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Final Evaluation of the ACP-EU Courier Project

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Final Report

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LIST OF ACRONYMS

ACP	African, Caribbean and Pacific Group of States
DAC	Development Assistance Committee (OECD)
DANIDA	Danish International Development Assistance
DG DEV	Directorate General Development
DR	Danmarks Radio (The Danish Broadcasting Corporation)
EB	Editorial Board
EC	European Commission
EDF	European Development Fund
Edu	Educational
EN	English
ES	Spanish
EU	European Union
EUR	Euro
EQ	Evaluation Questions
FIG	Figure
FR	French
Int	International
M&E	Monitoring and Evaluation
Med	Media
NAO	National Authorizing Officer
Nat	National
NGO	Non Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PT	Portuguese
SIDA	Swedish International Development Agency
ToR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization

1 EXECUTIVE SUMMARY

1.1 Introduction

The ACP-EU Courier has been published since 1963 as the official magazine of the cooperation between the European Community/Union and the African, Caribbean and Pacific Group of States (ACP) block of countries, which mainly consists of former colonies of the EU member states.

From August 2006 to October 2011 the production and distribution of the magazine has been outsourced to a consortium led by the communication agency GOPA-Cartermill, which is based in Brussels. The contractor has published the magazine bimonthly in 80,000 copies and distributed the publication to a total of 126 countries. The majority of the copies are printed in English and French, but the magazine has also been translated to Spanish and Portuguese. The total cost of the project over the five year period has been Euro 8,016,000, which has been financed by the European Development Fund, EDF.

The latest and last issue of the Courier was published in September/October 2011, and EuropeAid and the ACP Secretariat are presently considering how to cover the communication needs of the organisations in the future.

According to the project Log-Frame the overall objective of the project has been to:

“Communicate, explain, promote and support the development objectives and principles of the Cotonou Agreement”.

The specific objectives – or “Purpose” – of the project is described as follows:

“Raise greater awareness of the basic features of the EU-ACP Partnership, increase understanding of ACP Countries, generate debate on Cotonou issues and stimulate exchange of good practices among ACP and EU actors.”

1.2 Objectives and methodology

The objectives of this final evaluation of the joint production of the Courier have been to provide the decision-makers in the ACP Secretariat, the European Commission and the wider public with sufficient information to:

- *Make an overall independent assessment about the past performance of the programme, paying particularly attention to the impact of the programme actions against its objectives;*
- *Identify key lessons and to propose practical recommendations for follow-up actions.*

Thus, based on a set of approved evaluation questions, the evaluation team has performed three main activities:

- Desk study of relevant background documents;
- Qualitative interviews with stakeholders, readers and potential readers and publication experts in Europe and four selected ACP countries (Ethiopia, Mozambique, the Dominican Republic and Cameroon), which were visited by the two senior experts of the team. The potential readers, who were interviewed, included Parliament members, newspaper and magazine editors, university students and business leaders. A total of more than 100 individuals have been interviewed – most of them face to face but a handful by phone;
- An on-line survey among the subscribers of the Courier designed by the IT specialist of the review team. More than 450 complete surveys were returned to the team.

The data have been analysed in accordance with the following evaluation criteria: Relevance, Efficiency,

Effectiveness, Impact, Sustainability, Coherence and EC added value, although the main focus of the evaluation has been on efficiency, effectiveness and impact of the project.

1.3 Findings and conclusions

The present evaluation has a number of very clear findings of which the main conclusions are:

Relevance

- The Courier has been a unique publication, because no other magazines have systematically covered EU-ACP relations;
- The Courier has been an important symbol of the EU-ACP cooperation because there are few other visible signs of the cooperation with a similar global approach;
- A printed magazine is still extremely important although the digital media are gaining ground all over the world;

Efficiency

- The production of the magazine has been cost-efficient compared to other similar publications and the external production has meant reduced work load in the communication departments of the ACP Secretariat and EuropeAid;
- The external contractor has produced a magazine, which all in all is compliant with the requirements in the ToR of the project.
- The editorial line and the editorial decision making processes have been unclear from the start of the project, and discussions about editorial details have demanded excessive resources;
- The external production by an independent contractor has resulted in less in-side knowledge among the editorial staff.

Effectiveness

The key issues evaluated in relation to the effectiveness are:

- 1 To which extent has the magazine been distributed to relevant target audience?
- 2 To which extent has the magazine been read and how has it been used?
- 3 To which extent are the quality and contents of the magazine appealing to the audience?
- 4 To which extent has the magazine lead to increased awareness, knowledge and has stimulated the exchange of good practices?

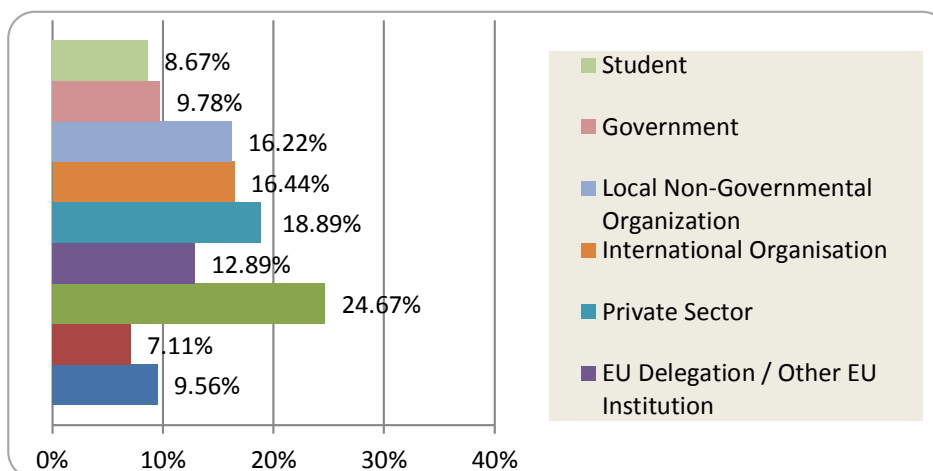
The key findings can be summarized as follows:

Target groups and distribution:

- The target audiences of the magazine have not been strategically defined and prioritised: The Courier was supposed to reach an extremely wide audience reaching from State Presidents to high school students, and the project description is focusing on outreach in terms of hard copies to be distributed to *as many beneficiaries as possible* rather than targeting prioritized and relevant target groups.
- When considering the potential audiences, the field study, in which actual as well as potential readers were interviewed, showed that the magazine seems to appeal to researchers, lecturers, and university students within relevant faculties such as International Relations, Journalism, etc., Media Professionals, NGO staff, NAO staff, and Parliamentarians (relevant select committee members). But it seems to have little relevance for EU delegates and development professionals in e.g. member state embassies.

As described above, the findings are based on the on-line survey among actual recipients and personal interviews with both actual and potential readers. The figure below shows, which groups the 450 respondents of the on-line survey belong to.

Which of the following reader groups do you mainly belong to?



The lack of prioritized target groups has among other things affected the effectiveness of the distribution.

- As a whole, the distribution system has been inefficient leading to the fact that the magazine in some cases has not reached relevant target groups or the listed recipients. In other cases too many magazines have been forwarded to recipients, who do not have the capacity or interest in redistributing it. Thus, a considerable number of magazines have been sent to the EU delegations, but have not been redistributed strategically. There has been little cooperation between the contractor and the NAO offices and the EU delegations in the ACP countries, and there are no guidelines on the distribution and redistribution of the magazine.
- Key staff in the EU system and development professionals in member state embassies do not see any significant value of the Courier and they do not feel any ownership of the project;

Usage and quality

- The online survey as well as the field study shows that the Courier has few regular readers. The majority reads the magazine only occasionally or just browses through it. About 12 % state that they have read all issues of the Courier during the past four years. This relatively low percentage is not surprising as few would actually read all issues of any magazine. But very few of the respondents in the field study, who said they read the magazine occasionally, could remember which articles they had read recently. This is an indication of low impact among the occasional readers.
- The magazine has had to operate in a mine field of political sensitivities from both the EU and the ACP countries, thus leaving a limited editorial space, which has led to a neutral magazine with limited relevance for EU staff and international development professionals.
- A majority of those who have actually read the Courier, rates the quality (contents, form and lay-out) as good or excellent and they indicate that they have gained new insight and knowledge via the magazine. In a few cases, the respondents mentioned that they had actually been inspired by articles in the Courier to initiate development activities.
- Key professionals in the media industry and editors of similar publications, who were interviewed as part of this evaluation, find the lay-out old-fashioned, and they do not find the writing style and the content appealing and sufficiently relevant for the intended audiences.

Impact

Despite the positive impact among those who actually read the Courier, it is assessed that the overall impact of the project is low mainly because:

- The magazine has few regular readers
- Few of the potential readers such as decision makers and opinion leaders (politicians, top officials, editors, journalists etc.) are among the actual recipients.
- The distribution has not been target oriented and effective
- The magazine has not been able to generate discussions and debate.

1.4 Recommendations

Based on above findings and conclusions the main recommendations are¹:

1. More important than anything else: Make sure that the target groups are well defined and strategically chosen. The focus should be on decision makers and opinion leaders and future decision makers such as university students from Social and Political Science, International Relations, Law and Media/Communication faculties. It is more important to focus on “Who” than on “How Many”.
2. Perform a thorough needs assessment among the target groups before deciding on any details about the project.
3. Adapt the content to the information needs of the target groups, e.g. by focusing more on in-depth analyses of international events, trends and dilemmas in development cooperation, international trade and international economy etc. The Courier should provide the readers with first-hand information about policies - and change of policies – as well as other insights into ACP-EU relations, which they will not necessarily find elsewhere. Country reports should focus on problems and solutions and lessons learnt and not on promoting individual countries.
4. Formulate a clear editorial policy, which would commit the editorial team to a critical and analytic journalistic approach. The magazine should not shy away from dealing with issues such as corruption, poor governance, budget constraints in the EU, ineffective projects etc. The Courier should be a “must-read” publication, where development professionals can be sure to find important information about the EU-ACP cooperation – positive as well as negative.
5. Be clearer about, who produces the magazine. It should be clearly visible on the front page that the Courier is produced by the European Commission and the ACP Secretariat. It is an official publication and that should be clear to all readers at first glance.
6. Maintain the production of a physical, printed magazine despite the fact that a steadily increasing proportion of the key readers will have Internet access. The printed version can be supplemented by electronic version(s), but print publications still have a high value in the ACP countries and also in Europe.
7. Devote significantly more attention and resources to the distribution of the magazine. The distribution can be coordinated from Brussels/Europe but the local National Authorizing Officer (NAO) offices and the EU Delegations should be actively involved in identifying possible readers and

¹ All recommendations are listed in chapter 7

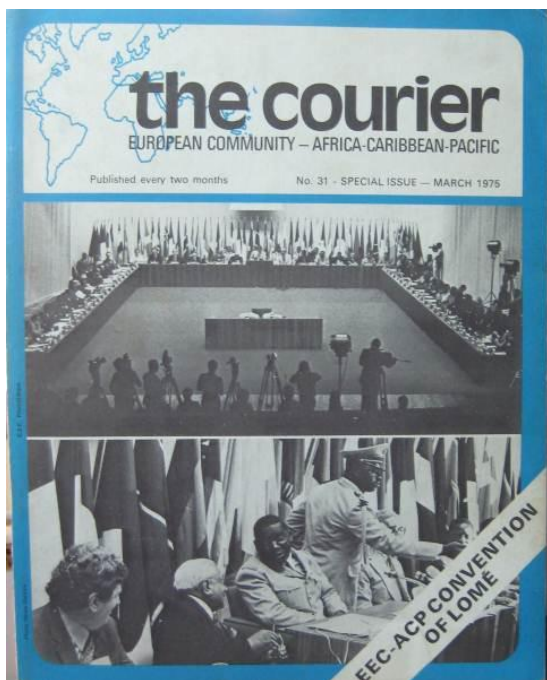
in maintaining and updating the distribution lists. It would also in some cases be relevant to involve the NAO offices and the EU Delegations in the physical distribution.

2 INTRODUCTION

The Courier is not just another magazine. Since the first issue was published in 1963 the Courier has been a symbol of the cooperation between Europe and the former colonies of the EU member states. For thousands of intellectuals in the ACP countries the Courier was one of the most important sources of information during their time in university and as young professionals – and it was an important source for European development professionals.

The publication was stopped in December 2003 due to increased difficulties related to the in-house production in the communication unit of EuropeAid, but in 2006 the ACP Secretariat and the EC decided to re-launch the Courier. It was decided to outsource the production, and the Financing Agreement reads: “...in order to have a more efficient management of this tool (the Courier), the externalisation of the production of the magazine has been decided”.”It is expected to generate, via thematic dossiers and by means of the input of specialists and/or development actors, a continuous debate.”

The tender for the production of the magazine was won by GOPA-Cartermill as the lead agency and Grand Angle and Lai Momo as consortium partners. The production of the magazine as a whole has been managed and coordinated by GOPA-Cartermill on behalf of the European Commission and the ACP Secretariat. The magazine was published bi-monthly in English, Portuguese, French and Spanish in a total of 80,000 copies of each issue.



The contract with GOPA-Cartermill started on 10 October 2006 and came to an end on 9 October 2011 and it is this period, which is the subject for the evaluation. The latest and last issue was the September-October edition, and at the moment there are no plans to continue publication of the magazine in its present form.

The total cost of the five-year project with six ordinary issues and two special issues of the Courier per year has been 8,016,000 Euro.² The initial contract covered 2½ years, and it was later extended to cover a second phase, which also covered 30 months.

The publishing of the magazine ACP-EU COURIER is based on Article 5 General Provisions of the Cotonou agreement, entitled 'Information', which reads:

“Cooperation will support operations to provide more information and create greater awareness of the basic features of the ACP-EU partnership. Cooperation will also:

- *encourage partnership and build links between ACP and EU actors;*
- *strengthen networking and exchange of expertise and experience among the actors.”*

This final evaluation of the joint production of the Courier is part of the financing agreement between the EC and the ACP Secretariat. The evaluation has been based on the European Commission’s evaluation guidelines, which operates with the following **evaluation criteria**: relevance, efficiency, effectiveness, impact, sustainability, coherence and EC added value.

² Annex 4: Project Logframe

According to the specific Term of Reference, the evaluation is expected to provide the decision-makers in the ACP Secretariat, the European Commission and the wider public with sufficient information to:

- *Make an overall independent assessment about the past performance of the programme, paying particularly attention to the impact of the programme actions against its objectives;*
- *Identify key lessons and to propose practical recommendations for follow-up actions.*

Hence, the main focus of the evaluation has been the impact and the cost-effectiveness of the project. The evaluation team has performed three main activities (for further details see Evaluation Methodology, Annex 3):

- Desk study of relevant background documents;
- Qualitative interviews with stakeholders, readers and potential readers and publication experts in Europe and four selected ACP countries (Ethiopia, Mozambique, the Dominican Republic and Cameroon), which were visited by the two senior experts of the team. A total of more than 100 individuals have been interviewed – most of them face to face but a handful by phone;
- An on-line survey among the subscribers of the Courier. More than 450 complete surveys were returned to the team.

3 FINDINGS

As described in the introduction, the Courier was not only a publication – it was an important symbol and an institution in itself. This is probably the reason why the project preparation in 2006 did not include many strategic deliberations about why and how to communicate. From the documentation at the time it seems that it was simply a matter of continuing the tradition – only with an ambition to reach a wider audience.

Regardless of the reasons, the Log-Frame of the project became very weak with no impact indicators, and it has not been possible to conduct a meaningful evaluation based on the original Log-Frame (attached as Annex 4), so the team has constructed the evaluation matrix below, which covers the requirements of the ToR. In the following chapters, the findings for each evaluation question will be described in detail.

Evaluation questions	Judgement Criteria	Indicators	Means of Verification
EQ 1: To which extent has the Courier contributed to more awareness about the EU-ACP cooperation and a better understanding of the Cotonou Agreement?	<ul style="list-style-type: none"> ⤴ Capacity to change perceptions of the EU/ACP partnership among the readers ⤴ Provision of new insight and/or information about individual countries and regions in the EU and/or ACP group of countries ⤴ Presentation of information, which was not available elsewhere 	<ul style="list-style-type: none"> ⤴ Percentage of recipients having gained new insights on EU-ACP cooperation through the Courier ⤴ Percentage of recipients having changed their views after the reading of The Courier ⤴ Recipients of the magazine opens the publication and read one or more articles ⤴ Readers are familiar with the Cotonou Agreement ⤴ Readers get their knowledge from the Courier and not other sources 	<ul style="list-style-type: none"> ⤴ On-line survey ⤴ Qualitative reader's interviews
EQ 2: To which extent has the Courier stimulated exchange of experience between EU and ACP actors?	<ul style="list-style-type: none"> ⤴ Demonstrated influence on decisions at the policy level ⤴ Capacity to initiate debate among the partners in the ACP/EU partnership? 	<ul style="list-style-type: none"> ⤴ Key officials and politicians in EU and the ACP receive and read the Courier ⤴ Percentage of key officials having gained new insights on EU-ACP cooperation through the Courier ⤴ Number of key officials having exchanged new insights on EU-ACP cooperation with other actors ⤴ Key officials can refer to one or more decisions based on articles in the Courier 	<ul style="list-style-type: none"> ⤴ On-line survey ⤴ Qualitative reader's interviews
EQ 3: To which extent has the magazine reached its target audiences?	<ul style="list-style-type: none"> ⤴ Efficiency of the distribution system ⤴ Reader satisfaction with content and appearance of 	<ul style="list-style-type: none"> ⤴ Magazine shipments reach the local distributors ⤴ Magazine reaches end- 	<ul style="list-style-type: none"> ⤴ Spot-checks by phone to people on the distribution list ⤴ On-line survey

Evaluation questions	Judgement Criteria	Indicators	Means of Verification
	<p>the Courier.</p> <ul style="list-style-type: none"> ⤴ Adequate and clear definition of relevant target groups. ⤴ Coherence between desired target groups and the distribution list. 	<ul style="list-style-type: none"> receivers ⤴ Receivers read the magazine ⤴ Positive or negative readers perceptions 	<ul style="list-style-type: none"> ⤴ Reader's interviews ⤴ Evaluation team analyses of the distribution list
EQ 4: To which extent has the Courier reached the desired professional quality?	<ul style="list-style-type: none"> ⤴ International standards for graphic lay-out ⤴ Technical and artistic quality of photos ⤴ Professional quality of headlines ⤴ Professional quality of article contents (analyses and background articles) ⤴ Technical quality of the website 	<ul style="list-style-type: none"> ⤴ Appealing overall appearance ⤴ Quality of article content in terms of understanding and explanation of complex issues ⤴ Understandable headlines ⤴ Reader-friendly writing style ⤴ Added value of photos ⤴ Number of typos and other obvious mistakes ⤴ Relevance of articles for target audiences ⤴ Professional translation ⤴ Degree of satisfaction of recipients 	<ul style="list-style-type: none"> ⤴ Peer-comments from journalists and publishers ⤴ Content analyses by the evaluation team ⤴ On-line survey ⤴ Reader's interviews ⤴ Translation proof reading by the evaluation team
EQ 5: To which extent has the project design been suitable in relation to the desired impact?	<ul style="list-style-type: none"> ⤴ Rationale for re-launching the magazine in 2006 ⤴ Rationale for the outsourcing of the production ⤴ Measurable benefits in terms of a better product or more cost-effective production as a consequence of outsourcing ⤴ Rationale for a bi-monthly publication of 64 pages ⤴ Editorial vision and mission ⤴ Additionally in relation to other EU and ACP communication initiatives ⤴ Coherence with other EU and ACP communication tools ⤴ Clear definition of relevant target groups ⤴ Appropriate selection of paper support vs other support 	<ul style="list-style-type: none"> ⤴ Satisfaction with the Courier at EU Delegation Level ⤴ Satisfaction with the Courier in the ACP Secretariat ⤴ Reader's satisfaction with the publication ⤴ Workload in the Commission communication department ⤴ Financial cost of the publication ⤴ Respect of deadlines for the dissemination ⤴ Improved quality of the publication 	<ul style="list-style-type: none"> ⤴ Stakeholder interviews ⤴ Project design analyses by the evaluation team ⤴ Reader's interviews ⤴ Progress reports and final reports ⤴ Previous surveys ⤴ Mid-term evaluation
EQ 6: To which extent have the implementation	<ul style="list-style-type: none"> ⤴ Clear editorial guidelines ⤴ Clear division of responsibilities between 	<ul style="list-style-type: none"> ⤴ Manual of procedures in place ⤴ Monitoring and 	<ul style="list-style-type: none"> ⤴ Stakeholder interviews ⤴ Editorial guideline

Evaluation questions	Judgement Criteria	Indicators	Means of Verification
procedures been conducive for a cost-effective and creative production environment?	<ul style="list-style-type: none"> the editorials board and the journalistic staff ⤴ Internationally accepted professional editorial procedures 	<ul style="list-style-type: none"> Evaluation (M&E) system in place ⤴ Degree of stakeholder satisfaction with the project implementation ⤴ Respect of deadlines for the dissemination ⤴ Improved quality of the publication 	<ul style="list-style-type: none"> documents ⤴ Project design analysis by the evaluation team ⤴ Project documents
EQ 7: To which extent has the total production and distribution costs been reasonable in comparison with similar publications?	<ul style="list-style-type: none"> ⤴ Production cost of other publications are higher ⤴ Cost effectiveness analysis is positive 	<ul style="list-style-type: none"> ⤴ Actual production and distribution costs of the Courier and other similar publications 	<ul style="list-style-type: none"> ⤴ Productions budgets

The following table gives an overview on the linkages between EQs and evaluation criteria:

Evaluation criteria / Evaluation questions	relevance	efficiency	effectiveness	impact	sustainability	coherence	EC added value
EQ 1				x			x
EQ 2				x			
EQ 3	x	x	x				
EQ 4		x	x				
EQ 5	x	x				x	
EQ 6		x					
EQ 7		x			x		

3.1 Relevance

After the publishing break from December 2003, it was the ACP Secretariat, which mainly pushed for a re-launch of the Courier. It was seen as an important communication vehicle for the organization, which did not have other similar tools, so the re-launch was clearly relevant and consistent with the requirements of the beneficiaries – in this context the ACP countries.

The preparation of the project, however, was not very detailed. In the project Log-Frame the overall objective of the project is to:

“Communicate, explain, promote and support the development objectives and principles of the Cotonou Agreement”.

The specific objectives – or “Purpose” – of the project is described as follows:

“Raise greater awareness of the basic features of the EU-ACP Partnership, increase understanding of ACP Countries, generate debate on Cotonou issues and stimulate exchange of good practices among ACP and EU actors.”

The financing agreement gave quite a lot of details about the project, but it was primarily a list of technical requirements such as the number of pages, number of copies, languages, rubrics, picture/text ratio etc. In the project documentation there are no justifications of or references to considerations about the number of copies, pages, languages etc. Nor does the document mention any strategic considerations about the distribution system.

But the most serious weakness, which has had negative consequences for the entire project is the lack of clearly defined and prioritized target groups. The financing agreement states about the Courier that *“Its audience should therefore be as broad and diverse as possible, but with special attention to opinion formers (the press and members of parliament).”*³

The ToR, which is an integral part of the Service Contract, is slightly more detailed about the main target groups:

The target audience in the ACP states should be decision-makers (Presidents, Ministers of Planning, Finance and Economy and Development Cooperation, National Authorizing Officers, National Assemblies and Parliamentarians) civil servants and research students (through libraries and institutions), local media and population. Furthermore, local media should be actively encouraged to re-print Courier articles. It should be distributed to schools, institutions and public libraries and other centres (open to public) providing education and training in all ACP and EU member states. Although the academic world is not a specific target group, the magazine also has a widespread reach among students and is often used as a teaching tool.

*Young people should be targeted through high schools and universities, which could be actively approached and offered subscriptions. Youth organisations should receive the magazine which can be made available in their libraries or other places which are accessible to the public. A special effort should be made to ensure that women readers are specifically targeted. Considering their potential contribution to development, the trade and industry sectors should also be targeted. Other new targets should include Chambers of Trade and Industry, Tourism Offices. VIP lounges in Airports, major airlines etc.*⁴

In other words: the Courier should reach everybody from presidents to school children and students; from industry leaders to women and VIP airline passengers and from journalists to researchers. Such a broad definition is in reality no definition at all: If you want to reach everybody, you risk reaching nobody. And in project terms it makes it practically impossible to assess whether you fulfil the objectives.

The decision to outsource the production of the magazine was primarily based on administrative arguments and not on a strategic desire to create a more independent publication with a strong editorial profile. This maybe explains the very broad and general terms used to describe the external production of the Courier. There was no description of the editorial line. This key issue was left for later discussions in the reference group: Annex II of the Financing Agreement, page 2, reads: *“An editorial board (DG DEV + ACP Secretariat) will define the editorial strategy and monitor the editorial line of the Courier”.*

An internal evaluation of the “old” Courier, which was performed in 2004/2005, recommended that:

*“More attention should also be paid to political dialogue and the political aspects of the partnership covering systematically the fundamental and essential elements of the cooperation, and including articles on human rights, the rule of law, conflict prevention. Democratic practice is one of the fundamental principles of the Agreement, and this and other principles should be clearly formulated in the form of a mission statement to guide staff of the magazine”.*⁵

The 2005 evaluation further recommended that the new Courier should become a platform for debate on development issues, but no mission statement including these key recommendations was formulated. Instead, a document with practical production guidelines was formulated after the project start. In December 2006 the reference group agreed on a two page document with the editorial guidelines. This document states that the Courier is:

“the voice of the ACP-EU Partnership in political, economic and social cooperation.....The ACP-EU Courier according to Article 5 of the Cotonou Agreement has a role to increase the understanding of the ACP-EU Partnership, development policies and specific situations in the ACP States. It also aims to increase quality of information, awareness-raising and the sharing of experiences and good practices. In that context, the magazine is an essential information tool that specifically meets some of the objectives of the Cotonou Agreement and it represents an important example of cooperation between ACP and EU professionals.”

³ Annex 2, page 6 of the Financing Agreement

⁴ ToR Service Contract from August 2006, page 5

⁵ Financing Agreement, Annex III, page 2

The rest of the guideline document repeats the technical information and list of technical requirements and topics from the Financing Agreement. In reality this means that there was no real editorial policy and in combination with the broad target group definition it constituted a very weak background for the external production of the magazine. And practically all details were subject to discussion among the stakeholders.

As a consequence it took the Contractor, EuropeAid and the ACP Secretariat several months to agree on the format and template for the publication and this process seems to have been so cumbersome that none of the stakeholders have taken any initiative to subsequently implement any major changes during the remaining contract period. The only exception is the layout, which was revised after the 2010 mid-term evaluation.

The project design did not include any provisions for an ongoing adaptation to the geo-political situation and the changing global media context. The nature of the cooperation between the EU and the ACP countries is changing and the political significance of the ACP is fading. The EDF is still important as a funding framework but there is a trend towards more regional cooperation through institutions such as the African Union and the new Economic Partnership Agreements, which do not operate with the ACP as one block of countries. And over the past decade the global media landscape has changed dramatically with a constant move from print media towards different types of electronic media including the social media. This present evaluation has shown that many of the readers still prefer a printed magazine even if they have daily internet connection, but five years is a very long time in the media world and it would have been desirable to have built-in adaptation mechanisms.

In particular it would have been useful to review the number of copies distributed. GOPA-Cartermill estimated that it would only be reasonable and justifiable to distribute 40.000 print copies of the first issue from 2006, but this resulted in a reduction of the payment to the contractor because the company had not distributed 80.000 copies as required in the contract. After this experience GOPA-Cartermill made sure that 80.000 copies were distributed every second month regardless of the actual need in the recipient countries. The company distributed 80.000 copies because this was the number specified in the contract and not necessarily because it was the most optimal number of copies based on local needs assessments. In fact, none of the EC delegations or the local NAO⁶ offices have been involved in composing the distribution list in any of the four countries visited as part of this present evaluation.

The distribution of the printed copies has been a contested issue during the entire project period, because the contractor had assumed that the EC would be responsible for the distribution, while the EC and the ACP Secretariat saw the distribution as the responsibility of the contractor. The Financing Agreement states that the expected result of the project is:

*“..the production, publication and **distribution** of a bi-monthly magazine in English, French, Portuguese and Spanish on the ACP-EU partnership.”⁷*

In the approved project budget it is also stated that a lump sum of EURO 98.170 pr. magazine issue includes:

*“...lay-out, proof-reading, translation, printing, **distribution** and storage, phototeque, editorial cost (fees for articles external network), secretariat, running costs, equipment, reporting etc.”*

The Technical Proposal from GOPA-Cartermill repeats this expectation:

*“The expected result is the production, publication, storage and **distribution** of a high quality bi-monthly magazine in English, French, Portuguese and Spanish on the ACP-EU partnership, including producing the Web edition”.⁸*

GOPA-Cartermill did, however, not include distribution costs in budget for the project. The contractor felt that this was justified by the following text of the Technical Proposal:

“We therefore suggest exploring the possibility of using the Commission's internal mailing service to the local Delegations and, through the ACP Secretariat, the diplomatic pouch services to deliver the Courier to the ACP countries for further in-country distribution. We assume that this may already

⁶ NAO: National Authorizing Officer

⁷ Financing Agreement, Annex II, page 3

⁸ Technical Proposal, page 28

have happened in the past, as the 2003 reader survey shows that 26% of respondents received their copy of the Courier through the local EU delegations and only 23% through direct mailing.”⁹

The EC maintained that the distribution costs were included in the lump sum of the contract. For contractual reasons, the evaluation team does not have access to the exact figures but if one uses the estimated average distribution cost of 0.65 EURO pr. copy (which is the figure used by the Commission when fining the contractor for not distributing all 80.000 copies of the first issue of the magazine), it is obvious that the distribution costs add up to more than half of the lump sum allocated for each issue. Over the five year project period, the disputed distribution costs added up to more than 1.5 Million EURO.

The only way for the contractor to recover this amount, which GOPA-Cartermill sees as a loss, has been to save on other items included in the lump sum such as contributions from free-lance writers, photos etc. It is not possible to assess the actual effect of these savings, since one cannot determine which kind of photos or articles have not been present in the magazine due to a tight budget, but clearly the quality of the Courier would have benefitted from a more diverse input.

In general, the contractual arrangements have not encouraged flexibility in the project implementation: One example is the fixed budget lines for travels in connection with reports from both an ACP country and a European country for each issue of the Courier. In some case it would have made sense to use local writers instead of sending the reporters from Brussels, but the contract did not leave such decisions to the editorial team.

Another weakness of the project preparation and the contract is the lack of clarity about the editorial and legal responsibility for the magazine. According to Belgian press legislation all publications must have a person, who is legally responsible for the product¹⁰. It is standard procedure in the communication sector that the person, who is legally responsible for a publication, is also the person with the ultimate decision power in editorial matters, but the issue of legal responsibility for the content of the publication is not mentioned specifically in the contractual documents. The first page of the Courier carries the disclaimer:

“The views expressed are those of the authors and do not represent the official view of the European Commission or of the ACP countries. Neither the European Commission nor the ACP countries or any person acting on their behalf may be held responsible for the use to which information contained in this publication may be put to, or for any errors, which, despite careful preparation and checking, may appear.”

Furthermore, the editor-in-chief from GOPA-Cartermill, Mr. Hegel Goutier is listed as the “Publisher responsible” for the Courier. In other words, the magazine gives the impression that the publication is independent from the Commission and the ACP Secretariat, although the Secretary General of the ACP and the Director General of EuropeAid are mentioned as members of the Editorial Board.

The general conditions of EC external Service contracts financed by the EDF¹¹ read:

“The Consultant shall respect and abide by all laws and regulations in force in the beneficiary country and shall ensure that its personnel, their dependants, and its local employees also respect and abide by all such laws and regulations. The Consultant shall indemnify the Contracting Authority against any claims and proceedings arising from any infringement by the Consultant, its employees and the dependants of such laws and regulations.”

Thus, the issue of legal responsibility is dealt with indirectly. It would, however, have been preferable to have absolutely clarity about such an issue spelled out in the specific conditions of the contract. This may seem a minor technical issue, but clarity on editorial decision authority is important for any publication.

⁹ Technical proposal, page 55

¹⁰ Belgian penal code art. 299 and the Belgian Constitution art. 25

¹¹ Article 10.1, General Conditions for Service Contracts financed by the EDF

3.2 Effectiveness

This chapter will focus on the results and whether the strategy of the project has been effective in achieving the objectives.

For a publication to be effective it has to be distributed to relevant target audiences, who have to read it and understand the contents. The knowledge acquired should then lead to achievements of the objectives, i.e. increased awareness, debate and stimulate exchange of good practices. Thus, the key questions to be answered to evaluate the effectiveness are:

1. To which extent has the magazine been distributed to relevant target audiences?
2. To which extent has the magazine been read and how is it used?
3. To which extent are the quality and contents of the magazine appealing to the target audiences?
4. To which extent has the magazine lead to increased awareness, knowledge and has stimulated the exchange of good practices (actions) among the audiences.

The assessment of these questions is based on qualitative data collected during the field research and quantitative data mainly collected through the online survey (see Evaluation Methodology, Annex 3).

3.2.1 Distribution and target groups

As mentioned above, the Service Contract between the EU Commission and the Contractor (2006) indicates quite detailed that 80,000 copies of each issue should be distributed - about 52% to ACP countries, 35% to EU, and 13% to other countries of the world. It is not indicated to which extent these instructions are based on an updated needs assessment or whether they are based on previous experience.

Effective distribution of a magazine in 80,000 print versions, in four languages distributed to EU, all 79 ACP countries, and to other parts of the world comprises big challenges in terms of

- well defined, relevant target groups
- updated distribution lists (well maintained databases)

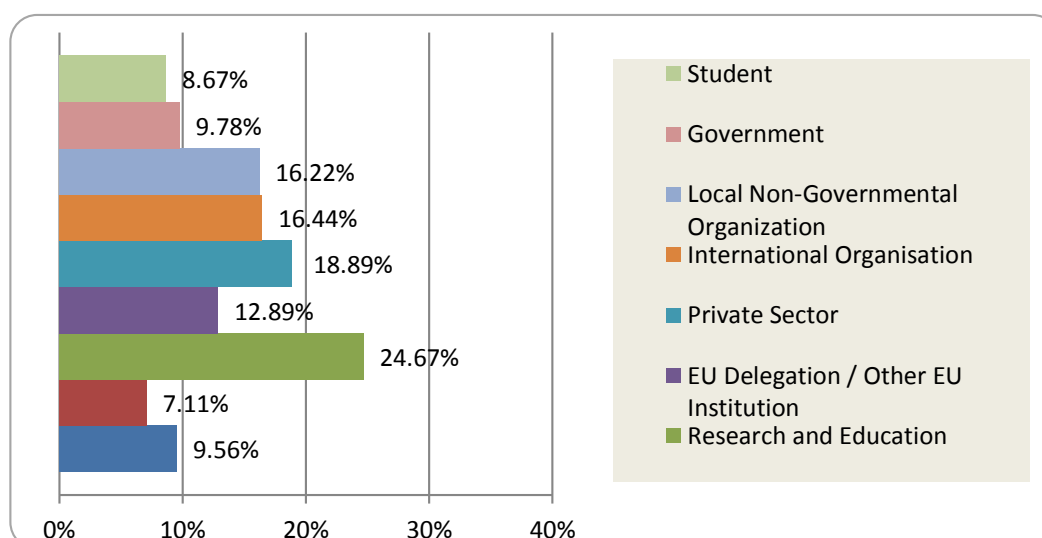
The target groups of the magazine are broadly defined, e.g.:

- Citizens
- The media
- Non-state actors, particularly civil society
- Ministries, Agencies and Public Authorities
- National, regional, and local elected officials

This means that the magazine is supposed to reach a very broad range of target audiences from decision makers to the general public. The EU project description is focusing on outreach in terms of number of hard copies (80,000) to be distributed to “*as many beneficiaries as possible*” rather than targeting prioritised and relevant groups of the populations in the EU and ACP countries. The Technical Proposal of GOPA-Cartermill does not further specify the target groups.

The mid-term evaluation of June 2010 recommends among other things that it should be checked that: *in each ACP country major targets are effectively reached, e.g. universities and main high schools, media, members of the parliament, local elected people, women organisations, youth organisations.*

The findings of the field studies including interviews with potential readers from the above mentioned target groups confirm that especially the educational sector (university students and teachers), but also media (journalists), parliamentarians and Non Governmental Organisations (NGOs) are key readers of the magazine. This is to a certain extent also reflected in the type of respondents of the online survey (see Fig. 1)

Fig. 1 Which of the following reader groups do you mainly belong to?

A review of the available distribution lists for the four countries visited as part of the present evaluation showed that the type of recipients may vary considerably. In Ethiopia for example, the majority (83 %) of recipients are embassies and other international organisations, while prioritised target groups such as media and educational institutions are not represented at all. This is different from the other three countries, which show more or less the same pattern, i.e. with the majority within NGOs and National Institutions, while the percentage of recipients belonging to Educational Institutions and Media remain below 20 and 10 per cent respectively.

Table 1: Categorized distribution according to available lists in percentage of total amount per country

Recipient category	Ethiopia in %	Mozambique in %	Dominican R. in %	Cameroon in %
1. International organisations (Int)	83	16,2	16,7	19,7
2. National institutions (Nat) ¹²	6,5	24,3	25	15,8
3. NGOs and individuals (NGO) ¹³	6,5	37,8	33,3	41,1
4. Educational institutions (Edu)	0	13,5	16,7	18,4
5. Media (Med)	0	8,1	8,3	3,9

This indicates that a target oriented distribution in accordance with the recommendations of the 2010 evaluation is not reflected in the distribution lists of the print version of the Courier. It has not been possible to make a similar categorisation of the distribution of the e-Courier as only 34 % of the contacts are listed with information about the organisation of the recipients, and even for those with this information in place, the categorization is different from the above categorization.

As concluded in the 2010 Evaluation and in the Desk Report from October 2011, the **distribution** has throughout the implementation period constituted a major problem – and apart from the contractual problems between EU and the Contractor, the distribution is simply not target oriented and sufficiently strategic. The strategic errors and weaknesses are first and foremost caused by the fact that target groups were not well

¹² The distribution lists do not include members of parliaments or local elected people in any of the countries.

¹³ Among the NGOs, a total of 2 youth organisation and 3 women organisation were among the recipients according to the distribution lists.

specified and prioritized when designing the project. Specification and prioritization of target groups are corner stones in forming effective communication initiatives and the fact that the project has focussed on quantity instead of reaching an interested and relevant target audience means that a considerable number of magazines have been distributed to recipients that rarely reads the Courier, and that many of those who are considered as key target groups do not receive the magazine.

This was clearly found in the field research of this present evaluation and demonstrated by the table below, which shows that a majority of the magazines are distributed to international organisations including the EU delegations, while the key target groups, i.e. decision makers and opinion leaders, who would typically belong to target groups 2 and 5 respectively, represent a small percentage of the total amount of distributed copies. Also educational institutions remain relatively low compared to the international institutions.

Table 2: The number of magazines on the distribution lists versus the number actually received by the respondents interviewed within the different recipient categories

Recipient Category	No of magazines distributed (according to distribution lists) to the respondents	No of magazines received by the respondents
1 Int	510	622
2 Nat	39	12
3 Ngo	520	129
4 Edu	116	33
5 Med	19	16
TOTAL	1204	812

According to the field research, representatives of International Institutions hardly ever read the magazine. Sometimes, however, the received copies are **redistributed** at various events and are displayed in receptions or libraries of the institutions for visitors to browse or read.

Table 3: Percentage of copies received compared to the numbers stated in the distribution lists, including and excluding the copies received by the EU Delegations.

	Mozambique in %	Ethiopia in %	Dominican R. in %	Cameroon in %
Total amount of copies received	19,06	133,33	121,51	80,11
Total excluding the EU Delegations	10,24	71,43	92,65	57,63

The findings show that the EU Delegations receive quite a number of magazines, and sometimes more than requested as demonstrated by table 3. It was the intention that these magazines should be redistributed to relevant target groups in the respective ACP countries, but not much systematic effort is put into the redistribution. According to the respondents at the Delegations the reasons are:

- *We are not engaged and we do not share ownership – it is something from another planet - we live locally and survive locally.*
- *It is typical commission work – top down*
- *We have no instructions about the redistribution*
- *We cannot use the magazine for any purposes, it does not represent an added value, and it is no help in our communication work.*
- *The only justification for the magazine is that it has become a habit to produce it.*
- *One may ask: “Is it really our role to provide general information and is it really worth-while?”.*

- *It is an instrument to communicate with partners but it is not part of our delegation's visibility communication strategy.*

Despite the relatively negative attitude towards the Courier at the Delegations, we found that some magazines were relevantly distributed to partners, journalists, officials and EU information points at universities. The key problems are that the efforts put into the redistribution by the Delegations depend on the dedication and effectiveness of changing delegates, and that there are no guidelines leading to strategic redistribution of the magazine to relevant target groups. The Delegations did not have the updated distribution lists from GOPA-Cartermill, and in some case magazines have been sent from the Delegations to the same recipients, which received - or were supposed to receive - their copies directly from Europe.

Most of the Delegations and the NAOs' offices have relevant mailing lists of partners and other relevant target groups and could easily distribute the online version, preferably in a light PDF document and with a bit of effort also the hard copies.

Other problems related to the distribution include:

- Irregular number of magazines received – sometimes less or none, sometimes more than required and sometimes the wrong languages (see Table 3 and Annex 8: Explanation from the Contractor).
- Irregular and late deliveries of the magazine

Obviously it is not satisfactory that only around 10 percent of the copies sent to individuals and organisations in Mozambique and less than 60 percent to Cameroon actually reach the final destination. These field findings are somewhat contradictory to the findings of the online survey, which show that a majority of the readers got the publication on time although there is a small difference between respondents from EU and ACP. The biases here are that a majority of the respondents (60%) were from the EU countries and one third were subscribers to the e-Courier and less than half of them received the print version (see Fig. 2 and 3).

Fig. 2: How did you normally receive “The Courier”

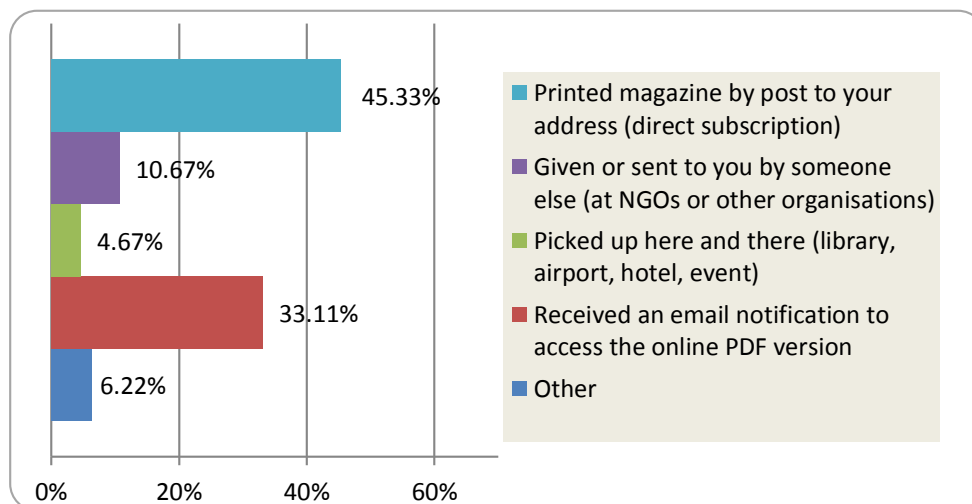
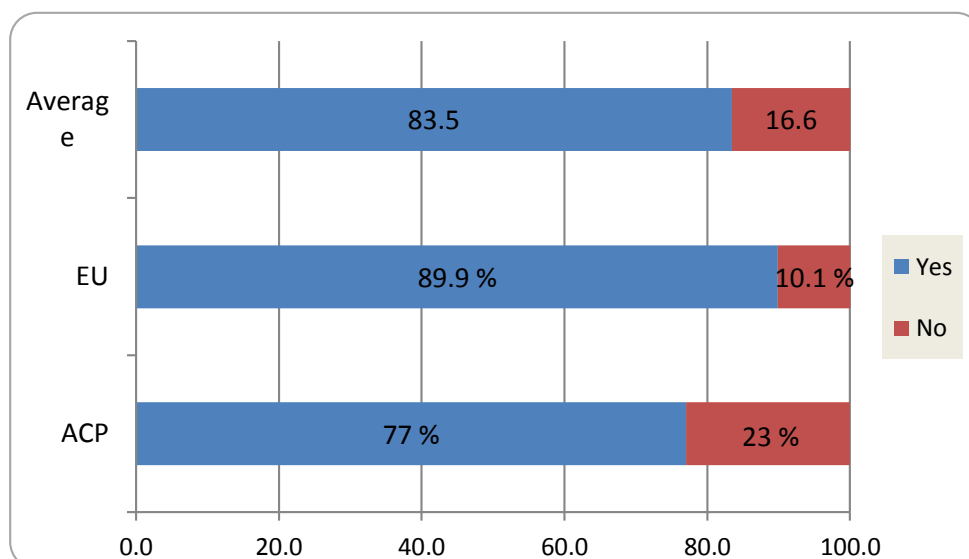


Fig. 3: Did you usually receive the magazine on time?
(Within the bi-monthly period shown in the cover of the magazine)



Some of the distribution problems described above might be explained by the following:

- Distribution lists are not updated or the contractor forwards fewer or more copies than agreed and indicated in the distribution lists.
- There has been little cooperation between the contractor and the NAO offices and the EU delegations in the ACP Countries and no guidelines on the distribution and redistribution of the magazine.
- Copies are not picked up at the customs due to high clearance cost of packs or inefficient local postal service (an example from Cameroon where a student at International Relations studies had ordered 50 copies to be distributed to his fellow students, and who got a note from the post office that he had received a parcel from Brussels).
- Copies are not redistributed to its maximum potential by local organisations because of the high mailing costs (example from NGO in Cameroon)
- Addresses are not correct or subscribers have changed addresses. (We found several respondents who had changed addresses and a few with minor errors in the addresses, especially in Mozambique).

It must be concluded that there have been major distribution problems throughout the project period. The distribution has not been strategic and target oriented, first and foremost because the target groups have not been well defined and prioritised. This means that too many magazines have been distributed to recipients that do not use or read them, whereas others who could benefit from the magazine are left out. The policy has been to distribute as many as possible as broadly as possible irrespective of the need.

Further, it has proven practically impossible to identify the right target group representatives and update distributions lists from Europe. This should have been done locally in cooperation with the EU delegation and the NAOs.

There are examples of success stories within the distribution/redistribution system - but unfortunately a story like this is not very typical:

In a town in the western part of Cameroon, Abong Mbang, a News Correspondent won an EU competition on human rights and in this connection he was introduced to the Courier. He was impressed with the magazine and requested 5 copies which were redistributed in his community. The community showed great interest in the magazine and he requested more copies and is now receiving 50 copies (and could use more) which is redistributed to schools, colleges, journalists, lawyers, agriculturalists, etc. To ensure safe delivery, the Courier is addressed to the "Prefecture" where he picks it up and takes care of the further distribution in the community. All the copies arrive with a

delay of approximately one month after publication date. When it is time for a new issue people starts asking for it.

This success story indicates three important things for the success of the distribution system: (1) that it is distributed to relevant target group representatives, (2) that it is distributed to addresses that are correct and well known by the post office, (3) that it is redistributed locally to ensure that it reaches interested recipients.

Despite some few success stories within the distribution/redistribution system, it is the assessment of the evaluation team that the distribution system is highly ineffective and the recommendations of the 2010 evaluation do not seem to have been implemented.

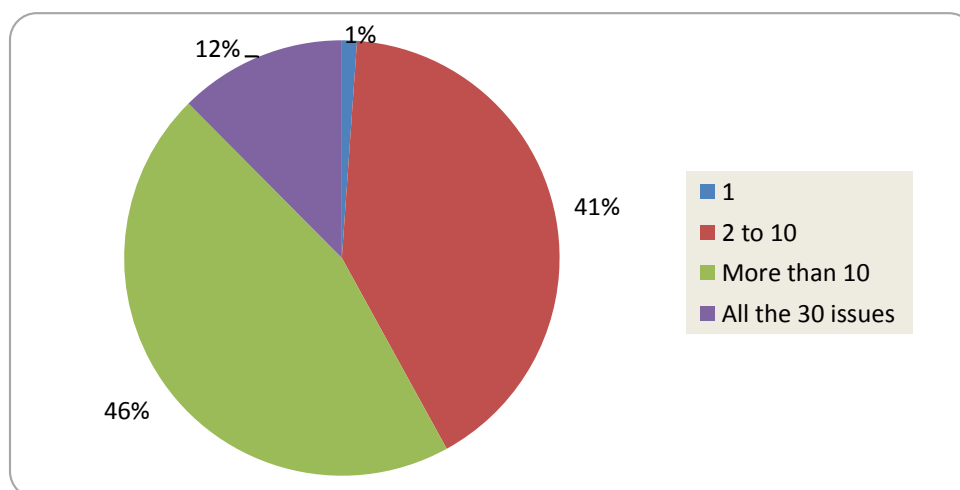
3.2.2 Usage and lay out

One issue is whether the magazine is received by the prioritised target groups and another issue is the extent to which it is read and used by the target audience.

The findings of the field studies show that the magazine has few regular readers among the interviewed representatives. 11 out of the 87 or 12.6 % of the interviewed persons said they were regular readers. Others (66.6 %) read the magazine occasionally or browsed it; used to read it some years back; knew the Courier from earlier times and 12 (7 from Ethiopia) or 13.8 % did not know The Courier or had seen it only once.

The findings of the online survey are more positive in the sense that 87 percent of the respondents read the magazine occasionally (2 to more than 10 issues over the last 4 years). But the rate of regular readers is more or less the same, i.e. 12 %. See figure 4

Fig. 4: How many issues of the Courier have you read in the last 4 years?
(web and/or printed)



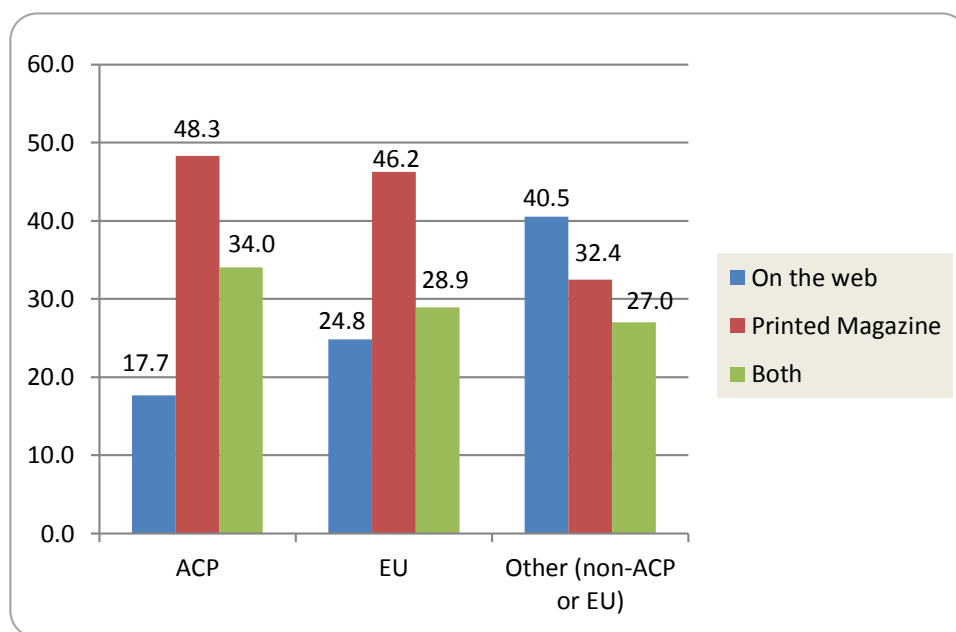
When it comes to the question of how closely the Courier is read, very few in the field research said they read most of the articles in an issue, and the majority read between 1 and 3 to 4 articles and others only browsed through the magazine. Also here the findings are somewhat different from the results of the online survey which showed that 25 % read almost all the articles and 38 % read from 3 to 10 articles while 31 % read one or two articles.

According to the field research, it is **few who can recall any of the articles that they have read** when asked questions of how many and which articles they have read recently. However, when browsing through the displayed magazines during the interviews, many said that within an issue of the Courier, they found at

least 3 to 4 articles which looked interesting and that they would read if they had the magazine. This goes also for those, who did not know the Courier before they were exposed to it during the interviews.

The findings on **how the respondents read the Courier** are very clear in both the field study and in the online survey: A great majority prefers to read it in the print version. Even those who have easy access to the electronic version of the Courier prefer the print version and in the online survey 76 % would read it in print or in both electronic and print version and there is not much difference between EU and ACP countries.

Fig. 5: How did you read 'The Courier'?



The arguments for preferring the **print version** were many, and it was an issue that most respondents commented on both online and in the field study:

- *It is important to have it in print so that you can **take it home and read it.***
- *I **would not read it if it were not on paper** (a respondent with easy access to the internet)*
- *Get inspired by articles on what is going on in other countries – would not seek this information on the internet.*
- *In principle our Press Agency **is overloaded with information electronically** but it is preferred to have something that you can take home and read.*
- *In ACP countries contrary to the USA and Europe, paper versions of magazines are very important because very **few have access to the internet and it can be shared by several persons.***
- *Apart from magazines related to my profession (professional magazines), local newspapers and the Courier are all I read in hard copy.*
- *Le format papier de la revue Courier a un réel intérêt en ce qu'elle **peut être lue en tout temps et en tout lieu.***
- *Please can I have the printed version to the Courier again. I find it much easier to study and read it whenever I wish. Your organisation practically forced me to read it online if I wanted to still read your publication.*
- *En Europe la distribution par internet permet certainement de gagner des ressources et atteindre beaucoup de personne - en Afrique il n'est malheureusement pas à la portée de tous de ce connecter sur internet.*
- *The printed magazine remains the best form **for keeps and research.***
- *I still think that paper is interesting – **you can circulate a magazine, not a computer,** and in Mozambique hard copies are still very important*
- *Paper is still valid and provides you with information that you do not necessarily seek on the internet – **a good inspiration.***

- It is definitely worth while having the magazine on paper. You will **get information that you are not looking for.**

The few, who were in favour of an **electronic version** via e-mail alerts, emphasized the following advantages:

- **It arrives on time**
- It is **environmental friendly and it is easier to redistribute**

Some of the problems with the online version, especially in the ACP countries, are that the PDF version is quite heavy and it takes time to download. In most of the ACP countries, the internet connections are slow and in some cases expensive and in fact it was very few of the respondents in the field research who actually read articles on the internet and got beyond the point of browsing the issues.

According to the findings of the field research as well as the online survey there is no doubt that a great majority of the readers preferred the print version of the Courier, and it is uncertain to which extent the electronic version is actually read beyond the point of browsing.

3.2.3 Quality and contents

The TOR of the Service Contract between EU Commission and GOPA-Cartermill stipulate a quite detailed structure including a number of non-exhaustive rubrics with particular emphasis and further specific details on three of the rubrics “*Country Report*”, “*Dossier*”, and “*EU-ACP cooperation*”. The magazine should include the following themes:

“... highlight sustainable development (political, social, humanitarian, and cultural affairs), good economic management and democratic practices, good governance and the rule of law, peace building, conflict prevention and resolution and the financing of development.”

As further elaborated in the section on Efficiency, the Contractor is sole responsible for the content of the magazine, which to the external reader indicates that the Courier is an independent magazine although financed by the EU, while the reality is that the content has been dependent on the views and attitudes of the Editorial Board comprising members of EU-Commission and the ACP Secretariat.

In the present evaluation the quality and contents are assessed both by communication professionals and by the readers, i.e.

- to which extent does the layout and contents comply with professional journalistic standards, and
- to which extent does the lay-out, style and contents appeal to the readers.

The evaluation team has collected peer-to-peer comments on the Courier magazine from a number of communication professionals, who are also in the business of publishing magazines. These experts include:

- ⤴ Dr. Thilo v. Trott zu Solz, Director of Public Affairs of the German publishing house Gruner+Jahr, which is one of the biggest magazine publishers in Europe. The list of publication includes Stern and the National Geographic just to mention a couple of the best known.
- ⤴ Dr. Max von Abendroth, Executive Director of the European Magazine Media Association.
- ⤴ Mr. Brian Johnson, Editor of the Parliament Magazine
- ⤴ Mr. Morten Loekkegaard, MEP, Member of the European Parliament Culture Committee and former journalist and communication advisor.
- ⤴ Mr. Stefan Katic, Editor of “Udvikling”, which is the official magazine of the Danish Development Agency, Danida.
- ⤴ Mr. Jöran Hök, former Editor of “OmVärlden”, the magazine of the Swedish Development Agency, SIDA.

The experts have a number of critical comments about the Courier. One of the editors said: *"I don't read it anymore – what is the point?"*. Meaning that the magazine does not give him any new information.

Another said: *"This is a typical publication of the kind 'Chamber of Commerce Informs'. It is very official in its appearance, and I doubt that anybody would buy this magazine if it was for sale. The pictures are not interesting – you see people sitting at meetings and they are even photographed from the back.¹⁴ And the typography is not inviting – it is not possible to read such small letters. Nobody uses such a font anymore. All in all I would not read it myself."*

And another: *"It looks like a college art magazine. And the photos are not very interesting. I mean, how many pictures of markets can you have? I think it is also a problem that it is neither a magazine for policy makers nor something you pick up in a waiting room"*

When designing the new Courier in 2006, the former editor of the in-house version of the Courier informed that one of the role models for the DG-DEV communication staffs was "Udvikling", which is the magazine of the Danish Development Agency, Danida. "Udvikling" is similar to the Courier in the sense that it is a bi-monthly publication of 68 pages, and it is distributed to development professionals and individuals with an interest in development issues.

Mr. Stefan Katic, who is the editor-in-chief of "Udvikling"¹⁵ raises some of the same issues as his colleagues: The target group is not clear, the distribution has not received sufficient attention, photos are not up to standard and the graphic layout is not appealing. The main worry of Mr. Katic is, however, that the Courier does not cover the real issues in development cooperation such as difference of opinion between the actors, policy changes etc. Instead the Courier has many articles seen from a "System" angle instead of a "Beneficiary" angle, Mr. Katic notes.

The mid-term evaluation from 2010 also looks very detailed at the journalistic craftsmanship and notes for example that the headlines in the Courier need improvement:

"They are too long, too heavy." (The media group in Fiji).

"A headline like 'Uganda is landlocked and transport is key' (issue 14/2009) is obvious and thus not attractive." (A member of a Delegation).

The issue 6/2008 contains a lot of "empty" headlines: "We need action not words", "Fiji probe", "Agriculture sits at the table of the major players", "The considerable potential of Africa", "Slovenia marks respect for Cotonou", "Modern Ghana, far from Ancient Ghana", "Restoring the past for the future", etc.¹⁶

The mid-term evaluation also focuses on the general lay-out of the magazine, which according to the evaluators was too messy, and they give a number of practical recommendations, which generally have been followed by the contractor. This has led to a more "tight" and stream-lined lay-out but as described below it is in fact a matter of taste, whether this has been an improvement or not.

Seen in isolation one by one, the articles of the Courier meet the professional standards, and the contractor seems to have delivered the product, which has been described in the contract material. The magazine contains all the types of articles specified in the Editorial Guidelines – but a main problem is all the information and the types of articles and analyses, which are not printed. A couple of examples from the most recent issues of the Magazine illustrated this trend: Issue 23 from June 2011 has a country report from Greece with articles about ancient Greek history and the beauty of the country. These articles could have been printed in any airline magazine – but there are no background articles about the financial crises in Greece, which threatens the very existence of the EURO.

¹⁴ Issue 23, page 8

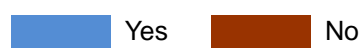
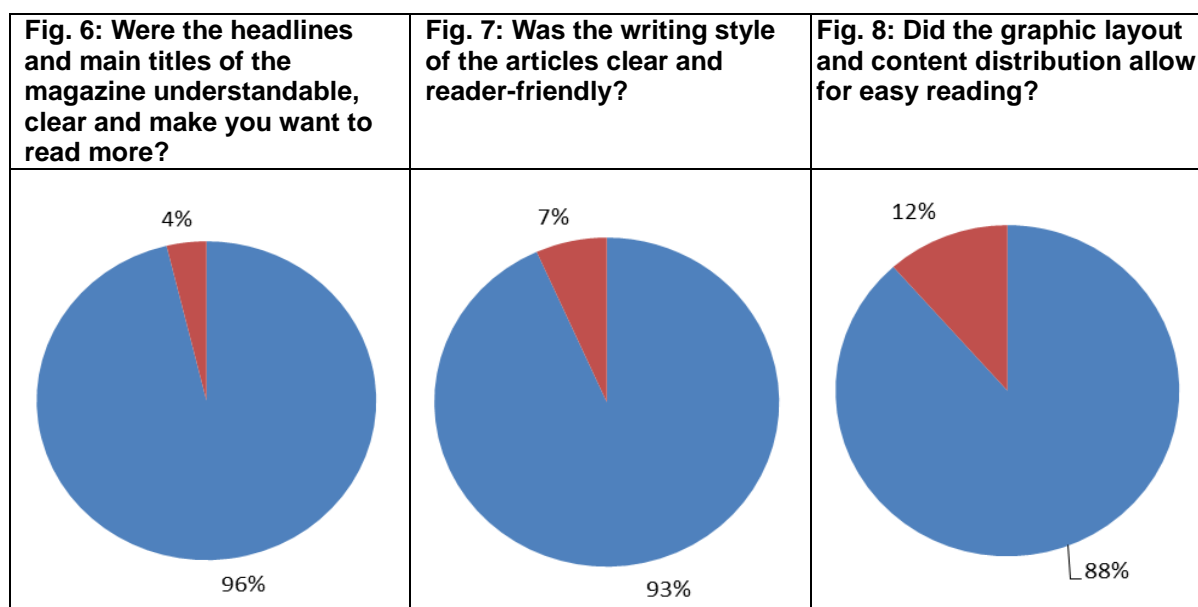
¹⁵ <http://ipaper.ipapercms.dk/Udenrigsministeriet/Udvikling/2011/Udvikling42011/>

¹⁶ Mid-term evaluation, page 24

The magazine has a fairly long production time with two months between issues and in some cases up to two months of distribution time. Naturally, this has prevented the Courier from being a news magazine – which was also never the intention. But this is only one more reason for having a proactive editorial approach with focus on general trends in development cooperation and the real conflict issues both between the EC and the ACP countries and within the two groups of nations. In April-May 2011 nobody could have foreseen the magnitude of the financial problems in Greece and the EU as a whole – but the weak economies of the Southern European countries and the possible consequences for the EU have long been known.

The country report from Nigeria in issue number 24 from August 2011 mentions that governance is one of the priorities of the cooperation between the EU and Nigeria. But there are no background articles about the rampant corruption in the country, which is one of the biggest obstacles for the development of Nigeria, and there is no information on how the EU and the Nigerian government are fighting the corruption. The cautiousness of the editorial board and the production team is understandable, because these issues are delicate, but if a magazine of this nature does not cover delicate issues it risks being too neutral and uninteresting. And these kinds of articles and analyses are exactly what the international development professionals are missing, and they articulate this lack of controversial articles as the main reason for not seeing the Courier as a professional and credible publication.

The readers, who participated in the on-line survey and the qualitative interviews, however, are significantly more satisfied with the Courier. In general, **the structure, the design and the lay-out** of the magazine are assessed very positively by the readers both in the field study and the online survey. The online survey shows that between 70 to 80 % rate the cover page, lay-out, and design good or excellent, it is found easy to read and the photos relevant and illustrative. The design of the website is rated a bit lower but 66 % still find the website good or excellent.



The format, number of pages, and the publication sequence are in general considered to be convenient and without many comments.

These findings are in line the findings of the Midterm Evaluation in which more than 90% of the readers considered that the magazine is “*well designed and appealing*” and “*the EU Delegation representatives unanimously appraised the lay-out very positively*”. Despite the positive results, the midterm evaluation team found that *there is still a way to go* in improving the lay-out, and came up with a range of recommendations for improvements within the structure, readability, fonts, colors, front page, etc. To meet these

recommendations, the structure and lay-out of the magazine was redesigned and the new design was launched in the March/April 2010 issue.

The new design is more structured in the use of colours and fonts, more “modern” and less “noisy” – very much in line with Western European design trends, whereas (in the eyes of European journalists) the old design looked like a supermarket advertisement publication. An example of the new and old design is shown below:

NEW LAY-OUT



OLD LAY-OUT



The field research of this evaluation did, however, reveal that respondents from the ACP countries generally preferred the “old lay-out”, while some few Europeans and media professionals preferred the “new lay-out”.

Further, it is a clear finding in the field research and from the comments of the online survey, that the **letters (fonts) of the “new lay-out” are too small**. Another significant finding from the field study is that a majority prefers to know who the sender is and that the **EU and ACP logos** should be much more visible on the front page than is the case now. In fact none of the logos are printed anywhere in the new lay-out. As it appears from below responses, the issues of lay-out and font size are some of the most commented issues in the survey and field study.

- *The new lay-out is lighter – more modern. The format is very practical. It would make sense to have the logo on the front page. And the frequency of the publication is suitable.*
- *It does not matter how it looks – it is the contents which matter.*
- *Prefer the old lay-out, and it should be clear who the sender is.*
- *Prefer the old lay-out which is nice. If I saw it at the hairdressers, I would choose the old lay-out – the new resembles a report.*
- *I would prefer the EU-ACP logo on the front page and major contents should also be visible on the front page. Things on the front page should interest me at once before I read it.*
- *Nice lay-out – prefer the new lay-out - sometimes it is difficult to read the text on the coloured pages in the old lay-out.*
- *Front page – a bit old fashioned.*
- *I like everything – the photos are good, the language is easy to understand, and I rate the quality of the Courier compared to similar magazines very high.*
- *The paper is thinner than it used to be, otherwise the lay-out is fine.*
- *Would like to have subtitles to the photos*
- *The lay-out captures the eyes of the readers, however it is more wonderful if you maximize the font of the words, cause some peoples particularly old people can't read small fonts.*
- *It is a problem that it is not visible or clear whether it is independent or not. Now it is the worst of both worlds.*
- *Good front page – OK printing. Reasonable number of pages. Good composition. Good that the articles are in Spanish.*

- *The font is too small and there is too much text compared to photos and illustrations in the recent lay-out.*
- *The front page should be of stronger material.*
- *The font is too small and there is a lot of free space. It would be good if contact addresses of the authors of the articles were indicated below so that they could be easily contacted for more information and discussion.*
- *I like the lay-out that is why, I read it. Prefer the old lay-out – more African.*
- *Too heavy reading. “The best way to hide something for an African is to wrap it up in a lot of writings”. A lot can be conveyed by relevant photos and pictograms – it carries a lot of information.*

Based on the above findings, it must be concluded that the quality concerning the format and lay-out are appealing to the audiences, and that there is a clear preference towards the old lay-out among the ACP readers.

The level of **language** used in the Courier is easily understood by almost all the respondents (the majority with a university education). As demonstrated in Fig. 7, 93 % responded “yes” to the question: *Was the writing style of the articles clear and reader-friendly?*

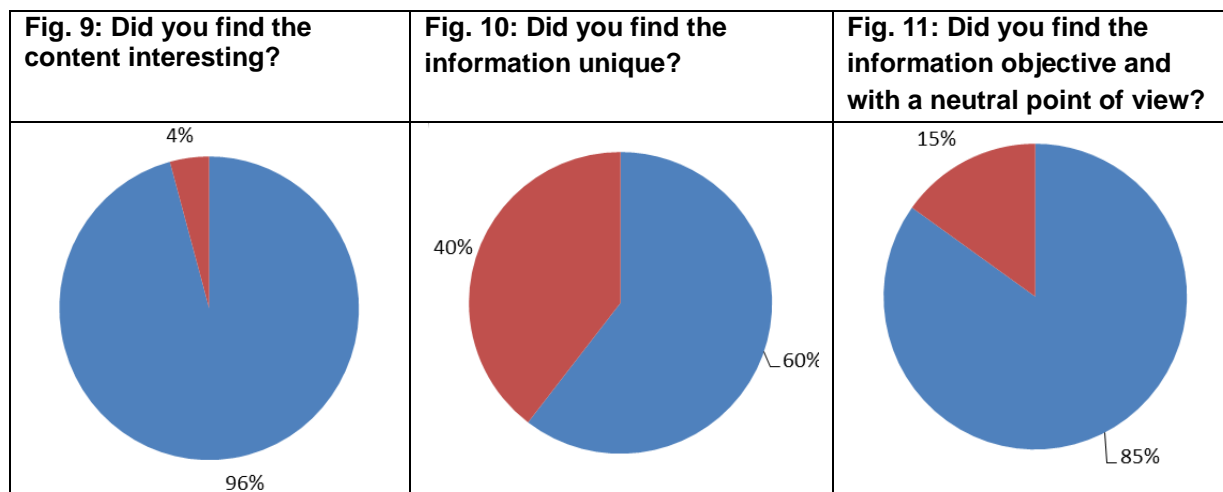
The Courier is originally written in English and translated to Spanish, Portuguese, and French. **The quality of the language** and translations are assessed by a team of Spanish and Portuguese proof readers, who concluded that, in general, the quality of the translations are very good



The translation has a good level and shows a substation qualitative improvement over time. The biggest problems lie in the review of the translation that should be made before and after the layout of the text to eliminate the problems of typing. Also, I think that is advisable to adopt an editorial style to enhance the homogenization of the terminology used. In my opinion we have a good translation with a poor review of typing errors. (Portuguese Proof Reader)

The target language is fully consistent with the original language. Creativity, adaptation, functional equivalences and style propose a perfect Spanish version that “walks with its own feet”. Translation (using a perfect technical control of equivalences), offers a Spanish text that is hard to understand it’s a translation. (Spanish Proof Reader)

The positive assessment of the translation was confirmed by the majority of the readers in Mozambique and the Dominican Republic. In Mozambique it was noted as extremely important that the Courier existed in Portuguese, because there are very few international magazines available in Portuguese.

The contents and quality of the articles are generally rated quite high in both the field study and in the online survey, see below Fig 9-11.



 Yes  No

When we turn to the questions of what are interesting or less interesting in the magazine, the field study showed that there are some general issues of interest and trends.

Panoramic view

The format with mixed contents within a fixed structure is appealing to most of the respondents from the ACP countries:

- *It is well functioning with the mixture of politics, culture and other things.*
- *I like the different type of contents. – If you want more precise information you can go elsewhere. You cannot satisfy everybody with such a magazine.*
- *Is satisfied with the mixed contents. It creates awareness and gives inspiration to further research. Everybody can find something – it is like a buffet.*
- *It should always be balanced – a mixture of politics, culture and other subject matters. The articles should not be too critical – do not want to hear about failures in print materials.*

More articles and input from South.

The balance of articles and input from EU and the ACP were issues of importance to many of the respondents. They wanted more articles written by local correspondents/journalists on local issues:

- *The fact that the magazine is produced by Europe for the ACP and that it does not share equal ownership makes it less interesting. Would like much more contribution from ACP based correspondents and more interactivity..*
- *Find that the Courier focuses too much on the European angle. Do not find interviews with EU officials and politicians interesting. Would prefer much more from the ACP countries – also outside Africa.*

Thematic choices

In general, the respondents preferred articles on themes which were in line with their personal or professional interests and which concerned their own country/region. Some themes appealed more to particular groups of respondents than others, e.g. respondents from group 2 and 3 (Nat and NGOs) expressed much interest in articles on cooperation modalities and examples of good practices and exchange of experience.

- *Here people will read it when the themes are in accordance with their main interest.*
- *I remember one article on children and health which interested me because I work within this field.*
- *Prefer articles on examples on best practices on the development cooperation and exchange of experience from other countries.*
- *It would be interesting to have information that made you understand the relationship between EU and the region.*

- *The Courier should have more articles which link the ACP countries together, e.g. the economics in banana growing/ export, etc.*

A few respondents, especially from group 4 (Education) and 5 (Media) were interested in articles on **EU and other ACP countries** – not because they felt that the ACP as a group had something in common and that the ACP meant something to them, more as an inspiration and an introduction to inputs from other countries/continents:

- *Few know the concept of ACP and therefore the Courier is important in order to expose experience from several countries.*
- *Has helped opening up the students' view to the rest of the world*

Articles on ACP seemed to have particular relevance for NAOs, other Government officials and Parliamentarians, who were directly involved in the ACP cooperation and could identify with the contents. Further, some few organisations and universities within the cultural sector found the ACP cooperation important.

The ACP is important in terms of exchange of experience between ACP countries within Film and culture as a whole... Much of the culture is the same in the ACP countries and there is a certain level of identification. Therefore, it is important with the Courier.

The overall findings, however, showed that the ACP has very little relevance for the other groups of recipients and the majority of the respondents.

The majority were primarily interested in the **relationship between EU and their own country/region/continent** and how the development in Europe affected the cooperation with the different ACP countries.

- *The article on Nigeria has great interest as Nigeria is regarded a locomotive in the region. It does not matter that it is not too critical or investigative. Everybody knows the critical issues in beforehand.*
- *We want to learn about other African countries but also ourselves.*
- *Would prefer articles on EU that relates to what is happening in the ACP – e.g. articles on the fact that cinema halls in Africa are turned into churches whereas churches in EU are turned into entertainment halls.*
- *Would like to know how the economic crisis in Europe will affect the EU development cooperation with my country*
- *There are many articles on Africa and it is difficult for the people from the Dominican Republic to identify with the contents.*

Some respondents, primarily from group 1 (Int), were critical towards the format and the contents of the Courier which in their opinion is too general, and the articles do not have an analytical and critical approach - or as expressed by one of the respondents:

“...it is a good magazine for the waiting rooms of hairdressers and dentists”

Recipient category 1 is not as such part of the defined target groups, but nevertheless, it is the group receiving most of the hard copies of the Courier, and therefore, a quite important group whose views as expressed below has to be taken into consideration:

- *Content wise, the Courier is mainly a publication for positive images – neither bird, nor fish! No new information in terms of input which links to my expertise. Would rather look for content that in a simple way explains what EU are doing in ACP countries.*
- *The editorial space is very limited – EU does not want to offend ACP and the ACP countries do not want to offend EU.*

- *If I want analysis of EU and what is going on, I get it from US – not from the EU.*
- *The themes covered by Courier are very broad – too broad and not critical enough to be of interest for development professionals*
- *Regard the magazine as a “membership magazine” with too positive articles on development issues not questioning the basic dilemmas. Find that such a magazine should target development professionals and if so, it should be much more critical.*
- *It is pleasant, but you are not going to read critical information – it is like a tourist magazine*

The contents of the Courier has to strike an equal balance between the sensitivities of the EU and those of the ACP leaving little room for e.g. in depth political analyses of global issues and dilemmas in development cooperation which are of particular interest to international development professionals and maybe other target groups such as representatives within the educational sector (university students and teachers), Journalists and Parliamentarians.

Although quite a number of respondents mentioned that the Courier was too positive in its views and too superficial in its analyses, others were of the opinion that it is not the role of such a magazine to be too critical and analytic as expressed below:

A magazine needs not be too critical. There are independent studies that go into the depths of things. This does not mean that the magazine should avoid writing about problems such as what the financial crisis in EU means for the development cooperation (the Caribbean regional has some concern).

I do not want to read about failures, I want to learn from success stories and projects.

In summary, when analysing the choice of themes, it is evident that the closer the theme is to the respondent's own environment, personally, professionally, and geographically, the more interesting do the respondents find the contents of the magazine. Information on the other ACP countries and the principles of the Cotonou Agreement is only of interest to the extent it is put in relation to the respondents' own environment.

Interactivity and debate

A number of the respondents in the field research mentioned that they would have liked the magazine to be more interactive, that it would have been possible to submit articles (some respondents said they have tried but the articles were not accepted), and that the magazine had provided a platform for debate, i.e. that more space were devoted to letters to the Editor than has been the case in the half page set aside in “Word from our Readers”.

Want the magazine to be more interactive and to have the possibility to submit articles.

Want a dialogue on issues related to trade between Ethiopia and EU (Chamber of Commerce, Ethiopia).

However, the review team finds it difficult to assess whether more space or promotion of inputs from the readers would result in more interactivity and debate. During the project period, the editors have not been overwhelmed by feed-back from the readers. A loose estimate from GOPA-Cartermill indicates that on an average about 3 to 6 letters or emails were received per issue and online about 3 to 7 comments monthly on all issues – not only the latest. Online comments on articles were published on the old website but after the launching of the new website in September 2011, EuropeAid preferred not to have a platform for readers' comments on the website.

It is the view of the Evaluation Team, that successful platforms for debate exists in some print and electronic magazines but the general experience is that few actually participate unless it is very well edited with proper responses and follow-up.

Youth and Women

The young university students, who were interviewed as potential readers in connection with the field study, were generally very positive towards the magazine and its contents. They found the panoramic view and information on EU and ACP useful and regarded the magazine as a source of inspiration for more in depth studies of subjects of interest. Especially the female students found the combination of information and entertainment appealing and were attracted by the cartoons both as illustrations and the page “for Young Readers - as noted by one female student: *Serious issues can also be entertaining.*

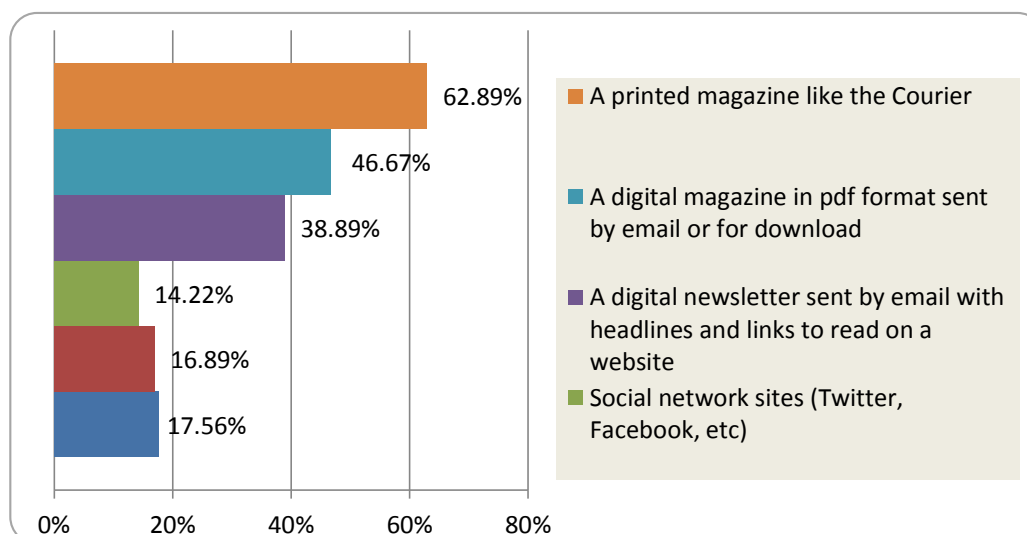
Approximately one third of the total number of the respondents in both the field research and the online survey were women, and the data collected does not indicate any significant differences between the responses from the men and women except the above single observation from a group of students.

Added value

For a magazine which is distributed worldwide, it is definitely considered an added value that the magazine is distributed in a **print version** as most of the target audiences do not have easy access to the internet and even among those who have access, the print version is often preferred as also demonstrated in the online survey



Fig. 12 What is in your opinion the most suitable way to be informed about matters of the Africa, Caribbean and Pacific & European Union Cooperation and relations?



It is also mentioned that it is an added value that the Courier is **published in Portuguese and Spanish** as not much materials on EU and international relations are published in these languages in the ACP countries.

It is an added value that the Courier is in Portuguese as there are not many publications on EU and international relations in Portuguese

When it comes to contents, the Courier is regarded rather unique. The online survey showed that 74% of the respondents answered yes to the question on whether the Courier provides information or views that the respondents did not find in any of the other sources of information. This was also mentioned by some of the respondents in the field study:

The Courier is important in terms of the fact that there are not other publications on the relationship with the EU countries. It gives different faces of what is happening in other ACP countries and shows the common problems.

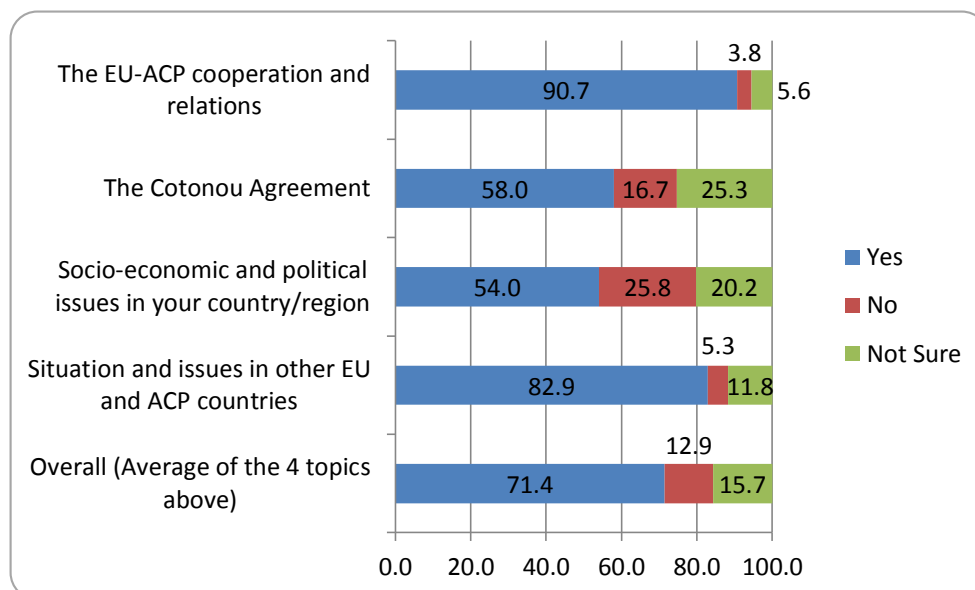
You will find things that are not exposed elsewhere – maybe at the internet – but not in the same form, and there is no other way of getting this information.

3.2.4 Achievements of specific objectives

When analysing the data on the extent to which the Courier has lead to greater awareness of the basic features of the EU-ACP partnership, increased understanding about ACP countries, debates on Cotonou issues and has stimulated exchange of good practices and innovative approaches among ACP and EU actors, it is the finding that in certain cases the Courier has contributed to the achievements of the specific objectives. The results are more pronounced in the online survey than in the field study.

Awareness and increased knowledge

In the online survey an overwhelming majority answered that the Courier has contributed to the respondent's general knowledge of (1) *the EU-ACP cooperation and relations*, and (2) *the situation and issues in other EU and ACP countries*, and more than half of the respondents said that it has contributed to general knowledge of *the Cotonou Agreement and Socio-economic and political issues in their own country/region*.

Fig. 13: Has 'The Courier' contributed to your general knowledge of the following topics:

And 80% of the respondents in the online survey answered positively to the question: Has the Courier contributed to change your views or given you new insights on the above mentioned topics.

These figures are very significant indications of the effect of the Courier among the readers in the online survey.

The results of the field research cannot demonstrate the same clear indications of effect. It was only few of the respondents who could remember the articles they have read, but some of the readers said that they have acquired new knowledge through reading the articles, e.g.

I became acquainted with the ACP through the Courier.

Definitely, I learn about other countries. The article on Poland was very interesting and I got a lot of knowledge on Madagascar that I did not have before.

I have learned about female circumcision and the ACP through the Courier.

Debates

Only a single respondent said that the contents of Courier were discussed and debated.

I circulate the Courier among my friends and in my professional network of journalists, and we sometimes discuss the issues raised in the Courier.

Most of the respondents said that they did not discuss issues raised in the Courier with colleagues, friends, or family.

The articles are too general to create debate.

The big global financial crisis are not reflected in the magazine and therefore not discussed.

The data actually indicate that achievement of this part of the objectives has not been very successful, and there are some indication that the fact that the magazine is not too critical and do not deal in depth with the dilemmas of the development cooperation between EU and the ACP may be the reason why the contents do not generate debate.

Exchange of experience and good practices

Some respondents, especially from category 3 (NGOs) and 5 (Media), said that they could use the knowledge acquired in their work and some few had been inspired by examples of good practices and implemented similar activities.

The articles have not changed anything, but they may have assisted in the daily work (NAO, Africa)

It has inspired our organisation to implement a regional water programme.

Are generally inspired by relevant articles from the other countries, e.g. an article on a seminar in Ghana has inspired ONGAVE to make a similar one in Cameroon.

Yes, some of the articles have given me new insight and I have been using some of the information on other African countries in my work.

It provides new knowledge on other ACP countries e.g. articles on agriculture and food security, culture, etc. Can use the knowledge from the articles in my work. If the Courier stops – it will be like losing a good friend.

Based on the online and field research data it must be concluded that apart from generating debate, the specific objectives of the Courier have been met to a certain extent. It has obtained the wanted effect among those who read the magazine. The big problem is that few of the respondents in the field research were regular readers.

3.3 Efficiency

In terms of cost-efficiency the external production compares well to other similar projects – if one does not calculate the waste of resources due to an inefficient distribution system. There are no other projects, which are completely similar to the Courier, but the evaluation team has gathered financial information from three other development publications.

PUBLICATION	ISSUES PR. YEAR	COPIES PER ISSUE	INTERNET	PAGES	LANGUAGES	IN-HOUSE STAFF	TOTAL ANNUAL BUDGET (€)	PRICE PR. COPY
ACP-EU Courier	8	80.000	5.000	64	4	0,5	1.393.500	2,18
UNESCO COURIER	4	4.000	60.000	66	6	3	401.000	6,27
SPORE MAGAZINE	7	61.000		34	3	2	890.680	2,09
UDVIKLING	6	21.000		64	1	2,5	314.120	2,49

They all have different production strategies: The Spore Magazine is edited by in-house staff but to a large extent written by a team of free-lance journalists. The United Nations Educational, Scientific and Cultural Organization' (UNESCO) Courier is also produced by in-house staff, while most of the articles are written by volunteers, who do not receive any payment for their contributions. The biggest expense is translation of the articles to a total of six languages. Udvikling is produced by an in-house staff of 2.5 persons and several free-lance contributors. This magazine has the advantage of only producing in one language and mainly distributing in one country.

There is a big difference between distributing 80.000 hard-copies pr issue like the ACP-EU Courier and only 4.000 like the UNESCO Courier, so the financial comparison is not really possible here. Also, it is difficult to estimate the actual cost of the in-house staff, but for comparison the annual cost of an in-house staff member has been estimated at 67.000 Euro. All in all this financial comparison has its limitations, but it shows that the cost of producing and distributing the Courier is reasonable compared to other publications.

GOPA-Cartermill has had the full responsibility of handling the distribution, and as described in chapter 3.2.1 this part of the project has not been satisfactory according to the findings of the present evaluation and the 2010 mid-term evaluation. There has been very little cooperation about the distribution if any between the contractor and the EU delegations and the National Authorizing Officers in the ACP countries. The press and information officers at the Delegations and the NAO staff all have their local lists of recipients of communication material, but these lists have not been shared with GOPA-Cartermill. And GOPA-Cartermill has not shared its own distribution list with the Delegations. In two of the countries visited during the field phase, the Delegations were not aware at all that GOPA-Cartermill distributed copies directly from Brussels, and this lack of cooperation has contributed to an inefficient distribution of the magazine.

In terms of editorial efficiency it was foreseen that the editorial board would meet twice every year to adjust the editorial line. The ToR of the project, which is an integral part of the Service Contract, reads:

The Editorial Board will provide guidance to the editorial team by setting general editorial guidelines, policy and the agenda of the magazine. It will monitor the editorial line and approve the design of the web-site.

The editorial board will consist of six people (3 from the ACP secretariat and 3 from the EC), it will meet twice a year and it will be co-chaired by the Secretary General of the ACP Secretariat and by Director General of DG DEV.

(...)

The Role of the Editorial Board includes inter alia, to:

- *Provide guidance to the contractor and the editorial tea by setting the editorial policy and the agenda of the magazine,*
- *Identify special issues to be covered during the period (flexible recommendations to allow modification following agenda);*
- *Monitor and oversee the editorial line of the magazine;*
- *Approve the design of the web version of the magazine*

Over the project period a modus operandi has evolved, which entails very detailed intervention from the Editorial Board far beyond the provisions above from the original ToR, because the Editorial Board was not always fully satisfied with the quality of the individual articles and the magazine in general. The working procedures, which evolved over the years, meant that all articles had to be approved in detail by the Editorial Board (EB) before printing. These are the latest production guidelines given by the EB in January 2011¹⁷:

- *The delivery of batches¹⁸ should run according to the request of the EB: a maximum of 10 articles with sufficient time for EB to send back comments.*
- *All articles should be seen by the EB before layout stage.*
- *The EB does not RE-READ the articles at layout stage; instructions given by the EB are to be strictly followed and the changes made in track immediately incorporated with the requested clarifications (if any) made.*
- *After the approval of articles by the EB NO changes must be made to the articles other than those modifications that were explicitly requested by the Board.*
- *Freelance journalists must be explicitly instructed that NO changes must be made after the approval of articles by the EB, other than those modifications explicitly requested.*
- *Each commissioning journalist of the Editorial Team is fully responsible to verify that changes introduced by freelance journalists after the approval of the EB are fully in line with the requests from the Editorial Board and that no further modifications are made.*

¹⁷ Final report from GOPA-Cartermil

¹⁸ Batches means groups of articles

- *If comments or requests for modification from the EB are not entirely clear, each journalist is individually responsible to seek clarification from the Editorial Board.*
- *Schedules for the submission of batches to the EB provide sufficient time for the Board to review articles, and deadlines are strictly respected.*
- *Professional proof-reading of articles must be carried out before the submission of batches to the EB.*

The evaluation team is in no position to question the necessity of the detailed intervention in the production process but it is a fact that such a system demands extra resources from both the contractor and the contracting authority, and hence it is not a desirable situation for any of the stakeholders. And it is not conducive for the creative process of editing a magazine. Members of the editorial team estimate that they have spent approximately 30 percent of their time on discussions on details with members of the Editorial Board.

The differences in opinion between EuropeAid/Editorial Board and the contractor have been a factor in the cooperation since the start of the project: The contractor has seen the publication as a loss-generating activity and EuropeAid and the ACP Secretariat have not been fully satisfied with the work of the contractor. Such an atmosphere is not conducive for creativity, and the contractor seems to have put serious efforts into fulfilling all the requirements of the contract, while there has been little focus on product development. And it should be noted that in fact all contractual requirements seem to have been met –with the exception of an efficient distribution system.

In such an atmosphere it is relevant to question the wisdom of extending the original contract after the initial 2½ years. The explanation given by both parties is that at the time of the extension, the cooperation had improved, and the contractor saw an extended contract period as an opportunity for recovering part of the incurred loss. EuropeAid and the ACP Secretariat on the other hand also estimated that changing the contractor would cause too much turbulence, so all parties agreed to continue the cooperation although it was more of a marriage of convenience than of love.

In any case the relationship between the contractor and the European institutions and the ACP Secretariat has not been very close apart from the regular meetings between the contractor and the Editorial Board. Staffs at the EU Delegations in the four visited countries say very clearly that they do not feel any ownership of the project and that they have not found it easy to establish any contact with the editorial team. This might also have been the case if the Courier had been produced in-house at the ACP Secretariat or EuropeAid but it is inevitable that the editorial team becomes more detached from “the system”, when the team is not part of the institutions.

This detachment or lack of daily direct contact with the individuals working with the issues covered by the magazine can be an advantage as well as a disadvantage. It can be negative because it means that the production team does not have any inside information or easy access to key sources, and it can be positive because it can allow the publication to have a more independent approach. But it becomes mainly negative if the team is placed externally without the freedom to operate independently. An external, independent publication without editorial independence is not the most desirable option.

It has created a kind of identity crisis: Is the Courier an independent development magazine or a promotion tool for the European Commission and the ACP group of states? This dilemma is clearly shown in the front page of issue number 17 from June 2010, where a picture of the new European Commissioner for Development is put on top of a picture of two men from Burundi. That shows that the editorial team saw Burundi as the main story – but the Editorial Board wanted also to show the new Commissioner.



3.4 Impact

The overall objective of the Courier ACP-EU is “to communicate, explain, promote and support the development objectives and principles of the Cotonou Agreement”, which are to “promote and expedite the economic, cultural and social development of the ACP States, with a view to contributing to peace and security and to promoting a stable and democratic political environment¹⁹”.

According to Article 5 of Cotonou Agreement, the Courier “has a role to increase the understanding of ACP-EU partnership, of development policies and of specific situations in the ACP countries. It also aims to increase quality of information, awareness-raising and the sharing of experiences and good practices. In that context, the magazine is an essential information tool that specifically meets some of the objectives of the Cotonou Agreement²⁰”.

As demonstrated in the section on effectiveness, section 3.2.4., there is no doubt that the Courier has been effective among its actual readers, and that some parts of the specific objectives have been achieved. Based on analysis of the contents of the Courier over the project period and the data collected in the online survey and field research it is the assessment of the evaluation team that the achievements of the specific objectives have contributed to achievement of the overall objectives to a certain extent.

The big question, however, is **to which extent** the Courier has contributed to the achievements of the objectives. To this end, it is important to consider the number and type of readers and the subsequent consequences and actions generated.

The facts

- that the magazine has few regular readers (about 12 % among the respondents in this study);
- that few decision makers and opinion leaders are among the recipients;
- that the magazine does not generate discussions and debate;

are indicators of a low impact.

The target groups of the magazine are defined very broadly – from Presidents to school children. As mentioned earlier, it is simply not possible to reach such a wide audience with a single communication product. The lack of strategic and prioritised target groups has also affected the distribution of the magazine, which has not been target oriented. Our findings show that many copies do not reach the potential readers, and especially the decision makers and opinion leaders are under-represented while a considerable number of copies reach audiences who are not prioritised target groups and not necessarily readers of the magazine, e.g. EU delegations and EU Commission staff.

The magazine is distributed from Europe and the distribution lists are updated through feed back from the audiences. It has proven to be an ineffective way of keeping the lists updated as the distributor in Europe in many cases will not get feed back when organisations or persons move or die – or simply lose interest in the publication. The lack of prioritised target groups and updated distribution lists has highly affected the potential impact of the Courier.

Although it is found that readers of the magazine find the format appealing and get new insight and knowledge, it is highly uncertain how this knowledge is used and whether it has an impact beyond the personal level. One of the indicators for the success of a communication initiative, irrespective of the form, is whether the issues communicated have generated discussions and debate at a horizontal level, i.e. between

¹⁹ Partnership Agreement Between the Members of the African, Caribbean and Pacific Group of States of the One Part, and The European Community and its Member States of the Other Part.

²⁰ Terms of Reference. Service Contract between EU commission and GOPA-Cartermill, 2006.

peers - colleagues, friends, family, etc. When a subject is discussed over a dinner or a cup of coffee in the office the impact moves from knowledge to understanding – and from understanding to possible action. It is at this horizontal level that communication can have an actual impact. The fact that the Courier has not been able to generate discussions and debate of importance makes it highly uncertain that the Courier has fulfilled its role of increasing the in-depth understanding of EU-ACP partnership and the principles of the Cotonou Agreement, i.e. beyond the point of creating awareness, knowledge, and new insight at a personal level.

It is more likely that the Courier has had a positive impact when it comes to sharing of experience and good practices in the sense that some of the respondents could use the knowledge acquired in their work and some have been inspired by articles in the Courier to implement similar activities. Although, the examples are relatively few, they indicate that in this context, the magazine might have been an essential tool in meeting these specific objectives.

It is the assessment of the evaluation team that had the selection of target groups and the distribution been more strategically planned and implemented from the start of the project, the impact might have been more significant than is the case now. Prioritized target groups might have influenced the contents and made it more interesting for specific groups to discuss and debate.

3.5 Sustainability

The issue of sustainability is not really applicable to this project. It would not make sense to try to publish the Courier at a commercial basis, and the magazine would only be re-launched if both the ACP Secretariat and the European Commission agree to a continuation of the project.

3.6 Coherence

It is assessed that the type of activities undertaken in this project, the purpose of which is to inform about the EU-ACP development cooperation and support the principles of the Cotonou Agreement is not contradictory to the EU development policy or other ACP community or government policies – on the contrary. Some of the issues raised in this evaluation, however, is whether the magazine is too supportive and not critical enough to be effective.

Another issue which could be discussed is the extent to which the magazine has supported the coherence between the EU and the ACP countries and between the individual ACP countries. The findings of this evaluation show that the readers are more interested in the relationship between EU and their own country/region/continent than the relationship between the ACP countries as a group of countries with common interests. In fact the ACP as a group did not seem relevant for most of the respondents.

3.7 EC value added

The Courier has been published since 1963 and “it has become a habit to produce it” as stated by one of the respondents. Meanwhile the flow of information on EU and its policies, the Member States and their interventions and policies, technical and thematic information, etc. has increased tremendously at the same time as new information and communication technologies have been developed. This has opened up for new possibilities for effective and fast communication and dialogue. So how does a magazine as the Courier fit in the EU information and communication flow and to which extent does it have an EC added value?

Apart from being published online, it is a traditional print magazine covering all EU-ACP policies and development issues, and it is not a fast means of communication. Among the readers this has proven to be an added value compared to more specific, fast information on EU and its Member States available at the internet, on fact sheets, etc.

While the Courier is published as part of the Cotonou Agreement, it does not seem to be part of an overall EU-ACP communication strategy, and the problem is that the magazine is not really integrated strategically

in the overall communication and visibility strategies at the EU-Delegations. The magazine is more or less living its own ad hoc life. This means that the added value and synergy in relation to other EU publications are difficult to trace.

It does not seem to be particularly important in complementing information activities of the EU Member States. This evaluation found that the international community and member state embassies were often overloaded with information and did not include the Courier as an information source, in fact they tend to turn to their own ministries of foreign affairs for information on EU policies and development issues rather than using the EU sources.

4 VISIBILITY

The Courier is in itself an information and communication project. With the distribution of 80,000 hard copies and with 5,000 online subscribers, the project has a high degree of potential exposure in EU as well as in the ACP countries. The immediate visibility of EU-ACP could have been more significant with the EU and ACP logos more visible on the front page, and this was in fact a specific request of several respondents

The strategy has been to provide as many beneficiaries as possible with information and knowledge on the EU-ACP cooperation through a bimonthly magazine. Thus, to achieve its objectives, the project has focused on a one-way mode of communication and less on dialogue and two-way communication. It could be discussed whether this has been the most effective and efficient strategy to achieve the objectives. Alternative means of communication based on proper information needs assessment among prioritized target groups have not been considered when designing the project. Thus, it has not been considered to make use of other media or modes of communication to reach the different target groups. The strategy has taken its point of departure in the product instead of choosing the products which are in accordance with the media habits and information needs of the target audience. It might well be that a magazine is appealing to some of the audiences but it is not known whether it is the most effective way of communication or whether the impact would have been more significant if for example a multimedia strategy had been applied.

As mentioned above, the Courier has not been part of an overall strategic communication and visibility plan for the EU and ACP and it is assessed that this has affected the effectiveness and efficiency of this communication project. It is the impression that it is produced “*because it has become a habit*” as stated by one of the respondents.

5 OVERALL ASSESSMENT

This evaluation shows that the regular readers of the Courier are actually extremely satisfied with the magazine: They find it informative and entertaining and they feel that they get new knowledge and inspiration – and they feel that the Courier is a unique publication, which gives them information that they do not get from other sources.

But the evaluation also clearly shows that the magazine does not reach those opinion and decision makers, which were defined as key targets for the Courier. In an effort to cater for a very wide audience, the magazine has lost the presidents, the ministers, the media and the international development professionals as readers – or the Courier never reached them because of an inefficient distribution. The information needs of these key groups are covered better and more efficient by other means of communication such as independent magazines and specialised electronic newsletters. The Courier has also not provided the independent in-depth analyses, which are requested by these desired readers.

One cannot blame the contractor for producing such an “Omnibus Publication”, which is supposed to cater for practically all groups in society, because this is what was requested in the Terms of Reference. The contractor has given the client what the client asked for – but the result has been a publication, which has not reached some of the groups, which seemed to have the highest priority for EuropeAid and the ACP secretariat (opinion leaders, decision makers etc.).

Within the given limitations the contractor has delivered a decent product, which was consistent with the ToR. And it has pleased several thousand readers worldwide. But the direct impact of the publication has been limited because of the lack of well defined and prioritized target groups.

The distribution system has also contributed to the lack of impact because the distribution has not been strategic and not efficient. There can be many good reasons for magazines not reaching the destinations in some of the poorest countries in Africa, but it is not satisfactory that for example only 10 percent of the copies designated for Mozambique reach their final destination.

6 CONCLUSIONS

The present evaluation has a number of very clear findings of which the main positive conclusions are:

- The majority of the persons who actually have received and read the Courier, have been very satisfied with the content and they indicate that they have gained new insight and knowledge via the magazine;
- The Courier has been a unique publication, because no other magazines have systematically covered EU-ACP relations;
- The Courier has been an important symbol of the EU-ACP cooperation because there are few other visible signs of the cooperation;
- A printed magazine is still extremely important although the digital media are gaining ground all over the World;
- The production of the magazine has been cost-effective compared to other similar publications and the external production has meant reduced work load in the communication departments of the ACP Secretariat and EuropeAid;
- The external contractor has produced a magazine, which all in all is compliant with the requirements in the ToR of the project.

On the less positive side, the main conclusions are:

- The target audiences of the magazine have not been strategically defined: The Courier was supposed to reach an extremely wide audience reaching from State Presidents to students;
- The magazine has had to operate in a mine field of political sensitivities from both the EU and the ACP countries, thus leaving a limited editorial space, which has lead to a magazine with little relevance for the “opinion makers”, which were considered key readers;
- The overall impact of the Courier has been very limited because the publication has not been able to satisfy the requirements of the above mentioned “opinion makers”.
- The impact has been further reduced because of an inefficient distribution system.
- Key staff in the EU system and their colleagues at the member state embassies do not see any significant value of the Courier and they do not feel any ownership of the project;
- The editorial line and the editorial decision making processes have been unclear from the start of the project, and discussions about editorial details have demanded excessive resources;
- The external production by an independent contractor has resulted in less in-side knowledge among the editorial staff.

7 RECOMMENDATIONS

It is not possible to give a completely clear recommendation on whether or not to re-commence the production of the Courier. This is essentially a political decision, which will depend on the future of the EU-ACP cooperation and on other communication initiatives from EuropeAid and the ACP Secretariat. But if a decision is taken to start publishing the magazine again, this evaluation leads to some clear recommendations:

1. More important than anything else: Make sure that the target groups are well defined and strategically chosen. The focus should be on decision makers and opinion leaders and future decision makers such as university students from the faculties such as Social and Political Science, International Relations, Law and Media/Communication. It is more important to focus on “Who” than on “How Many”.
2. Perform a thorough needs assessment among the target groups before deciding on any details about the project.
3. Adapt the content to the information needs of the target groups, e.g. by focusing more on in-depth analyses of international events, trends and dilemmas in development cooperation, international trade and international economy etc. The Courier should provide the readers with first-hand information about policies - and change of policies – as well as other insights into ACP-EU relations, which they will not necessarily find elsewhere. Country reports should focus on problems and solutions and lessons learnt and not on promoting individual countries.
4. Formulate a clear editorial policy, which would commit the editorial team to a critical and analytic journalistic approach. The magazine should not shy away from dealing with issues such as corruption, poor governance, budget constraints in the EU, ineffective projects etc. The Courier should be a “must-read” publication, where development professionals can be sure to find important information about the EU-ACP cooperation – positive as well as negative.
5. Be clearer about, who produces the magazine. It should be clearly visible on the front page that the Courier is produced by the European Commission and the ACP Secretariat. It is an official publication and that should be clear to all readers at first glance.
6. Maintain the production of a physical, printed magazine despite the fact that a steadily increasing proportion of the key readers will have Internet access. The printed version can be supplemented by electronic version(s), but print publications still have a high value in the ACP countries and also in Europe.
7. Devote significantly more attention and resources to the distribution of the magazine. The distribution can be coordinated from Brussels/Europe but the local NAO offices and the EU Delegations should be actively involved in identifying possible readers and in maintaining and updating the distribution lists. It would also in some cases be relevant to involve the NAO offices and the EU Delegations in the physical distribution.
8. After the initial re-organizing of the distribution lists, the stakeholders should aim for a strictly demand-driven distribution system. As far as practically possible, the stakeholders should ensure that the Courier is only sent to organizations and individuals, who actually want to receive and read the publication. This should be done by locally organized regular contact to the subscribers. In order not to waste resources, it is essential not to send the magazine to people, who would never read it. Thus, there must be flexibility in the number of copies, which a contractor should be obliged to

circulate. If there is a demand for 20,000 copies, the contractor should not be committed to printing and distributing 40,000.

9. Most probably, it would be administratively preferable to produce the Courier externally as it has been the case during the past five years. But in case of an external production model, the editorial decision making procedures must be absolutely clear, and it is necessary to make a choice between two models:

Either the external contractor is charged with the full responsibility of producing an independent magazine, which only receives financial support from ACP/EU and no editorial interference;

Or the external contractor acts as an anonymous service provider – just like a speech writer, who drafts the speech for the Minister or the President.

The present set-up, where the Courier has given the impression of being an independent publication (and has been so in the self-understanding of the editorial team), while it has in fact been the official voice of the EU and ACP, has caused unnecessary frictions in the day-to-day cooperation.

10. The contract with the external producer must have a certain degree of flexibility in terms of how many copies, the contractor must print and distribute, since the distribution should be demand driven. The contract should also contain provisions for annual revisions of the project strategy including the resources allocated to web site(s), social media and other relevant digital initiatives in connection with the printed magazine.
11. The production should be guided by an editorial board along the lines of the present project, but if it decided to outsource the production, the editorial board should also facilitate bi-monthly editorial meetings with representatives of sector experts from the EC and the ACP Secretariat. It is essential for the quality of the magazine that an external contractor has regular first-hand contact to expert sources in the organizations. The Editorial Board and the sector experts should inspire the editorial team and give general guidelines, but it should not engage in micro-management and detailed control of all articles. The Editorial Board must be able to rely on the professionalism of the contractor and if the contractor does not live up to the expectations, the contract should be elaborated in a way, which allows for an easy replacement of the contractor.

ANNEX 1: TERMS OF REFERENCE

EUROPEAN COMMISSION
 Directorate-General for Development and Cooperation — EuropeAid
 Sub-Saharan Africa and Horizontal ACP Matters
 Regional Programmes Sub-Saharan Africa and ACP wide

SPECIFIC TERMS OF REFERENCE
FWC BENEf 2009 – EuropeAid /127054/C/SER/Multi Lot n°7
Governance and Home Affairs REQUEST N° 2011/270914
Final Evaluation of the ACP-EU Courier Project

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1. BACKGROUND

1.1. Context of the ACP-EU Courier

The 'ACP-EU COURIER' is a development magazine that was first published in 1963, initially established as a communications tool for the partnership between the European Community's Member States and the countries of the African Associated States and Madagascar under the Yaoundé convention. Since then, this partnership has evolved into the partnership between the African, Caribbean, Pacific (ACP) Group of States and the EU. The ACP-EU partnership was last renewed in the year 2000 with the signing of the Cotonou Partnership Agreement, revised in 2005.

The ACP-EU COURIER is in line with Article 5 General Provisions of the Cotonou agreement, entitled 'Information', which stipulates:

“Cooperation will support operations to provide more information and create greater awareness of the basic features of the ACP-EU partnership. Cooperation will also:

- *encourage partnership and build links between ACP and EU actors;*
- *strengthen networking and exchange of expertise and experience among the actors.”*

According to Article 5 therefore, the 'ACP-EU Courier' has a role to play in increasing the understanding of the ACP-EU partnership, of development cooperation policies more generally, and of specific situations in the ACP countries. It also aims to increase the quality of information, to raise awareness among development stakeholders, and to share good practices.

1.2. The ACP-EU COURIER – A Project Description

Production of the paper version of the Courier was interrupted between December 2003 and February 2007. Until 2003, the publication was edited by DG Development with external services contracted for contributions from independent journalists, printing, and translation, and OPOCE taking responsibility for distribution and stocking.

As of April 2006 the production of the magazine was tendered to an external contractor – a consortium made up of **GOPA-Cartermill**, who acts as the consortium's lead and contractor to Europeaid, and its partners Lai Momo and Grand Angle.

The production process of the magazine as a whole is managed and coordinated by GOPA-Cartermill. The scope of their work is to produce, print, distribute and stock it in four languages (FR, EN, ES, PT), including producing the web edition. GOPA-Cartermill also hosts and manages the editorial team, made up of three journalists responsible for the content of the magazine. Guidance is given by the Editorial Board co-chaired by the European Commission and the ACP Secretariat and composed of representatives from both bodies.

The magazine is designed to be a communications tool to inform and educate its readership on development issues. It should therefore highlight sustainable development on a number of topics ranging from political, social, humanitarian and cultural affairs to

good economic management, good governance and the rule of law, peace building, conflict prevention and resolution and to the financing of development.

It should raise awareness and increase understanding about ACP and EU countries and the opportunities this partnership creates. In this way, the magazine aims to serve as a tool for capacity building. Sharing of experience, networking and debate are also important elements.

The operational implementation phase of the financing agreement (EUR 8.016 million) comes to an end on 31 December 2011. At present, it is not foreseen to continue the Courier in its present format. EuropeAid is currently developing a new communication strategy, including the potential development on a new ACP-EU communication tool.

The present contract with GOPA-Cartermill started on 10 October 2006 and comes to an end on 9 October 2011. The magazine is published bi-monthly in English, Portuguese, French and Spanish. 80 000 copies of each issue are printed and distributed to non-state actors, government institutions and international organizations, including EU Delegations. In total, the publication of 24 issues of the magazine and of 7 special issues was foreseen. There are approximately currently 5000 subscribers to the Courier.

2. EVALUATION OBJECTIVES AND ISSUES TO BE STUDIED

2.1. Objectives

The final evaluation of the joint production of the ACP-EU COURIER by the European Commission and the ACP Secretariat is foreseen in the Financing Agreement between these two institutions.

The final evaluation will provide the decision-makers in the ACP Secretariat, the European Commission and the wider public with sufficient information to:

Make an overall independent assessment about the past performance of the programme, paying particularly attention to the impact of the programme actions against its objectives;

Identify key lessons and to propose practical recommendations for follow-up actions.

It is therefore necessary to assess the quality and relevance of the COURIER against the objectives set to it by the Cotonou Agreement, and by its own terms of reference. This assessment should also include an evaluation of the effectiveness of the individual production steps that lead to the final product, and the overall quality of the final product.

2.2. Issues to be studied and Evaluation questions

The consultants shall verify, analyse and assess in detail the issues outlined in Annex II "Layout and structure of the Final Report". The list of issues is not intended to be exhaustive. The issues refer to the five evaluation criteria endorsed by the OECD-DAC (relevance, effectiveness, efficiency, sustainability and impact), and to the EC-specific evaluation criteria (EC added value and coherence). It should be noted that while always taking into account these standard evaluation criteria this evaluation will be organised around a set of specific evaluation questions (a maximum of 10). In such an approach, the

criteria will be translated into specific questions, and each question may address one or more of the criteria in its intent.

The consultants are also requested to verify, analyse and assess the integration and impact of cross cutting issue in the project. The consultants are required to use their professional judgement and experience to review all relevant factors and to bring these to the attention of the ACP Secretariat and European Commission.

The evaluation questions will be identified in the first instance by the evaluation team during the desk phase. This evaluation shall assess the ACP COURIER in all its dimensions: **research, editing, editorial supervision, print, distribution and stocking in four languages (FR, EN, ES, PT), including production of the web edition and marketing and promotion campaign**, against evaluation questions in the field of the five evaluation criteria endorsed by OECD-DAC.

Evaluators will thus examine the project design, the efficiency of the implementation, the project's effectiveness, its prospects for impact, and its potential sustainability using the following sources of information:

- a) The Evaluators will undertake a review of all official documents regarding the COURIER project. They will assess the terms of reference to the COURIER production against the legal background provided by the Cotonou Agreement, and the Financing Agreement with the ACP Secretariat, and to some extent, the EU's overall strategies for development cooperation.
- b) The Evaluators will review all issues of the COURIER published by the contractor. In addition they will review any monitoring material, such as reports, letters, notes, surveys, etc., produced during this period.
- c) The Evaluators will assess the magazine against qualitative standards to be established by the Evaluators at the outset of the evaluation, including language and translation, and in comparison with similar publications from other development actors.
- d) On the basis of the preliminary literature review, the Evaluators will conduct interviews with the members of the reference group, and with the members of staff of the contractor in charge of producing the COURIER.
- e) Finally, the Evaluators will also evaluate the COURIER on the basis of how it is received by the target audience in ACP countries in which the COURIER is widely distributed. The contractor shall design a specific interactive online survey in order to reach as many subscribers and readers as possible.

2.3. Approach and Methodology

For methodological guidance refer to the EuropeAid's Evaluation methodology website where guidance is available for both evaluation managers (Commission staff) and evaluation teams (consultants) as well as to 'Aid Delivery Methods', Volume 1 'Project Cycle Management Guidelines (EuropeAid, March 2004) http://ec.europa.eu/comm/europeaid/reports/pcm_guidelines_2004_en.pdf

The evaluation is managed by DEVCO/E5. The evaluation will be steered by a Reference Group composed of the project management team at EuropeAid, and the members of the Editorial Board from the ACP Secretariat and EuropeAid. The responsible task manager for the project at EuropeAid will perform the role of the evaluation manager.

The reference group member's main functions are:

- To aggregate and summarise the views of the Commission services and to act as an interface between the consultants and the services, thereby supplementing bilateral contacts.
- To ensure that the evaluation team has access to and has consulted all relevant information sources and documents related to the programme.
- To validate the Evaluation Questions.
- To discuss and comment on notes and reports delivered by the evaluation team. Comments by individual group members are compiled into a single document by the evaluation manager and subsequently transmitted to the evaluation team.
- To assist in feedback of the findings, conclusions, lessons and recommendations from the evaluation.

3. THE EVALUATION PROCESS

Once the external evaluation team has been contractually engaged, the evaluation process will be carried out through three phases: a Desk Phase, a Field Phase and a Synthesis Phase, as described below.

3.1. Desk phase – inception

In the inception stage of the Desk Phase, the relevant programming documents should be reviewed, as well as documents shaping the wider strategy/policy framework. The evaluation team will then analyse the logical framework as set up at the beginning of the programme cycle.

On the basis of the information collected the evaluation team should:

- (a) Describe the development co-operation context.
- (b) Interview the programme management, EC services and key partners including the ACP Secretariat.
- (c) Comment on the logical framework.
- (d) Propose a set of **evaluation questions**¹ and prepare explanatory comments for each, justifying their relevance.

¹ An indicative list of evaluation questions covering the DAC evaluation criteria is presented in Annex II. The appropriate evaluation questions should be elaborated on the basis of this set of issues.

- (e) Identify **provisional indicators** for each evaluation question and their verification means, and describe the **analysis strategy**.
- (f) Propose the work plan for the finalisation of the first phase.

During the inception stage an **inception report** shall be prepared (*see section 6 – reporting requirements*). A meeting will be held with the reference group to explain and approve the evaluation questions.

3.2. Desk phase – finalisation

In the finalisation stage of the Desk Phase, the evaluation team should carry out the following tasks:

- (a) Review the relevant available documents
- (b) Present an indicative methodology to the overall assessment of the programme.
- (c) Present each evaluation question stating the information already gathered and their limitations, provide a first **partial answer** to the question, identify the issues still to be covered and describe a **full method to answer the question**.
- (d) Identify and present the list of **tools** to be applied in the Field Phase, propose appropriate methods of analysis of the information and data collected indicating any limitation to those methods; these tools should include a specific **interactive online survey** for recipients of the Courier magazine. The survey shall be designed in a way to allow reaching the maximum number of readers and subscribers to the Courier.
- (e) Present the finalised quantitative and qualitative indicators, the majority of which will be drawn up from the ToR to the contract for the ACP COURIER's production;
- (f) Present the first elements of responses to the evaluation questions and the first hypotheses to be tested with the stakeholders of the COURIER production and in the field;
- (g) List all preparatory steps already taken for the Field Phase.
- (h) Propose a work plan for the Field phase, including an indicative list of people to be interviewed, surveys to be undertaken, dates of visit, itinerary, and name of team members in charge. This plan has to be applied in a way that is flexible enough to accommodate for any last-minute difficulties in the field. If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation, these should be immediately discussed with the evaluation manager.

At the end of the desk phase a **desk report** shall be prepared (*see section 6 – reporting requirements*).

3.3. Field phase

Following acceptance of the desk phase report, the Evaluators shall undertake the field mission to **four ACP countries**. The fieldwork shall be undertaken on the basis set out in the inception and desk phase reports and approved by the reference group in accordance with the Delegation.

The Field phase will include interviews with European Commission staff at Delegations but will focus on reaching out to readers outside the European Commission's services.

The evaluation team should:

- (a) Ensure adequate contact and consultation with, and involvement of, the different stakeholders.
- (b) Use the most reliable and appropriate sources of information and harmonise data from different sources to allow ready interpretation.
- (c) Summarise its field works at the end of the field phase, discuss the reliability and coverage of data collection, and present its preliminary findings in a debriefing meeting with the European Commission.

If during the course of the fieldwork any significant deviations from the agreed methodology and/or schedule are perceived necessary, the Evaluators must have received the approval of the Evaluation Manager before they can be applied.

3.4. Synthesis phase

This phase is mainly devoted to the preparation of the **draft final report**. The consultants will make sure that:

- Their assessments are objective and balanced, affirmations accurate and verifiable, and recommendations realistic.
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place, in order to avoid misleading readers and causing unnecessary irritation or offence.

If the evaluation manager considers the draft report of sufficient quality, he/she will circulate it for comments to the reference group members, and, if necessary, convene a meeting in the presence of the evaluation team.

On the basis of comments collected by the evaluation manager, the evaluation team has to amend and revise the draft report. Comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the evaluation team. Comments on the substance of the report may be either accepted or rejected. In the latter instance, the evaluation team is to motivate and explain the reasons in writing.

3.5. Discussion workshop

The evaluation team has to present the revised draft final report at a workshop in Brussels. The purpose of this workshop is to present the draft final report to the main

stakeholders, to check the factual basis of the evaluation, and to discuss the draft findings, conclusions and recommendations.

The evaluators will prepare a PowerPoint presentation for the workshop. This presentation shall be considered as a product of the evaluation in the same way as the reports.

On the basis of comments made by participants, and collected by the evaluation manager, the evaluation team has to write the final version of the report, in which the rules applying to the integration of comments are those stated in section 6.

3.6. Quality of the Final Evaluation Report

The quality of the final report will be assessed by the evaluation manager using a quality assessment grid (see annexe IV). The explanation on how to fill this grid is available on the following link:

http://ec.europa.eu/europeaid/evaluation/methodology/egeval/guidelines/gba_en.htm

4. EVALUATION TEAM

It is anticipated that the study will require **173 working-days** (including travel) to be divided in accordance with the overall timeframe and specifications provided in these terms of reference. The offers should propose the evaluators' preferred staffing schedule and should indicate the proposed staff inputs for each nominated expert.

Experts who have been involved in the design, implementation or previous evaluation of the COURIER (present and past versions) are excluded from the assignment in order to avoid potential conflicts of interest.

4.1. Senior experts (148 working-days)

The evaluation team will be composed of **a team of two senior experts (148 working-days in total)**. The team should cover the following fields of expertise:

- solid and diversified experience in media and communication;
- experience in independent journalism;
- experience in evaluation of projects;
- in-depth knowledge of project evaluation methods and techniques;
- familiarity with the principles and working methods of project cycle management and EC aid delivery methods;
- experience in the ACP region.

One expert should be designated as Team Leader. Both experts should have excellent report writing skills and have a full working knowledge of English. At least one expert should have a working knowledge of French.

Knowledge of Portuguese and/or Spanish is an asset. However, language skills in Portuguese and Spanish may be replaced by calling on interpreter/translator. The related cost will be included in the expert's fees proposed in the offer for the specific assignment

The composition of the team of experts should be balanced to enable complete coverage of the different aspects of project evaluation (evaluation methods and techniques) as set out in these terms of reference, including cross-cutting issues.

4.2. Junior experts (25 working days)

One **data management expert (junior expert, 20 working days)** will be required to manage the data collection and survey process. He/she should have experience in the use of qualitative and quantitative methodologies in studies, surveys and/or evaluations. Experience in the design and analysis of web-based surveys is also required.

In addition, **one or two junior expert(s) (5 working days)** will be required to proofread a cross section of Portuguese and Spanish translations of the COURIER. This or these expert(s) should have experience in professional editing and, or proof-reading and should be native or near native speakers in the required languages. Should one expert have the sufficient required experience to perform the required tasks, only one expert can be presented by the Consultant.

5. TIMING AND LOCATION

The assignment should start in **September 2011** and should be carried out over a period of 25 weeks (without interruption). Please note that the 25 weeks correspond to the total duration of the assignment, which include several periods for the provision of comments on the draft reports. The effective period of performance is outlined below.

The place of implementation for the desk phase (inception phase) and the synthesis phase will be: the place of residence of the Evaluators and Belgium.

Regarding the field phase, the following four countries should also be evaluated **individually** (evaluators will travel **together**): Ethiopia, Cameroon, Mozambique and Dominican Republic.

The study will require **173 working-days** (including travel) shared between 2 senior experts (148 working-days) and 2 junior experts (one data management expert, 20 working days and one or two proof readers, 5 working days in total) . A staff input plan should be provided with the offers, indicating how the nominated experts will operate within the overall workplan. The time schedule should include:

- (1) **Desk phase (week 1 to 4): 50 working-days** for preparatory meetings with members of the reference group; desk study of existing documents, including the review of all issues of the COURIER, review of the COURIER website and other development magazines; meetings with the contractor and their experts; preparation of the inception and desk reports, preparation of the field phase.
- (2) **Field phase (week 5 to 7): 77 working-days**, to be divided between the evaluators as appropriate and in the interest of time and cost efficiency. This phase includes a debriefing from the field in Brussels. .

- (3) **Synthesis phase (week 8 to 13): 46 working days** for the production of the draft and the final report as well as the preparation and presentation of the workshop.

The table below presents an indicative allocation of working-days per phase and activities, as well as corresponding staff inputs allocated to each activity.

Evaluation phases	Activities	Indicative Timing	Duration (wd)	Experts	Location
Desk Phase Inception	initial team meeting, definition of draft evaluation questions and draft indicators	week 1	10	seniors	Brussels
	preliminary analysis for survey	week 1	5	data mnqt exp	Brussels
	drafting inception report	week 2	10	seniors	Home-based
	<i>comments on the 1st report</i>	week 3	-	<i>reference group</i>	-
	<i>submission final inception report</i>	week 4	-	<i>consortium</i>	-
Desk Phase Finalisation	additional meetings for data collection	week 4	6	seniors	Brussels
	development of tools, indicators	week 5 -7	14	seniors	Home-based
	development of survey tools	week 5 -7	5	data mnqt exp	Home-based
	<i>submission draft desk report</i>	week 8	-	<i>consortium</i>	-
	<i>comments draft desk report</i>	week 9	-	<i>reference group</i>	-
	<i>submission final desk report</i>	week 10	-	<i>consortium</i>	-
Field phase	field mission	week 10-14	56	seniors	ACP countries
	survey	week 10-14	7	data mnqt exp	Home-based
	proof-reading	week 10-14	5	proof readers	Home-based
	debriefing meeting	week 15	6	seniors	Brussels
			3	data mnqt exp	Brussels
Synthesis phase	drafting 1st draft report	week 16-18	20	seniors	Home-based
	<i>comments on the 1st report</i>	week 19-21	-	<i>reference group</i>	-
	drafting 2nd draft report (if necessary)	week 22	10	seniors	Home-based
	workshop with reference group	week 23	6	seniors	Brussels
	final report drafting	week 24	10	seniors	Home-based
	<i>submission final report</i>	week 25	-	<i>consortium</i>	-
			173		

Based on the above, a total of 173 working days to be split between the three experts is foreseen under this contract as outlined in the table below.

Location/ Phase	Desk	Field	Synthesis	Total
Place of origin	29	12	40	81
Brussels	21	9	6	36
ACP	0	56	0	56
Total	50	77	46	173

The Consultant is free to propose the split between the expert's dependant on the skills and experience of each team member.

The Consultant is free to propose any alternative implementation schedule during the first mission (inception report) including allowing for a reallocation of missions and reports to fit a reviewed work plan which must be approved by the European Commission.

6. REPORTING REQUIREMENTS

The reports must match quality standards. The text of the report should be illustrated, as appropriate, with maps, graphs and tables; a map of the project's area(s) of intervention is required (to be attached as Annex).

The consultant will submit the following reports in English:

- (1) **Inception report** of maximum **12 pages**. In the report, the consultant shall describe the first finding of the study (on the basis of the issues listed in section 3.1), the foreseen degree of difficulties in collecting data, other encountered and/or foreseen difficulties in addition to his programme of work and staff mobilization.

The inception report shall be submitted after 10 working-days from the start of the consultant services, before discussion with the reference group. Written comments will be provided within 10 working-days after the submission of the draft report. Comments shall be integrated in the report within 2 working days.

- (2) **Desk report** of maximum **25 pages**, main text, excluding annexes. The report shall address the issues mentioned in section 3.2.

The draft desk report shall be submitted during week 8. Written comments will be provided within maximum 2 weeks after the submission of the draft report. Comments shall be integrated in the report within 2 working days.

- (3) **Final report** (of maximum **40 pages**) using the structure set out in Annex II and taking due account of comments received from the reference group members.

The first draft final report shall be submitted within 3 weeks from the end of the field phase. Written comments will be provided by the evaluation manager within 3 weeks. If the evaluation manager considers the report of sufficient quality, he will circulate it for comments to the reference group, which will convene to discuss it in the presence of the evaluators if necessary.

The second draft final report, amended on the basis of the comments expressed by the reference group, shall be submitted within 1 week from the receipt of the comments. The revised final report will be presented during a workshop.

On the basis of the comments expressed at the workshop and put in written form by the evaluation manager, and on the basis of further comments from the reference group and the evaluation manager, the Evaluators will prepare the final report within 1 week after the workshop. The PowerPoint presentation shall also be revised in accordance to the final report.

All reports should be submitted to the evaluation manager in DEVCO/E5 who will formally approve the reports.

The inception report, desk report and draft final report shall be distributed in electronic format only. The final report shall be distributed both electronically and with hard copies. A CD-Rom with all documents has to be added to each printed report. Hard copies of the final report shall be sent as follows: 4 copies to the European Commission and 4 copies to the ACP Secretariat.

The consultant will include as an Annex the DAC Format for Evaluation Report Summaries (see Annex V). The report is to be disseminated under the full responsibility of the Commission.

7. ADMINISTRATIVE INFORMATION

The language of the specific contract is English.

The contract is a global price contract.

A succinct methodology (max 5 pages) should be provided along with the offers. The methodology should comprise the contractors' understanding of the ToRs and a specific proposal for implementation, including a time schedule and staff input plan.

Saturday and Sunday can be included as working days if requested by the consultant.

As stated in the Global ToR of the Framework Contract, the Contractor will make available appropriate management and backstopping mechanisms, quality control systems, secretariat and any other support staff (editors, proof readers etc.) that it considers necessary in order to implement the Contract. The support team will provide all necessary logistical support both prior and during the assignment to allow experts to concentrate on their primary responsibilities.

Regarding the specific assignment, secretariat/office renting costs both in Headquarters and during field missions, which may include rental, communications (fax, phone, mail, internet, courier etc.), report production and secretarial services both in the Contractor's home office and during field missions are considered an overhead included within the fee rates of experts.

Experts shall be fully equipped with portable computers, necessary software and portable printer including paper necessary for printing reports and other documentation.

ANNEX 2: EVALUATION TEAM

The evaluation team has been headed by **Mr. Per Oesterlund**. He is an experienced radio and TV producer and media development consultant, who has worked 17 years in the Danish Broadcasting Corporation as a journalist, programme presenter, subeditor, head of department and foreign affairs reporter.

He is also an experienced project manager, media consultant and trainer, who during the past decade has been in charge of media development projects and evaluations in several countries in Asia, Africa and the Middle East. On a medium-term consultant basis, Mr. Oesterlund has been head of the media development unit of the UNESCO office in Jakarta, and he has lived and worked two years in Mozambique as the Information Officer of the Danish NGO Ibis. He has working experience from the following ACP countries: Angola, Botswana, Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Senegal, South Africa, Tanzania, Uganda and Zimbabwe. (www.danicom.net)

The second Key Expert has been **Ms. Nina Wernberg** has more than 20 years of international work experience including a long term assignment in Uganda and various short term assignments in Africa and Asia. From 1988 she was the Project Coordinator in Danicom and from 1999 Partner in Danicom (Communications & Development ApS) responsible for planning and development of media and communication projects abroad. She has specialised in analysing communication needs and developing and formulating communication strategies. She is also an expert in planning and design of communications and awareness programmes in close co-operation with target groups and other stakeholders. Furthermore, she has a strong background in planning, administration, monitoring and evaluation of communication and media projects. (www.danicom.net)

Mr. Matias Calvo has been the expert responsible for the on-line survey. Mr. Calvo has a proven and strong capacity in data source identification, data collection mechanisms, data processing and qualitative and quantitative analysis and studies in a wide range of environments: development programs and projects, Ministries, Universities, companies and associations. He has developed a great experience in the design and implementation of web-based surveys through the use of commercial, open-source and taylor-made applications; including online survey implementations for various projects funded by the EC, one of them in particular was targeted to more than 40,000 participants from 12 countries and required the use of a complex-multilingual questionnaire.

Mr. Calvo has achieved strong experience in the ACP region through his recent participation as a key expert in EC financed projects under the PROINVEST and BIZCLIM programmes including several missions to the Caribbean Region, and also through his previous experience as project manager for several EC funded framework contract projects in Zambia, Namibia, Equatorial Guinea and South Africa. Mr. Calvo has earned an Engineering Degree in Computer Science, and received training in Project Cycle Management and in Development Evaluation Methodologies in Brussels, Belgium.

In combination, the team members represent a strong knowledge about implementation and evaluation of media and communication projects, and the team is well acquainted with the local conditions in the majority of the ACP countries. The two senior experts are experienced communicators as well as senior communications consultants, who are familiar with the working environment and requirements of international organisations including the EU.

ANNEX 3: EVALUATION METHODOLOGY

The final evaluation of the Courier was carried out during the period September 2011 to March 2012 by a team comprising:

- One Senior Expert (Team Leader): Journalism/Media Development
- One Senior Expert: Strategic Communication
- One Data Management Expert
- Two Proof Readers (Spanish/Portuguese)

The evaluation is managed by DEVCO/E5 and steered by a Reference Group composed of the project management team at EuropeAid, and the members of the Editorial Board from the ACP Secretariat and EuropeAid. The responsible task manager for the project at EuropeAid has performed the role of the evaluation manager.

The process of the evaluation comprised **three phases**:

1. a Desk Phase (inception and evaluation design)
2. a Field Phase (data collection - interviews and online survey)
3. a Synthesis Phase (analysis of data and final report)

A list of Persons Interviewed is appended in Annex 5, and a list of Documents and Materials Studied in Annex 6.

1. DESK PHASE

1.1. Process:

Following a kick-off meeting in Brussels on September 13, 2011 and subsequent initial interviews with some of the Brussels-based stakeholders, available documents and materials were studied and further interviews undertaken. An **Inception Report** including a draft evaluation matrix with proposed evaluation questions and a description of the evaluation design including a proposed work plan was submitted and discussed with the Evaluation Management team by end of September.

After the approval of the Inception Report a methodology for the overall assessment of the project was elaborated including proposed questionnaires for the online survey and field research was prepared together with a proposed schedule for the initial field research. A **Desk Report** was submitted and approved by the evaluation management before the field visits started by mid November.

The evaluation matrix with the approved key evaluation questions, Judgement Criteria, Indicators, and Means of verification is included in the final report, p. 6.

1.2. Data collection

- Key documents were studied and the contents summarized.
- Semi structured face-to-face and telephone interviews were carried out with the EC Task Manager, the EC and ACP members of the Editorial Board, Managers and Editors from GOPA-Cartermill, EU Parliamentarians, Journalists, etc. Further, Peer-to-Peer comments from representatives of the media sector and similar magazines (*Gruner+Jahr*, *European Magazine Media Association*, *The Parliament Magazine*, *Udvikling*, *OmVärlden*, *UNESCO Courier*, *SPORE Magazine*) were collected. In most cases an interview guide was prepared prior to the interviews and minutes of the interviews were taken.

Data analysis

The data were analyzed and discussed among the evaluation team members before the conclusions were submitted in the Desk Report.

2 FIELD PHASE

2.1 Process

The field phase was carried out from mid November 2011 to mid January 2012 comprising the online survey implemented in December 2011/January 2012 and the field visits to

- Ethiopia 14-18 November 2011
- Mozambique 21-25 November 2011
- Dominican Republic 12-16 December 2011
- Cameroon 09-13 January 2012

The countries were selected by the Evaluation Management and comprised an English, a Portuguese, a Spanish and a French speaking country. Meeting schedules were prepared by the evaluation team prior to the field research. In some of the countries (Ethiopia and Cameroon) it was necessary to engage local assistants to complete the meeting schedules because of long distance communication difficulties in these countries. Once in the field, some extra interviews were scheduled following the added information gained by being on site. The field visits and the online survey were completed with a debriefing session in Brussels with the Evaluation Manager on January 16th 2012.

For a description of the **online survey implementation and methodology see page 61.**

2.2 Categorization and selection of respondents

Categorization of respondents

The respondents were categorized in accordance with the type of recipients in the distribution lists. Thus, as shown below, the respondents were divided into five main groups, which is further specified and categorized, and finally the categorization will include the type of target group representatives that has been interviewed in accordance with the interview guides:

CAT	MAIN GROUPS	SPECIFICATION	TYPE OF RESPONDENTS
1	International Institutions and Development partners (Int)	EU Delegations Embassies UN organizations and other international development organizations Development banks	Delegates Program Directors and Managers Counselors Program Officers Librarians
2	National Institutions (Nat)	National Authorizing Offices Ministries (youth, women, agriculture, health etc.) Cultural organizations Tourist institutions Chambers of Commerce	National Authorizing Officers Officials and Civil Servants Librarians
3	NGOs (Ngo)	Civil Society Organizations Development organizations, e.g.	Development workers Members and volunteers

		Women and Youth organizations Religious bodies Individuals	Young men and women Priests Librarians
4	Training and Research Centres (Edu)	Universities and higher educational institutions	Teachers Students Researchers Librarians
5	Media (Med)	Print and Electronic Media	Journalists Media and Communication Professionals

Basically, category 1 and 2 comprise some decision makers while 3, 4, and especially group 5 represent opinion leaders and specific segments of the general public.

According to the distribution list, some individuals receive the publication. Some of these individuals have been contacted either face-to-face or by telephone and for practical purposes these representatives are mainly grouped under category 3 unless they were easily identified as belonging to one of the other categories.

Selection of respondents

The respondents were mainly selected from the distribution lists. To the extent possible, the selection has aimed at including representatives from the 5 target group categories. In certain cases, e.g. Ethiopia where the Courier was distributed mainly within category, 1, potential target group representatives such as university students and media professionals were interviewed to assess the opinion of the magazine among these groups. The potential target group representatives were selected on site.

Within the five categories, the respondents were selected in accordance to the number of copies that they were supposed to receive, i.e. selecting those who received most copies.

It was aimed to have a **gender balance** in the selected respondents, but in practice, this proved to be impossible within the limits of the field research. When scheduling meetings with receivers of the Courier, it could not be foreseen which sex the respondents represented.

Most of the respondents were from the capitals of the countries visited. This reflects to a certain extent the **geographical distribution** in the distribution lists. However, in most of the countries a number of copies were distributed to other cities and destinations of the country and as the distances were big and the time limited, the review team could not undertake many travels upcountry. Therefore, it was decided to make telephone interviews with the selected respondents. In Cameroon, however, the team undertook interviews in both Yaoundé and Douala as a considerable amount of recipients were from this part of the country.

2.3 Data Collection

In accordance with the Interview Guides for the qualitative interviews, semi-structured individual and group interviews were carried out in each of the four countries visited. After having tested the two interview guides during the first field visit, it was decided to use Interview Guide 1 only and adapt this to the individual situations so that the questions asked were in accordance with the respondents' degree of knowledge of the magazine.

A total number of 61 interviews with the participation of 89 respondents were carried out in the four countries in question, this means that on an average about 15 interviews with the participation of 22 respondents per country. See below table 1:

Table 1: Data on interviews and respondents participating in qualitative interviews

Country	Number of interviews	Number of persons interviewed	Age			Sex	
			<35	35-50	> 50	M	F
Ethiopia	19	26	13	8	5	21	5
Mozambique	14	21	11	10	0	10	11
Dominican Rep.	13	17	6	7	4	9	8
Cameroon	15	23	9	8	6	20	3
TOTAL	61	87	39	33	15	60	27

The relatively high number of respondents below the age of 35 compared to those responding in the online survey might be due the fact that group interviews with university students were undertaken in most countries.

In cases where the recipients in accordance to the distribution lists had not received the magazine and did not know it, they were either not interviewed or interviewed as potential readers.

Group interviews were undertaken with groups of 2-4 students, EU Delegates, and representatives of NGOs.

Written notes from all interviews were taken, typed and systematized in accordance with the questions put under the following headlines: Distribution, Use, Form, and Contents. The readers' recommendations for improvements of the magazine are listed separately.

2.4 Biases and limitations

In accordance with the terms of reference, qualitative data on distribution, use, form, and contents of the printed version of the Courier have not been collected for European recipients and are limited to four countries in Africa and Caribbean out of the 79 ACP countries.

The e-Courier is mainly evaluated through the online survey. Few of the respondents in the field research were users of the e-Courier, thus there are few to none qualitative data on use of the website.

A majority of the respondents in the online survey is from Europe (60%). This is a reflection of the distribution list and therefore not surprising, but the results have to be considered in the light of this bias.

Evaluation of the effectiveness and efficiency of the distribution system is based on the findings among those interviewed. Thus an audit of the distribution system based on all listed recipients in the four countries visited has not been possible to undertake within the scope of this evaluation.

3 SYNTHESIS PHASE

The data from the desk phase, the online survey, and the field research are analyzed along the evaluation questions as presented in the Evaluation Matrix (p. 6), and the results are then synthesized in accordance with the 5 evaluation criteria. The linkage between the Evaluation questions and the evaluation criteria is demonstrated below:

Evaluation criteria / Evaluation questions	relevance	efficiency	effectiveness	impact	sustainability	coherence	EC added value
--	-----------	------------	---------------	--------	----------------	-----------	----------------

EQ 1				x			x
EQ 2				x			
EQ 3	x	x	x				
EQ 4		x	x				
EQ 5	x	x				x	
EQ 6		x					
EQ 7		x			x		

Based on the results of the above analysis, the final report is drafted and adjusted in accordance with the comments and possible corrections of the Evaluation Reference Group.

ONLINE SURVEY IMPLEMENTATION

The online reader's survey was one of the tools utilized by the evaluation team for the data collection during the field phase. This tool was used to gather information from the readers of the Courier on several of the indicators proposed to measure and validate each of the judgment criteria as detailed in section 3 of this report.

1. Surveying System Design and Configuration:

The online survey was developed and implemented utilizing the specialized software product LimeSurvey, which is a very well-known and widely used open-source surveying system.

The selected system allowed for full compliance with all the design and functionality requirements as designed during the inception phase and described in the inception report:

- Simplicity of questionnaires
- Intuitiveness and usability of the survey web pages
- Maximum availability and accessibility
- Multilanguage capabilities
- User's privacy and security of the data
- Alternative method for 'manually' loading answers by the evaluation team as needed
- Status reporting and tracking capabilities for follow up reminders
- Flexibility of design through templates for compliance with the latest EU Visibility Guidelines (http://ec.europa.eu/europeaid/work/visibility/index_en.htm)

The surveying platform was installed on an internet server provided by Particip, which was installed for this project and configured and managed by the IT Expert following industry's standards for ensuring maximum uptime and at the same time keeping the data secure and safeguarding user's privacy.

A new internet domain name was registered specially for this implementation and used in the link provided in the invitation emails to the participants of the survey to access the survey (the domain name chosen is www.courier-evaluation.eu).

2. Questionnaire Design Aspects:

The questionnaire was designed to allow for the collection of as much information as possible from the respondents in all subjects related to the indicators as specified in the evaluation questions, but at the same time, keeping it as simple and easy to understand as possible to minimize the number of drop-outs that result in incomplete responses.

Additionally, and also with the objective of maintaining simplicity and ease of use, the questionnaire was divided into 6 different sections in which questions were grouped by subjects, and each section represented a step in the survey system as follows:

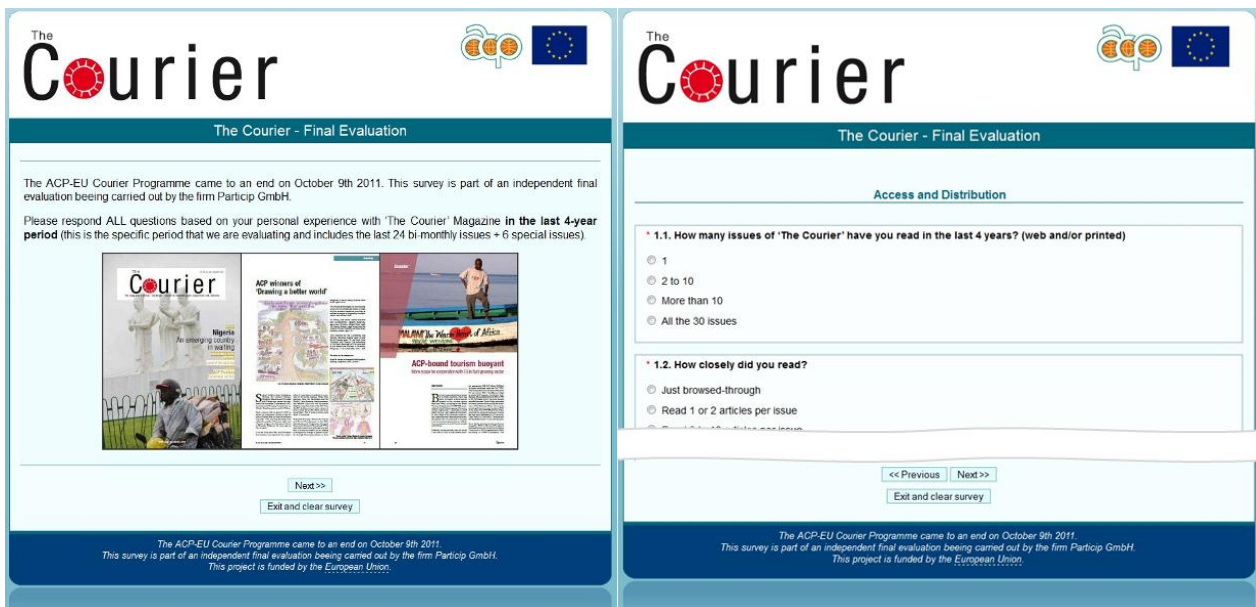
- 1) Access and Distribution
- 2) Content and Subjects
- 3) Structure and Design
- 4) Website
- 5) Profile
- 6) Recommendations

The proposed questionnaire was reviewed and validated during the desk phase by DEVCO/Unit E5 and the by the ACP Secretariat, comments received were incorporated and finally the approved questionnaire was translated from English into the 3 additional languages as requested by the terms of reference: French, Spanish and Portuguese (the validated questionnaire including the incorporation of changes proposed was included in the Desk Report submitted at the end of the Desk Phase).

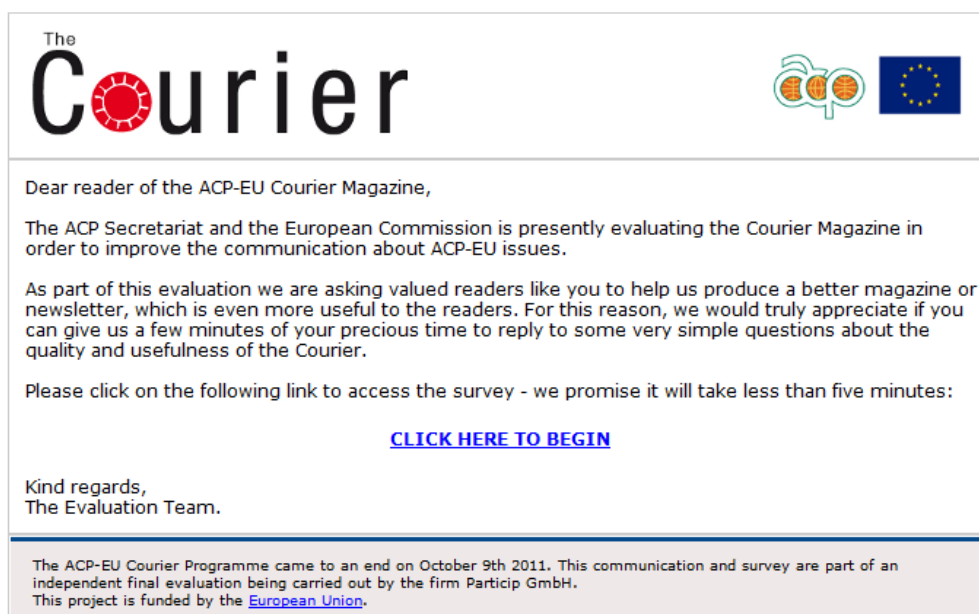
The questionnaire used for the survey is included in Annex 7 to this report.

3. Graphic Design:

The graphics and layout of the online survey system were designed keeping in mind the same important aspects as explained for the questionnaires: simplicity and usability, making the survey very easy to use and straight-forward for the participants and at the same time compliant with all the visibility and communication requirements as specified in the EU Communication and Visibility Guidelines: http://ec.europa.eu/europeaid/work/visibility/index_en.htm. Sample screen shots of the welcome page and one of the questions' pages of the survey are shown below:



All email communication messages sent during this project also followed the recommendations of the EU Visibility Guidelines as needed. A sample of the initial email invitation to participate is shown below:



4. Target Population for the Survey:

The complete list of subscribers and recipients of the magazine was provided during the inception phase by GOPA-Cartermill. This list, which was provided in Excel format, included the recipients for the print issues and also the subscribers of the 'e-courier' electronic alerts sent by email, with a total of more than 10000 contacts from Europe and ACP countries (4851 for the print version and 5396 for the e-courier version).

Considering that the percentage of users who respond to this type of survey is usually very low, and also that the cost for implementing an online-survey does not increase with the number of participants –as would be the case with a survey implemented through personal interviews– it has been decided that no sampling of the target population was needed and that the email invitation to participate on the survey could be sent to the complete list including all email addresses available.

The base contacts list received was processed in order to clean up duplicated contacts, wrong addresses, contacts with no email address, etc. After this clean-up process we were able to successfully deliver emails to 5631 people to participate on the survey. A detail of the clean-up process is included below:

Contacts List Processing for Online Survey	
Total number of contacts in the list received	10247
Contacts with NO email address	-1359
Duplicated email addresses	-1792
Wrong email addresses	-74
Email bounces (after 1st delivery)	-1391
Total emails correctly delivered to readers:	5631

5. Implementation of the Survey:

After the clean-up process, the list of the resulting valid email addresses of the complete target population was imported into a mass-email delivery system along with automatically generated unique tokens for each contact, and the complete survey system was tested in the four languages by the team.

An initial email message was sent to all participants on December 6th with a ‘personalized’ link to the survey system. This ‘personalized’ link included an embedded token that directed each user to the questionnaire and authenticated them automatically. This identification allowed to monitoring the progress and being able to follow up with readers that have not responded.

Using the same email delivery system, two email reminders were sent to those who have not responded in the following 2 weeks (December 13th and December 21st).

6. Results and Responses Received:

As a result of the surveying activity the team was able to collect a great amount of information from a large number of readers from a total of 64 countries, which complemented the data collected personally during field visits to 4 ACP countries.

The survey implementation was also very successful in engaging the recipients of the survey to participate and to complete the entire questionnaire once logged in into the system. Besides the full responses to all the closed questions, we have collected a total of 166 comments which provided the users the chance to write ‘free-text’ in a field for recommendations.

The tables below summarize the statistics corresponding to drop-out rate and response rate:

Drop-Out Rate	
Number of people that clicked on the link to make the survey	512
Number of people that closed the page without responding to all questions.	62
Drop-Out Rate:	12 %

Response Rate	
Total emails correctly delivered to readers	5631
Full survey responses received	450
Response Rate:	8 %

The complete set of responses received; along with basic graphics representing results for each one of the questions of the survey are included in Annex 7.

ANNEX 4: PROJECT LOGICAL FRAMEWORK

ANNEX 2
LOGICAL FRAMEWORK

	Project Logic	OVI	Verification Sources	Risks and Assumptions										
Overall Objective	Communicate, explain, promote and support the development objectives and principles of the Cotonou Agreement.													
Purpose	Raise greater awareness of the basic features of the EU-ACP partnership, increase understanding about ACP countries, generate debate on Cotonou issues and stimulate exchange of good practices among ACP and EU actors.	<ul style="list-style-type: none"> • Increased number of people informed of Cotonou issues • Increased number of target groups reached 	<ul style="list-style-type: none"> - Readers' surveys - Evaluation reports 	Ownership of the ACP Group ACP-EU balanced participation in the production of the magazine										
Results	<ol style="list-style-type: none"> 1. A bi-monthly magazine in English, French, Portuguese and Spanish on the ACP-EU partnership is produced, published and distributed 2. A web-site for the magazine is realised 	<ul style="list-style-type: none"> • 80.000 copies are produced in year 1 • 80.000 copies are distributed in year 1 • Increased number of subscribers • Number of visitors to the website 	<ul style="list-style-type: none"> - Readers' surveys - Evaluation reports - Letters to the Editor - Audit report 	Management staff is available and supported by the institution The Editorial Board is effective Respect of publication deadlines Respect of the budgetary context										
Activities	<ol style="list-style-type: none"> 1. Magazine <ul style="list-style-type: none"> ▪ Elaboration of editorial strategy ▪ Research, analysis and collection of information; ▪ Realisation of interviews and reports; ▪ Writing of articles; ▪ Proposing dossiers, country reports and subjects for articles; ▪ Proposals for illustrations; ▪ Layout and design ▪ Translation ▪ Publication, distribution, storage 2. Web-site <ul style="list-style-type: none"> ▪ Editing the web-site ▪ Managing/updating the web-site 	<p style="text-align: center;">Costs in EUR</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Service for production and distribution of the magazine</td> <td style="text-align: right;">7.500.000</td> </tr> <tr> <td>Evaluations</td> <td style="text-align: right;">100.000</td> </tr> <tr> <td>Audit</td> <td style="text-align: right;">50.000</td> </tr> <tr> <td>Contingencies</td> <td style="text-align: right;">366.000</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">8.016.000</td> </tr> </table>			Service for production and distribution of the magazine	7.500.000	Evaluations	100.000	Audit	50.000	Contingencies	366.000	TOTAL	8.016.000
Service for production and distribution of the magazine	7.500.000													
Evaluations	100.000													
Audit	50.000													
Contingencies	366.000													
TOTAL	8.016.000													

ANNEX 5: LIST OF PERSONS INTERVIEWED

Face-to-face interviews in Europe

NAME	POSITION/ORGANISATION	CONTACT DETAILS
Abendroth, Max von, Mr.	Head of Secretariat, European Federation of Magazine Publishers	Max.abendroth@faep.org + 32 25 36 06 06 Square du Bastion 1A, B-1050 Brussels
Autie, Sophie, Ms.	Programme Manager, Centralised operations for the ACP Countries	Sophie.autie@ec.europa.eu +32 2 295 11 71 Rue de la Loi 41, 1040 Brussels
Barber, Ian	Former Head of Communication Unit, EuropeAid	ian.barber@ec.europa.eu +3222952365 Tour Madou 4/004 1 Place Madouplein
Berman, Thijs, Mr. *	MEP, Member of Parliament Development Committee	thijs.berman@europarl.europa.eu
Buckens, Marie-Martine, Ms	Journalist , ACP-EU Courier Magazine	mmbuckens@acp-eucourier.info +32 4756 91 065 Rue de Trèves 45 1040 Brussels
Diasio, Francesco, Mr	European coordinator, World Association of Community Radio Stations	fradiasio@gmail.com AMISnet - Agenzia Multimediale di Informazione Sociale - http://amisnet.org Via Umberto Partini 21- 00159 Roma Italia Phone: +39 06 86328312 Fax: +39 06 8638 3967
Fogarty, Elizabeth, Ms.	Ex Editorial Board of the ACP-EU Courier (predecessor Mrs Jolanta ZUBRICKAITE Communication Officer DEVCO/B4)	
Goutier, Hegel Mr.	Chief Editor, ACP-EU Courier Magazine	Grand.angle@grandangle.info hgoutier@acp-eucourier.info +32 4735 450 80 +32 2424 2949 Rue de Trèves 45 1040 Brussels
Hoek, Joeran, Mr.	Journalism Trainer, Former editor of the SIDA magazine "OmVaerlden"	joeran.hok@sh.se +46 707 10 71 58
Johnson, Brian, Mr.	Managing Editor of The Parliament Magazine	Boulevard Charlemagne 1, T: +32 (0)2 285 0828 M: +32 (0)484 966 295 Blackberry: +44 (0)759 035 5903 E: brian.johnson@dods.eu

NAME	POSITION/ORGANISATION	CONTACT DETAILS
Joly, Eva, Ms*	MEP, Chair of Parliament Development Committee	Eva.joly@europarl.europa.eu
Katic, Stefan, Mr.	Editor-in-Chief, DANIDA magazine "Udvikling"	stekat@um.dk DIREKTE +45 3392 0709 / MOBIL +45 5077 8628 UDENRIGSMINISTERIET ASIATISK PLADS 2 / DK-1448 KØBENHAVN K TLF. +45 3392 0000 / WWW.UDVIKLING.DK
LATU, Joséphine, Ms.	Press Attaché Secretariat of the ACP Group	latu@acp.int +32 2 743 06 17 Avenue Georges Henri 451, 1200 Brussels
Loekkegaard, Morten, Mr.	Member of European Parliament, Former Journalist and communication advisor	morten.lokkegaard@europarl.europa.eu Bât. Altiero Spinelli 09G142 60, rue Wiertz / Wiertzstraat 60 B-1047 Bruxelles/Brussel Tel. : +32 (0)2 28 45571 Fax : +32 (0)2 28 49571
Mailafia, Obadiah, Dr.	Chef de Cabinet, Secretariat of the ACP Group	mailafia@acp.int Phone +32 2 743 06 05 Avenue Georges Henri 451, 1200 Brussels
Morrissey, Dorothy, Ms.	Former Courier Editor	Dorothy.Morrissey@ec.europa.eu Directorate-General for Humanitarian Aid - ECHO ECHO A/4 Asia and Latin America, Caribbean and Pacific Regions. Tel : + 32 2 296 83 30 Fax : + 32 2 295 45 71
Percival, Debra, Ms.	Journalist , ACP-EU Courier Magazine	+32 499 389 307 Rue de Trèves 45 1040 Brussels
Richelle, Koos, Mr	Former Director General, EuropeAid, Presently: Director General Employment, Social Affairs & Inclusion	Secretary: Nelly MIER SADIA Nelly.MIER-SADIA@ec.europa.eu 27 rue Joseph II B - 1000 Brussels
Striffler, Michelle, Ms.*	MEP, Vice Chair of Parliament Development Committee	michele.striffler@europarl.europa.eu
Thielemans, Christophe, Mr.	Head of Finance, GOPA-Cartermill	cthielemans@gopa-cartermill.com + 32 2 237 43 91 Rue de Trèves 45 1040 Brussels
Van Biervliet, Gerda, Ms.	Programme Manager of the contract, GOPA-Cartermill	+32 2 280 17 37 Rue de Trèves 45 - 1040 Brussels

NAME	POSITION/ORGANISATION	CONTACT DETAILS
Zimmer, Gabriele, Ms.*	MEP, Member of Parliament Development Committee	gabriele.zimmer@europarl.europa.eu
Zu Solz, Thilo von Trott, Dr.	Director, Public Affairs & Corporate Responsibility Gruner+Jahr	Trott.thilo@guj.de +49 40 37 03 4361 Gruner+Jahr AG & Co KG 20444 Hamburg
Zubrickaite, Jolanta, Ms.	Communication Unit, DEVCO	jolanta.zubrickaite@ec.europa.eu Telephone : 00 32 2 29 66522 Fax : 00 32 2 29 99807 DEVCO/B/4 Rue de la Loi 41 - 06/060, 1049 Bruxelles

* Brief informal interview during Parliament hearing

Phone interviews

NAME	POSITION/ORGANISATION	CONTACT DETAILS
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Interviews in Ethiopia

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Helland, Johan, Mr	First Secretary, Development Advisor	johh@mfa.no PO Box 8383, Addis Ababa, Ethiopia Visiting address: Buna Board, Mekanissa Tel:+251-11-3710799
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Teshome, Kirubel, Mr.	Policy & Advocacy Coordinator Melca Mahiber	911 630

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* = Telephone interview

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Beuzer, Erica, Ms	Coordinator GCV Mozambique	erica.beuzer@gvc-italia.org Rua da Amizade 14 8265 47545
Candido, Benedita Jely, Ms	Student, Instituto Superior de Relações Internacionais	84 27 3737 4 beneditajely@gmail.com
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Claudina, Celia, Ms	Information Officer, Media Institute of Southern Africa, MISA, Mozambique	cclaudina30@gmail.com Av. Romao Fernandes Farinha 75, 2 andar +258 82 3927 570
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Da Conceicao, Paulo, Mr.	Subeditor, Jornal Noticias, Maputo	Rua Joaquim Lapa 55 pdaconceicao@gmail.com +258 82 49 40 020

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Remane, Omar, Mr.	Chefe do Gabinete do Ordenador Nacional (NAO).	+258 827379073 or +258 21 49 37 12/3 - 49 26 91/95, Av. Ahmed Sekou Touré, 21- 2º omar.remane@minec.gov.mz
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* = Phone interview

Interviews in the Dominican Republic

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		+1 829-533-8410
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Interviews in Cameroon

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Ntsama, Stanislas*)	Correspondent CAMNEWS	T: 237-76202760 BP-02, Abong-Mbang
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Onana, Grégorie Janvieer	ONGAVE	Adonail2006@yahoo.fr T: 237-77033622
Osono, Guy Tally	Coordinator, Arc-en-Ciel	Guytally2002@yahoo.fr B.P. : 13 231 Yaoundé T: 237-22 22 48 73 T: 237-77 31 55 40 (Mobile)
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Wenceslas, Bena	ONGAVE	T: 237-799778266

*) = Telephone interviews **)= Responded by e-mail.

ANNEX 6: LIST OF DOCUMENTS REVIEWED

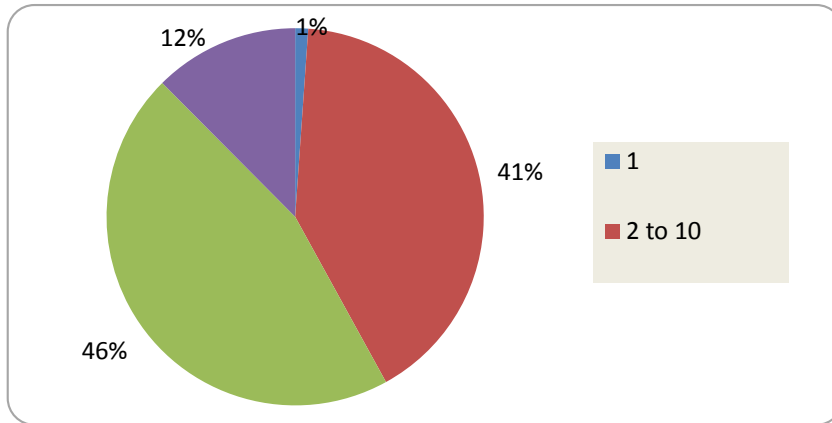
1. Relevant passages of the Cotonou Agreement;
2. Call for Expression of Interest for the Courier project
3. Terms of Reference to the contract with GOPA-Cartermill
4. Mid-term Evaluation of the Courier Project, June 2010
5. Editorial Guidelines, and other relevant editorial documents
6. Minutes of Editorial Board meetings
7. The ACP-EU COURIER Magazines - regular and special issues
8. The Courier website
9. Web statistics
10. Reports per invoicing period and annual reports submitted by GOPA-Cartermill
11. Previous reader surveys
12. Distribution Statistics
13. Distribution Database
14. Final report from GOPA-Cartermill
15. Project data from the production of the SPORE Magazine, which is a publication about agricultural issues. SPORE is distributed in three languages to more than 60.000 subscribers in the ACP countries.
16. Report on Activities, Staff and Budget, the UNESCO Courier in 2010-2011. Internal report, Jasmina Sopova, Nov. 2011.

ANNEX 7: ON-LINE SURVEY RESULTS

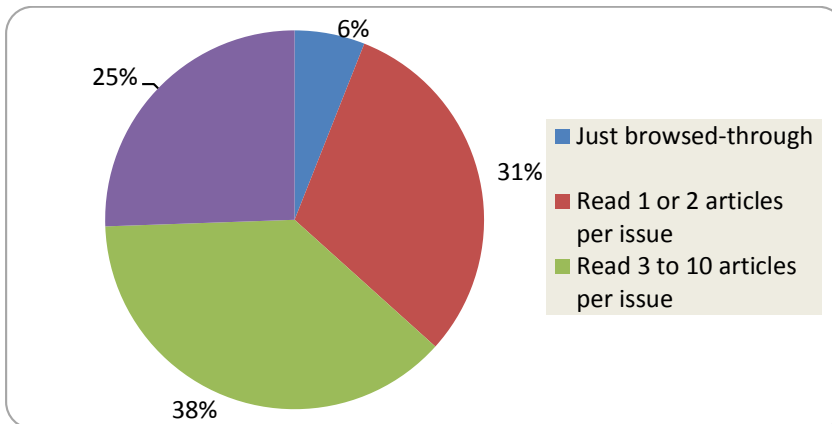
1. Access and Distribution:

1.1 How many issues of 'The Courier' have you read in the last 4 years?

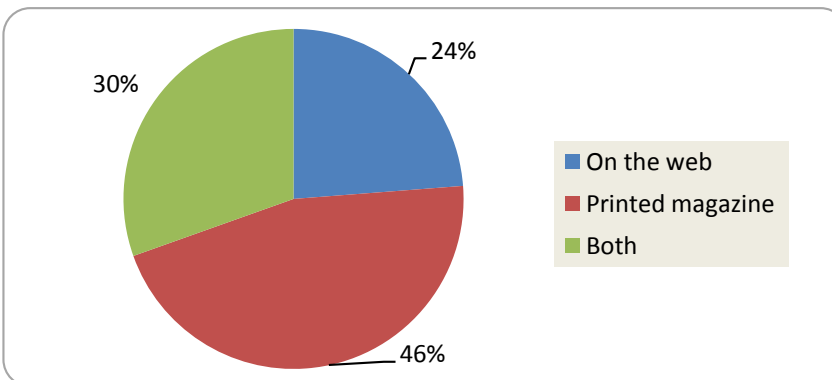
(web and/or printed)

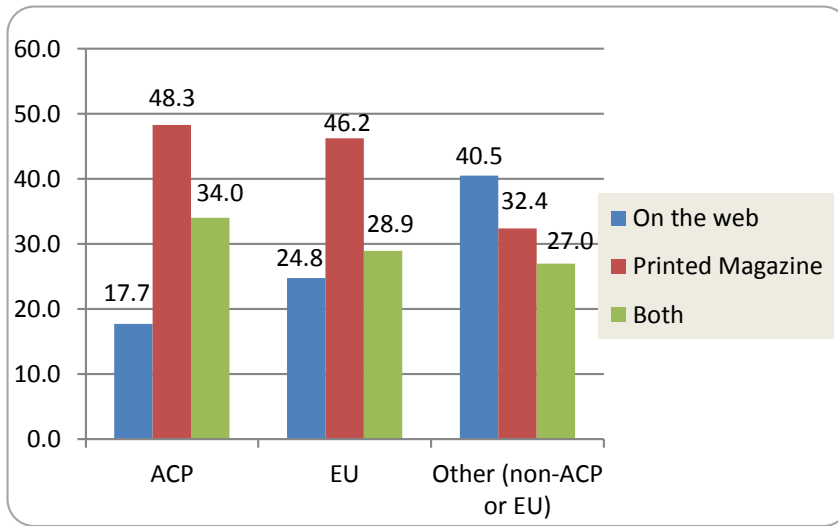


1.2 How closely did you read?

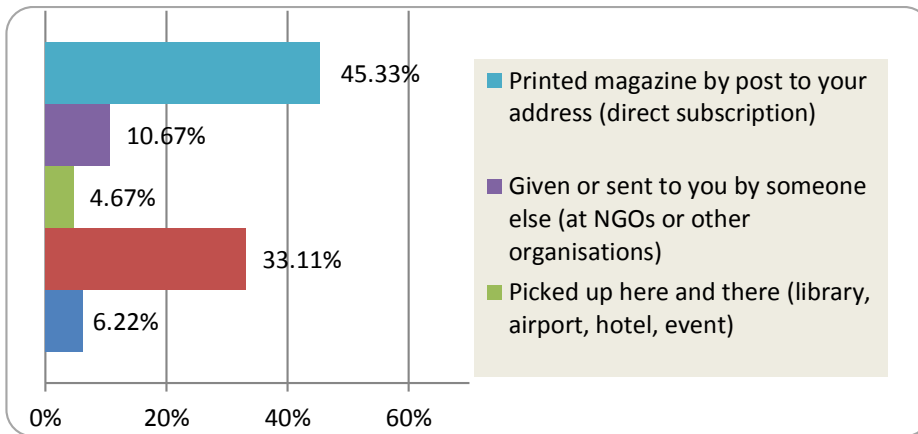


1.3 How did you read 'The Courier'?

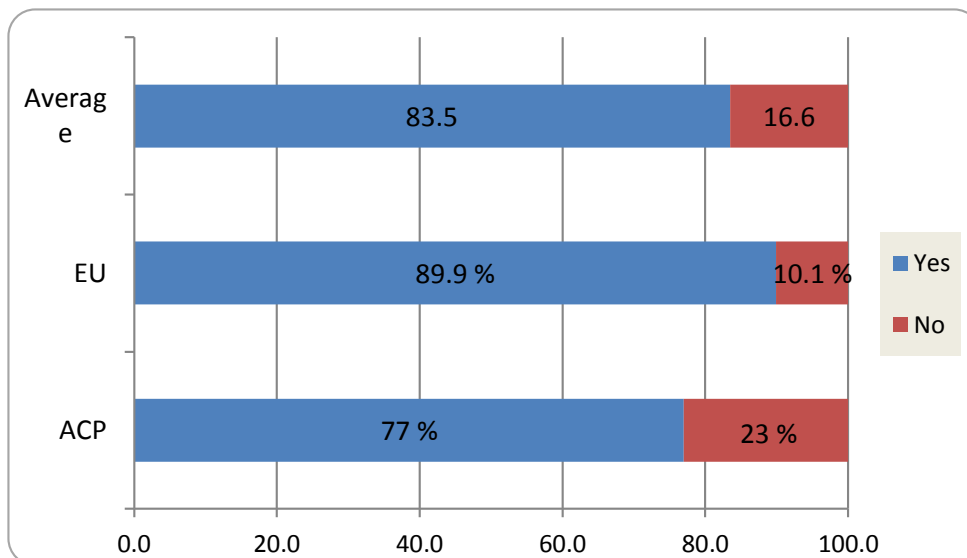




1.4 How did you normally receive 'The Courier'?

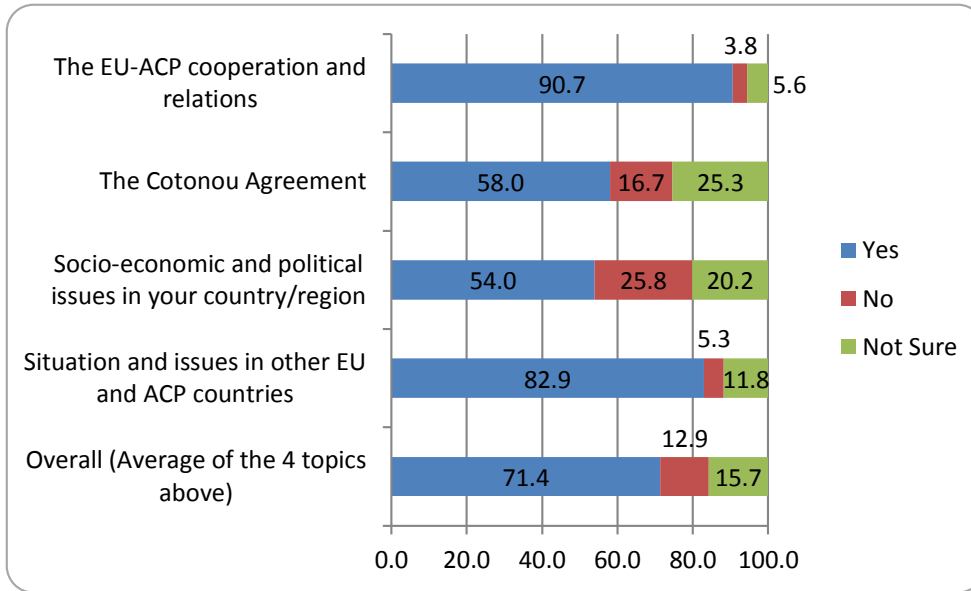


1.5 Did you usually receive the magazine on time?
(Within the bi-monthly period shown in the cover of the magazine)

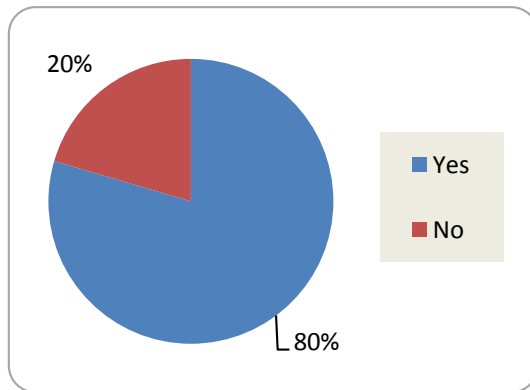


2. Content and Subjects:

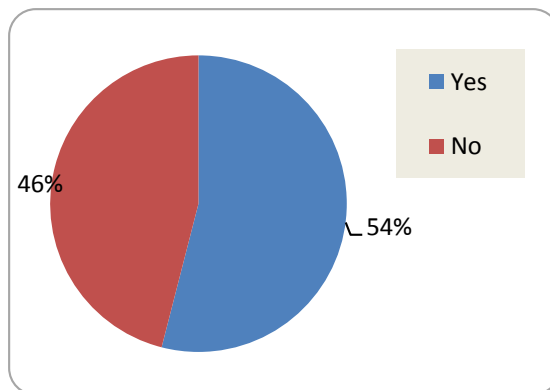
2.1 Has ‘The Courier’ contributed to your general knowledge of the following topics:



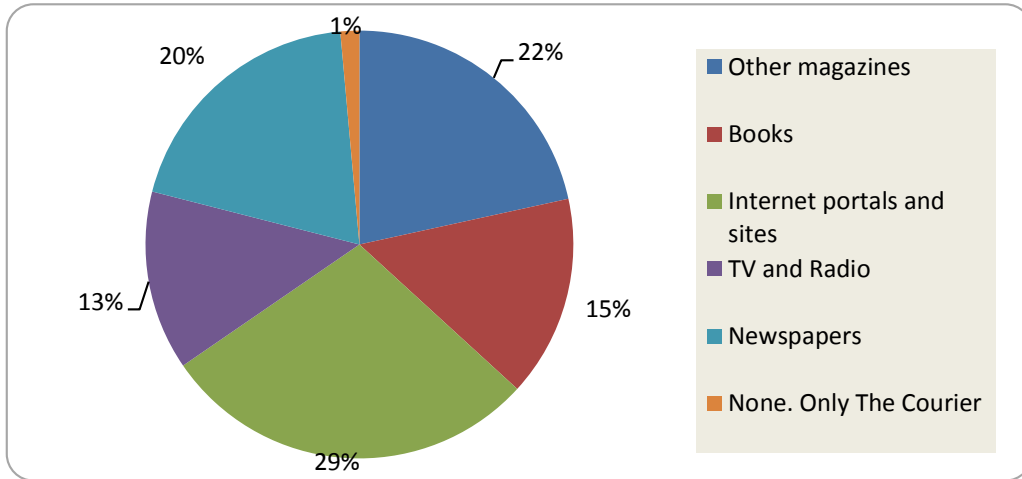
2.2 Has ‘The Courier’ contributed to change your views or given you new insights on the above mentioned topics?



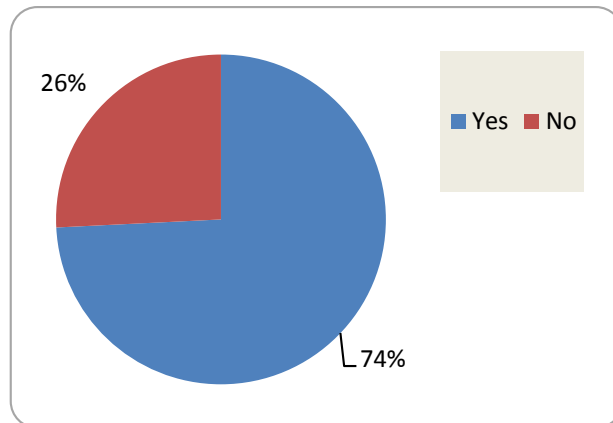
2.3 Was ‘The Courier’ one of your main sources of information about the topics mentioned above (EU-ACP Cooperation, development issues in ACP region, etc)?



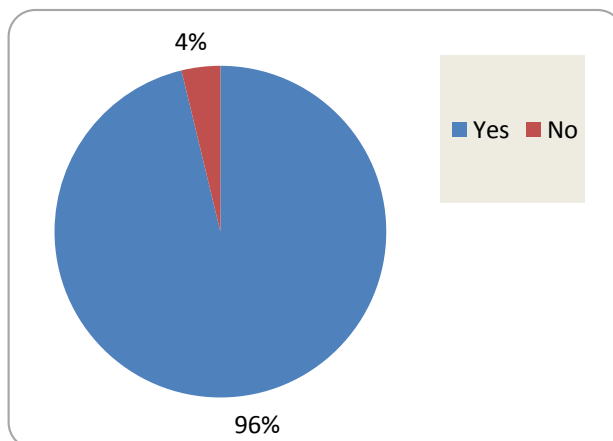
2.4 Which other sources of information on these topics do you use?



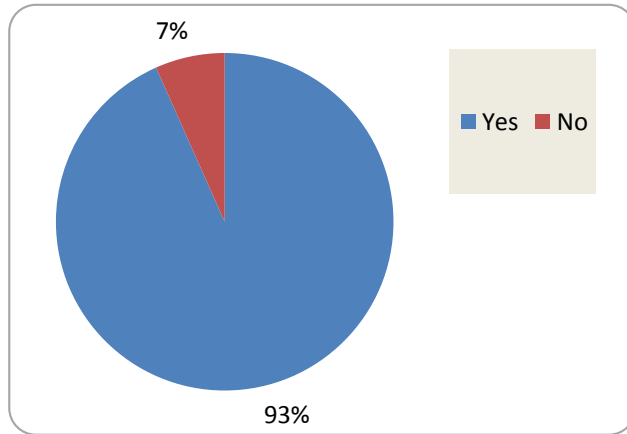
2.5 Did the Courier provide information or views that you did not find in any of the other sources?



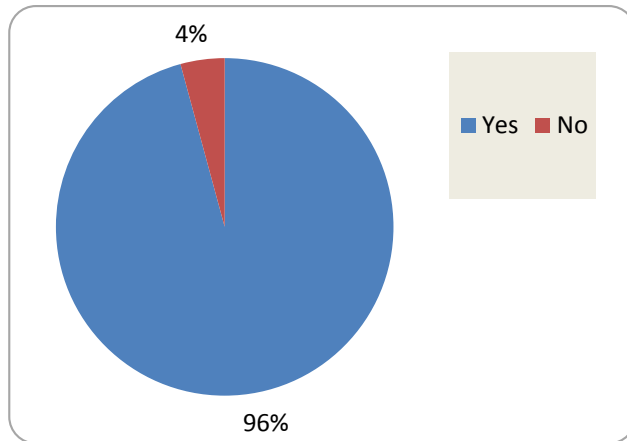
2.6 Were the headlines and main titles of the magazine understandable, clear and make you want to read more?



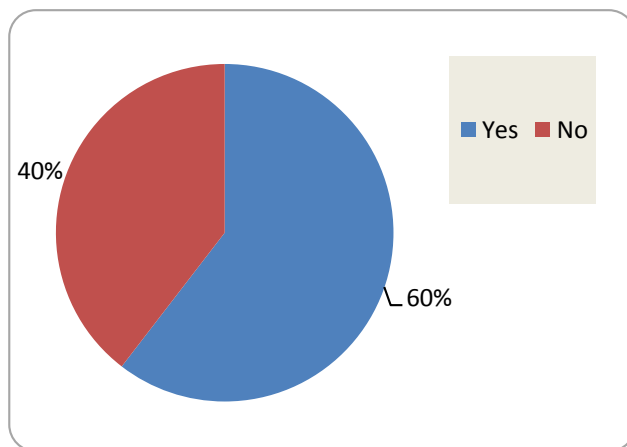
2.7 Was the writing style of the articles clear and reader-friendly?



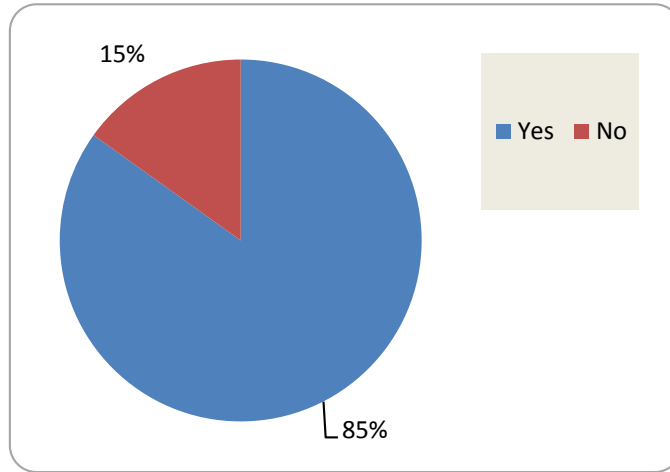
2.8 Did you find the content interesting?



2.9 Did you find the information unique?

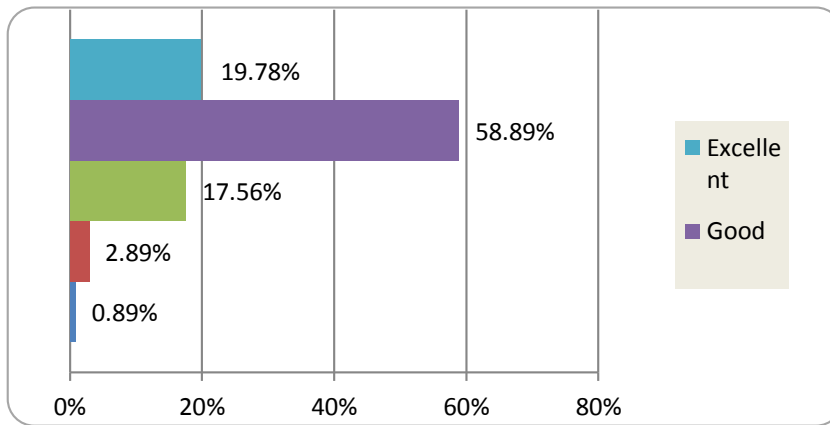


2.10 Did you find the information objective and with a neutral point of view?

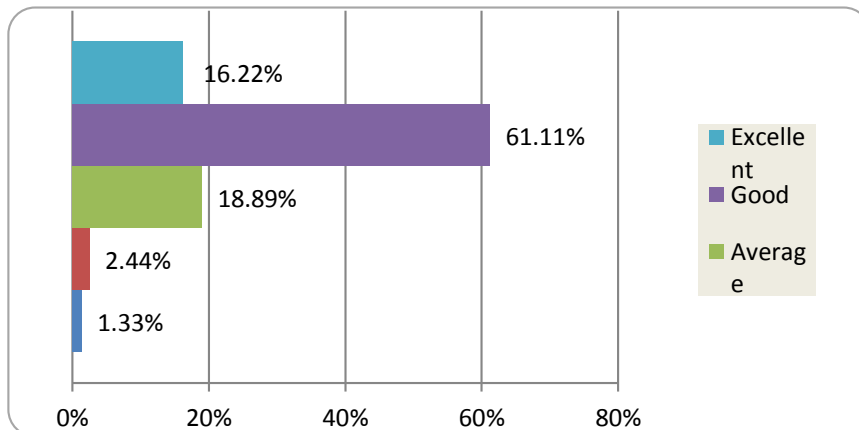


3. Structure and Design:

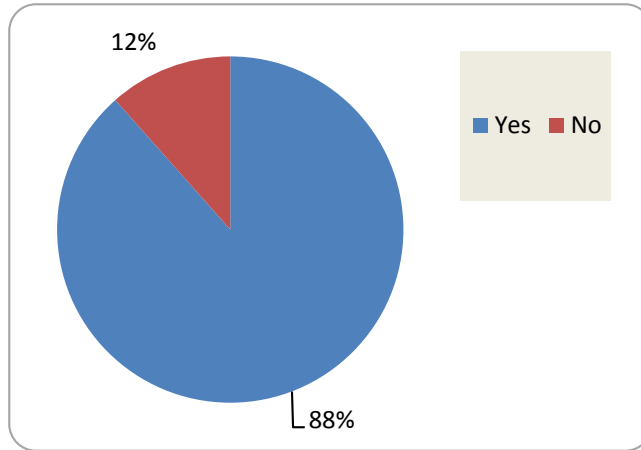
3.1 How do you rate the cover page lay-out and design?



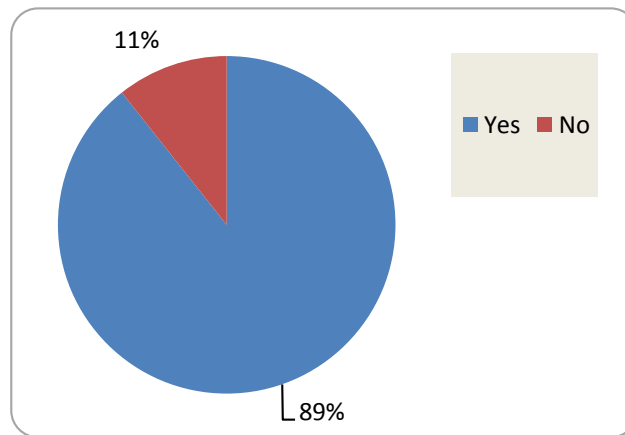
3.2 How do you rate the overall visual layout and appearance of the magazine?



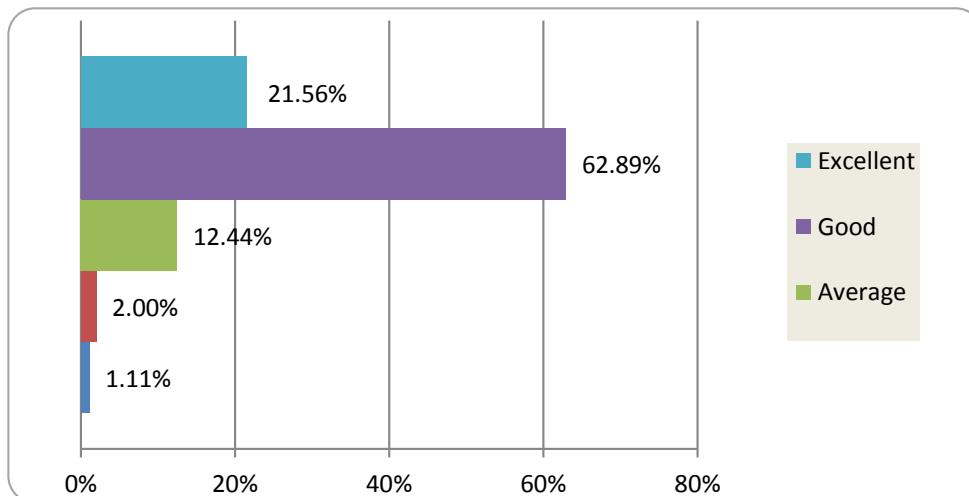
3.3 Did the graphic layout and content distribution allow for easy reading?



3.4 Were the pictures relevant and make the content more appealing to read?

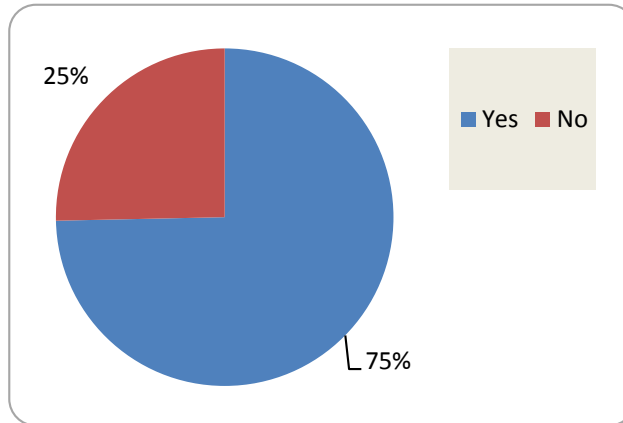


3.5 With all these aspects in mind, how do you rate the Courier magazine in general?

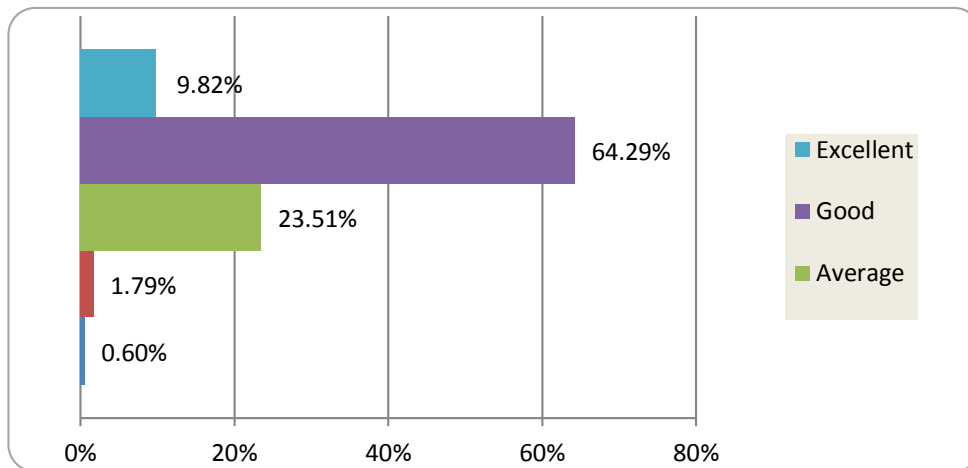


4. Website:

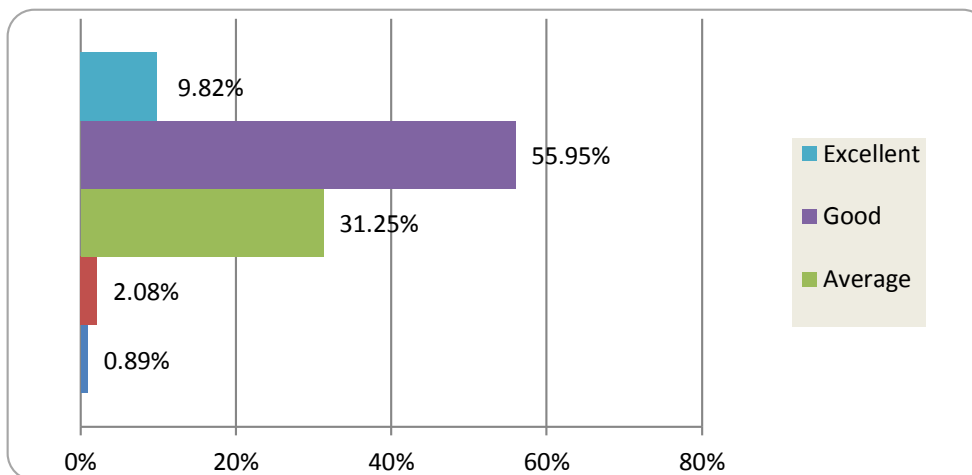
4.1 Have you visited the website of The Courier in the past 4 years?



4.2 How do you rate the content of the website?

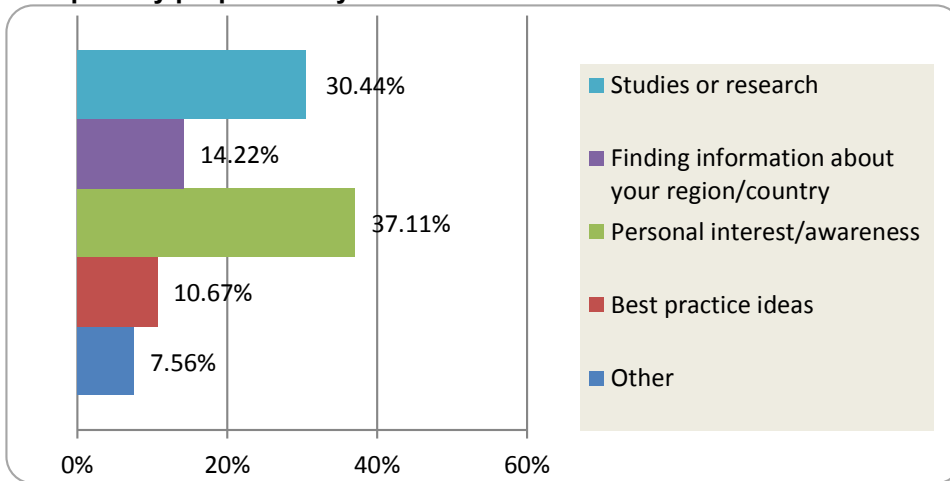


4.3 How do you perceive the design of the website?

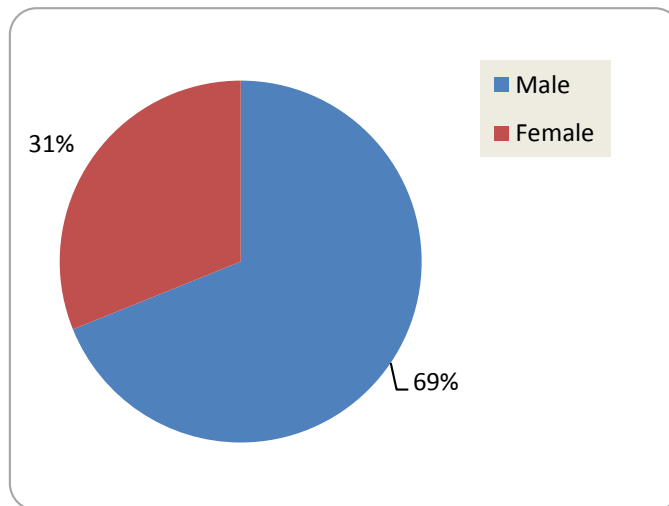


5. Reader Profile:

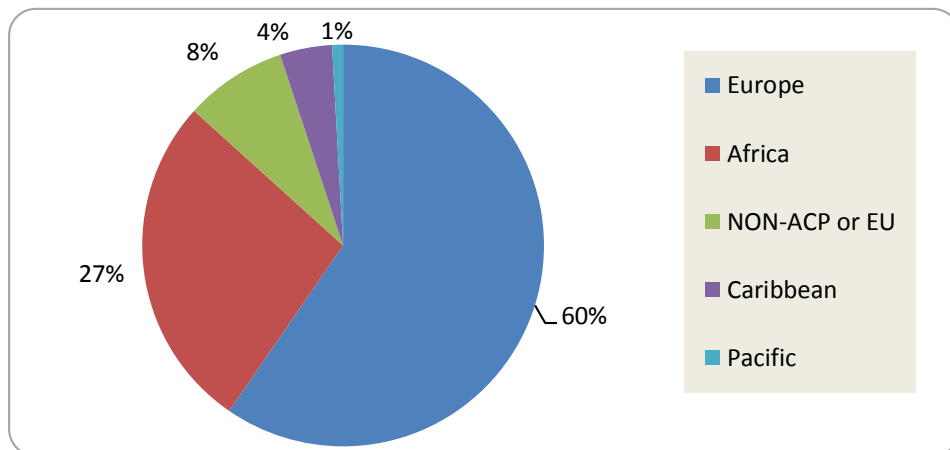
5.1 For which primary purpose did you read 'The Courier'?



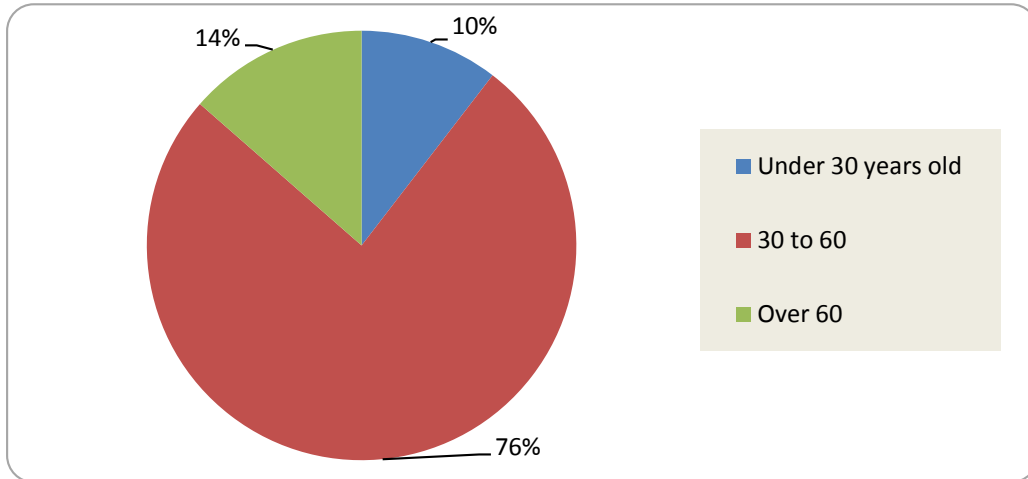
5.2 Gender:



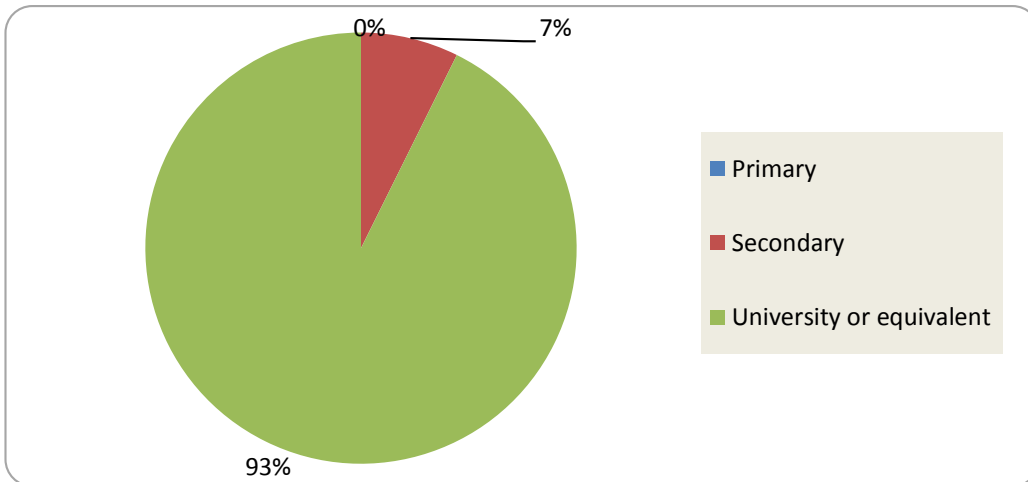
5.3 Country of residence:



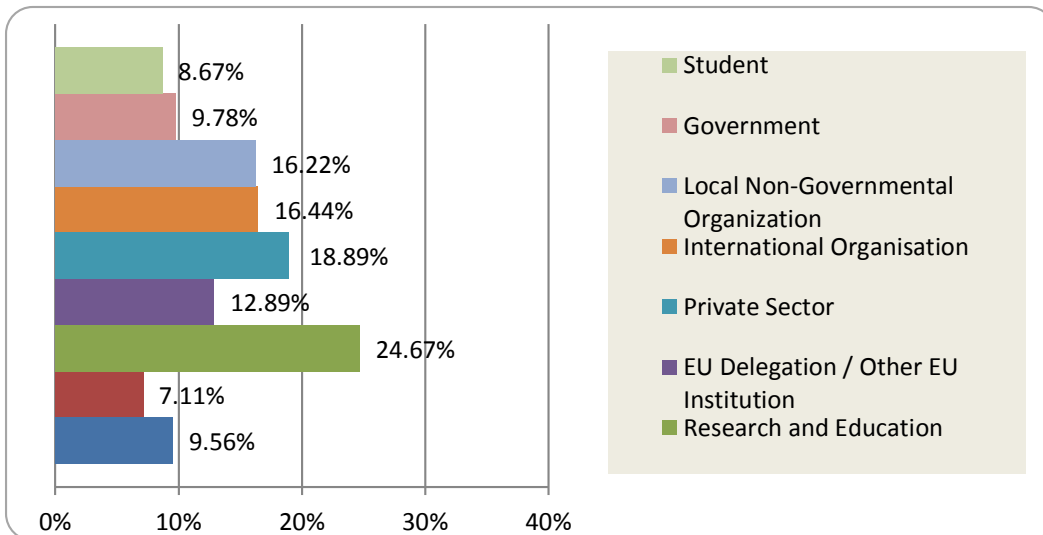
5.4 Your age:



5.5 Level of Education:

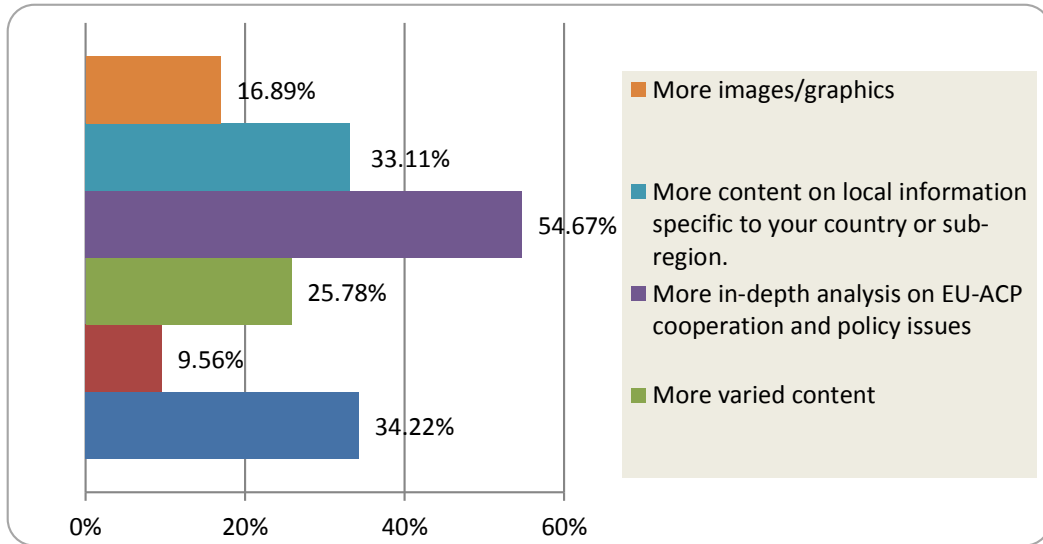


5.6 To which of the following reader groups do you mainly belong?

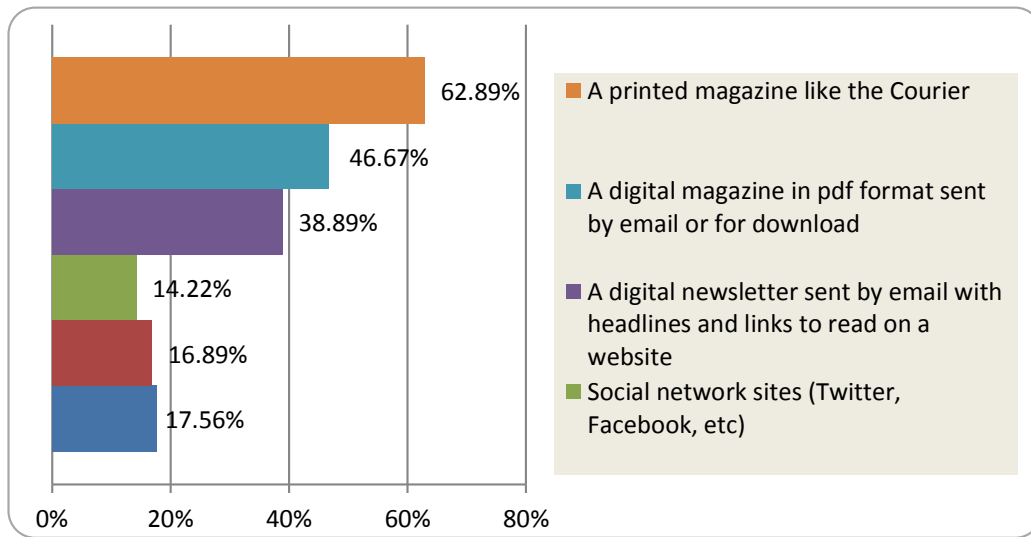


6. Recommendations

6.1 What improvements would you suggest to the format and content?



6.2 What is in your opinion the most suitable way to be informed about matters of the Africa, Caribbean and Pacific & European Union Cooperation and relations?



ANNEX 8: CONTRACTORS EXPLANATION ABOUT DISTRIBUTION

Reply GOPA-Cartermill regarding the field-findings of the evaluation team on visibility and distribution in Ethiopia

We comment the field-findings on the basis of a six-years' experience of distributing the Courier magazine as follows:

Delivery was checked for 7 of our 40 contacts in Ethiopia (17%).

Cat	Institution	No of copies - distribution list	No of copies received	Difference	Comments
1	Belgium Embassy	50	50	0	ok
1	Norwegian Embassy	2	0	-2	Addresses and names are correct, no explanation
1	Royal Danish Embassy	2	0	-2	General address, but all correct, no explanation
2	Chamber of Commerce	2	0	-2	General address, but all correct, no explanation
1	EU Delegation	155	250	95	Ok, obviously a handling mistake caused an additional package of 100 sent, not problematic
2	EU Delegation to AU	10	0	-10	Copies have been sent regularly to the PO box of EU delegation to the African Union (on request of Mr C. Kamp in 2010), we have no explanation for no receipt
2	NAO	5	0	-5	The NAO was always addressed exactly (Ministry of Finance – since issue 24 Mr. Shiferaw), we have no explanation and have with every issue named correctly.
	TOTAL	226	300	74	135,75% of the number of copies listed reaches its destination.

Comments

We have found no indication why the 21 copies did not reach their destination, all was handled correctly at any instance. In clarification, we can only put forward the following 3 hypothesis: either copies were not picked up from the PO Box, either the address that we found on the internet is not correct, either the copies, sent to the libraries, were taken away by other people than those with whom the evaluator has spoken.

Concerning **the EU Delegation in Ethiopia**, we sent the quantities requested by Patricia Roberts, asking specifically for English and French magazines. According a mail from Doerte

Wacker (see in Annex 2), the Ethiopian Delegation was supposed to be actively involved in re-distribution. We regret to learn that today they did not further distribute the copies.

The Courier was regularly sent to 33 other contacts in Ethiopia. As a general comment to the impact of the magazine in Ethiopia, we care to bring up that copies were sent also to the Ethiopian embassies in Brussels, Paris and Rome, as well as to the Representation of the African Union in Brussels.

Hard copies were also sent to Ethiopia, through the Ethiopian Airlines, with regular flights out of UK and Frankfurt. Finally, our e-courier list (5.400 contacts) included many recipients in Ethiopia, receiving the bi-monthly e- newsletter.

Reply GOPA-Cartermill regarding the field-findings of the evaluation team on visibility and distribution in Mozambique

We comment the field-findings on the basis of a six-years experience of distributing the Courier magazine as follows:

Delivery was checked for 17 out of 36 contacts in Mozambique (44%)

1. Category (ok, no comment needed)

Cat	Institution	No of copies - distribution list	No of copies received	Difference	Comments
ok	EU Delegation	50	50	0	
ok	African Development Bank	12	12	0	
ok	Centre Culturel Franco Mozambicain	7	7	0	
ok	Instituto Camoes	5	5	0	
ok	British Council	2	2	0	
ok	UNDP	10	10	0	
ok	Domingo Newspaper	2	2	0	

2. Category (with clarifications)

ok	Chamber of Commerce	7	0 (7)	-7	It is our experience that in bigger organisations the magazines were taken by staff and the information was not given to the management. This is particularly often the case if no persons in charge exists for communication or public relations/library. Our contact in the
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					Chamber of Commerce Lucrecia Langa confirmed the receipt of the magazines contrary to what the field-finding showed after inquiring in the management. Her mail is copied in Annex 1.
	GVC Mozambico	30	0	-30	According to Andrea Zani, the office moved– this information was never given to us. Standard mail unfortunately does not return to Brussels.
	Media Institute of Southern Africa	3	0	-3	The institute has recently changed address, too. The new address is still impossible to find in Internet. Information never given to us.
	Impacto (Individual Mia Couto)	25	0	-25	Mia Couto is a novelist and committed himself to our editor in chief when being published in Issue 20 to support the distribution. We wonder why he did never come back to us when he never received the copies. Being asked Couto gave as potential explanation a writing mistake in the address or the possibility that colleagues in the Institute took the copies. See annex.
	Associacao Direitos Humanos Universais	25	0	-25	Another NGO (Kulima) at the address, no other explanation possible. Because Courier was free , contacts were generally not diligent to communicate us their address changes or to update their websites (if any).
	Eastern and Southern Management Institute	22	0	-22	The field finding showed that it was always received but found no interest, This last issue was obviously not received according to another person contacted. The missing interest might be an indication why it “was lost”.
	Caritas Esmabama	30	0	-30	We cannot give any explanation why the copies did not reach Caritas. All was sent correctly as always.
	Lvia Mozambico	200	3	-197	However, as Lvia Mozambico and MS Action shows it looks as if the small envelopes that sometimes have been sent together with bigger packages to accelerate delivery have a quite high hit rate. Obviously bigger packages deliveries face structural mail problems. See also general comments.
	MS Action Aid	75	6	-69	See above
	TOTAL	509	97 (104)	-412	Our general conclusion, the hit rate of small packages was quite high. Bigger packages were not well delivered due to structural post problems or lost within the organisations due to missing ownership.

Some general findings:

- Copies of the Magazine were sent to all addresses by standard mail. Unlike with DHL or TNT, it is not possible tracking deliveries.
- Whenever copies were sent to the 'director' or 'library' due to missing or always changing contact persons we faced problems with the tracking of delivery. This experience we had since the very beginning of building up the database. However, it was inevitable. Copies were often picked up by unknown users. We were mostly unaware who would finally receive the magazine, even less if they would receive it and what would be done with it.
- We ensured priority delivery to the EU delegations since according to TOR they could be expected to support the project with information or preparation of articles. Requested copies and language versions have been sent to them in special mail service. In Mozambique as in other countries, the Delegation was mostly helpful in redistributing the Courier also to those individual local citizens, who were requesting us in Brussels to be registered on the list.
- We learned from journalists that magazines disappeared regularly from libraries and schools and that the Courier was even sometimes sold on the market.
- Where mail didn't return to Brussels, we reasonably assumed that magazines arrived well. If returns of mails occurred, those contacts were deleted from the list.
- Unlike in Europe, mail forwarding services, when contacts change address, don't exist. Also, because the Courier magazine was free, target contacts on our lists were generally not diligent to communicate us address changes or to update their website (if any).
- From the EU Delegation and the Belgian embassy we know that the Mozambican post was charging expenses for storage or fees for handling. We reasonably assume that some contacts didn't want or couldn't afford to pay for it.

ANNEX 9: INTERVIEW GUIDES FOR QUALITATIVE INTERVIEWS

INTERVIEW GUIDE FOR RESPONDENTS WITH REGULAR ACCESS TO THE COURIER

GENERAL INFORMATION

Country of residence:		Age:	Gender:
City:		18-25 ____	Male ____
Village:		26-35 ____	Female ____
		36-50 ____	
		> 50 ____	
Education:	Primary: ____	Secondary ____	University ____
Profession:	Other ____		

ACCESS, USE AND DISTRIBUTION (EQ3 and 5)

QUESTIONS	TARGET GROUP CATEGORY
1. How do you get <i>the Courier</i> ?	All
2. How is the magazine distributed in your organisation?	1, 2, 3
3. Please indicate the strengths and weaknesses of the handling procedures of the Courier, and the rationale of the magazine as a whole?	1
4. Do you read the magazine regularly? Why?/why not?	All
5. Where and when do you read it (library, home, website, hard copy, etc.)? Do you file the issues and read it later?	All
6. Does the Courier represent an added value compared to other information materials on EU-ACP and development in general? Why/why not? What other sources of information do you use?	All
7. How would you like to receive information on ACP-EU cooperation and in which form?	All

QUALITY - LAY-OUT AND CONTENT (EQ1, 2, and 4)

8. How would you describe the lay-out of the print publication? Is the format appealing to you? Why/why not? Which features are attractive/less attractive? Are the photos illustrative of the contents? Is it easy to get an overview of the content?	All
9. How would you describe the language and the style of the publication?	All

10. How do you rate the quality of <i>the Courier</i> compared to other similar publication?	All
11. How many articles do you normally read in each issue of <i>the Courier</i> and how much time would you think that you use on each issue?	All
12. Which issues covered by <i>the Courier</i> do you find interesting/less interesting?	All
13. Have the articles you have read contributed to new insights/knowledge? Please give some examples?	All
14. Have you discussed some of the articles with colleagues or other persons from EU and/or ACP? Please give some examples?	All
15. How would you normally get needed information on EU-ACP cooperation and development issues?	All
16. Do you have suggestion of how to improve the communications on the EU-ACP Programme? Content and form?	All

INTERVIEW GUIDE FOR RESPONDENTS WITHOUT REGULAR ACCESS TO THE COURIER

GENERAL INFORMATION

Country of residence:		Age: 18-25 ____ 26-35 ____ 36-50 ____ > 50 ____	Gender: Male ____ Female ____	
City:				
Village:				
Education:	Primary: ____	Secondary ____	University ____	Other ____
Profession:				

ACCESS AND DISTRIBUTION (EQ3)

1. Do you know where and how to get a copy of <i>the Courier</i> ?	
2. Would you buy the magazine if necessary?	
3. How do you receive information on ACP-EU cooperation and/or development issues, and in which form?	

QUALITY - LAY-OUT AND CONTENT (EQ1, 2, and 4)

4. How would you describe the lay-out of the print publication? Is the format appealing to you? Why/why not? Which	
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<p>features are attractive/less attractive? Are the photos illustrative of the contents? Is it easy to get an overview of the content?</p>	
<p>5. How would you describe the language and the style of the publication?</p>	
<p>6. Which issues covered by <i>the Courier</i> do you find interesting/less interesting?</p>	
<p>7. Have the articles you have read contributed to new insights/knowledge? Please give some examples?</p>	
<p>8. How do you rate the quality of <i>the Courier</i> compared to other similar publication?</p>	
<p>9. Do you have suggestion of how to improve the communications on the EU-ACP Programme? Content and form?</p>	