

# Detailed evaluation plan for internal and external evaluation

Deliverable 5





# RARHA

REDUCING ALCOHOL RELATED HARM

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# Introduction

As specified in the Technical Annex 1 “Description of the action” of the RARHA Grant Agreement (n. 2013 22 02), this deliverable is a detailed evaluation plan laying out the specific tasks, methods and indicators for internal evaluation focused on the process, and for external evaluation focused on outcomes. It also specifies the timetable for data gathering and reporting for both internal and external evaluation.

This document has to serve as a basis for the project manager(s) and project team to monitor the project’s progress and evaluate the effects of the JA. Following EC’s CHAFAE, we understand evaluation as the systematic appraisal of the success of a project. In this vein, the internal and external evaluation aim to assess whether the outcomes meet the needs of the target groups and if the project objectives have been achieved. To do so, we distinguish between process and effect evaluations. Process evaluation aims to longitudinally assess the project in order to improve the work in progress and increase the likelihood of success (i.e. internal evaluation). Effect evaluation assesses the whole project at its end and will be conducted to verify if the objectives set have been achieved (i.e. external evaluation).

The following sections present the main guidelines that the researchers in WP3 are going to use to conduct the internal and the external evaluation of RARHA. On the one hand, the purpose of the internal evaluation is to follow the progress of the JA, including the assessment of the adequacy and appropriateness of dissemination activities, taking into account pre-defined deliverables, milestones and process indicators in order to provide feedback on aspects that hinder or advance implementation, identifying also unexpected developments. On the other hand, the purpose of the external evaluation is to assess the process, the outputs and the outcomes produced by RARHA throughout its implementation. To do so, the pre-determined outputs and outcomes will be contrasted and cross-checked with the final products of the project.

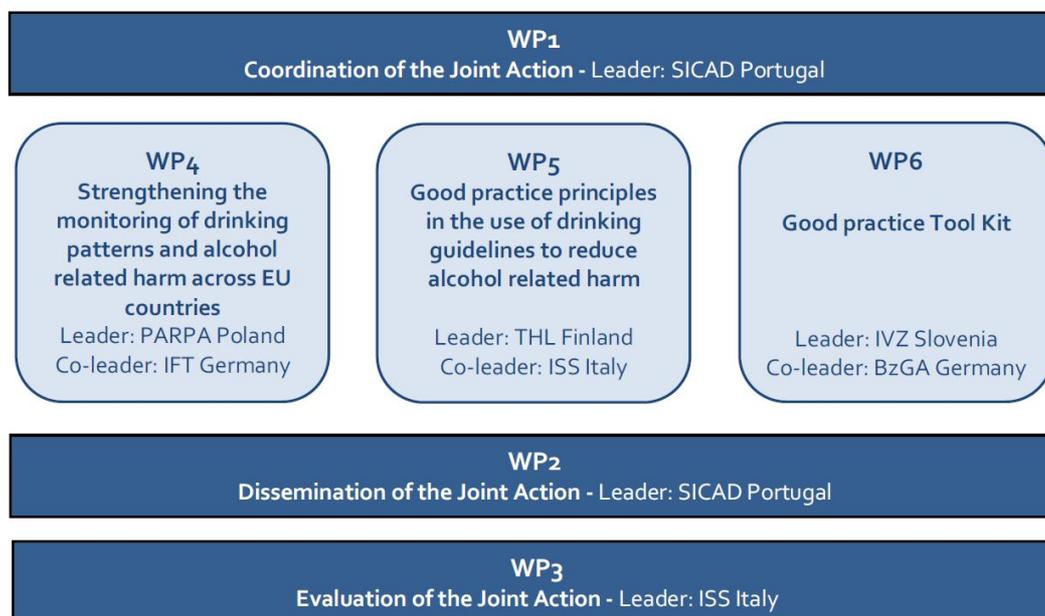
The methods that will be used to conduct the internal and external evaluation of the JA are mixed, including online surveys, in-depth face-to-face interviews and participant observation. The evaluation intends to comprehensively assess the project during its implementation, which also allows participants to correct the limitations detected and boosts the strengths to produce the most valuable outputs and outcomes.

# Overview of RARHA Joint Action

The Joint Action on Reducing Alcohol Related Harm (RARHA) has received funding from the European Union in the framework of the Second Program of Community Action in the field of Health (2008-2013). It responds to the program's call 4.2.3.4 by mobilizing Member States to cooperate towards uptake, exchange and development of common approaches relating to the underpinning priorities of the EU alcohol strategy and strengthen MS capacity to address and reduce alcohol related harm.

RARHA is a 3-year joint action (2014-2016). It is coordinated by Portugal and involves 30 countries (27 MS plus Iceland, Norway and Switzerland), represented by public institutions and networks, NGO's, Universities, as well as International Organizations, such as the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the World Health Organization (WHO), the Pompidou Group and the Organization for Economic Co-operation and Development (OECD); for a total of 32 Associated Partners and 28 Collaborating Partners.

The project is structured around 6 Work Packages (WPs):



# Overview of WP3-Evaluation

## Leader

ISS - Istituto Superiore di Sanità, Rome, Italy

## Associated partners (32)

SICAD (PT), ISS (IT), THL (FI), PARPA (PL), IVZ (SI), BzGA (DE), LT-DTACD (LT), IFT (DE), STAP (NL), CNIPH (HR), NIHD (EE), FPS Health (BE), FSWS (MT), FHI/NIPH (NO), LJMU (UK), EL (IS), SIRUS (NO), MU (UK), HSE (IE), NIPH (RO), UMHRI (EL), LWL (DE), NCPHA (BG), HDIR (NO), API (AT), NCA (HU), FCSH-UNL (PT), HRB (IE), OFDT (FR), SIF/NIPH (DK), Eurocare, EuroHealthNet

## Brief description of the action

Verify if the RARHA Joint Action is being implemented as planned and reaches the objectives

## Scope and objectives

The purpose of the WP is to:

- a.** Follow the progress of the JA, including the assessment of the adequacy and appropriateness of dissemination activities, taking into account pre-defined milestones and process indicators in order to provide feedback on aspects that hinder or advance implementation, identifying also unexpected developments
- b.** Assess the achievements and their quality against appropriate process, output and outcome indicators, taking into account the general and specific objectives and the expected deliverables

## Subjects involved and work plan

The WP follows an integrated approach in which internal (point a.) and external (point b.) evaluation of the Joint Action implementation and achievements are carried out separately. Both internal and external evaluation activities are led and overseen by ISS, and supported by an Evaluation Steering Group (ESG).

The Evaluation Steering Group (ESG) is composed of the representatives of 5 participating countries and, as appropriate, further experts from the JA Advisory Group (which is formed by members of the Committee on National Alcohol Policy and Action [CNAPA], plus Iceland, Norway and Switzerland and, as observers, EMCDDA, WHO/Europe, OECD and Pompidou Group). The ESG is informed on the progress of the JA and is consulted on the main topics of the evaluation process.

In order to achieve the highest possible degree of objectivity and impartiality, the evaluation process is planned by an independent experienced subcontractor that is responsible for:

- Elaborating the Evaluation Plan (submitted for the approval of ISS and ESG). The Evaluation Plan should define in detail when, where and how to collect information to answer the evaluation questions, identifying a well defined methodology and analytic approach.

The stakeholders to be addressed, ranging from consortium members to EU actors and interested outsiders, are agreed with ISS and ESG.

The Evaluation Plan should address all the indicators outlined in the Technical Annex to the Grant Agreement, adding others if necessary. In short, the WP3 Evaluation Plan defines the methodology for each evaluation component, driven by the project process, output and outcome indicators and including the definition of information sources and means of collection of quantitative/qualitative data (e.g. document review, face-to-face interviews/online questionnaires, desk research, focus groups, counting of web server logs and/or downloads, meetings observations, partner/expert opinions, etc.).

- Supporting ISS in the Internal Evaluation, by setting up the instruments and evaluation procedure for ongoing monitoring of the implementation process, as reported by partners, and assisting ISS in drawing up the 2 Interim Internal Evaluation Reports:
  - 1<sup>st</sup> Interim Internal Evaluation Report (scheduled for January 2015)
  - 2<sup>nd</sup> Interim Internal Evaluation Report (scheduled for February 2016)
- Carrying out the External Evaluation and elaborating 2 evaluation reports (submitted for the approval of ISS and ESG):
  - 1st Interim External Evaluation Report (scheduled for February 2016)
  - Final Evaluation Report summarizing the overall evaluation (scheduled for November 2016). The Final Evaluation Report is focused on the achievement and quality of intended outcomes as well as on sustainability aspects. It describes the main results of the JA, drawing on both internal and external evaluation.

The data collection instruments for Internal and External Evaluation should avoid overlapping and duplication of information.

The ISS is responsible for the organization and management of the evaluation process, developed according to the WP3 Work Plan. The role of ISS is also fundamental in facilitating and supervising the evaluation activities of the subcontractor, acting as *trait d'union* among the RARHA coordinator, the work package or task leaders, the ESG and the subcontractor:

- Providing feedback and suggestions to partners about the interim Internal Evaluation results in order to improve the work in progress and increase the likelihood that the project is successful.
- Facilitating the provision of all project documents and materials (such as: meetings agendas, minutes and presentations; WPs work plans, instruments and technical reports) that the subcontractor deems essential as sources of information for the evaluation.

# Methodology

The following section presents the different methodologies devised to conduct the evaluation of RARHA's JA. We distinguish between quantitative and qualitative methods.

## Quantitative methods

Name	<b>1<sup>st</sup> wave online survey (S<sub>1</sub>)</b>
Preparation	August 2014 – October 2014.
Conduction	November 2014.
Analysis & Reporting results	December 2014.
Goal	Follow the progress of the JA and assess the process, the outputs and the outcomes produced by RARHA's JA.
Description	<p>The online survey conducted among RARHA individual participants (including researchers and administrators) addresses both the process and the effect of the JA.</p> <p>The sample will include participants that are registered as Associated and also those that are Collaborating Partners (a detailed list of the sample will be constructed during the preparation stage, after conclusion of the detailed stakeholders analysis that will be submitted to ISS and the Evaluation Steering Group for possible advice and improvements (see Section 5: Stakeholders to be addressed). For process evaluation, the questions will be linked to the planning and organization of the project activities, focusing on whether the activities are implemented according to plan, how obstacles and difficulties will be identified during the implementation and dealt with, and how the quality of the project implementation will be assured.</p> <p>For effect evaluation, the evaluation questions will be linked to the specific objectives, and verify if the stated objectives have been achieved.</p>
Indicators	Process: measure the progress of the project. They verify the accuracy

	<p>and timeliness of the steps foreseen for the project implementation. Questions to measure these indicators will be related to the management of the JA.</p> <p>Performance: measure the outputs of the project. They relate to the level of participation on the project, user satisfaction, efficiency, take-up, etc. Questions about the performance will also revolve around the benefits and the shortcomings of the JA.</p> <p>Effect: measure the outcomes of the project. They relate to the level of achievement of the objectives.</p> <p>In order to further understand the process, the performance and the effect of the project, a social network analysis (SNA) will be conducted (i.e. an assessment of the connections among the individual and organizations involved in the JA).</p>
WPs assessed	WP1, WP2, WP4, WP5, WP6
Evaluator	<p>ISS &amp; ESADE (internal and external evaluation).</p> <p>The first part of the survey will be focused on the process of the JA, and the results will be timely forwarded to ISS for inclusion in the First Interim Internal Evaluation Report. The second part of the survey will look at the effect of the JA and, hence, will be used to conduct the external evaluation of the JA.</p>

Name	<b>2<sup>nd</sup> wave online survey (S<sub>2</sub>)</b>
Preparation	August 2015 – October 2015.
Conduction	November 2015.
Analysis & Reporting results	December 2015 – January 2016.
Goal	Follow-up on the 1 <sup>st</sup> wave results and evaluate the progress of the JA and assess the process, the outputs and the outcomes produced by RARHA.
Description	<p>The online survey conducted among RARHA individual participants (including researchers and administrators) addresses both the process and the effect of the JA.</p> <p>For process evaluation, the questions will be linked to the planning and organization of the project activities, focusing on whether the activities</p>

	are implemented according to plan, how obstacles and difficulties will be identified during the implementation and dealt with, and how the quality of the project implementation will be assured. For effect evaluation, the evaluation questions will be linked to the specific objectives, and verify if the stated objectives have been achieved.
Indicators	<p>Process: measure the progress of the project. They verify the accuracy and timeliness of the steps foreseen for the project implementation. Questions to measure these indicators will be related to the management of the JA.</p> <p>Performance: measure the outputs of the project. They relate to the level of participation on the project, user satisfaction, efficiency, take-up, etc. Questions about the performance will also revolve around the benefits and the shortcomings of the JA.</p> <p>Effect: measure the outcomes of the project. They relate to the level of achievement of the objectives.</p> <p>In order to further understand the process, the performance and the effect of the project, a social network analysis (SNA) will be conducted (i.e. an assessment of the connections among the individual and organizations involved in the JA).</p>
WPs assessed	WP1, WP2, WP4, WP5, WP6.
Evaluator	<p>ISS &amp; ESADE (internal and external evaluation).</p> <p>The first part of the survey will be focused on the progress of the JA, and the results will be used for the internal evaluation (Second Interim Internal Evaluation Report). The second part of the survey will look at the effect of the JA and, hence, will be used to conduct the external evaluation of the JA (First External Evaluation Report).</p>

Name	<b>Short Online Survey (S<sub>3</sub>)</b>
Preparation	January 2015 – December 2015.
Conduction	January 2016 – August 2016.
Analysis & Reporting results	September 2016 – October 2016.
Goal	Gain knowledge on the extent to which the results obtained by RARHA are properly disseminated and distributed across the main stakeholders

	in the field of interest.
Description	The online survey is aimed at assessing the effect of the JA. Thus, the quality of the work done by the participants of the JA and the impact of the JA achievements on society and policy-making will be contrasted. To do so, the survey will ask questions about dissemination of the results across relevant stakeholders. This methodological tool will allow us to know the extent to which RARHA's JA has been translated into practice.
Indicators	Effect of dissemination: measure of the impact that the project has had on relevant stakeholders.
WPs assessed	WP2, WP4, WP5, WP6.
Evaluator	ESADE (external evaluation).

## Qualitative methods

Name	<b>Semi-structured face-to-face interviews (SI)</b>
Preparation	August 2014 – December 2014
Conduction	Meetings RARHA (i.e. December 2014, June 2015, October 2016).
Analysis	January 2015, July 2015, November 2016.
Goal	Obtain first hand information about the management of the JA. The interviews will be also used to evaluate whether the different WPs have achieved the desired goals.
Description	Semi-structured face-to-face interviews will be conducted among WP leaders as well as main representatives of the different organizations involved in the JA.
Indicators	For process evaluation, the questions should be linked to the planning and organization of the project activities, focusing on whether the activities are implemented according to plan, how obstacles and difficulties will be identified during the implementation and dealt with, and how the quality of the project implementation will be assured.  For effect evaluation, the questions will revolve around the perceived impact that respondents believe the JA has had on relevant stakeholders.
WPs assessed	WP1, WP4, WP5, WP6.

Evaluator	ISS & ESADE (internal & external evaluation).  Those questions of the interviews that inform us about the progress of the JA will be reported to ISS and used to develop the internal evaluation of the JA. On the other hand, the perceived level of goal-attainment expressed by the respondents will be used to develop the external evaluation.
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Name	<b>Document analysis (DA)</b>
Preparation	-
Conduction	August 2014 – November 2016.
Analysis	August 2014 – November 2016.
Goal	Cross-check of the deliverables, milestones and specific objectives of each work package in the JA. The goal of this method is twofold. On the one hand it will check whether the different objectives have been met, producing and publishing the different deliverables, milestones and objectives on time. On the other hand, the document analysis will evaluate the quality of the products produced by the JA.
Description	The documents produced by the JA will be gathered and studied to analyze whether they have been produced on time and with the required quality.
Indicators	For effect evaluation, the evaluation questions should be linked to the specific objectives, and verify if the stated objectives have been achieved.  Evaluation target: (i.e. number of core WPs surveys, reports and outputs, including dissemination activities conducted by RARHA, countries involved, visits in the website, etc.). The 6 monthly progress reports submitted by all associated partners to the Coordinator and the WPs leaders will be used to assess the progress and the results of the different partners and of RARHA as a whole.  Evaluation methods: Desk review of project deliverables and reports. Evaluation of the main surveys conducted for core WPS taking into account the Total Error Survey Framework (i.e. analyzing the sample frame, the non-response rate, methods of data collection, reliability of answers, etc.).
WPs assessed	WP1, WP2, WP4, WP5, WP6.

Evaluator	ESADE (external evaluation).
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Name	<b>Participant observation (PA)</b>
Preparation	-
Conduction	Conduction Date: Meetings RARHA (i.e. December 2014, June 2015, October 2016).
Analysis	January 2015, July 2015, November 2016.
Description	The external evaluators will attend the three JA's meetings scheduled in 2014, 2015, and 2016. The researchers will attend these meetings as external observers, assessing the quality of the meeting, identifying the main limitations as well as the advantages of the format.
Indicators	Process indicator: in this case the researchers will assess the activities implemented and the organization of the JA through observations of the three plenary meetings.
Goal	Gain information about the working method of the JA and be able to present to the steering and management bodies of the project a list of the main advantages and limitations of the plenary meetings. This method could also be valuable to identify possible conflicts or frictions within the JA.
WPs assessed	WP1, WP2, WP4, WP5, WP6.
Evaluator	ESADE (internal evaluation)  Although ESADE will be the organization in charge of conducting this research, the results will be used to complement the internal evaluation of the JA.

# Stakeholders to be addressed

The following section presents a provisional list of stakeholders to be addressed in order to gain information about the process, the outputs and the outcomes of the project, as well as its dissemination and impact. In accordance with the RARHA Grant Agreement, the final list of stakeholders will be agreed with the WP3 leader (ISS) and the Evaluation Steering Group. In the preliminary stage of the evaluation, the external evaluator will conduct a detailed stakeholders analysis - based on the CHAFEA Template for Stakeholder Consultation on Evaluation Need<sup>1</sup> submitting a proposal to ISS and ESG for possible advice and improvements (see Appendix 1 for the approved version).

Thus, the following list is only indicative:

- Stakeholders directly involved in the project:
  - Participants of RARHA: Both researchers and administrators. The sample will include participants that are registered as Associated and those that are Collaborating Partners. All of them will receive the two wave online surveys (S<sub>1</sub> & S<sub>2</sub>).
- Primary users of the evaluation:
  - Members of work package leaders' organizations: Semi-structured face-to-face interviews will be conducted among them during the project (SI).
- Stakeholders affected by the project:
  - Committee on National Alcohol Policy and Action (CNAPA): A short survey will be conducted with them (S<sub>3</sub>).
  - Executive Agency for Health Consumers (EAHC): A short survey will be conducted with them (S<sub>3</sub>).
  - EU and National officials involved in Alcohol policies: A short survey will be conducted with them (S<sub>3</sub>).
  - Representatives of the EU Alcohol and Health Forum: A short survey will be conducted with them (S<sub>3</sub>).
  - Other non-profit stakeholders to be agreed with ISS and ESG: A short survey will be conducted with them (S<sub>3</sub>).

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<sup>1</sup> [http://ec.europa.eu/eahc/documents/management/fact\\_sheet/Factsheet\\_5\\_Elaborating\\_evaluation\\_plan\\_Template\\_for\\_Stakeholder\\_Consultation\\_on\\_Evaluation\\_Needs.pdf](http://ec.europa.eu/eahc/documents/management/fact_sheet/Factsheet_5_Elaborating_evaluation_plan_Template_for_Stakeholder_Consultation_on_Evaluation_Needs.pdf)

# Evaluation for Work Package

The following tables present the indicators outlined in the Grant Agreement for the evaluation of RARHA specific objectives and the different methods that will be used to assess their compliance. In addition to these indicators, the methodologies presented will also allow us to evaluate the project as a whole, its dissemination extent and impact.

## **WORK PACKAGE 1-Coordination of the JA**

**Deliverable 1:** Technical reports, JA meetings and final conference (December 2016).

**Description:** Interim and final technical reports and kickoff and interim JA meetings leading to published short versions of final report to summarize the work, findings and conclusions and to final conference to summarize and disseminate results.

**Milestones:**

- a. Kickoff meeting (January 2014)
- b. Management meeting, steering committee meetings, advisory committee meetings (December 2014)
- c. Interim meeting and interim report (June 2015)
- d. Closing conference (October 2016)
- e. Final report (December 2016)

**Evaluation of WP1:** The actions undertaken to manage the project and to make sure that it is implemented as planned will be evaluated longitudinally with two wave surveys and semi-structured interviews conducted in the three meetings of RARHA. The longitudinal approach allows the evaluators to identify the main weaknesses and strengths of the networking and of the managerial approach. Having this information, the WP leaders and the main RARHA governing bodies can re-address the main limitations in order to ensure a proper implementation of the project. Apart from the semi-structured interviews and the two wave surveys, the quality of the JA meetings and the final conference will be assessed through participant observation by the external evaluators.

**Methods:** Semi-structured interviews (SI), 2 wave surveys (including the Social Network Analysis) ( $S_1$ ,  $S_2$ ), participant observation (PA), and document analysis (DA).

## WORK PACKAGE 2-Dissemination of the JA

**Deliverable 2:** Promotional package and communication about the launch of RARHA (March 2014).

- **Description:** Common promotional package (visual image, overview brochure, folder, USB). Press release relating to kickoff to communicate aims, objectives and activities to target groups, stakeholders and media. Satellite event (M6) for public launch of RARHA.

**Deliverable 3:** Main web site and common content for national web pages (March 2014).

- **Description:** Main RARHA web site launched and maintained by SICAD, with common content produced in English to be used – translated or otherwise and combined with national material – in partners' dedicated web sites.

**Deliverable 4:** Bi-annual electronic newsletter (June 2014).

- **Description:** Publishing six-monthly a newsletter, distributed by email and accessible online to inform stakeholders and other on the activities carried out and on the intermediate and final outcomes.

### Milestones:

- f. Launch of promotional package and main web site (March 2014).
- g. Launch newsletter (June 2014).
- h. Satellite event for public launch of the JA (June 2014).
- i. Publication of short version of final report (October 2016).
- j. Final conference (October 2016).

**Evaluation of WP2:** The dissemination of the project will be assessed by analyzing the website of RARHA as well as the websites of the different partners involved. The analysis will also take into account the number of visits to RARHA's website and the counting of downloads of documents. In addition to that, the external evaluation will analyze the presence of RARHA in the media (i.e. TV, newspapers, magazines, etc.). Finally, the dissemination will be assessed by checking whether the bi-annual electronic newsletters are published on time every six months and if these newsletters properly report the advancements of the JA.

**Method:** Document analysis (DA), and short survey (S<sub>3</sub>).

## WORK PACKAGE 4-Monitoring

**Deliverable 7:** Synthesis report: baseline assessment and suggestions for comparative monitoring of alcohol epidemiology across the EU (August 2016).

- **Description:** Report presenting cross-country comparison of drinking levels and patterns and alcohol related harm, describing the methodologies used and providing methodological and policy pointers for using common methodology and continuing EU surveys on alcohol.

**Milestones:**

- k. Work meeting to refine SMART methodology, agree on common protocol for surveys and on re-coding of existing data (Task 1 and Task 2) (April 2014).
- l. Calls for tender in Task 1 for subcontracting the (face-to-face) survey fieldwork (December 2014).
- m. Establishment of international comparative data bases for Task 1 and Task 2 (December 2015).
- n. Work meeting to consolidate findings and discuss conclusions (August 2016).
- o. Synthesis report (October 2016).

**Evaluation of WP4:** As specified in the table below with the specific objectives within WP4, the main goals of the evaluation are to assess the number of countries in which the survey has been properly conducted and the extent to which the results can be compared across countries. In addition to that, the external evaluation aims to assess the survey in itself by using the Total Error Survey Framework, which looks at the sample frame, non-response rates, reliability issues, validity of the questions, etc. Finally, the evaluation will take the synthesis report into account and assess the quality of the final output of the WP4.

**Specific objective 1:** Providing a baseline for comparative assessment and monitoring of alcohol epidemiology, including drinking levels and patterns, and alcohol related harms across the EU (WP4)

<i><b>Process indicators</b></i>	<i><b>Methodology</b></i>
Number of MS that successfully carry out the common survey during the period of operation of the JA	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> )
Number of common items used in national SMART surveys	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> )
Number of variables re-coded for comparative assessment	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> )
<i><b>Output indicators</b></i>	
Number of national reports published and/or delivered for integration in synthesis report	Document analysis (DA)
Number of variables for which comparison across EU	Document analysis (DA)

MS is possible	
Number of variables for which comparison across EU MS is possible	Document analysis (DA)
<b>Outcome indicators</b>	
Number of MS planning to use the common methodology in alcohol surveys in the future (repeat a SMART survey or carry out a 1st SMART survey)	Semi-structured interviews (SI)
Extent to which CNAPA members consider access to comparative data improved	Semi-structured interviews (SI)
Extent to which CNAPA members consider access to comparative data useful	Semi-structured interviews (SI)

**Specific objective 2:** Strengthening capacity in comparative alcohol survey methodology and increasing interest in using common methodology in the future (WP4)

<b>Process indicators</b>	<b>Methodology</b>
Number of participants with little/no previous experience of comparative alcohol research	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> )
Number of participants in work meeting to agree on common survey protocol	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & document analysis (DA)
<b>Outputs indicators</b>	
Number of MS with less experience in comparative alcohol research among those who successfully carry out a national SMART survey	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & document analysis (DA)
Number of participants who find the JA has enhanced networking	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> )
<b>Outcome indicators</b>	
Number of MS with less previous experience planning to use the common methodology in the future	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & document analysis (DA)
Number of participants planning to continue contacts/joint work	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & semi-structured interviews (SI)

## WORK PACKAGE 5-Drinking guidelines

**Deliverable 8:** Synthesis report: good practice principles in the use of drinking guidelines as a public health measure (October 2016).

- **Description:** Report summarizing science, experiences and good practice relating to the use of drinking guidelines to reduce alcohol related harm as well as key messages to the population and health professionals.

### Milestones:

- p. Expert work meeting to discuss reviews of: science, guidelines and standard drink definitions, uses of guidelines, drinking by young people (October 2014).
- q. Launch of consumer survey (January 2015).
- r. Launch of Delphi survey (April 2015).
- s. Expert/policymaker meeting (January 2016).
- t. Publication of synthesis report (October 2016).

**Evaluation of WP5:** As detailed below, the evaluation of this WP will include different tools aimed at evaluating the extent to which it has been able to bring together science and experiences to reduce alcohol related harm. An indicator of success of this WP would be a clear and aligned statement to the population and health professionals regarding the drinking guidelines.

**Specific objective 3:** Clarifying the science underpinnings and public health policy implications of the use of drinking guidelines to reduce alcohol related harm (WP5)

<i>Process indicators</i>	<i>Methodology</i>
Delivering overviews of: drinking guidelines given in MS; uses of drinking guidelines; guidelines on drinking by young people; science underpinnings; definitions of "standard drink"	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & semi-structured interviews (SI) & document analysis (DA)
<i>Output indicators</i>	
Assessment of the quality and usefulness of overviews as assessed by associated and collaborating partners	Short survey (S <sub>3</sub> )
<i>Outcomes indicators</i>	
CNAPA members and other key stakeholders assessment of the extent to which the science underpinnings and policy implications have been clarified due to the JA	Short survey (S <sub>3</sub> )

**Specific objective 4:** Building consensus on the use of drinking guidelines to reduce alcohol related harm (WP5)

<i>Process indicators</i>	<i>Methodology</i>
Identification of divergences between MS that help develop questions for the Policy Delphi survey	Documents analysis (DA)
<i>Outputs indicators</i>	
Measurable increase in areas of consensus between first and last Policy Delphi round	2 wave survey (S <sub>1</sub> , S <sub>2</sub> ) & semi-structured interviews (SI)
<i>Outcomes indicators</i>	
Degree of agreement among JA participation good practice principles in the use of drinking guidelines as a public health measure and on key messages to the population and health professionals	2 wave survey (S <sub>1</sub> , S <sub>2</sub> ) & semi-structured interviews (SI)

## WORK PACKAGE 6-Tool Kit

**Deliverable 9:** Online version of the Tool Kit (December 2016).

- **Description:** Online version of the Tool Kit including well described examples of interventions to influence alcohol attitudes or behaviors and guidance on good practice criteria for the use of information approaches to reduce alcohol related harm.

**Deliverable 10:** Master for printed Tool Kit (May 2016).

- **Description:** Master for printed Tool Kit in English, ready for adaptation to national needs and interests and translation and publication as deemed appropriate by national partners.

### Milestones:

- u. Template for describing good practice examples (June 2014).
- v. Guidance on criteria of good practice in the use of information approaches to reduce alcohol related harm (April 2015).
- w. Online version of Tool Kit (December 2016).
- x. Master for printed Tool Kit (May 2016).
- y. Launch of Tool Kit within wider European conference (June 2016).

**Evaluation of WP6:** A more detailed evaluation of the specific objectives within this WP is presented below. However, in broad terms, this WP will be assessed by its ability to put

together a Tool Kit comprising (1) transferable interventions on which some evidence of effectiveness in influencing alcohol attitudes or behaviors is available; and (2) guidance for health policy planners relating to the use of information approaches as part of wider public health policies on alcohol.

**Specific objective 5:** Facilitating exchange between MS public health bodies of good practice in the use of information approaches to reduce alcohol related harm (WP6).

<b><i>Process indicators</i></b>	<b><i>Methodology</i></b>
Number of Member States and partners from which good examples for the Tool Kit are sourced	Document analysis (DA)
<b><i>Outputs indicators</i></b>	
Number of well described and transferable interventions to prevent alcohol related harm among children, young people or adults on which some evidence of effectiveness in influencing attitudes or behaviors is available	Document analysis (DA)
<b><i>Outcomes indicators</i></b>	
CNAPA and other target group members' positive assessment of the quality and adequacy of the presentation of good practice examples	Short survey (S <sub>3</sub> )

**Specific objective 6:** Providing guidance and tools for public health policy planners for the use of information approaches to reduce alcohol related harm in the framework of wider public health policies (WP6)

<b><i>Process indicators</i></b>	<b><i>Methodology</i></b>
Number of good practice examples included in the Tool Kit	Document analysis (DA)
Well structured and informative presentation of good practice criteria	Document analysis (DA)
<b><i>Outputs indicators</i></b>	
Positive assessment by intended users among JA participants and beyond of the quality and usefulness of the good practice description	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & short survey & semi-structured interviews
Positive assessment by intended users among JA	Short survey & semi-structured

participants and beyond of the usefulness of good practice criteria	interviews
<b><i>Outcome indicators</i></b>	
Number of MS having adapted or planning to adapt one or more of the good practice examples	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & Document analysis
Number of MS having made use of or planning to make use of the good practice criteria	2 wave surveys (S <sub>1</sub> , S <sub>2</sub> ) & Document analysis

# Joint Action general evaluation

## The impact of the JA

The impact of the JA will be assessed on the one hand by checking the amount of publications (articles, books, scientific papers, reports) that have been produced by RARHA participants. On the other hand, the short interview among stakeholders will be used as a tool to assess the level of impact that the outputs and outcomes of RARHA might have on society and on the main stakeholders in the field.

**Method:** Document analysis (DA), and short survey (S<sub>3</sub>)

## Evaluation of the project as a whole

Based on the abovementioned indicators and the assessment of the different WP and the different methodologies used throughout the evaluation process, the external evaluators will conduct an evaluation of RARHA project as a whole. The longitudinal analysis of the project taking into account the process, the outputs, the outcomes and the impact will provide the necessary data to elaborate the final evaluation report.

In this point, the RARHA evaluation will analyze if the expected outcomes and the general objective of the JA (as specified in the Annex 1-Description of the Action), have been accomplished. On the one hand, the overall assessment will take into account the extent to which the JA has contributed to capacity building among partners and in the wider public health community. On the other hand, the assessment will analyze whether the JA has boosted the implementation of EU alcohol strategy by producing tools for health policy planning and action on alcohol.

The final product (deliverable 6) will be the Final Evaluation Report to summarize the overall evaluation of RARHA. This document will present the findings obtained through the internal and external evaluation. Hence it will report on the process as well as on the effect of the JA.

**Method:** All methods used throughout the evaluation will be used: S1, S2, S3, SI, DA, and PA.

# Timeline

The RARHA JA has a 3-year duration, from 01.01.2014 to 31.12.2016. The timeline for the performance of the external evaluation covers the period from the signature of the subcontract (July 2014) until the end of the project, but the activities to be evaluated run from the starting date of the JA RARHA (1st January 2014). ([See Gantt chart below](#)).



# External Evaluator: ESADE Business School

## Institutional support

**Ramon Llull University:** Ramon Llull University (URL) is a non-profit private entity that is structured under the principle of a federative agreement between the University, and the different entities that assume the management of each centre with their own human and technological resources. More specifically, the external evaluation of RARHA will be performed by the centre of URL ESADE, with VAT G-59716761. URL-ESADE, founded in 1958, is an institution whose main activities of education, research and social debate take place on three campuses: Barcelona, Madrid and Buenos Aires. URL-ESADE was one of the first business schools to obtain the three most recognized awards in the sector: International AACSB, EQUIS and AMBA. URL-ESADE ranks among the top ten business schools in Europe in the most important international MBA, Executive Education and university program polls.

**URL-ESADE's Institute for Public Governance and Management (IGDP):** IGDP's main aim is to consolidate public sector organizations with a civil service culture rooted in performance management and accountability. Our mission includes a commitment to providing support for public sector innovators. The IGDP currently imparts the Executive MPA. IGDP is based upon a group of URL-ESADE faculty members and academic associates, leading public managers and international experts, who are drawn from the various areas making up public management. IGDP's dedicated Research Group for Public Leadership and Innovation (GLIGP) works within the theoretical framework of governance on two main topics: democratic public leadership as a driving force for institutional development, and the role of networks, alliances and partnerships in public management. Furthermore, the IGDP has been involved in various consultancy projects aimed at evaluating public policies at the Catalan level. It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2013).

The IGDP (ESADE Business School) has participated extensively in European Research Projects, and its researchers are currently participating in the following ones:

- LIPSE. Learning from Innovation in public sector environments (EU 7th Framework Program).
- ALICE RAP. Addictions and Lifestyles in Contemporary Europe. Reframing Addictions Project (EU 7th Framework Program)

- Avoiding Fraud in Cohesion Policy 2014-2020: a comparative Study on the correct observance and implementation of the public procurement EU regulations by managing and contracting authorities (European Commission - European Anti-Fraud Office (OLAF)).
- COMPOSITE. Comparative Police Studies in the EU (EU 7th Framework Program)

## Researchers involved in the project

**Dr. Tamyko Ysa** (Principal Researcher of the project) PhD in Political Science, Executive Master in Public Management, MSc. in Public Administration and Public Policies (LSE), BA in Political Science, BA in Law.

Associate Professor of the Department of Strategy and General Management, and of the Institute for Public Governance and Management at ESADE Business School, she has published in journals such as "Journal of Public Administration Research and Theory", "Public Administration", "Public Management Review", "International Public Management Journal", "Journal of Business Ethics" or "Public Money & Management". Her previous books and chapters include "Governance of Addictions: European Public Policies", "Governments and Corporate Social Responsibility: Public Policies beyond Regulation and Voluntary Compliance" and "New Steering Concepts in Public Management".

She has acted as consultant at the strategic level to various public administrations, and she is the Principal Investigator of the Research Group in Leadership and Innovation in the Public Sector. Her areas of interest are the management of partnerships and their impact on the creation of public value; the design, implementation and evaluation of public policies, and the relations between companies and governments. She is the academic coordinator of the Executive Master in Public Administration, where she teaches Evaluation of Public Policies, and Public-Private Collaborations. She also teaches Non-Market Strategies at BBA, Msc and MBA levels.

She has been visiting fellow at the London School of Economics (Management Department) and the Copenhagen Business School (Department of Business and Politics).

<http://www.esade.edu/faculty/tamyko.ysa>

**Adrià Albareda** (Researcher of the project) MSc in International Relations and BA in Political Sciences. Researcher at the Institute for Public Governance and Management of ESADE Business School since 2011. He has previously worked at the Barcelona Center for International Affairs (CIDOB), where he conducted research on the Euro-Mediterranean relations and on Spanish foreign policy. He is currently working on research projects bearing on governance, public management, management of networks and public-private partnerships. He has experience in working as a researcher in various EU funded projects (ALICE-RAP and LIPSE).

The evaluation of RARHA in ESADE will benefit from the organizational structural support, both from the Office of Research Projects, and from the Institute for Public Governance and Management.

## Previous experience in evaluating EU projects

The two researchers involved in the project are also part of ALICE-RAP (Addictions and Lifestyles in Contemporary Europe – Reframing Addictions Project) project, a 10,000,000€ Seventh Framework Program ([www.alicerap.eu](http://www.alicerap.eu)). In addition to their participation in WP13 in which they have conducted research on the Governance of Addictions in Europe (<http://ukcatalogue.oup.com/product/9780198703303.do>), they are also part of the Work Package that conducts the evaluation of the project. To do so, the researchers are conducting surveys at different stages of the project in order to assess the quality of the management, the process and the outputs and outcomes produced by the project. A particularity of this evaluation is a social network analysis that has been used to improve the connections and the integration of the various partners in the project.

# ANNEX 1

*This Annex has been successively added to the RARHA Evaluation Plan submitted to CHAFEA as deliverable number 5. As planned in the Grant Agreement, it is based on the stakeholders analysis carried out by the external evaluator (ESADE), and approved by ISS and ESG.*

## Stakeholders to be addressed

The following table presents the main stakeholders that will be addressed throughout the evaluation process of RARHA Joint Action (JA). As noted by CHAFEA, a stakeholder is anyone who has a vested interest in the project or will be affected by its results. More specifically, stakeholders are those groups of people, organizations, institutions and individuals that have an interest in RARHA and that will be affected by its outputs and outcomes. Stakeholders also have the ability to become involved or invested in RARHA's work, and to help to achieve its goals. The following stakeholder analysis identifies and assesses the main stakeholders to be addressed during the evaluation process.

The first part of the table (from number 1 to 2) includes **internal stakeholders**, actors that are directly involved in the management and operational activities of the JA. For this reason, they are mainly concerned with process and output evaluation, to establish whether and in which measure the JA objectives have been achieved.

The rest of the actors included in the table refer to **external stakeholders** that, despite not being directly involved in the operational aspect of the JA will be affected by the JA results. These stakeholders are mainly involved in outcome and effect evaluation, to establish the impact and the sustainability of RARHA results.

It is worth to note that all stakeholders addressed for dissemination purpose, and included in the Stakeholder Mapping developed by each RARHA partner for the WP2-Dissemination, will necessarily be included in the evaluation process.

Stakeholder	Importance	Reasons of evaluation	Type of evaluation & Methods	Acceptability
1. RARHA associated partners (Work Package Teams).	Very high.	These are professionals pertaining to organizations directly involved in the management and operational activities of the JA, executing the work of the single WPs.	<p>Process and output evaluation.</p> <p>Methods: Two wave surveys (S1 and S2) to follow the progress of the JA and assess the process, the outputs and the outcomes against predefined milestones, deliverables and indicators; participants observation at RARHA meetings (PA).</p>	As direct members, it is expected to obtain good levels of collaboration with the different methods used to assess the work of RARHA. However, public health professionals and researchers tend to be flooded with surveys, which might hamper the response rate of the online survey. In order to maximize the response rate the evaluation team will send reminders and respond to any question or inquiry regarding the surveys.
2. RARHA Work Package leaders, co-leaders, and task leaders.	Very high.	Key people with responsibilities within each Work Package of the JA. Apart from the day-by-day implementation and coordination activities, they are responsible for the timely execution of milestones, the quality of deliverables and their adherence to the JA objectives.	<p>Process and output evaluation.</p> <p>Methods: two wave online surveys (S1 and S2) and semi-structured face-to-face in-depth interview (SI) to obtain first hand information about the management of the JA and the level of accomplishment of desired goals.</p>	The acceptability to WPs leaders, co-leaders and task leaders is expected to be high since they are the most interested partners to obtain information about the process and the results of the JA in order to solve any possible problem and enhance the outputs and outcomes of RARHA.
3. EU Committee on National Alcohol Policy and Action (CNAPA).	Very high.	The members of the CNAPA, as the “client” of the JA, are the first target group and the intended user group for the tools to be developed by the JA. CNAPA brings together representatives from EU national governments to share information, knowledge and good practice on reducing harmful alcohol consumption.	<p>Effect evaluation.</p> <p>Short online survey (S3) aimed at evaluating RARHA results, the extent to which these results are aligned with the Joint Action's objective, and their impact and sustainability.</p>	The response rate might be quite high since CNAPA members are also part of the RARHA Advisory Group with the responsibility of providing strategic guidance and support to the JA Management Group. On the other hand, CNAPA members are representatives of national governments who receive many surveys, which might reduce the response rate. In order to avoid low response rates, the short survey will be

Stakeholder	Importance	Reasons of evaluation	Type of evaluation & Methods	Acceptability
				conducted during a long period of time (8 months, from January 2016 to August 2016). Having a longer timeframe will allow the evaluation team to track respondents and increase the final response rate.
4. RARHA collaborating partners.	High.	Although not involved in the day-by-day operational activities of the JA, the collaborating partners are relevant for their support in many technical and scientific aspects. Some Collaborating Partners (WHO, EMCDDA, Pompidou Group and OECD) are also members of the RARHA Advisory Group with the responsibility of providing strategic guidance and support to the JA Management Group.	Effect evaluation. Short online survey (S3) aimed at evaluating RARHA results, the extent to which these results are aligned with the Joint Action's objective, and their impact and sustainability.	Since third parties are not directly involved in the JA and the method to address them is an online survey, it is possible to obtain a relatively low response rate. In order to avoid that, RARHA collaborating partners will have a special treatment and monitoring.
5. EU Member States Departments of Health and other central or local government bodies engaged in: (1) Monitoring of drinking patterns, (2) Developing drinking guidelines and alcohol related policies, (3) Promoting health through the reduction of	Very high.	This category of stakeholders includes members of public bodies - Health Ministries, Public Health Institutes, statistical bodies, health services, etc., that are the potential users and beneficiaries of the outputs produced by the JA. Departments of government bodies with indirect interest in alcohol consumption patterns (e.g. finance departments, transport, social services, urban planning, education, etc.) will also	Effect evaluation. Short online Survey (S3) aimed at evaluating the extent of the dissemination of RARHA results and their impact and sustainability.	A quite high level of response is expected considering that all stakeholders in this category are officially and directly interested in the RARHA objectives and represent one of the Member States involved in the JA. Nevertheless they might not feel obliged to respond to the short survey, but the time frame in which this survey will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.

Stakeholder	Importance	Reasons of evaluation	Type of evaluation & Methods	Acceptability
alcohol related harm.		be comprised. As for the following categories, these stakeholders will be selected among those included in the list developed by each associated partner in the stakeholders mapping for dissemination purpose.		
6. Public Health & Medical Professionals involved in alcohol consumption patterns.	High.	As for categories 5-11, these stakeholders will be selected among those included in the list developed by each associated partner in the stakeholders mapping for dissemination purpose.	Effect evaluation. Short online Survey (S3) aimed at evaluating the extent of the dissemination of RARHA results and their impact and sustainability.	These participants are not directly involved in the JA. This might hamper the response rate as they do not feel obliged to respond to the short survey. Nonetheless, the time frame in which this survey will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.
7. Umbrella Groups, Associations, Societies, Networks, NGOs, etc., focusing on alcohol or associated diseases (cancer, liver disease) and/or interested in alcohol consumption patterns.	High.	As for categories 5-11, these stakeholders will be selected among those included in the list developed by each associated partner in the stakeholders mapping for dissemination purpose. These stakeholders will be contacted to know how the scientific community assesses RARHA outputs.	Effect evaluation. Short online Survey (S3) aimed at evaluating the extent of the dissemination of RARHA results and their impact and sustainability.	These participants are not directly involved in the JA. This might hamper the response rate as they do not feel obliged to respond to the short survey. Nonetheless, the time frame in which this survey will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.
8. Scientific Community, e.g. relevant health/public health researchers at	High.	As for categories 5-11, these stakeholders will be selected among those included in the list developed by each associated partner in the	Effect evaluation. Method: Short online Survey (S3) aimed at evaluating the extent of the	These participants are not directly involved in the JA. This might hamper the response rate as they do not feel obliged to respond to the short survey. Nonetheless, the time frame in which this survey

<b>Stakeholder</b>	<b>Importance</b>	<b>Reasons of evaluation</b>	<b>Type of evaluation &amp; Methods</b>	<b>Acceptability</b>
universities or research institutes		stakeholders mapping for dissemination purpose. These stakeholders will be contacted to know how the scientific community assesses RARHA outputs.	dissemination of RARHA results and their impact and sustainability	will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.
9. Major Public Health Projects with overlapping interests with RARHA JA.	Medium.	As for categories 5-11, these stakeholders will be selected among those included in the list developed by each associated partner in the stakeholders mapping for dissemination purpose. These stakeholders will be contacted to know their opinion on the quality and usefulness of RARHA results.	Effect evaluation. Short online Survey (S3) aimed at evaluating the extent of the dissemination of RARHA results and their impact and sustainability.	These participants are not directly involved in the JA. This might hamper the response rate as they do not feel obliged to respond to the short survey. Nonetheless, the time frame in which this survey will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.
10. Media.	Medium.	As for categories 5-11, the media will be selected among those included in the list developed by each associated partner in the stakeholders mapping for dissemination purpose. Professional and general media are an important target group as intermediaries between public health professional/policy makers and lay people.	Effect evaluation. Document analysis.	The evaluation in this case does not require the interaction with members of media groups. The intention is to gather the news published in any format and analyze the assessment of RARHA from the point of view of the media.
11. Relevant Private Sector Actors.	Low.	As for categories 5-11, relevant private sector actors will be selected among those targeted by associated partners in their stakeholders mapping for dissemination purpose. They can be	Effect evaluation. Short online Survey (S3) aimed at evaluating the extent of the dissemination of RARHA results and	Only those members of private sector organizations that have been identified by associated partners will be contacted. Since these people are not directly involved in the project the response rate might be low. Nonetheless, the time

Stakeholder	Importance	Reasons of evaluation	Type of evaluation & Methods	Acceptability
		relevant to assess the impact and sustainability of the JA.	their impact and sustainability.	frame in which this survey will be conducted, its shortness, the periodic reminders, and the potential benefits arising from the JA might foster the final response rate.
12. EU Alcohol and Health Forum.	Medium.	This is a multi-stakeholder platform composed of NGOs and economic operators. Members of the Forum have made a series of commitments aimed at reducing alcohol-related harm.	Effect evaluation: Members of the EU Alcohol and Health Forum will be asked about the relevance and impact of RARHA JA. Thus, the focus in this case will be on the outputs and outcomes.  Short online survey (S3).	Only those representatives of organizations involved in public health in the EU Alcohol and Health Forum will receive the survey (i.e. commercial operators in the Alcohol and Health Forum will be excluded). It is expected that, since these organizations are directly interested in alcohol policies, they will be willing to respond to the survey.
13. European Public Health Alliance (EPHA).	Low.	Platform of 93 Europe's leading NGO advocating for better health. Alcohol related issues are one of the concerns tackled in this Alliance.	Effect evaluation.  Short online survey (S3).	The acceptability of the members in this alliance is expected to vary depending on their interest on alcohol issues. In order to ensure high response rate, only those NGOs with potential interest in alcohol issues will receive the survey.



