more than once.

Counting Schedule [name of event]					
Date:	Person in Charge				
Counting Schedule (adapt to Opening Hours)	Access A Adapt according to number of counting spots	Access B	Access C	Access D	
9 h 30 to 9 h 40					9 h 30 to 9 h 40
9 h 40 to 9 h 50					9 h 40 to 9 h 50
9 h 50 to 10 h 00					9 h 50 to 10 h 00
10 h 00 to 10 h 10					10 h 00 to 10 h 10
10 h 10 to 10 h 20					10 h 10 to 10 h 20
10 h 20 to 10 h 30					10 h 20 to 10 h 30
10 h 30 to 10 h 40					10 h 30 to 10 h 40
10 h 40 to 10 h 50					10 h 40 to 10 h 50
10 h 50 to 11 h 00					10 h 50 to 11 h 00
11 h 00 to 11 h 10					11 h 00 to 11 h 10
11 h 10 to 11 h 20					11 h 10 to 11 h 20
11 h 20 to 11 h 30					11 h 20 to 11 h 30
11 h 30 to 11 h 40					11 h 30 to 11 h 40
11 h 40 to 11 h 50					11 h 40 to 11 h 50
11 h 50 to 12 h 00					11 h 50 to 12 h 00
12 h 00 to 12 h 10					12 h 00 to 12 h 10
12 h 10 to 12 h 20					12 h 10 to 12 h 20
12 h 20 to 12 h 30					12 h 20 to 12 h 30
12 h 30 to 12 h 40					12 h 30 to 12 h 40
12 h 40 to 12 h 41					12 h 40 to 12 h 41
12 h 41 to 12 h 50					12 h 41 to 12 h 50
12 h 50 to 13 h 00					12 h 50 to 13 h 00

Example of tools for collecting data: OBSERVATION PROTOCOL

Observation Protocol

The observation protocol can assist you in systematically observing events, including the types of elements to include in order that someone charged with following the protocol could easily record observations of the event. These elements include event logistics (e.g. number of staff, materials given out, scheduling of events, etc.) and the audience (e.g. estimated attendance, profile, etc.) that can be used to compliment other indicators collected.

Observation Protocol (example)

1. **Logistics and organisation** *(observations on how the activity was implemented)*

- Timing/Schedule: ☐ On time ☐ Delayed
  ☐ Appropriate ☐ Long ☐ Short

  General comments:..

- Materials *(observation of materials participants collected and avoided)*
  ....
- Spatial planning *(observation of signage and location of activities)*
  ....
- Staff *(observation on the adequacy of the staffing at the event)*
  ....
  - *Number:*......................................
  - *Attitude:*.....................................

2. **Audience** *(observations about the audience in attendance)*

- Estimated number (observation of estimated number of participants)
  - *Head count:*..
  - *Event capacity:*..

  General *comments:*...

- Profile *(observations about the profile of the attendees, gender, age, target group)*
  ....
- Engagement (*observations about the attitude, types of questions, events of most interest)*
  - *Questions posed:*...
  - *Attitude of attendees:*...

General *comments:* ....

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Overall, from 1-5 (1 being not useful at all and 5 being very useful) how useful did you find this event?	1 2 3 4 5
How likely is it that you will share the information obtained with other people?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How likely is it that you will [insert relevant follow-up action]?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How often have you attended this event before?	[Insert as appropriate]
How did you hear about us?	[Insert channels as appropriate to how you reach out]
After attending [this event], would you say that your opinion about the EU funds/EU intervention/EU	Much more positive Slightly more positive The same as before Slightly more negative Much more negative
How likely is it that you would recommend this event to a friend or colleague?	0-10 scale

Example of tools for collecting data: INTERVIEW

Sample Interview Guide

By using an interview guide based on the model below you will be able to get structured oral feedback from participants at events as well as from partners and stakeholders. The guide should be adapted accordingly.

Interview Guide for Participants' Interviews

1. Introduction

Presentation of the interviewer / Presentation of the context and the objectives of the interview

1) Please present yourself and your day-today occupation.
2) Can you please go over how you participated in the activity? What motivated you to want to participate? How did you find about the activity?

2. Overview of communication activities and success factors:

3) What would you say were the objectives of the communication activity planned by the Representation? Would you say they address matters that concern you?
4) Would you say the activity appealed to you directly? Do you think the design of the activity was the best to answer your needs? What other groups may have been attracted to attend/participate in the activity?
5) What would you say were the impacts of the activity on you or other participants (higher knowledge of the EU, willing to learn more about one aspect of the EU, stronger capacity to talk about the EU, etc.)?
6) Do you think that the activity has targeted the appropriate audience?
7) Would you say the activity was successful? In what ways?
8) Did you find the impact of the activity had long-term effects for you?

4.3. Publications

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS For all publications measurement of reach / indicative reach will be important. This considers **number of downloads and number publications** disseminated on request. Ideally, we want to also monitor **who we are reaching**, this requires employing various methods to monitor who uses the publication. Output also can indicate completion of **publication goals relating to accessibility and language coverage**.	**1. Number of readers / listeners of the publication [*web analytics, orders*]** • **If applicable: percentage of target audience and percentage of specific demographic groups [*desk analysis*]** 2. Percentage of publications produced in more than one linguistic version [*counting*] 3. Percentage of publications accessible to visually impaired persons [*counting*]	Web analytics Desk analysis Counting
RESULTS Monitoring overall satisfaction gives an insight into the **perceptions of the users** on **whether the publications are broadly "hitting the mark"**. This is done through surveys by extracting comparable data from a large population. In addition to **overall satisfaction**, a survey can also assess whether your communication had its **intended effect**, be it simply informing users or engaging people in follow-up actions.	**1. Overall usefulness of publication for readers [*survey*]** 2 Number of readers who shared the link of the publication with other people [*survey*] 3 Number of readers who thought that the publication was clear and easy to understand [*survey*]	Survey
IMPACTS The ultimate goal of organization communication is to improve its image and encourage people to be multipliers of the positive messages of the organization. Ideally, impact is measured 3-6 months after the communication, to assess whether **the effect has carried beyond the initial point of contact**. Accomplishing this requires a capacity to **identify and reach out the users** of publications with surveys.	**1. Number of readers having a more positive opinion of the policy/organisation as a result of a publication [survey]** 2. Likelihood to advocate or speak positively about the organisation/policy as a result of a publication [survey]	Survey

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Overall, from 1-5 (1 being not useful at all and 5 being very useful) how useful did you find this publication?	1 2 3 4 5
Did you find the information you were looking for?	Yes completely Yes partially I was not looking for anything in particular Not at all
To which extent do you trust the information provided by [name of publication]?	I trust it very much I rather trust it I don’t trust it very much I don’t trust it at all
How likely is it that you will share [name of publication] with other people?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How clear and easy to understand was this publication?	Very clear and easy Clear and easy Neither clear and easy nor not clear and easy Not very clear and easy Not clear and easy at all
How likely is it that you would recommend this publication to a friend or colleague?	0-10 scale

4.4. Videos and photos

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS Though measuring the output of a video or photo is relatively straightforward - using **views as the main metric** – there are nonetheless some caveats. Most notably, embedded videos that start playing as a **visitor opens a page or videos** only played for a very short amount of time before exited should be treated with caution when measuring output	**1. Number of views, [web analytics, social media metrics, global counting]** 2. Number of unique visitors to the page of the video [website analytics] 3. Cost per view [web analytics, social media metrics, desk analysis] 4. Percentage of videos with completion view of 50% or more and of 100% [AV Portal, web analytics, social media metrics] 5. TV uptakes: number, names and countries of TV channels using produced materials and videos and number of minutes of produced material and videos on TV channels [Teletrax - out of the TV panel of 220 channels]	AV Portal Web analytics Social media Counting Survey Desk analysis
RESULTS Surveys are often used to measure the "results" of a video or photo to understand whether **viewers find the material useful**, **informative** or **whether they achieve the goals**. Depending on the objectives, one might evaluate the **user experiences** of the platform used to access the material. The long-term lifecycle of a video can also provide **useful insights** to its the relevance and **engagement potential**.	**1. Overall usefulness of the video for the viewer [*survey*]** **2. Number of shares or downloads** 3. Overall usefulness of the AV Portal for the users [*survey*] 4. Long-term: life cycle of the video after the communication campaign [*AV portal, social media metrics*]	AV portal Social media metrics Survey (pop-up survey)
IMPACTS The ultimate goal of organization communication is to improve its image and encourage people to be multipliers of the positive messages of the organisation. Ideally, we measure impact 3-6 months after the communication to assess whether **the effect has carried beyond the initial point of contact**. In the case of videos, surveys can help us answer such questions. However, we need to be conscious that in order to be able to contact relevant viewers we need to collect the relevant information beforehand.	**1. Number of viewers having a more positive opinion of the EU as a result of the video [*survey*]** 2. Likelihood to advocate or speak positively about the EU as a result of the video [*survey*]	Survey (pop-up survey)

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Overall, from 1-5 (1 being not useful at all and 5 being very useful) how useful did you find this [video/ photo]?	1 2 3 4 5
How likely is it that you will share this information with other people?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
How likely is it that you will [insert relevant follow-up action]?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
After [seeing this video] you would say that your opinion about the EU is	Much more positive Slightly more positive No difference Slightly more negative Much more negative

4.5. Social media

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS When measuring social media activity we often measure basic metrics such as **impressions and followers** to get an overview of the **overall outreach and activity**. However, these standard indicators form the foundation of **deeper insights** into your digital communications effectiveness. You should always aim to make the most of your data.	**1. Number of impressions [*social media metrics*]** 2. Number of followers/fans/subscribers [*social media metrics*]	Social media metrics
RESULTS Beyond the initial reaching of an audience member, we start to see results **when users interact with us** on social media. This can be through **commenting, sharing, mentioning a relevant hashtag** so on. **Who and how engages with us** on social media and other relevant data give an insight to the real implications of reach figures. Similarly to outputs, results indicators help optimise the content strategy and better tailor it to your audience.	**1. Number of engagement: shares, likes, clickthroughs, comments [*social media metrics*]** • **Cost per result [*desk analysis*]** 2. Number of hashtag mentions [*social media metrics*]	Social media metrics Desk Analysis
IMPACTS The ultimate goal of organisation communication is to improve its image and encourage people to be multipliers of the positive messages of the organisation. Ideally, impact is measured 3-6 months after the communication, to assess whether **the effect has carried beyond the initial point of contact**. In the case of large campaigns where social media is a key tool of communication, we can use surveys to assess whether **social media activity has had an impact.**	**1. Percentage of people reached having a more positive opinion of the EU as a result of engaging with the social media content [*survey, for corporate campaigns*]**	Survey

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Did you follow [insert relevant social media channel here] before the campaign?	Yes No
After [following the social media account/seeing this post/etc] would you say that your opinion about the EU is	Much more positive Slightly more positive No difference Slightly more negative Much more negative

4.6. Websites

Measurement level	**Indicators**	**Correspondent collection method/ tool**
OUTPUTS In websites evaluation, website analytics are often used to monitor directly the volume of use However, one must be careful in distinguishing between **number of visits, unique visitors and page views** as all three give different insights into **how the website is being used**. A good monitoring arrangement will also be conscious of the rapidly evolving nature of web technology and adjust its methods accordingly.	**1. Number of visits [*web analytics*]** 2. Number of visitors identified by browsers [*web analytics*] 3. Number of page views [*web analytics*]	Web analytics
RESULTS Once a user has reached the website, we **monitor how they use it,** whether it is **simply viewing certain information** or **the completion of a goal**, such as registration to a programme. Web analytics remain powerful and useful tools at this stage as well, but certain aspects of the **user experience** can only be measured by asking the user directly. The most appropriate indicators will always be dependent on the exact nature of the website and the goals you set out for it.	**1. Conversion rate: downloads, registrations, form completed, bouncing rate, session length etc. [*web analytics*]** 2. Overall usefulness of the site and/or page [*survey*] 3. Number of returning visitors [*web analytics - only for users accepting long term cookies*]	Web analytics Survey
IMPACTS The ultimate goal of /organisation communication is to improve its image and encourage people to be multipliers of the positive messages of the organisation. Ideally, we measure impact 3-6 months after the communication to assess whether **the effect has carried beyond the initial point of contact**. In the case of websites we use surveys as well as monitoring some of the **follow-up actions taken on the platform**, such as **sharing the content on social media.**	**1. Number of visitors having a more positive opinion of the EU as a result of the web visit [*survey, rating widget*]** 2. Likelihood to advocate or speak positively about the EU as a result of the web visit [*survey or monitor "share this content" button, and / or user jump to Social Media icons in footer*]	Survey Rating Widget

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
You visited this website for…:	Professional reasons Personal reasons
What is your overall rating of this website [name], on a scale from 1 (poor) to 5 (excellent)?	1 2 3 4 5
Did you find the information you were looking for?	Yes completely Yes partially I was not looking for anything in particular Not at all
How did you find the navigation of the website?	Easy Rather easy Neither easy nor difficult Rather difficult Difficult
Would you say that the information provided on this website is trustworthy?	Yes completely Yes partially No, not really No, not at all
What difference, if any, does [this website] make to your feelings about the EU?	Makes you much more positive Makes you slightly more positive Makes no difference Makes you slightly more negative Makes you much more negative

4.7. Integrated communication campaigns

Measurement level	Indicators	Correspondent collection method/ tool
OUTPUTS When evaluating integrated communication campaigns one can focus on individual channels used or the campaign as a whole. Aggregated statistics help measure **the overall reach of the campaign**. Due to the difficulties of obtaining data for some channels, these figures are always an approximation and should be regarded as such. Additionally, simple desk analysis can give **valuable insights into the efficiency by calculating the cost per contact.**	**1. Reach: Number of contacts made during the campaign [*audited circulation and audience analytics*]** • **If applicable, percentage of target audience [*desk analysis*]** 2. Cost per contact [*desk analysis*]	Audited circulation and audience analytics Survey Desk analysis
RESULTS When measuring results, one should look beyond whether the campaign merely reached "someone". This can be done by using surveys to measure the **recall, informing about the effectiveness of the message** in being retained after the communication. Furthermore, we link the communication to **engagement,** for instance by looking at **follow-up actions**.	**1. Recall: Number of people who can recall a campaign message [*survey*]** • **Cost per person recalling the campaign [*desk analysis*]** 2. Percentage of people reached who seeked more information or engaged in follow-up actions as a result of the campaign [*survey*]	Desk analysis Survey
IMPACTS The ultimate goal of /organisation communication is to improve its image and encourage people to be multipliers of the positive messages of the organisation. Ideally, impact is measured 3-6 months after the communication, to assess whether **the effect has carried beyond the initial point of contact.** In cases of large scale integrated communication campaigns special Eurobarometer questions can be used to register changes in **public perception linked to the campaign content**.	**1. Change of opinion: Percentage of people having a more positive opinion of the EU as a result of the campaign [*Eurobarometer, survey*]** 2. Advocacy: Likelihood to advocate or speak positively about the EU as a result of the campaign [*survey*]	Eurobarometer Survey

Example of tools for collecting data: SURVEY

PROTOTYPE QUESTION	RESPONSE CATEGORY
Unprompted recall: Have you seen, read or heard about the [campaign/product]?	Yes No Don't know
Prompted recall: Have you seen [respondents are read the description of the campaign's products]	One of them Two of them The three of them None of them Don't know
Recall per channel: Did you see, read or hear about the [campaign/product] [name] through any of the following means?	[Insert channels as relevant]
Do you agree or disagree with the following statement "The [name of the campaign/ product] improves your understanding of what the EU is doing in this field [or name policy]"	Totally agree Tend to agree Neither agree nor disagree Tend to disagree Totally disagree
How likely is it that you will share this information with other people?	Very likely Fairly likely Neither likely nor unlikely Unlikely Very unlikely
After [name of campaign] you would say that your opinion about the EU is	Much more positive More positive No difference More negative Much more negative

5. EVALUATION AND FOLLOW-UP

Evaluation of communication activities will often involve a range of methods as capturing effects of a variety of small-scale activities is often complicated. Some evaluation methods are common to the evaluation trade as a whole and others are more communication specific.

The ***Toolkit for the evaluation of the communication activities*** provides guidance on how to measure and evaluate communication activities – form tendering to choosing methods and even estimation of prices, for both simple and complex activities: conferences, newsletters, websites, PR events, Press events, Social media activities, Smartphones applications, Publications.

The document is available at the following address: https://ec.europa.eu/info/sites/info/files/communication-evaluation-toolkit_en.pdf

The following tools and tips might be useful:

For more information, please check the **Toolkit for the evaluation of the communication activities** (non exhaustive list of options)		
	Evaluation tools	**Tips**
Networks	• Focus group • Customer journey mapping	
Events	• Focus group • Survey with participants (CAPI/PAPI) • Event survey (self-completed by participants) • Observation at an event	
Publications	• Online consultation • Focus group consultation • Expert workshop	
Videos/Photos	• Focus group	
Social media	• Analysis of qualitative and quantitative monitoring data	Consider "what" and "where" to measure when campaigns are designed with social media presence
Websites	• Focus group direct target audiences • Web-visibility mapping	Architecture design: define the goals of your website first
Integrated campaigns	• Ex-ante evaluation or preparatory study • Flash quantitative surveys to measure recognition of campaign and, where appropriate, awareness of EU funding34 • Focus group	Consider "what" and "where" to measure when campaigns are designed with social media presence

Follow up of your evaluation is important. Without follow-up on the conclusions and recommendations an evaluation will be of limited value. Your action/follow up plan should list all the recommendations of the evaluation.

6. HOW TO USE SURVEYS

Surveys allows you to collect both quantitative and qualitative data to answer respectively the questions of "how much" and "why".

The more we strive to **measure results and impacts**, the more we move to the right on our evaluation frame and rely on surveys to collect data.

We believe that we can start "smart", with our own resources in-house, to design and implement simple surveys through quality questionnaires to measure some of our communication activities and **collect that data at our level.**

What are the tools at our disposal (non-exhaustive)?

- Our own creativity to design quality questionnaires
- Survey tools on the market with a strong suggestion to use **EU Survey**, an IT open source tool designed to collect data allows you to create online questionnaires, analyse and publish the results (see below).
- Slido: https://www.sli.do/about crowdsourcing top questions to drive meaningful conversations, engage participants with live polls and **capture valuable event data.**

Your questionnaire is a useful tool for...
1. collecting information in a structured manner;
2. facilitate the analysis of responses;
3. perceived as less time-consuming by respondents.

Surveys can be administered on-line or on paper at an event. It allows to collect data in an anonymous, quick and cost-effective way.

When designing your questionnaire always apply the **SMART** objectives technique to ask **clear** and **limited** questions, in a **simple language** and consider the following elements below (indicative).

The respondents cannot read your mind and you cannot read the mind of the respondent. Therefore, clarity – and the **minimum margins of interpretation** – is the most important principle to guide you when you define which questions to ask and which replies to provide.

1. Set the overall structure:
   - ✓ introduction (background+content)
   - ✓ stakeholder/citizen/respondent identification section
   - ✓ sections/subheadings
   - ✓ length

+ Have the questionnaire read and filled in by a sample to find out how they deal with it;
+ Inform potential respondents for the time needed to fill it in.

2. Define your exact scope: begin by writing down the **information you need and not the question you want to ask!**
3. Questions design and mix: consider the variety of options depending on factual or attitude questions / qualitative vs. quantitative information you need:
   - ✓ non-biased questions (respondents are not to be 'pushed');
   - ✓ scaling/answer-options (++0--), N/A;
   - ✓ always offer the possibility to add free text/upload document;
   - ✓ balanced mix of open/closed questions, multiple choice/scale questions, factual/attitude questions;
   - ✓ open questions (for qualitative data) vs. closed questions (for quantitative data).

+ Also consider the variety of answers in your design: single choice, multiple, grading and how values, stars etc.

Box 3 Closed versus open questions		
	Strengths	Limitations
Closed questions	• Suitable to collect quantitative data • Quick answer & analyse • Data can be reported statistically, and answers to various questions cross-tabulated	• Force respondents to choose pre-set answer options (usually tick/ circle answers) => can exclude useful points
Open questions	• Suitable to collect qualitative data • Allow respondents to give the answers they want in the way the want (open space) • Useful for obtaining insights into reasons behind the responses to closed questions	• Less suitable to collect quantitative data • Difficult to carry out statistical analysis • Can be time consuming to code and interpret, particularly if there are many responses in numerous languages

4. And additional points not to forget …

Drafting phase	**Follow-up**
No jargon/ abbreviations, double-barrelled, double negative	Acknowledgement of receipt
KISS (keep it short and simple)	Publication of contributions
Language consistency	'Feedback' on the feedback (report online)
Demographic questions	

EUSurvey: the Commission's multilingual online survey management system

EUSurvey application site: https://ec.europa.eu/eusurvey

EUSurvey documentation: https://ec.europa.eu/eusurvey/home/documentation

EUSurvey editor guide: https://ec.europa.eu/eusurvey/resources/documents/Editor_Guide.pdf

- Tool free of charge; open source;
- Opened secured and anonymous to everybody, institutions to Member States administrations and citizens (create your EUlogin);
- To collect data for many purposes from registration to satisfaction survey, etc ... A quiz format is also available allowing you to calculate a final score for each participant;
- Surveys can be sent on mobiles;
- Featuring all steps involved in a survey life cycle: from creation to test, translation, launch of the survey and collection, analysis and publication of replies;
- Large editorial mode (Single or multiple choice, open question, matrix, table, text, media and other features);
- Ability to make changes after publication;
- Translation facilities: supports up to 24 linguistic versions of the same questionnaire and possibility to add any other language + possibility to create questionnaires with special characters;
- Invitation module using your own address book;
- Facility as regards the results analysis and presentation (histograms to percentage news) + capacity to export to Microsoft Office.

For further reading:

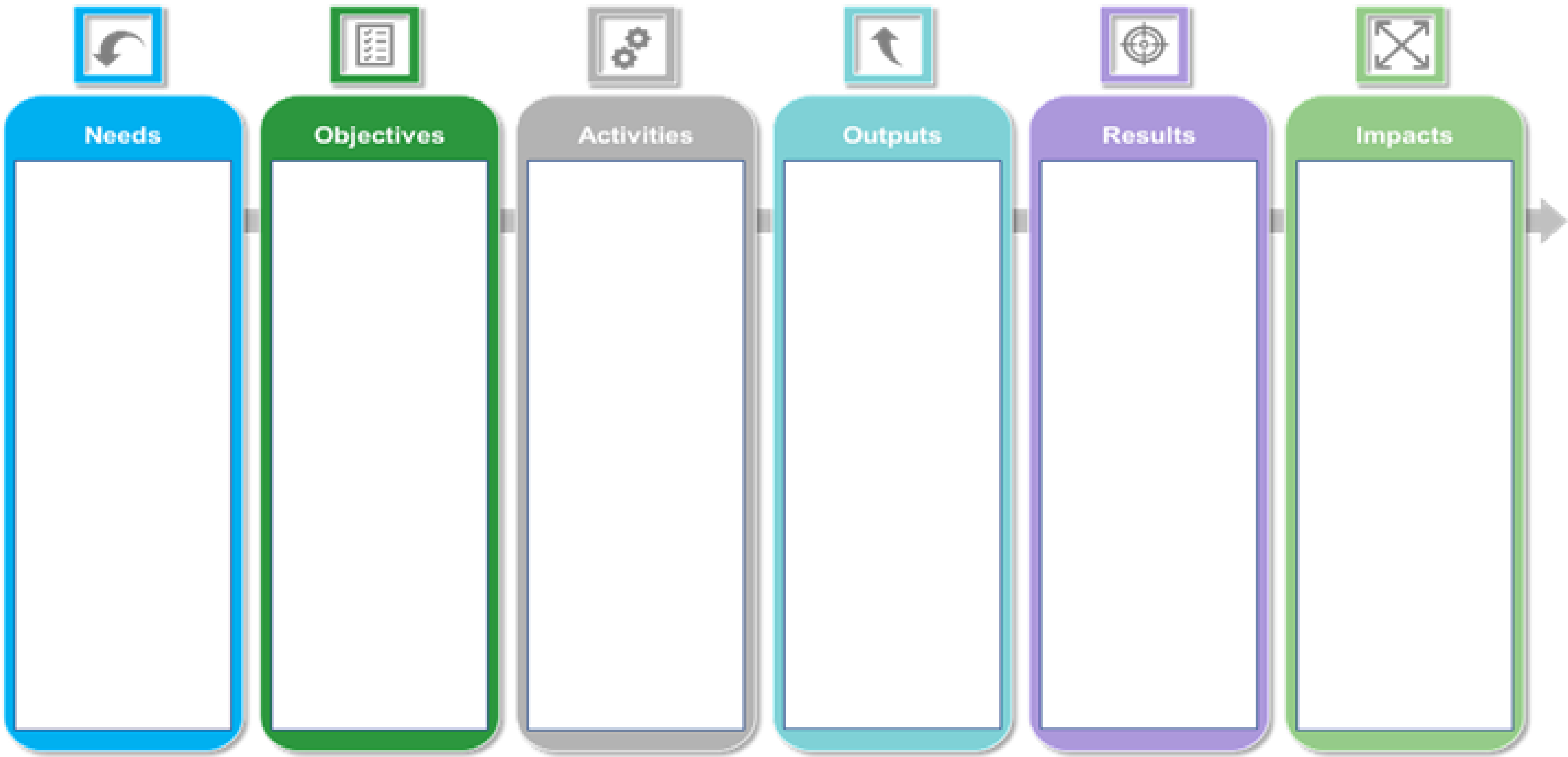
1. Effective Surveys and Questionnaires - The Consultation Institute
2. Specific types of questionnaires in Small- Scale Evaluation Tools
3. Bryman, A. (2016) Social research methods. Fifth Edition. Oxford; New York, Oxford University Press.
4. Goldstein, N., Cialdini R. & Martin S. (2017) Yes! 60 secrets from the science of persuasion. London, Profile Books

7. ANNEXES

Annex 1 - CHECK LIST FOR THE PREPARATORY WORK OF A COMMUNICATION PLANS

1. **Assessing the needs - What does the public need to know?**
    - What do the people know about the subject of the plan?
    - What do people think about it?
    - What should they need to know?
2. **Defining the objectives – What are we doing this for?**
    - Are objectives described in a clear, realistic manner?
    - Are they coherent with overall communication objectives of the Commission and with the citizens' needs in terms of information?
    - Are they coherent with each other?
3. **Defining the messages – What are we transmitting to the citizens?**
    - Is/are the message(s) defined in accordance with the objectives?
    - Is/ are it/they defined in a straightforward, understandable, operational manner?
4. **Identifying the target public – Who are we talking to?**
    - Is/are the target public(s) clearly defined?
    - Are the reasons for identifying this/these target public(s) well established?
5. **Identifying the tools – What are we going to do?**
    - Have those tools been chosen in relation to the message?
    - Are the tools accessible for the target public?
    - Are those tools adjusted to the Commission's resources and deadlines?
6. **Setting the monitoring tools and indicators – How are we going to keep track of what we're doing?**
    - Have the monitoring tools and output indicators been defined in accordance with the objectives?
    - Are they relevant?
    - Are they easily obtainable?
7. **Definition of the questions and time for evaluation – How and when are we going to evaluate the plan?**
    - Have the evaluation questions been defined?
    - Has the timing for ex-post evaluation been decided?
    - Have the impact indicators been outlined?

Annex 2 – INTERVENTION LOGIC FOR COMMUNICATION ACTIVITIES



Annex 3 – EXAMPLE FROM INFORM NETWORK

Poland – National monitoring and evaluation system 2014-2020

Strategy results evaluation

Monitoring and ongoing evaluation of measures play a key role in the planning and implementation of information and promotion measures. Information obtained from the results of research and ongoing monitoring enable the plans and activities to be modified in such a way as to ensure their effectiveness and efficiency, and thus to achieve the objectives set out in the Strategy.

STRATEGY OBJECTIVES IMPLEMENTATION ASSESSMENT

Evaluation of the implementation of the main objective of the *Communication Strategy* will be possible with the use of information on the degree of implementation of detailed objectives.

Each specific communication objective has been assigned indicators, the achievement of which will form the basis for the assessment of the accomplishment of the objective. The indicators were selected in such a way as to show the progress in the execution of the objectives of the *Communication Strategy*.

The achievement of the objectives does not depend solely on communication activities but is also a resultant of other elements of the implementation of European Funds.

The effects of the *Communication Strategy* are assessed on the basis of:

- **reports** on annual information and publicity action plans under the *Communication Strategy for Cohesion Policy* and programme strategies. For the purposes of the reports, the Managing Authority (MA) and Coordination Authority of the Partnership Agreement within information and promotion (CA PA) collect monitoring data. The MA transfer them to the CA PA[4].

- **social research** conducted by CA PA .

The CA PA of conducts research annually on a sample of Polish citizens, while three times over the perspective period, for the purposes of reports in 2017 and 2019 and for the purposes of final reports, the research covers a sample of residents of individual provinces. The MA are obliged to cooperate with the CA PA in carrying out the research.

The table on the next page presents the link between the indicators and the objectives and contains information on how to measure them.

[4] In accordance with the *Reporting Guidelines for 2014-2020*.

Table 1. System of indicators assessing the degree of implementation of the objectives of the *Communication Strategy for Cohesion Policy* (consistent for 22 OP's and ROP's)

Objective of the Communication Strategy	Achievement indicators	Indicator operationalisation	Unit	Type of indicator	Data source	Measurement frequency	Competent institution	Base value[5]	Target value in 2023
<u>Main objective:</u> **Communication of European Funds facilitates the use of European funds for the implementation of the country's development goals**.	The implementation of the overarching objective of the *Strategy* is measured by the level of implementation of detailed objectives resulting from the overarching objective.				Summary analysis of the level of indicators describing the achievement of specific objectives	Annual	CA PA		
<u>Specific objective 1:</u> Communication of European Funds activates the Polish society in applying for support from European Funds.	Number of visits to the information website	The indicator value includes the number of visits to individual websites devoted to a given programme, or all sections/pages/subpages devoted to a given programme if the website covers a wider topic, over a given period of time. Visits are understood as a group of interactions taking place on a website in a given period of time. Visits can include multiple page views, events and can last from one second to 24 hours. A single user can initiate multiple visits. They expire after 30 minutes of user inactivity and at midnight. For the purpose of monitoring	Unit	Direct result	Monitoring system	Annual	The CA PA and MA, reports to CA PA	0	145 000 000

[5] Base data for strategic result indicators determined on the basis of the results of the "Research on the effects of information and promotion activities on the European Funds for the society and analysis of the public perception of these activities. Edition 2014", Realizacja Sp. z o.o., October 2014. The average for the 4 provinces with the highest results in the above-mentioned period was assumed as the target values of these indicators.

Objective of the Communication Strategy	Achievement indicators	Indicator operationalisation	Unit	Type of indicator	Data source	Measurement frequency	Competent institution	Base value[5]	Target value in 2023
		visits to an IB's website, the statistics should refer to all sections/pages/subpages concerning a given institution, and not to the entire website.							
	Number of major information and promotion activities concerning financing possibilities	Number of implemented major information and promotion actions on financing opportunities (within the meaning of the General Regulation, Annex XII, item 2.1.2 b - "one information measure with a broad scope annually"), promoting a part of or the entire operational programme, targeting at least two target groups and with the use of at least three communication tools, all of which are implemented as part of common communication.	Unit	Product	Monitoring system	Annual	The CA PA and MA, reports to CA PA	0	125
	Knowledge of groups of potential beneficiaries who may implement projects from the European Funds	Percentage of the Polish population acquainted with at least three examples of potential EF beneficiaries under the cohesion policy.	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reports 2017, 2019, 2025	CA PA	32%	41%
	Number of training participants for potential beneficiaries	When calculating the value of the indicator, all participants in all forms of training for potential beneficiaries (i.e. training, workshops, seminars, courses, etc.) should be added	Unit	Direct result	Monitoring system	Annual	The CA PA and MA, reports to CA PA	0	195 000

Objective of the Communication Strategy	Achievement indicators	Indicator operationalisation	Unit	Type of indicator	Data source	Measurement frequency	Competent institution	Base value[5]	Target value in 2023
		together. A given person should be counted separately for every training they have participated in.							
	Number of consultations provided on possibilities of co-financing and the application process at information points	Number of consultations provided at information points, excluding information meetings and training sessions. Consultation shall be understood as obtaining information from an employee of an information point concerning: possibilities of obtaining support from the European Funds and general rules of operation of EF.	Unit	Direct result	Monitoring system	Annual	CA PA	0	1 300 000
Specific objective 2: The communication of European Funds supports beneficiaries in the implementation of projects	Number of consultations provided by information points concerning the implementation of projects	Number of consultations provided at information points, excluding information meetings and training sessions. Consultation shall be understood as obtaining information from an employee of an information point concerning issues related to the implementation of projects financed by the EF.	Unit	Direct result	Monitoring system	Annual	CA PA	0	12 000
	Number of participants of trainings for beneficiaries	When calculating the value of the indicator, all participants in all forms of training for potential beneficiaries (i.e. training, workshops, seminars, courses, etc.) should be added together. A given person should be counted separately for every training they have participated in.	Unit	Direct result	Monitoring system	Annual	The CA PA and MA, reports to CA PA	0	65 000

Objective of the Communication Strategy	Achievement indicators	Indicator operationalisation	Unit	Type of indicator	Data source	Measurement frequency	Competent institution	Base value[5]	Target value in 2023
<u>Specific objective 3:</u> Communication of European Funds provides the society with information on projects co-financed by the European Funds	Number of major information and promotion activities concerning the operational programme(s) achievements	Number of implemented major information and promotion actions on operational programme(s) achievements (within the meaning of the General Regulation, Annex XII, item 2.1.2 b - "one information measure with a broad scope annually"), promoting a part of or the entire operational programme, targeting at least two target groups and with the use of at least three communication tools, all of which are implemented as part of common communication.	Unit	Product	Monitoring system	Annual	The CA PA and MA, reports to CA PA	0	89
	Knowledge of the notion of "European Funds"	Percentage of Polish citizens declaring their knowledge of the term "European Funds" or "EU Funds"	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reporting in 2017, 2019, 2025	CA PA	90%	93%
	Knowledge of the objectives, areas or activities the EF are spent on in Poland	Percentage of Polish citizens aware of at least three examples of objectives, areas or activities to which EF are allocated in Poland under the cohesion policy.	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reporting in 2017, 2019, 2025	CA PA	42%	50%

Objective of the Communication Strategy	Achievement indicators	Indicator operationalisation	Unit	Type of indicator	Data source	Measurement frequency	Competent institution	Base value[5]	Target value in 2023
	Awareness of the areas or projects supported by the EF in the immediate vicinity of the respondent	Percentage of Polish citizens declaring that they notice areas or projects supported by the EF under the framework of the cohesion policy in their immediate surroundings	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reports 2017, 2019, 2025	CA PA	68%	76%
Specific objective 4: Communication of European Funds ensures wide social acceptance for development activities implemented with the help of the European Funds	Percentage of Polish citizens perceiving the impact of the EF on Poland's development	Percentage of Polish population noticing the impact of European Funds on Poland's development	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reporting in 2017, 2019,2025	CA PA	84%	90%
	Percentage of Polish residents who believe that they personally benefit from the European Funds	Percentage of Polish citizens who believe that they personally benefit from the European Funds or from changes that take place thanks to the Funds.	%	Strategic result	Social research (society)	Every year – a sample of Polish residents, a sample of province residents – for the purposes of reporting in 2017, 2019, 2025	CA PA	57%	62%

Current evaluation of information and promotion activities

In order to maintain the relevance (adequacy), quality, usefulness, effectiveness and efficiency of the implemented measures, all entities carry out their analysis and evaluation on an ongoing manner. This allows for their timely correction and possible modification and minimizes the risk of repeating errors and repetition of misguided activities. The evaluation results also constitute an important element in the exchange of experience between the institutions.

Example criteria for assessing quality, usefulness and effectiveness:

Training and educational measures

- evaluation of training quality, measured by a survey carried out among the participants after the training has been completed;

Printed, electronic and web-based publications

- the Gunning fog accessibility index of a text published on the internet, in publications, brochures, guidelines and manuals for beneficiaries;
- the level of accessibility of websites as well as information and promotion materials, including accessibility for people with disabilities;

Support of the project application and implementation process

- share of correctly submitted applications for co-financing in the total number of all applications for co-financing;
- the relationship between the target level and the level of contracting achieved in the programme;
- percentage of correctly filled payment claims;
- percentage of beneficiaries who evaluated the assistance provided to them in applying for funds and implementing projects as at least good;

Websites and social media

- periodic usefulness tests of websites,
- the number of unique users of the website in question, including data on website activity;
- bounce rate on a website, which measures the number of users who have not taken any action after accessing the website;
- conversion rate – e.g. how many users have taken action that allows to register them (subscribing to a newsletter, sending an e-mail, subscribing to a training course) – if a website's management system allows for the collection of such data;
- number of comments and shares in social media;

Media activities, information and promotion campaigns

- the reach of television and radio broadcasts and press releases;
- the level of awareness of the supporting elements of the campaign (e.g. TV spots);
- the level of awareness of the campaign message among persons who have come into contact with the campaign;
- cost of reaching the target group using the information and promotion campaign;

All information and promotion activities

- percentage of Polish/provincial residents declaring that they have encountered, for example, information/promotion activities on the European Funds during the last year or a given period;
- percentage of Polish/provincial residents declaring that they have recently (e.g. within the last two months) undertaken actions aimed at obtaining additional information on the European Funds.

Qualitative evaluation of the implemented measures within the programme is transferred annually from MA to CA PA within the framework of the report.

MONITORING OF INFORMATION AND PROMOTION MEASURES

Monitoring means systematic collection and analysis of data in the scope of implementation of information and promotion activities. It is a tool for verifying progress in the implementation of action plans, but also a source of information for subsequent assessment and evaluation of actions.

The monitoring system includes selected indicators on the information and promotion activities undertaken.

Monitoring indicators collect data useful for analyses and possible modifications of communication directions. Monitoring data are collected periodically in order to monitor the progress of the activities.

REPORTING

The obligation to monitor and evaluate the effects of communication measures results from Article 116(3) and the *Guidelines for information and promotion of cohesion policy 2014-2020 operational programmes*.

The above regulations require the institutions implementing the communication strategies to annually inform the Monitoring Committee about:

- progress in the implementation of the communication strategy,
- analysis of the effects of information and promotion activities.

The entity responsible for reporting on information and promotion activities implemented under the programme is the Managing Authority, in accordance with the *Reporting Guidelines for 2014-2020.*

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