

2019

# Evaluation of the Communication Strategy of the Operational Programs ERDF and ESF of Melilla 2014-2020

## EXECUTIVE SUMMARY

File nº 3539/2018/CME

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## Table of Contents

1. Introduction .....	3
2. Execution .....	3
3. Impact .....	4
4. Global assessment.....	5
5. Conclusions.....	5
6. Recommendations by Management Authorities, Intermediate Bodies and Management Bodies / Beneficiaries .....	11

## 1. Introduction

The procedure for evaluating the Communication Strategy of the Operational Programs of the ERDF and the ESF of Melilla 2014-2020 has been configured in accordance with current regulations and methodological guidelines in this area based on:

- The objectives of the Communication Strategy are to increase the visibility of the Operational Programs and to raise awareness of citizens about the role that Europe plays, through the application of the Cohesion Policy, in improving their quality of life.
- The target group of the communication actions is the general public.
- The actions are based on the principle of proportionality (article 116 of Regulation (EU) nº 1303/2013).

Consequently, the evaluation **aims** to analyze the degree of execution and results and impacts achieved by the Communication Strategy of the Operational Programs of the ERDF and the ESF of Melilla 2014-2020.

The **temporal scope** covered by this Communication Strategy Assessment report runs from January 1, 2014 to June 30, 2019.

## 2. Execution

In June 30<sup>th</sup> of 2019, the amount executed was 118,709 euros. The amount provided for the Communication Strategy was 175,000 euros, placing the financial execution, therefore, at 67%, of the total. This value is considered adequate. If the same pace of financial execution is maintained throughout the remainder of the period, there will be no problems in complying with the budget established in the Communication Strategy. A positive assessment of financial performance is made.

About the financial weight of each activity, those activities that involve external contracting have greater expense. Contrarily, those activities that can be developed with own resources and / or with fewer resources have less expense.

The financial distribution of spending has been allocated 50% to public activities and events, 15% to dissemination in the media, 11% to publications, 21% to information through any type of billboard and 3% to information and advertising networks. A positive assessment is made of the distribution of expenditure.

Regarding physical **execution**, it can be seen that communication indicators have been taken into account in all types of activity, all the actions having been launched except for two. Also, favorable execution rates are observed in all the indicators and they are not appreciated. problems reaching the established goals, evaluating themselves positively.

### Physical execution of the Communication Strategy

Activity	Indicator	Planned	Execution	Performance	Result	Planned	Execution	Performance
1	No. events held	40	38	95,00%	No. of attendees	825	2.394	290,20%
2	No. of dissemination acts	300	266	88,70%				
3	No. of external publications	27	27	100,00%	% publications distributed / edited	100%	99,40%	
					No. of distribution points	39	29	74,40%
4	No. web pages	10	10	100%	No. visits	230.000	194.210	84,40%
5	Nº of advertising supports	165	86	52,10%				
6	No. of internal documentation distributed	65	57	78,50%	% institutions covered	100%	100%	
7	Nº of information and advertising networks	3	3	100%	No. of meetings	54	34	63,00%
					No. of attendees	34	34	100%

Source: INFOCO 2014. Data from January 1<sup>st</sup>, 2014 to June 30<sup>th</sup>, 2019. Download date October 15<sup>th</sup>, 2019.

## 3. Impact

### Summary of impact indicators

Indicator	Value 2007-2013	Aim	Value 30/06/2019
Degree of knowledge of the obligations	100%	100%	100%
Satisfaction rate	65,6%	70%	80%
Satisfaction rate	55,6%	60%	74,9%

Indicator	Value 2007-2013	Aim	Value 30/06/2019
Degree of knowledge of the different Funds	72,9%	73%	84,2%
Degree of knowledge of the ERDF	71,5%	73,6%	69,6%
ESF knowledge level	80,8%	82%	68,3%
Degree of knowledge of the role played by the European Union	67,2%	70%	79,1%

#### 4. Global assessment

The work that is being carried out within the framework of the Communication Strategy of the ERDF and ESF Operational Programs of Melilla 2014-2020 to publicize the European Funds to the public is positively valued. Specifically, the achievements that are being done have a positive impact and contribute to the socio-labor insertion, to the improvement of the environment, to the recovery of the Historical Heritage of the City or to the improvement of technology. All in one, there has been an effect on issues that result in the improvement of the quality of life of citizens from Melilla.

#### 5. Conclusions

The Communication Strategy was prepared taking into account the recommendations issued in the evaluation of the previous period. This gives it continuity.

The Communication Strategy was elaborated with a [logic of intervention](#) that has a pyramidal approach. This approach is based on the sequence of Strategic Objectives-Specific Objectives-Target groups-Measures and allows to present a high degree of coherence. The existence of intervention logic has allowed the Strategy, in its design, to be valid and consistent.

The [indicative budget](#) represents 0.31% of the aid received in the framework of the Operational Programs of the ERDF and the ESF of Melilla. This constitutes the minimum consensus for communication in the Strategy.

A nomination of those responsible for communication has been made, in order to make them aware that they must fulfill the obligations defined in the Communication Strategy.

A nomination of those [responsible for communication](#) has been made, in order to make them aware that they must fulfill the obligations defined in the Communication Strategy.

- The ERDF Management Authority has a team of people dedicated to communication, considering the scope of their responsibilities in relation to the development and monitoring of the Communication Strategy.
- The Regional Intermediate Body has one person assigned to part-time communication, which is insufficient.
- The General Directorate of the Information Society has one person assigned to part-time communication, which is insufficient.
- Proyecto Melilla, S.A. has one person is available for part-time communication, which is insufficient.
- The General Directorate of Architecture has one person assigned to part-time communication, which is insufficient.
- The General Directorate of Public Works has one person assigned to part-time communication, which is insufficient.
- The General Directorate for Economic-Administrative Management of the Environment has one person assigned to part-time communication, which is insufficient.
- The General Directorate of Education and Social Services has one person assigned to part-time communication, which is insufficient.
- The Sub-Directorate General for Infrastructure and Transport only has one person assigned to part-time communication, which is insufficient.
- The Infrastructure and Equipment Management has one person assigned to part-time communication, which is insufficient.

The **technical means** established in the Communication Strategy are appropriate to facilitate the work to be carried out by the different agents, insofar as they guarantee compliance with the established obligations (database of good practices, materials accessible to people with disabilities) or provide tools and means to the different agents to execute the defined communication measures.

In the definition of the Communication Strategy, the **Principle of Equal Opportunities between Men and Women** was taken into consideration.

In June 30th, 2019, two **measures** defined in the Communication Strategy **had not been initiated**: “The Management Authority establishes among its measures the creation of a **virtual assistant** for the generation of plaques, posters, etc., that guarantee compliance of the communication requirements of the Cohesion Policy in the 2014-2020 period as support for both public and private beneficiaries”, and “a **comic** on the European Union with the aim of spreading its contribution to the development of the Autonomous City as a priority among the youngest population”.

The **performance and result indicators** show the progress of the information and communication actions. For this reason, it is important to provide information and, in addition. Furthermore, minor errors have been detected. Those are: four indicators attributed to an activity in the wrong way (Project Melilla, SA), in two indicators, acronyms are used to refer to the managing body / beneficiary (Regional Intermediate Body) and no mention is made of

European co-financing or the ERDF (Sub-Directorate General for Infrastructure and Transport).

#### Web Portal

- The ERDF Management Authority has enabled a Unique Web Portal on its website. This Unique Web Portal has information on all the Operational Programs co-financed by ERDF, as well as links to the web pages of the different participating entities.
- The Management Authority of ESF did not have a Single Web Portal. This means that it was not fulfilling the obligation established in the Common Provisions Regulation.
- The Regional Intermediate Body had a link to the Single Web Portal of the ERDF Management Authority, with the established characteristics and structure.
- The General Directorate of the Information Society had (at the time of this period - 30<sup>th</sup> of June 2019), a link on the Unique Web Portal of the ERDF Management Authority to its website.
- Proyecto Melilla, S.A. had a link on the ERDF Management Authority's Single Web Portal to its website.
- The General Directorate of Architecture had a link on the ERDF Management Authority's Single Web Portal to its website.
- The General Directorate of Public Works had a link on the Single Web Portal of the ERDF Management Authority to its website.
- The General Directorate for Economic-Administrative Management of the Environment had, as of June 30, 2019, a link on the Unique Web Portal of the ERDF Management Authority to its website.
- The General Directorate of Education and Social Services had a link in the Unique Web Portal of the ERDF Authority to its website, as the Single Web of the Management Authority of ESF.
- In June 30<sup>th</sup>, 2019, the Sub-Directorate General for Infrastructure and Transport did not have a link on the Unique Web Portal of the ERDF Management Authority to its website. They had it but had to be withdrawn in order to meet the established characteristics regarding the logo and slogan.
- The Infrastructure and Equipment Management did not have, as of June 30, 2019, a link in the Unique Web Portal of the ERDF Management Authority to its website.

#### List of operations

- The ERDF Management Authority publishes the list of operations on the Single Web Portal, which is updated weekly, providing greater transparency to the executions carried out through the ERDF Operational program.
- The ESF Management Authority, since it does not have a Single Web Portal, does not provide the list of operations of the Melilla ESF Operational Program.
- The Regional Intermediate Agency is not reviewing with the required rigor the information included in the list of operations related to FEDER aid.



- The General Directorate of the Information Society, in the list of operations, makes available clear, understandable, and detailed information.
- Proyecto Melilla, S.A. it is not providing a clear and understandable description of ERDF aid operations.
- The Directorate General for Architecture provides understandable, clear and detailed information on the operations that it is responsible for in the list of operations.
- The General Directorate of Public Works has provided clear, detailed information on its operations in the list of operations.
- The General Directorate for Economic-Administrative Management of the Environment offers clear, detailed information on its operations in the list of operations.
- The General Directorate of Education and Social Services cannot publish its operations in the list of operations since the ESF Management Authority does not have a Single Web Portal where they can be published.
- The Sub-Directorate General for Infrastructure and Transport offers clear, comprehensive and easily understood information.
- The Infrastructure and Equipment Management provides clear and assumable information.

The Annual Reports on the Execution of the ERDF Operational Program comply with the obligations established in the regulations, as well as the conditions and characteristics of the information approved within the GERIP.

The Annual Reports on the Execution of the ESF Operational Program have not complied with the conditions and characteristics established in the GERIP Network, which implies that it does not comply with the agreements adopted in this regard in the GERIP. Although they have complied with the provisions of community regulations.

Instructions have been provided for the management and execution of the actions related to management, monitoring, control, evaluation and information and communication.

- The ERDF Management Authority has provided Intermediate Bodies instructions to facilitate tasks in the areas described in the previous paragraph.
- The ESF Management Authority has provided instructions and guidelines to the Intermediate Bodies.
- The Regional Intermediate Body has provided instructions and guidelines to the Management / Beneficiary Bodies.

The INFOCO 2014 Application is a **computer application** that ensures the quality of the monitoring and execution of communication actions. It allows to examine, in a quantitative way, the execution, offering an objective view of the resources available and it facilitates the adjustment and adaptation of the objectives.

The **GERIP** and **GRECO-AGE** Networks are appropriate, as well as the issues debated within them and the agreements reached, as they contribute to achieving coordination and homogenization of communication activities at the national level.



- The ERDF Management Authority, as coordinator of the GERIP and GRECO-AGE Networks, has participated in all the meetings that have been held.
- The ESF Management Authority does not regularly attend the meetings called by the GERIP Network. The absence of the GERIP Network meetings prevents them from participating and staying up to date in relation to the decisions made in the GERIP Network. This participation is especially important to be able to adopt the instructions derived from the network and to provide coherence and homogenization in all the activities that are carried out.
- The head of communication of the Regional Intermediate Body has not attended 3 of the 17 meetings held.
- The Sub-Directorate General for Infrastructure and Transport has attended 2 of the 13 meetings of the GRECO-AGE Network.
- The Infrastructure and Equipment Management has attended 2 of the 13 meetings of the GRECO-AGE Network.

The [European Networks](#) INFORM (FEDER) and INIO (ESF) provide an appropriate space for the exchange of experiences and good practices with persons responsible for communication in the European Commission and other Member States.

- The ERDF Management Authority has attended all the meetings to which it has been summoned, both individually and jointly convened with the INIO Network.
- The ESF Management Authority does not attend the INIO Network meetings assiduously and has not attended any of the jointly convened meetings (INFORM and INIO). The European network INIO is an appropriate space for the exchange of experiences, good practices, with people responsible for communication in the European Commission and other Member States, the ESF Management Authority, by participating partially, is missing the opportunity to exchange experience and knowledge.
- The Regional Intermediate Agency has not attended the meetings of the INFORM network because it has not been required to attend by the rotating system established in the GERIP network.

In both the FEDER and the ESF, fluid information channels have been established in the [Monitoring Committees](#) and in the [Evaluation Committees](#).

An important annual [information activity](#) is being organized, promoting the opportunities and strategies followed and presenting examples of actions.

- The Annual Acts of Regional Policy and European Funds in Spain, organized by the ERDF Management Authority are serving to publicize the ERDF and the actions that are co-financed with said Fund, as well as the Cohesion Policy. Where funding opportunities and strategies are promoted, and examples of good practice are presented.
- The ESF Managing Authority through the events celebrating Europe Day and the 3rd ESF Forum is broadcasting the ESF funding opportunities and showing examples of actions.

**Verification** tasks take into account the obligations established for the information and communication of operations.

The **Horizontal Principle of Equal Opportunities** between Men and Women has been considered transversally in all information and communication actions.

The **impact** that the different communication, information and visibility measures developed have had on the actors involved (public and private beneficiaries) in the Operational Programs of the ERDF and the ESF in Melilla has been adequate.

- Degree of knowledge of the obligations of the existing obligations in programming, management, monitoring, control, evaluation, information and communication: 100%.
- Satisfaction rate: The value reached is 80%, improving the rate reached in the 2007-2013 period.
- Profit rate: 74.9%, higher value than that achieved at the end of the 2007-2013 period.

The measurement of the impact of the Communication Strategy of the Operational Programs of the FEDER and ESF of Melilla 2014-2020 on citizens, based on the analysis of the indicators related to the population, shows a discreet result in global terms.

- Degree of knowledge of the ERDF: There is a moderate decrease compared to the previous period (69.6%). Additionally, there is a slight gender gap with respect to the degree of knowledge and the age bracket with the least knowledge is the one that covers from the 16 years old (35.6%).
- Degree of knowledge of the ESF: There is a significant decrease compared to the previous period in the degree of knowledge of the Fund (68.3%), the degree of knowledge by gender is similar and the age bracket with less knowledge is from 20 to 24 years (58.1%).
- Degree of knowledge of the role played by the European Union in Melilla: This rate has risen considerably compared to the previous period, standing at 79.1%.

The procedure determined for the identification of cases of **Good Practices** is adequate, since the obligations and responsibilities that must be fulfilled by each entity involved in the Communication Strategy are established. However, the objective established in the Good Practice Strategy per year and by the Management Body / Beneficiary is not being met, as well as that the cases of Good Practices presented represent 50% of the community aid.

- The ERDF Management Authority has assumed a leadership role with regard to the detection and selection of Good Practices, dealing with the review of Good Practices presented by the Regional Intermediate Body. In addition, it has enabled the base of Good Practices where the approved Good Practices are published, where they can be consulted in Spanish and English, an issue that facilitates the dissemination of these.
- The ESF Management Authority does not participate in the selection and approval of Good Practices and a database of Good Practices is not available.
- The Regional Intermediate Body, although it has assumed its role as the regional coordinator of the process of identification and selection of Good Practices, is not

sufficiently involved, as a consequence of the small number of Good Practices presented to date by the Management Bodies / Beneficiaries.

- The General Directorate for Economic-Administrative Management of the Environment has presented two cases of Good Practice but has not presented a Good Practice per year.
- The General Directorate of Education and Social Services has presented a Good Practice. It only manages an operation, with which it will not be able to present more cases of Good Practices and will not fulfill the obligation established in the Communication Strategy.
- The General Directorate of Public Works has not presented any case of Good Practice, in breach of the established obligation.
- The Architecture Directorate and the General Information Society Directorate have had a significant delay in the beginning of their actions and as a consequence of not having a fully certified performance, they have not been able to present cases of Good Practice.
- Proyecto Melilla, S.A. has not presented any case of Good Practice, in breach of the established obligation.
- The Sub-Directorate General for Infrastructure and Transport has not presented any case of Good Practice, in breach of the established obligation.
- The Infrastructure and Equipment Management has not presented any case of Good Practice, in breach of the established obligation.

## **6. Recommendations by Management Authorities, Intermediate Bodies and Management Bodies / Beneficiaries**

### ERDF Management Authority

- To facilitate communication tasks, it would be appropriate to launch as soon as possible the creation of a virtual assistant for the generation of plaques, posters, etc., which ensure compliance with the communication requirements of the Cohesion Policy in the 2014-2020 period to support both public and private beneficiaries.

### Autoridad de Gestión de ESF

- Register at INFOCO 2014 the necessary information that shows compliance with its obligations as established in the Common Provisions Regulation. In particular, public activities and events, information through any type of poster (material necessary to disseminate the realization of an important communication activity, on an annual basis), instructions to the participants of the ESF Operational Programs.
- Correct a record that is repeated in INFOCO 2014, in relation to the INIO Network meetings.

- Enable and put into operation as quickly as possible the Single Web Portal to ensure that it complies with the obligations set out in Community regulations. And adopt the agreed structure in the GERIP network.
- Publish and update the list of operations of the ESF Operational Programs every six months to give sufficient visibility and transparency to the executions being carried out under the Operational Program,
- Participate in all meetings that are called by the GERIP and INIO network.
- Adapt the information to be included in the Annual Execution Reports to that agreed in the GERIP network.
- Participate in the selection and approval of cases of Good Practices.
- Enable a database of Good Practices in the Single Web Portal to be able to give visibility to the achievements that are being achieved with the actions of the ESF Operational Program in Melilla, through the dissemination of Good Practices.
- Provide adequate human resources to be able to fulfill all the obligations that the Management Authority has established regarding information and communication, and which, up to now, have not been fulfilled.

#### Regional Intermediate Body

- Keep the Communication Strategy updated and communicate to the Management Authority of the ERDF and the ESF (as appropriate) the changes that must be introduced, such as, for example, the inclusion of the GRECO-AGE network in the reprogramming and the inclusion of the corresponding Indicators in the Tracking Application. As well as updating the data of those responsible for communication in the Communication Strategy.
- Have additional human resources that are necessary and that provide support to the person responsible for communication, so that the Regional Intermediate Body can assume a greater role in the development of communication actions.
- Review the list of operations with the required rigor so that all the descriptions are clear and understandable.
- Review the execution values of the performance and result indicators and carry out the corresponding reprogramming.
- Implement, as soon as possible, the measure established in the Communication Strategy that has not yet been carried out, "comic on the European Union", in order to disseminate its contribution to the development of the Autonomous City as a priority among the youngest population. Or, failing that, carry out some action aimed at the younger population.
- Establish the appropriate mechanism to be able to attend all the meetings that are called by the GERIP Network.
- Assume a role of greater relevance in the detection of Good Practice cases.

#### General Directorate of the Information Society

- Identify, select and present cases of Good Practices.

- Strengthen human resources for communication activities.

#### General Directorate of Architecture

- Identify, select and present cases of Good Practice.
- Strengthen human resources for communication activities.

#### General Directorate of Public Works

- Report more information at INFOCO 2014.
- Identify, select and present cases of Good Practice.
- Strengthen human resources for communication activities.

#### Proyecto Melilla, S.A.

- Report information in Activity 1 at INFOCO 2014.
- Correct the imputation errors of 2 triptychs and 2 brochures,
- Review the list of ERDF aid operations, in order to offer clear and understandable information for the sake of transparency.
- Identify, select and present cases of Good Practice.
- Strengthen human resources for communication activities.

#### Subdirectorato General for Infrastructure and Transport

- In the information entered into INFOCO 2014, it must be shown that it is co-financed by the European Funds, in general or, specifically, with the ERDF.
- Provide a link in the Single Web Portal of the ERDF Management Authority to the website of the General Sub-Directorate.
- Assist and participate regularly in the meetings that are called by the GRECO-AGE Network.
- Present cases of Good Practices in accordance with the obligation established in the Communication Strategy.
- Strengthen human resources for communication activities.

#### Infrastructure and Equipment Management

- Report information on communication activities carried out at INFOCO 2014.
- Provide a link in the Single Web Portal of the ERDF Management Authority to the website of the Managing Body / Beneficiary.
- Assist and participate regularly in the meetings that are called by the GRECO-AGE Network.
- Present cases of Good Practices in accordance with the obligation established in the Communication Strategy.
- Strengthen human resources for communication activities.