

November 2018

Evaluation of EU-OSHA communication, networking and stakeholder engagement activities Executive Summary

1 Introduction

Ipsos was commissioned by EU-OSHA in June 2018 to undertake an **evaluation of its communication, networking and stakeholder engagement (CNSE) activities**. The activities that have been evaluated are: Healthy Workplaces Campaign: 2016-2017 “Healthy Workplaces for All Ages” (activity 4.3), Awareness raising actions and communication (Activity 4.7) and Strategic and operational networking (Activity 6.4). The evaluation has covered the period 2014-2017, but with the main focus on 2016-2017.

The **purpose** of the evaluation was to gain an overall insight into how the Agency is performing in relation to engaging stakeholders in the broad sense, and especially on the process between need identification and update of the Agency’s products and services, which encompasses: processes related to stakeholder engagement; the usefulness of the tools and resources provided; the functioning of the different networking approaches; and the extent to which stakeholder needs are consistently reflected in the Agency’s work and deliverables.

1.1 Methodology

This evaluation has been conducted using an **evaluation framework** including five evaluation criteria (relevance, effectiveness, efficiency, coherence and EU added value), which guided the data collection and analysis, and was informed by an intervention logic developed during the scoping phase. The activities to be evaluated were quite broad and heterogeneous and it was not possible to provide a comprehensive assessment of all of them with the resources and time available. We therefore focused mostly on activity 4.3 (HWC) as a concrete example of how needs are assessed and translated into specific communication, engagement and networking actions. The other activities (4.7 and 6.4) have been assessed mainly through the lens of the HWC.

The methodology included **four discrete tasks**: analysis of secondary data, including surveys and past evaluations (examples of the documents reviewed are the Stakeholder Survey (ICF Mostra, 2018); Annual Reports; or monitoring information on the activities evaluated); three case studies; 27 in-depth interviews (including the interviews conducted as part of the case studies); and analysis of social media data.

Three **case studies** have been conducted on the following activities: The Healthy Workplaces Good Practice Awards and the official campaign partnership offer, both carried out as part of the HWC, and the portfolio approach, which relates to all the three activities. These case studies were informed by desk research and 16 interviews.

In addition to the interviews conducted as part of the case studies, we conducted 11 in-depth telephone **interviews** with key audiences of the activities that are the subject of the evaluation and were not targeted by the case studies: Campaign Media Partners, FOP Network Partners, European Social Partners, Enterprise Europe Network Ambassadors, and DG Employment representatives.

To evaluate EU-OSHA’s activity on **social media**, analysis of social intelligence was conducted using two different methods: Network analysis on Twitter using the NodeXL analytics tool and analysis of the mentions to EU-OSHA and the HWC 2016-17 on social media, blogs and online press, using Synthesio analytics platform.

2 Main findings

This section summarises the main findings under the five evaluation criteria: relevance, effectiveness, efficiency, coherence and EU-added value.

2.1 Relevance

The relevance of activities 4.3 and 4.7, covering the HWC 2016-17 and EU-OSHA's other awareness raising and communication activities, rests to a large extent on: 1) whether the topics being communicated were **aligned with the needs and priorities** of the stakeholders, and 2) on the activities' **relevance as a "tool"** to make European workplaces safer, healthier and more productive, for the benefit of businesses, employees and governments.

In terms of the relevance of the topic (point 1 above), it is in particular the **topic of the HWC** that is of crucial importance to the overall relevance of EU-OSHA's communication and awareness raising activities. The theme of the HWC 2016-17, "healthy workplaces for all ages", appears to have been **well chosen**, based on stakeholder feedback gathered via previous surveys¹ and the interviews carried out as part of this evaluation. The "healthy workplaces for all ages" topic of the HWC 2016-17 was **consistently described as highly relevant**. Intermediaries, including social partners, noted that the subject is a priority for them and is relevant across countries and sectors. Similarly, the companies interviewed reported that this will become a more pressing issue in the future, as the average age of employees is rising.

The case studies showed that the choice for the **broad topic was generally supported**. Nonetheless, a sizable minority of people interviewed believed the topic was too wide-ranging. This applied notably to the OCPs, most of whom reported that with the topic chosen, the HWC 2016-17 **perhaps tried to address too many needs** and lost some focus. From this it could be deduced that, although relevant, the broad theme of the HWC 2016-17 might have made it relatively **hard to reach the workplace**. This view was supported by a few interviewees across different groups and is in line with the findings from the stakeholder survey, in which FOPs indicated that in their opinion the "dangerous substances" theme of the newer HWC 2018-19 is more suitable to reach workplaces than the "healthy ageing" theme for the HWC 2016-17.

As part of this evaluation, we also looked at whether the HWC and EU-OSHA's other awareness raising activities (activity 4.3 and 4.7), are **relevant "activities" or "tools"** to make workplaces in the EU safer, healthier and more productive, for the benefit of businesses, employees and governments. When asked questions related to this, most stakeholders again provided **very positive feedback**. This is in particular because EU-OSHA's awareness raising activities **address a need** for information about OSH on the workplace level.

The stakeholders interviewed for this evaluation acclaimed in particular the **relevance of promotional materials** designed by EU-OSHA. Materials were described as of high quality and developed with **target audiences in mind**, be it the intermediaries or the actual employees. Although not all intermediaries (e.g. FOPs) make equal use of the tools provided

¹ A survey carried out for EU-OSHA by ICF Mostra in 2017 showed that the vast majority (18 out of 24) of FOPs believed that a "sustainable working life" and addressing the issues of an ageing workforce, suited the priorities of their country. FOP network partners were similarly positive about the relevance of the HWC 2016-17 theme: 82% of the respondents (from a total of 173 FOP network partners from 22 countries) said that the HWC theme was very or quite appropriate.

by EU-OSHA (such as the portfolio approach or the GPA), this was not linked to a lack of relevance, but to the intermediaries and the resources they can or are willing to invest.

The relevance of activity 4.3 and 4.7 is indisputably augmented by the efforts of EU-OSHA to translate its materials. For example, all the FOPs interviewed commented positively on the portfolio approach. Based on the feedback from stakeholders, it could even be argued that the HWC is **relevant mainly because it is localised and translated**.

The perceived high relevance of the HWC and EU-OSHA's other promotional activities points to another finding of this evaluation: namely, that **EU-OSHA understands the (evolving) needs** of its main stakeholders, and designs / adapts its activities accordingly, through its operational networking activities (part of activity 6.4). Overall, interviewed stakeholders from across the **"tripartite spectrum"** considered that their needs and views were taken into account by EU-OSHA when designing and implementing activities. This can be partly explained by the **institutional structures** in place, which ensures close cooperation between EU-OSHA and the FOPs and their social partners.

FOPs not only commented positively on the opportunity to provide input on the HWC through the regular FOP meetings, but also had the feeling that their feedback was **considered and acted upon**. Interviewed stakeholders reported for instance that, on their request, as part of the portfolio approach, EU-OSHA increased its translation efforts and communication on social media. More generally, stakeholders praised the **openness** of EU-OSHA and its staff to feedback, and EU-OSHA's willingness to discuss campaign outcomes, (future) campaign topics, events planning etc. This finding was shared across the spectrum of stakeholders interviewed.

2.2 Effectiveness

The evaluation has found that, overall, **EU-OSHA has carried out its CNSE activities in 2016 and 2017 effectively**. Almost all of the activities planned were fully implemented by the end of the period, and the Agency successfully engaged intermediaries (mainly OCPs, FOPs and network FOP partners) to disseminate the campaign's messages and other outputs produced by the Agency. The Agency's capacity to communicate to wider audiences **depends to a great extent on the FOPs' own resources** and engagement. Aware of this, EU-OSHA has put in place mechanisms to support FOPs and other intermediaries in the promotion and dissemination of OSH issues, such as the Portfolio approach, that have worked effectively and are highly appreciated by all stakeholders.

FOPs in particular were very satisfied with the support provided by EU-OSHA on both the Portfolio approach and the GPA awards. As regards the **GPA awards**, close to 90% of FOPs that completed the online survey for the Evaluation of the HWC 2016-17² indicated that the GPA were managed in a very effective or effective way. Through the **Portfolio approach**, FOPs were offered the possibility to spend a fixed amount of "credits" on a wide range of communication activities, such as press conferences, seminars, etc. Most interviewees agreed that the range of activities they could implement was good and that there was enough flexibility to tailor the activities to their needs. Overall, this hands-on support was highly valued by FOPs given that it allowed them to focus on the strategic aspects of the activities, such as preparing the agenda, selecting speakers, or designing the outreach strategy. Some interviewees also reported that due to this assistance, they were able to carry out a larger number of activities than if they had had to organise everything by themselves.

EU-OSHA is very good at **engaging with and reaching OSH stakeholders**; however, given its limited own resources, it is **heavily reliant on intermediaries** to reach ultimate target audiences, in particular companies. The approaches to doing so

² "Evaluation of the Healthy Workplaces for All Ages Campaign 2016-2017: Online surveys for FOPs, FOP network partners, OCPs and campaign media partners", EU-OSHA (2018).

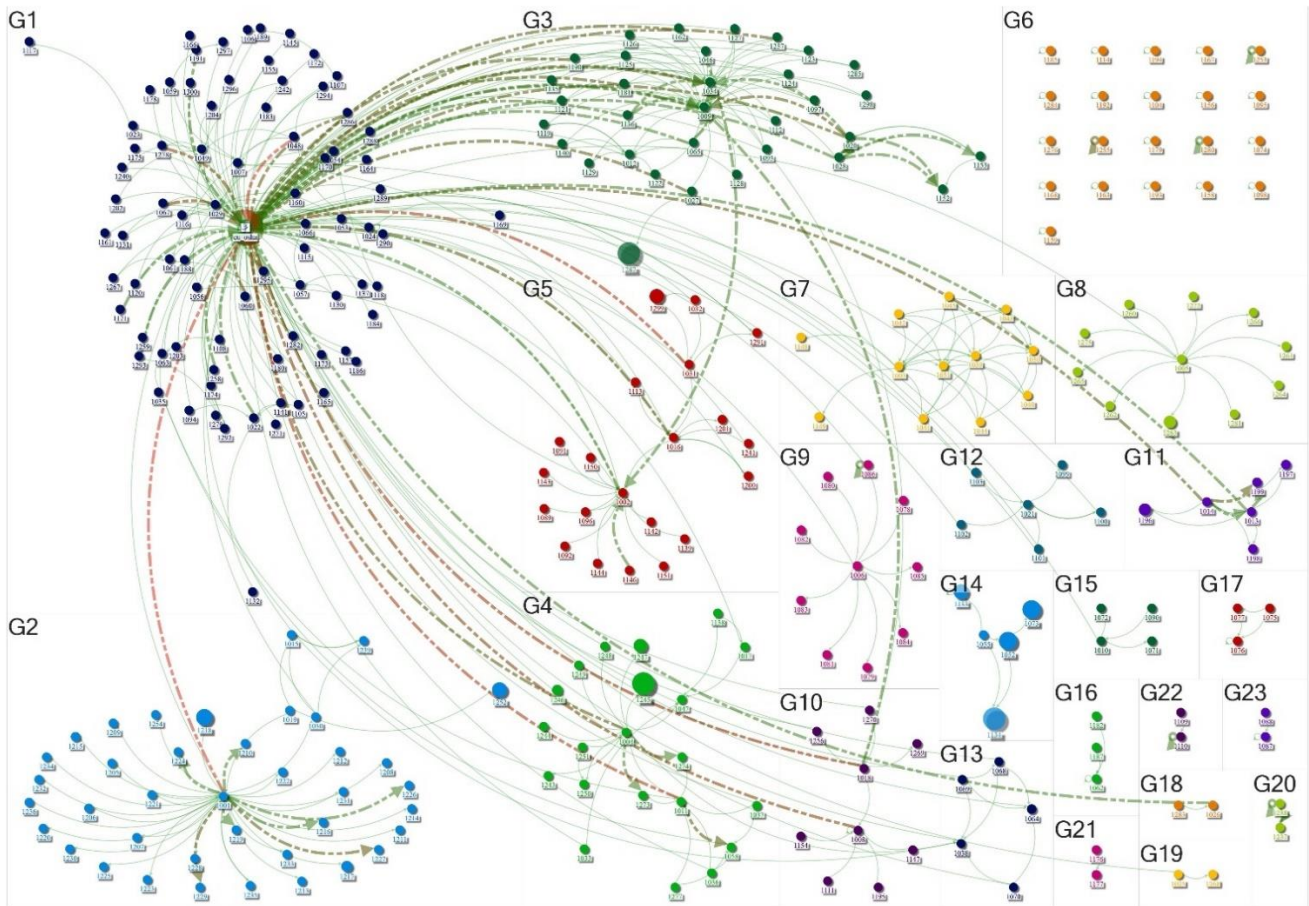
assessed via the case studies are generally effective, but the ultimate effects (in terms of how well audiences are reached) depend not on EU-OSHA's own but on the effectiveness of the activities of intermediaries, and their level of ambition and available resources, which inevitably vary. SMEs and micro-companies, in particular, are widely recognised as a hard to reach target group. They are not participating in events and other activities as much as larger companies do, nor are they part of the official campaign partnership. Their participation in the GPA is also limited.

To better understand the extent to which EU-OSHA is reaching the right audiences via social media, and to analyse the level of conversation generated online, we have conducted social intelligence analysis, including a stakeholder mapping and an analysis of the mentions to EU-OSHA and the HWC 2016-17 within the period covered by the evaluation.³

The exploratory analysis of EU-OSHA's 'network' on Twitter was carried out at a particular point in time (summer 2018). The analysis is based on followers, hashtags, tweets and key words used in the Tweets, and suggests that EU-OSHA's network has what is known as a "broadcast network" structure, with a number of sub-groups but limited interaction between one another. This means that EU-OSHA currently has low engagement with other users on the platform itself (for example, the account does not reply to others often). EU-OSHA has its own audience, and a few key people it has engaged with, and those engaged users in turn have their own audience, but there is little-to-no further clustering beyond this broadcast structure. This analysis showed that media, OSH national institutes and social partners are being reached through social media. However, companies (both large and SMEs) and employers' associations are less engaged. The image below shows the network map.

³ The evaluation has covered the period 2014-2017, but with the main focus on 2016-2017. Given the limitations in retrieving data from social media sites (data is only available for the last 3 years), the analysis has focused on the period 2016-2017.

Figure 2.1: EU-OSHA Twitter Account network map



Source: Twitter API via NodeXL

All the evidence collected through this evaluation suggests that the CNSE activities successfully raised awareness on OSH issues among EU-OSHA's direct audiences and those who are actively engaging with OSH issues. It is less clear, however, to what extent the HWC 2016-17 raised awareness among those who are harder to reach, including employers and employees across the EU, given that this depends on the capacity of intermediaries to reach out these audiences (as stated above). But it is also worth noting that changes in behaviour occur within long timescale periods. Therefore, the effects of the HWC 2016-17 cannot yet be fully observed.

Nonetheless, this evaluation has found that EU-OSHA used the right combination of tools and channels to promote the HWC 2016-17 and OSH messages to its audiences. Given that most actions are decentralised (i.e. carried out by intermediaries), the best way to increase outreach is to further improve the support provided to intermediaries and to better tailor it to their needs. Some suggestions provided by interviewees in this evaluation were: to produce more / better tailor online products and to provide more room to share lessons learned among FOPs.

2.3 Efficiency

The feedback from the stakeholders interviewed was **mainly positive** and **few opportunities for improvement** in the efficiency of EU-OSHA CNSE activities were identified. In general, stakeholders were under the impression that **EU-OSHA takes costs into account** when designing and executing its CNSE activities, both in terms of reducing costs for stakeholders and in terms of limiting the overall costs of its activities / providing most value for money (although stakeholders often found it difficult to comment on the latter).

Interviewees shared some examples where efficiency is particularly high: preparation of specific meetings for certain communication activities alongside regular meetings; administrative requirements being in general not excessive, and the flexibility offered on some tools (in particular the Portfolio approach). On the contrary, interviewees felt that there was room for improvement on the distribution of more digital materials as opposed to hard-copy materials, and the quality of the translations.

2.4 Coherence

This evaluation has identified **strong complementarities within the CNSE activities**, and especially between ECAP and the activities carried out by FOPs with their own resources to promote the campaign. It has also found **synergies between the stakeholder engagement activities and the communication and awareness raising activities**. For instance, EU-OSHA uses the stakeholder engagement activities (mainly meetings held in Bilbao) to take decisions on their communications and awareness raising activities. This approach ensures that their stakeholders' needs are taken into consideration when designing new activities. In this regard, an especially relevant factor is the composition of the Governing Board, which ensures all views are considered when designing communication activities. Overall, it is clear that the various CNSE activities are part of a **well-designed package** with strong complementarities.

The Evaluation of the Four Agencies under the remit of DG Employment, carried out between 2016 and 2018, analysed the complementarities, synergies and overlaps within the Agencies and between the Agencies and DG Employment, other EU Agencies, national stakeholders and international bodies, and concluded EU-OSHA's communication activities are unique, even when compared to Eurofound, the European Agency with the most commonalities with EU-OSHA.

2.5 EU added value

Most stakeholders interviewed for this evaluation reported that in their view EU-OSHA's CNSE activities covered by this evaluation had **significant EU added value**. The dominant opinion among stakeholders was that EU-OSHA's CNSE activities allowed them to more effectively reach out to and disseminate information to national target audiences by providing:

1. specific materials as well as resources that national stakeholders would find difficult to make available without EU-OSHA's support,
2. a unique EU-level perspective on OSH, and opportunity for sharing best practices, that cannot be replicated easily on the national level.

The added benefit of EU-OSHA's CNSE activities is particularly high in **countries with a less developed OSH culture** and less resources available for OSH related awareness raising. Some interviewees noted, for example, that they would have carried out fewer activities if they had not had support from EU-OSHA.

The added value of EU-OSHA activities is, however, **not limited to countries** (or organisations) **that lack the means** for own OSH related promotional activities and materials. The findings from the evaluation suggest that also in countries with a more developed OSH infrastructure, EU-OSHA's CNSE activities provide added value, in particular because of the **EU-level perspective** of EU-OSHA. In relation to this, it was often mentioned by stakeholders that EU-OSHA provides a unique platform for sharing best practices and experiences at the European level. Interviewees also mentioned that EU-OSHA's CNSE activities create a **certain alignment of OSH related work** across countries and sectors that is beneficial.

3 Conclusions

Overall, the stakeholder feedback collected for this evaluation, as well as evidence from existing sources including previous surveys and evaluations, confirms that **EU-OSHA is widely seen as an organisation that takes its responsibilities for communication, networking and stakeholder engagement (CNSE) very seriously**. It is highly aware of and responsive to the general and specific needs of the partners and intermediaries it relies on to disseminate information on OSH issues across the EU, and has taken a number of important steps in recent years to further strengthen and fine-tune its offerings. As a result, there is a near consensus among stakeholders that EU-OSHA's CNSE activities are highly effective and efficient (in the sense that they are highly useful and achieve good results considering the available resources, which are well targeted towards activities that add significant value), as well as relevant (in terms of both the themes, including that of the HWC, and the approaches and tools chosen) and coherent (with significant complementarities between the portfolio of tools and channels). Based on all this, there is clear EU added value in EU-OSHA's CNSE activities, and their absence would leave an important gap that would have a negative effect on the ability of national OSH stakeholders to communicate effectively with target audiences across the MS (this effect would be more pronounced in some MS than in others).

In the context of this, one of the main objectives of this evaluation was to assess the **process between need identification and update of EU-OSHA's products and services**. In this regard, we can unequivocally conclude that the Agency is performing well: stakeholders across all groups are satisfied with the formal and informal mechanisms in place to communicate their needs to EU-OSHA; and, in turn, they are also pleased with how EU-OSHA has responded to their needs between 2014 and 2017. Interviewees shared numerous examples of instances where the Agency introduced new tools/activities or modified the existing ones to provide a better service.

The **Portfolio approach** is in itself a very clear manifestation of EU-OSHA's efforts to understand and address the individual and collective needs of stakeholders in different MS, and provide tailored assistance to meet these needs. FOPs highly appreciated all the opportunities they have to share their needs and the needs of those who they represent, mainly the FOP meetings in Bilbao and the permanent informal communication with EU-OSHA, and felt that EU-OSHA genuinely listens and tries to address these needs as far as possible.

In view of its limited own resources, EU-OSHA's capacity to achieve its mission of raising awareness and enhancing knowledge among its target audiences throughout the EU depends to a great extent on how well it engages intermediaries to promote the campaign and disseminate OSH messages. With this aim, the Agency has put in place a number of resources and activities, such as the campaign partnership offer and the Portfolio approach, that are conceived specifically to **support intermediaries** in this role. These activities have demonstrated to be effective, are complementary to the rest of the activities carried out by the Agency (in particular the HWC) and are indeed necessary to convey OSH messages to the national level.

The Agency carries out its activities in an efficient way, **making the most of its own resources and those of its intermediaries**. A prime example of this is the Portfolio approach, which enables EU-OSHA to provide tailored and targeted support to MS, thereby putting the scarce resources to the best possible use. The CNSE activities have demonstrated to be complementary to the activities carried out at the national level by FOPs and other stakeholders, and are also coherent with other activities at EU level. The Agency has a unique role in communicating EU priorities on OSH to its audiences and, ultimately, EU citizens. It does so by designing tools, promotional materials, events, e-guides, etc. of **high quality** and with a **EU-level perspective** that otherwise would not be available. Especially relevant is its role as a coordinator of communication actions around a single topic (in this case, Healthy Workplaces for All Ages), generating dialogue across the EU on a specific issue, while making it relevant for all the Member States (MS).

The **GPA 2016-17** is an example of the importance of EU-OSHA's role as a source of promotional material to disseminate OSH and as a platform for organisations and policy-makers from across sectors, policy areas and countries to meet each other and share best practices. This activity has demonstrated to increase awareness about OSH, as intermediaries (FOPs, notably) and participants themselves use EU-OSHA materials to promote OSH by means of e.g. educational brochures or events, and to share these materials with other organisations, enterprises, employer organisations and trade unions, as well as the media.

Of course, **raising awareness of OSH issues** throughout all relevant groups in the EU (including employers and employees) is a long-term challenge. This evaluation has found that the HWC 2016-17 and other communication activities are raising awareness of OSH issues amongst EU-OSHA's **'inner circle'**. It is less evident, however, to what extent they are successfully promoting the messages to **wider audiences** (mainly SMEs and micro companies, and those countries where FOPs and social partners are less active). Inevitably, some audiences are harder to reach than others, and when actions at the national level are needed, EU-OSHA is very dependent on its intermediaries and their level of ambition and available resources.

This evaluation acknowledges the efforts made by EU-OSHA in the last years to **bring OSH messages to the national level**. Examples of this effort are the availability of many tools and materials in national languages, as well as the involvement of social partners and EEN OSH Ambassadors in the communication activities. Nonetheless, there may be opportunities to use some of EU-OSHA's tools more effectively to enhance its outreach to SMEs and micro companies, such as the GPA, the official campaign partnership offer and social media. Currently, the participation of SMEs (and in particular of small and micro companies) in the GPA is rather limited, and the official campaign partnership offer is open only to large, pan-European companies. There are also geographic differences, with companies from Eastern countries participating less in the official campaign partnership offer. Last, SMEs (as well as larger companies) are absent from the social media network.

Of course, the capacity to foster SMEs participation will depend, again, on FOPs' own resources and involvement. Hence, **further improving the support provided to intermediaries** (in particular, FOPs, and even more specifically, those that face the most significant challenges and constraints) is essential. Some interviewees suggested that it would be helpful if EU-

OSHA facilitated more sharing of lessons learned among FOPs, on issues such as how to engage companies and social partners in the GPA, the official campaign partnership offer and the organisation of events to promote the campaign. In addition, despite the amount of materials available in national languages, a wide range of stakeholders have complained that translations are not always of sufficiently high quality. Finally, intermediaries would also appreciate enhanced support to disseminate their actions online, such as support to carry out social media activity and to organise webinars, and more tailored materials to be distributed online.

4 Recommendations

These recommendations build on the findings and conclusions resulting from this evaluation. Whilst recognising that, by and large, EU-OSHA has effectively engaged intermediaries and adapted its communication and awareness raising activities to their needs, the following recommendations have been designed to help EU-OSHA further enhance its support to intermediaries and increase its outreach to wider audiences. The recommendations are listed in order of priority based on our assessment of which are most important to achieving these improvements.

Recommendation 1. Further improve support for FOPs

To better support intermediaries, we recommend that EU-OSHA provides more room for them to exchange best practices on how to engage social partners, companies and OSH experts in the organisation of events and other communication activities; and on how to engage SMEs in the participation of the HWC GPA.

There are a number of ways by which this could be done. For example, EU-OSHA could set aside some space in the agendas of the meetings held in Bilbao to allow FOPs to exchange ideas and share good practices, or organise study-visits between FOPs to exchange views and learn from one another. Less active FOPs (or less successful ones in engaging wider audiences) would find it especially useful to have the possibility to meet with FOPs that have been more active as intermediaries and that experience similar challenges at the national level (e.g. weak social dialogue or limited resources).

Alternatively, the Agency could provide an online platform for FOPs to communicate (e.g. online communities). If the latter, EU-OSHA should actively contribute to the platform and engage FOPs to share best practices.

Recommendation 2. Continue trying to reach SMEs more effectively

While it is widely acknowledged that SMEs and micro-companies are especially hard to reach, there are some tools that EU-OSHA could use to increase their participation in certain activities. Some suggestions are:

- Extending the **official campaign partnership offer** to smaller organisations who might have a strong presence online and/or be OSH influencers, by dedicating a fraction of spaces to them, or by designing a new scheme for SMEs, similar to the official campaign partnership (for example, 'SME champions'), where organisations that may not have an international presence, but have a strong potential to engage SMEs in one particular MS, could get involved.
- Providing better support to FOPs in the dissemination of the **GPA** at the national level (recommendation 1) and by encouraging FOPs to work more with SME umbrella organisations to get nominations.

In addition, there are other actions EU-OSHA could carry out to incentivise their participation, such as:

- Providing incentives to SMEs for their participation (for example, similar incentives to the ones offered to OCPs).
- Creating a new category in the GPA specifically for the smallest companies (e.g. companies with less than 50 employees).
- Preparing a promotional leaflet for the GPA specifically targeted at SMEs with some specific examples of best practices shared by SMEs in previous editions. This would provide inspiration to SMEs (whether they decide to participate in future GPAs or not) by demonstrating that not only big organisations can make a difference when it comes to improving OSH in the workplace.

Recommendation 3. Improve the effectiveness of EU-OSHA's activity on social media

The amount of priority afforded to social media needs to be kept proportionate to their overall importance within EU-OSHA's CNSE "mix". In our view, social media can be a useful complement to, but certainly no substitute for the Agency's other, more 'traditional' CNSE activities, and we are therefore reluctant to suggest a significant increase in the proportion of the available resources to be dedicated to social media activities. Some suggestions to improve the effectiveness of social media while keeping the resources at a minimum are provided below:

- Connecting the centres of the network with one another. One way in which communication could be made more effective is by sharing content where two or more centres are mentioned, so that they start talking to each other and generate new content. Ideally, the Agency should look at interconnecting centres that share related content and/or appear to be interested in the same issues (this can be done by looking at the hashtags they share). Another possibility, involving less resources from EU-OSHA, would be to simply retweet relevant posts published by these "centres" to build connections.
- Better exploiting synergies with other communication activities. For example, outreach on social media could be expanded by sharing content published by OCPs and other intermediaries, following each other on LinkedIn, Twitter and Facebook and generating conversation with them (i.e. responding to their posts when they mention EU-OSHA or the HWC, or retweeting OCP content relevant to EU-OSHA).
- Finally, there are some influencers on OSH issues that are absent from EU-OSHA's network. The Agency could also better engage with these organisations on social media.

Recommendation 4. Better adapt the available tools to intermediaries and final audiences

The tools and schemes available within the CNSE activities have been useful and highly appreciated by intermediaries. However, there are some small changes or additions that EU-OSHA could make to further improve the services it offers to FOPs and other intermediaries, such as:

- Better tailoring promotional materials for online distribution.
- Improving the quality of translations. While we acknowledge that translations are normally carried out by external contractors, more stringent requirements could be made on quality checks of translations by OSH experts.

- Better compiling and making available OSH materials to certain sectors. For example, the Agency could categorise and/or collect tools, resources and good practices by sectors; and/or define a short list of priority sectors per HWC (depending on the campaign topic) for which to develop tailored materials (to the extent possible).
- Providing greater flexibility to FOPs in the Portfolio approach, as well as new tools to carry out online activities. FOPs have expressed that one of the elements that made ECAP/ARPP relevant was the flexibility they provided, given that FOPs were offered a wide range of actions/activities to be implemented at the national level. This flexibility should be kept or increased, to the extent possible, in the new scheme (FAST). FOPs have also requested new activities to be added to the pool, such as webinars.

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