

## EVALUATING THE IMPACT OF NATO'S PUBLIC DIPLOMACY

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### PROJECT OVERVIEW

The Public Diplomacy Division (PDD) of the NATO International Staff identified the need to improve the way the effectiveness and impact of NATO's public diplomacy activities are evaluated so that they could more objectively report on the effectiveness of NATO's public diplomacy and enhance their public diplomacy activities. In April 2012, the JALLC was tasked by the Supreme Allied Commander Transformation, at the request of the NATO Assistant Secretary General for Public Diplomacy, to develop a comprehensive public diplomacy evaluation framework.

The JALLC researched and analysed various methods and approaches to evaluating the effectiveness and impact of public diplomacy and public relations used by both NATO and non-NATO organizations. The Public Diplomacy Evaluation Framework (referred to as the Framework) was then developed. The Framework is a theoretical construct for a total approach to public diplomacy evaluation comprised of:

- a theoretical foundation for understanding the relationships among goals, public diplomacy activities and intended and actual results;
- an evaluation methodology that includes a process for feeding evaluation findings into the activity planning process;
- procedures necessary to execute the evaluation methodology; and
- a selection of research methods and tools used to accomplish monitoring and evaluation of public diplomacy activities.



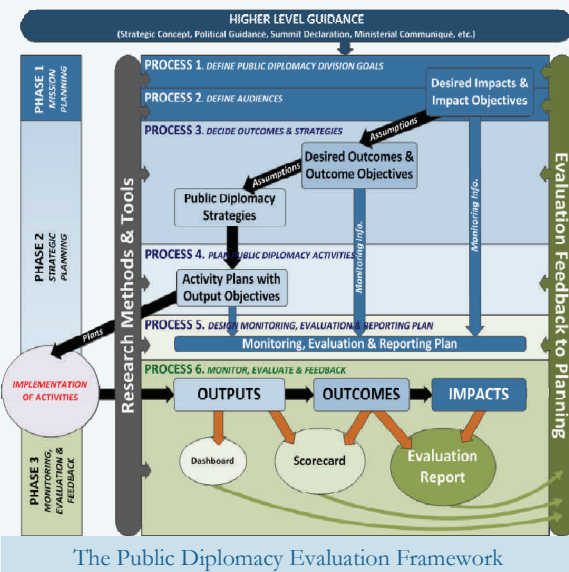
Opening remarks by NATO Secretary General NAME Anders Fogh Rasmussen during the Chicago summit, May 2012.

### MAIN FINDINGS AND RECOMMENDATIONS

The project team found that, to be able to evaluate whether public diplomacy activities have the intended effect on a target audience, a logical evaluation plan needed to be prepared and followed using the concept of *theory of change*.

The theory of change provides the baseline for evaluation and allows the user to link public diplomacy activities to goals, monitor actual results against expected results and feed findings back into the planning process to improve the theory of change as well as improve the selection of public diplomacy activities. The Framework is designed to follow the aforementioned process, enabling public diplomacy evaluation and enhancement of public diplomacy activities.

Evaluation within the Framework takes place on two levels. First, *Output Evaluation (Micro-level)* determines whether the public diplomacy activities are having the intended immediate and direct results (outputs). Second, *Impact/Outcome Evaluation (Macro-level)* determines whether those outputs (immediate and direct results) from public diplomacy activities are having the desired outcomes and impacts expected from the theory of change.



The Public Diplomacy Evaluation Framework

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NATO  
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## MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

The Framework also includes feedback loops, derived from the evaluation findings, to improve public diplomacy planning on two levels. The first level of feedback focuses on *public diplomacy activity enhancement* and helps to make planned public diplomacy activities deliver improved immediate and direct results (outputs) by better selecting and implementing activities using lessons from evaluations. The second level of feedback focuses on *public diplomacy strategies enhancement* and helps in the design of more effective public diplomacy strategies and improve the theory of change by using lessons from evaluations of how the actual results (outcomes, impacts) compare with intended results from the theory of change.

## PROJECT EXECUTION

The Framework was developed using data collected from interviews, desk research and subject matter experts, incorporating elements from a number of existing evaluation frameworks. It was reviewed by a selection of public diplomacy evaluation experts from Nations, international organizations and academia. The results have been published in two JALLC products: the first, the main report, describes the conducted analysis and how the Framework satisfies PDD's analysis requirement; the second, the Public Diplomacy Evaluation Framework Guide, is a practitioner's guide for using the Framework.

### COMMANDER ANTHONY SMITH, UNITED STATES NAVY

CDR Smith has served as a pilot in the United States Navy since 1998. He has flown combat missions in support of Operation IRAQI FREEDOM, Operation ENDURING FREEDOM and ISAF and served as the Assistant Air Operations Officer with Carrier Strike Group THREE. After being posted to JALLC in 2011, he has contributed to the SACEUR Strategic Analysis Team report on OUP and various other projects.

### LIEUTENANT COLONEL NERIJUS STANKEVICIUS, LITHUANIAN ARMY

LTC Stankevicius has served in the Lithuanian Army since 1994. After graduating from the Lithuanian Military Academy, he served in a variety of positions including intelligence officer, mechanized infantry, battalion commander and ISAF PRT commander. LTC Stankevicius attended the Joint Command and General Staff Officers course at the Baltic Defence College and holds master's degrees in public administration (Law University) and international relations and diplomacy (Vilnius University). He was assigned as a JALLC analyst in 2012.

### MAJOR JIŘÍ TROJÁNEK, CZECH AIR FORCE

MAJ Trojánek, has served in the Armed Forces of the Czech Republic since 1984. After graduating from the Air Force Academy, he served in a variety of ranks at various postings including at the Czech Joint Forces HQ. He has attended the NATO Staff Officers Course and the US Air Command and Staff College. He was deployed to Afghanistan as the JALLC Representative to HQ ISAF in 2010.

### MR NIGEL BRANSTON, CIVILIAN ANALYST

Mr. Branston is a retired Royal Air Force officer, with tours in Allied HQ's in Naples and Brunssum. He has been involved in operations ranging from the Falklands War (1982), NATO's International Force (IFOR) in the former Yugoslavia (1995–1996), to ISAF and served as Director of Staff of JFC Brunssum's Deployable Joint Task Force HQ within the NRF. Mr Branston joined the JALLC in 2007 as an analyst.

### MR KEITH BLISS, CIVILIAN SUBJECT MATTER EXPERT

Mr Bliss is a internationally recognized expert in marketing and communications. Mr Bliss has 18 years of corporate experience as a company director. He has spent the last 16 years as an independent consultant specializing in research, analysis and evaluation of communications strategies and markets for medium and large companies. Mr Bliss has also developed many research-based communications and marketing plans and has worked on three projects for Joint Force Command Lisbon as a facilitator.

## PROJECT TEAM

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<http://www.jallc.nato.int>

Non-classified reports and LLDb Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](#).

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